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27 August 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, 4 SEPTEMBER 2014** at **6.00 p.m.**

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

Yours faithfully
JEAN HUNTER
Chief Executive

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AGENDA

PAGES

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

- | | | |
|------------|---|----------------|
| 5. | Contact Centre Half-Yearly Performance Review
The report providing a review of the Contact Centre's operation for January to July 2014 is attached. | 5 - 16 |
| 6. | People and Organisational Development Strategy
A report setting out the benefits and progress of the Council's People and Organisational Development (OD) Strategy is attached, as is the Council's OD Strategy and Action Plan 2014-2017. | 17 - 30 |
| 7. | Quarterly Position Statement on Finance, Performance and Risk
The quarterly Position Statement on Finance, Performance and Risk is attached. This item will be considered by Cabinet at its meeting on 11 September 2014. | 31 - 72 |
| 8. | Work Programme 2013/14
To enable the Committee to consider its work programme for future meetings. | 73 - 88 |
| 9. | Monitoring the Executive
Scrutiny monitors are invited to report to the Committee regarding Portfolio Holder meetings attended since the last meeting and specifically raise any issues challenged and the result and/or issues where the Committee could add further value. | |
| 10. | To Note the Dates of Future Meetings
Future meetings are scheduled to be held on the following dates: <ul style="list-style-type: none"> • Thursday 6 November 2014, 6pm • Thursday 8 January 2015, 6pm • Thursday 10 February 2015, 6pm • Thursday 26 March 2015, 6pm • Thursday 30 April 2015, 6pm | |

Exclusion of Press and Public

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

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

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

OUR LONG-TERM VISION

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

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

OUR VALUES

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

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

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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

PRESENT: Councillor Roger Hickford – Chairman
Councillor Jose Hales – Vice-Chairman

Councillors: David Bard Kevin Cuffley
Alison Elcox Lynda Harford
Philippa Hart Bunty Waters

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

Officers: Alex Colyer Executive Director, Corporate Services
Jean Hunter Chief Executive
Tracy Mann Development Officer
Richard May Policy and Performance Manager
Victoria Wallace Democratic Services Officer
Graham Watts Democratic Services Team Leader

1. APOLOGIES

An apology for absence was received from Councillor Douglas de Lacey. It was also reported that Councillor Kevin Cuffley was in attendance as a substitute for Councillor David Morgan.

2. DECLARATIONS OF INTEREST

No declarations of interest were made.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 3 April 2014 were **AGREED** as a correct record.

4. PUBLIC QUESTIONS

No questions had been received.

5. 2013-2014 YEAR END POSITION STATEMENT ON FINANCE AND PERFORMANCE

The Scrutiny and Overview Committee considered a report which provided a statement on the Council's position with regard to its General Fund, Housing Revenue Account, capital expenditure and requests for budget rollovers from 2013-14 to 2014-15. The report also presented the Council's year-end position with regard to its corporate objectives and performance indicators.

The report, together with any specific comments from the Scrutiny and Overview Committee, was due to be considered at the meeting of Cabinet on 10 July 2014.

Councillor Simon Edwards, Deputy Leader and Portfolio Holder for Finance and Staffing, presented the report and discussion ensued as follows:

- concerns regarding vacancies in the ICT department were raised, along with concerns over the implications for project delivery due to this. Members were informed that all posts had either been recruited to or were in the process of being advertised;
- the lack of Corporate and Customer Services Portfolio Holder meetings was queried. Councillor David Whiteman-Downes informed Members that much of the business previously considered at his Portfolio Holder Meetings had been referred to Cabinet for consideration, such as items on performance monitoring and the Council's risk registers;
- the percentage of household waste for reuse, recycling and composting as set out in the report, was queried and discussed. Members were informed that:
 - there would be a reduction in household waste collection rounds and that crews' hours would be annualised;
 - service users would see no difference in service provision for blue and black bin collections, as annualised hours would be averaged out;
 - any posts lost from the service would either be posts that were already vacant or came from natural wastage;
- expenses reclaimed from the elections, as outlined in Appendix B of the report, were queried. The Committee was informed that these expenses came from the European Elections;
- the total rental income from external users of South Cambridgeshire Hall was queried and subsequently noted as totalling approximately £54,000 per annum;
- the provision of additional car parking was discussed and Members were informed that a report on the remodelling of the car park at South Cambridgeshire Hall would be submitted to the Council's Executive Management Team for consideration in July or August 2014. Through remodelling the car park, it was anticipated that an additional 20 to 30 parking spaces could be created. Members were reminded, however, that the same number of people currently worked in the offices as they did in 2009, despite the increase in external users of the building;
- the winding up costs of the Pest Control Service were queried. The Executive Director informed the Committee that these costs were from two early retirements which would pay for themselves within one year and result in savings from then on;
- costs for the purchase of uniforms for Contact Centre staff, as outlined in Appendix C of the report, were queried. The Portfolio Holder for Corporate and Customer Services clarified that the uniforms would present a corporate image to anyone visiting the Council offices. Members were also informed that a phase of recruitment to the Contact Centre had begun, with an extra six staff members being recruited. There would be a total of 15 to 16 members of staff in the Contact Centre at the end of the recruitment phase. The cost for the uniforms set out in the report was for all of these staff members;
- the staff survey was discussed and it was noted that the format of the survey had not yet been finalised. Members of the Scrutiny and Overview Committee suggested that the survey should be anonymous and facilitated by an external company if possible. All options would be considered as to the undertaking of the survey and Members requested an update on its format at the Committee's next meeting. The Committee was keen to be involved with its development and Councillor Simon Edwards agreed to refer this request to Cabinet for consideration on 10 July. Councillor Lynda Harford volunteered to lead any input from the Committee in respect of the staff survey;
- a question was raised regarding the assessment of the Local Plan and whether there was a procedure allowing Members to participate in the incorporation of changes. This issue would be referred to the Portfolio Holder for Planning.

The Scrutiny and Overview Committee **SUPPORTED** the recommendations to Cabinet contained within the report, scheduled to be considered at the meeting of Cabinet on 10 July 2014.

6. CITY DEAL UPDATE

Alex Colyer, Executive Director (Corporate Services), provided a brief update on the Greater Cambridge City Deal, which had recently been signed.

The Corporate Governance Committee would be meeting on 3 September 2014 to discuss the governance arrangements for the City Deal. Members of the Scrutiny and Overview Committee and the Partnerships Review Committee would be invited to attend this meeting.

A joint Member workshop would take place towards the end of September 2014, for Members from all three Councils involved in the City Deal.

7. ORCHARD PARK - REVIEW OF ACHIEVEMENTS AND LESSONS LEARNED

Graham Watts, Democratic Services Team Leader, presented the background to this item which had been suggested at the meeting of full Council in June 2014 as an area for potential scrutiny.

Tracy Mann, Development Officer, provided some background on the in-depth review of Orchard Park, which had been undertaken by a Task and Finish Group of the Scrutiny and Overview Committee in 2007.

Tracy Mann proposed that a Member/Officer working group be established to investigate what the Council was doing to ensure that the recommendations of the Task and Finish Group were being incorporated, and how any achievements, lessons learnt and good practice were being embedded into other new developments, such as Northstowe.

Section 106 funding for Northstowe was discussed. Tracy Mann informed the Committee that a Community Development Worker had been appointed and that Phase 1 of Northstowe did include a primary school. She also confirmed that a Road Adoption Strategy for Northstowe had been written.

The Scrutiny and Overview Committee **AGREED** that a working group would be set up consisting of Councillors David Bard, Alison Elcox, Jose Hales, Lynda Harford and relevant officers. It was also suggested that a member of the Youth Council should be invited to be a member of the group.

8. WORK PROGRAMME 2014/15

Graham Watts, Democratic Services Team Leader, presented the Scrutiny and Overview Committee's proposed work programme, which was then discussed. The following items would be added to the work programme:

- Working Group (lessons learnt from Orchard Park working group) – update;
- the staff survey;
- Mears – it was suggested that the Scrutiny and Overview Committee should write to Mears regarding how it had reviewed its complaints procedure following consideration of this issue at a previous meeting of the Committee;
- ICT.

The work programme would also note the dates of meetings and workshops regarding the Greater Cambridge City Deal, namely the Corporate Governance Committee meeting on 3 September 2014 and a joint Member workshop at the end of September 2014.

9. APPOINTMENT OF SCRUTINY MONITORS AND MONITORING THE EXECUTIVE

Scrutiny Monitors were appointed as follows:

Description and/or Portfolio	Scrutiny Monitor
Leader	Cllr Lynda Harford
Deputy Leader Finance & Staffing	Cllr Roger Hickford
Corporate and Customer Services	Cllr Jose Hales
Economic Development	Cllr Philippa Hart
Environmental Services	Cllr David Bard
Housing	Cllr Bunty Waters
Planning	Cllr Kevin Cuffley
Strategic Planning and Transportation	Cllr Alison Elcox Cllr Jose Hales Cllr Lynda Harford

10. TO NOTE THE DATES OF FUTURE MEETINGS

Members noted the next scheduled meeting dates:

- Thursday 4 September 2014, 6pm
- Thursday 6 November 2014, 6pm

The Meeting ended at 7.25 p.m.

Agenda Item 5



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee

4 September 2014

Lead Officer: Alex Colyer –Executive Director Corporate Services

Contact Centre Half-Yearly Performance Review

Purpose

1. To present to Scrutiny and Overview Committee the Contact Centre Performance (**Appendix A**) for information and comment

Recommendation

2. It is recommended that the report be noted.

Reason for Recommendation

3. This report provides a review of the Contact Centre's operation for January to July 2014. The performance has been reported on a monthly basis from January 2013 following its launch in December 2012.

Performance of Contact Centre

4. The performance figures to date are set out in **Appendix A**.
5. The performance of the Contact Centre is not as robust as 2013, the reason for this has been identified by Contact Centre management.
6. The review of the Contact Centre performance has highlighted that for 2014, the number of calls which have been handled during March and May in 2014 was not significantly different to the same period in 2013 and this is reflected in the performance figures provided.
7. The performance of the team during March to May 2013 was masked by the employment of 5 temporary customer contact advisors employed to manage the impact of the changes to Housing Benefit and Council Tax Support, following changes introduced as part of the welfare reforms.
8. It appears from the review of 2014 performance that the welfare reform did not as anticipated, significantly change the number of calls which were received during March and May 2013. Traditionally the months of March to May are busy for the Contact Centre due to significant increases in the amount of correspondence sent to residents, which includes New Year council tax bills, rent increases letters, and benefit notification letters.
9. The target of first time call resolution of 80% continues to be achieved and performance against this indicator remains strong.
10. Performance for percentage of calls handled needs to improve, together with call handling and answer times.

11. The proposed changes to the Contact Centre and the reception service which staff are currently being consulted on, combined with the recruitment of additional permanent staff, should enable more customer contact advisors to be available at peak times and enable the Contact Centre's performance to improve.

Background

12. The Scrutiny and Overview Committee conducted its annual review of the Customer Contact Centre in January 2014 (**Appendix B & C**), and it was agreed that Contact Centre performance should be reviewed again after 6 months.
13. The Contact Centre was launched in December 2012 and following this launch the Council implemented the changes to housing benefit and council tax support as part of the welfare reforms. A small team of customer advisors was employed during March to June 2013 on a temporary basis, to manage the expected increase in call volumes.

Considerations

14. The team has been working on a plan to implement changes to service design and to minimise call waiting time, building on the successes of the team but looking at areas where key improvements are necessary.
15. We are currently in a period of formal consultation with staff on proposed changes to the Contact Centre and the reception service, to improve the service provided to residents.
16. The proposal will build on the excellent achievement of 80% first time call resolution, with the main objective of reducing the numbers of calls which are not answered and dealing with the peaks and troughs in call volumes in a more effective way. The main changes to the Contact Centre and reception service will be:-
 - 1) There will no longer be dedicated reception staff; all customer contact advisors will provide advice and resolve queries to residents via multiple channels including face to face, telephone, email, and other channels as these come on stream.
 - 2) Staffing rotas will be more effectively planned using data captured since the Contact Centre was launched at Cambourne, which will allow more staff to be available to take calls when we know the service is at its busiest.
 - 3) Rota changes will mean that there will be more staff available to take calls when the Contact Centre is at its busiest and fewer staff available when the contact centre is quiet. These changes should allow more flexibility for staff to take TOIL and annual leave.
 - 4) All members of the team will provide reception services and be available to take telephone calls whilst still providing the reception service.
 - 5) Change processes to enable administration to be streamlined within the customer contact centre.

- 6) Self – Service options to reduce the number of telephone calls and face to face visitors by continuing to:
 - a) Publicise and promote to residents the website as first option for information
 - b) Introduce electronic forms in key service areas
 - c) Promote and increase the use of self-service portals
 - d) Work with service areas to embrace email correspondence to residents.

17. The Contact Centre has been covering vacancies on a temporary basis and is currently recruiting for additional permanent staff, which will increase the current number of permanent staff by 5 (2 full -time and 3 part-time). This is an increase of 2 full time members of staff compared to the original staffing level; we expect that the cost of this will be covered by savings from staff vacancies.

18. The new permanent part-time staff will work at times when call volumes are busiest and enable peak periods to be covered more effectively.

19. A review of sickness levels by the HR team has suggested that these are not significantly different to other service areas, although clearly when staff have cold symptom's this will affect the level of attendance as they are unable to conduct their normal duties.

20. There has been a significant level of compliments each month although this should be tempered with the number of complaints which have been received during periods of high demand, when the percentage of calls handled is lower. The changes to the Contact Centre and reception, currently proposed to staff, will look to address staffing levels in the main. However it should be noted that during periods of extreme demand, we may still not be able to answer all calls.

21. The software has not been as robust as expected, which has resulted in significant performance issues at times. Performance of software is improving and management are working closely with the software supplier to ensure that this continues and appropriate action is being taken to resolve outstanding issues.

22. The team are undertaking work to promote other contact options to residents. Changes to the South Cambs Magazine will promote the use of the Council's website and email, to encourage those who can to contact us using these options rather than telephone or face to face.

Implications

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

Financial

24. We are aware that there could be some budget pressures if the savings from staff vacancies do not cover the cost of the additional 2 full time customer contact staff.

Staffing

25. The proposed changes to the Contact Centre and reception service are being managed currently; the formal consultation was launched on 13 August 2014.

Risk Management

26. The changes proposed to staff as part of the formal consultation process will enable more staff to be available at peak times, which will mitigate the risk with regard to performance.

Effect on Strategic Aims**Aim 1 – We Listen and engage with residents, parishes and businesses to ensure that we deliver first class services and value money.**

27. The contact has provided an improved service to residents at a substantially reduced cost; the current proposed changes to contact centre and reception service will look to provide improved service to resident with an increase in the percentage of calls being handled,

Background Papers

No Background papers were relied upon in the writing of this report

Report Author:

Dawn Graham – Benefits Manager
Telephone: (01954) 713085

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Report To: Scrutiny and Overview Committee 16 January 2014
Lead Officer: Alex Colyer - Executive Director Corporate Services

Contact Centre Annual Performance Review

Purpose

1. To present to Scrutiny and Overview Committee the contact centre performance (Appendix A) for information and comment.

Recommendations

2. It is recommended that the report be noted.

Reasons for Recommendations

3. This report provides a review of the first year's operation of the contact centre following its launch on 3 December 2012. The performance of the contact centre team has been reported on a monthly basis from January 2013 following its launch in December 2012. The annual performance figures are set out at **Appendix A**.

Background

4. During 2010 Scrutiny and Overview Committee led a member and officer task and finish group which looked at options to provide a modern, integrated customer contact centre with improved customer service and flexible options and provide savings of around £250,000 per year. The outcome of the review was to procure a flexible/agile cloud software contact centre solution and provide the service in house at the Council's headquarters at Cambourne.
5. The Council conducted an extensive procurement exercise to ensure that an appropriate Cloud software solution could be implemented within the tight timescales required. The software selected has the ability to allow the contact centre service to be scaled up or down; an example of this was when the contact service was scaled up between February and May 2013 to allow more calls to be taken from residents who were affected by welfare reform changes to housing benefit and council tax support.
6. The Council employed a business analyst to design and implement the business processes for the Contact Centre and to assess the staffing and rota requirements for the new service. This was done by reviewing the extensive data provided by County Council with regard to the service they were providing together with the County Council's documented operating processes.
7. While a significant proportion of staff required for the new service transferred from the County Council's employment, a rigorous recruitment and selection process was undertaken to fill the remaining vacancies in the team. This involved a strong emphasis on recruiting staff who demonstrated an aptitude for contact centre work with an ability to learn rather than any existing competency in a contact centre environment.

8. On 3 December 2012 the new contact centre was launched at South Cambridgeshire Hall, following the end of the contract with Cambridgeshire County Council.

Considerations

9. The Council's contact centre is in its infancy and there have been some significant successes, namely that the predicted cost savings have been achieved and an improved first time call resolution of 80% has been achieved. The team have worked well together to achieve a good start, but there are improvements which need to be made to push on with the service and implement more options to encourage channel shift.
10. As anticipated, the new team has been very successful in becoming a recruitment area for those looking to launch a career within local government but, there have been a larger than expected number of contact centre staff who have taken the opportunity to continue their career development within the Council and have transferred to other roles within SCDC. This should be seen as a positive outcome for the Council as these members of staff have an all-round knowledge of council services which gives them a distinct advantage when they transfer to their new roles. It is also a reflection on the calibre of staff recruited. It has, however, put pressure on the team at times in terms of service delivery in terms of available staffing and unproductive time due to unplanned recruitment and training requirements.
11. Unfortunately the software has not been as robust as expected which has led to significant performance issues at times. These include calls being dropped before being answered and, more significantly, periods when the system has been unavailable. The software supplier's customer base has increased at a significantly high level and this may have contributed to the system being not as robust as anticipated. Performance has now improved and management are working with the software supplier to provide an improved business continuity solution when the system is unavailable due to ICT technical problems.
12. The business processes for the contact centre service, together with the staffing requirements and rotas were designed based on data from the County Council. This data appeared robust, although in retrospect it perhaps lacked the fine detail required to accurately predict service demand peaks and troughs. This data also suggested average call times of 2.5 minutes whereas our contact centre has consistently operated at around 5 minutes per call.
13. In part, the longer average call times have been generated by fewer calls being transferred to the back office as, in line with the business plan, the team's ethos has been to attempt to resolve as many queries at first point of contact as possible without the need to transfer calls to the back office. This has certainly been a success for the team with first time call resolution running at 80% compared with the previous service level of 60%.
14. The introduction of the contact centre and their improved first time call resolution has had a knock on effect to back office teams. This can be clearly seen when looking at the Benefits Teams' performance. Despite the welfare reform changes and the introduction of Localised Council Tax Support (LCTS) and an all time high demand for Discretionary Housing Payments (DHP), the Benefits Teams' processing times for claims are the lowest since 2005, with new claims average processing time at 14.7 days which compares with 19.73 days for 2012/13.

15. The number of benefit changes and new claims processed is at an all-time high but performance is excellent. The contact centre and benefits team have worked together to manage the impact of the welfare reforms and additional customer contact advisors employed were employed during the exceptionally busy time between February and May 2013.
16. The service now provided by SCDC is, therefore, significantly different to the previous provision and, with the other factors described above, have contributed to some higher than originally anticipated call wait times for residents.
17. In response, the team have and will continue to work to implement changes to the service design and operation to minimise call wait times. The current plan focuses on a number of areas building on the successes of the contact centre but looking at areas where key improvements are necessary. The main themes are:-
 - 1) Coaching and training to manage down
 - a. Call lengths
 - b. Call wrap up times
 - 2) Channel Shift Plan / Strategy
 - 3) Resource planning / use of resources, and
 - 4) Improvements to general administration of the service
18. In the meantime, additional contact centre advisors have been recruited on a temporary basis until the end of May 2014 which will enable the team to cope in the short term with the additional calls due to expected in March and April which relate to new council tax bills, rent increases as well as giving some extra capacity during the initial months of the improvement plan.

Implications

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

Financial

20. The budget for 2013/14 is on target to deliver the agreed savings. There are significant budget pressures for 2014/15 if the current average call length is not reduced. The improvement plan will look to address this issue.

Staffing

21. The impact to staffing will be evaluated within the improvement plan for 2014

Risk Management

22. The current measures in place with regard to temporary staff will mitigate the risk with regard to performance. The risk management of the service is significant feature of the necessity to have a 2014 improvement plan.

Effect on Strategic Aims

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

23. The contact centre has provided an improved service to residents at a substantially reduced cost.

Background papers

No Background Papers were relied upon in the writing of this report.

Report Author: Dawn Graham – Benefits Manager
Telephone: (01954) 713085

Appendix C

Contact Centre Call Statistic 28/01/2013-22/11/2013

Overview

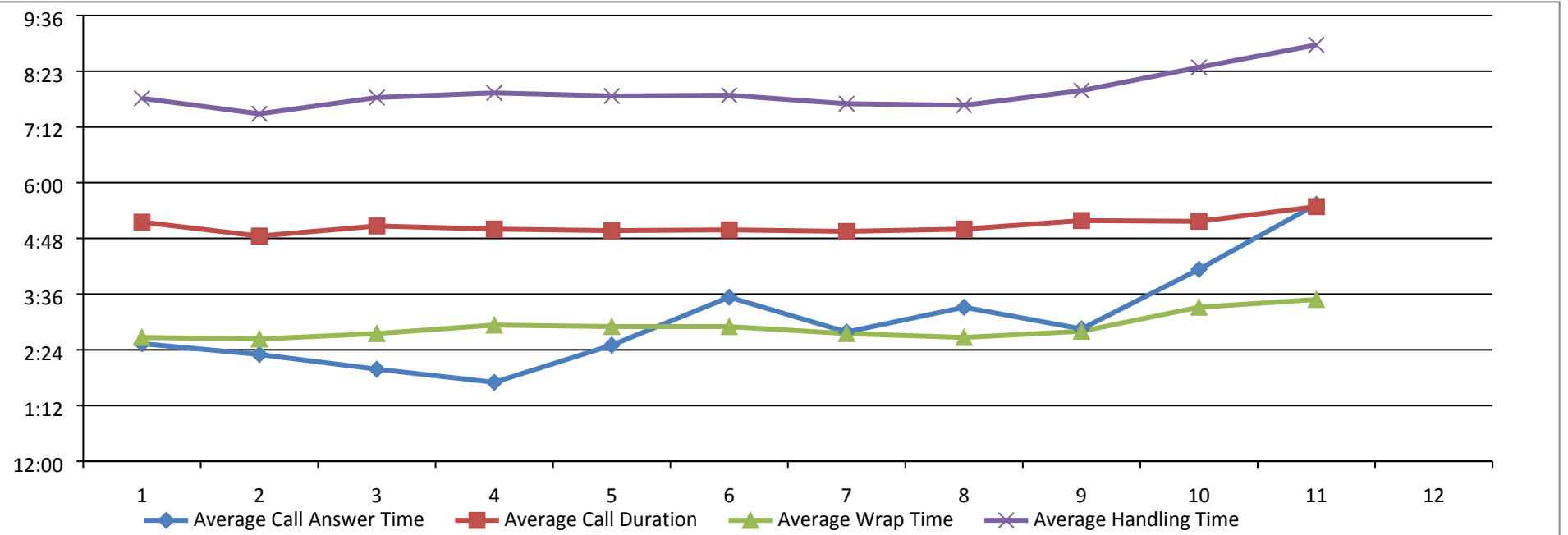
Total Number of calls	153,544
Total % Handled	77%
Total % First Time Resolution	82%
Average Call Answer Time	3:00
Average Call Duration	5:04
Average Wrap Time	2:53
Average Handling Time (Duration and Wrap)	7:57

Page 5

CONTACT CENTRE CALL STATS FOR FIRST YEAR (FROM 28 JANUARY - 29 NOVEMBER 2013)												
	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Total
	28/01– 22/02/13	25/02- 22/03/13	25/03- 19/04/13	22/04- 17/05/13	20/05- 14/06/13	17/06- 12/07/13	15/07- 09/08/13	12/08/13- 06/09/13	09/09- 04/10/13	07/10- 01/11/13	04- 22/11/13	
Total No. Calls	13386	14963	15481	13504	13523	14189	13789	12860	13324	14044	14481	153,544
Total % Handled	78%	78%	82%	87%	79%	73%	78%	76%	80%	69%	62%	77%
Total % First Time Resolution	81%	82%	82%	84%	83%	83%	82%	83%	81%	82%	84%	82%
Average Call Answer Time	02:32	02:18	01:59	01:42	02:30	03:32	02:47	03:19	02:51	04:08	05:32	03:00
Average Call Duration	05:09	04:51	05:04	05:00	04:58	04:59	04:57	05:00	05:11	05:10	05:29	05:04
Average Wrap Time	02:40	02:38	02:45	02:56	02:54	02:54	02:45	02:40	02:48	03:19	03:29	02:53
Average Handling Time (Duration + Wrap)	07:49	07:29	07:50	07:56	07:52	07:53	07:42	07:40	07:59	08:29	08:58	07:57

TOTAL NUMBER OF CALLS PER LINE INTO SCDC	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Total
	28/01–22/02/13	25/02–22/03/13	25/03–19/04/13	22/04–17/05/13	20/05–14/06/13	17/06–12/07/13	15/07–09/08/13	12/08–06/09/13	09/09–04/10/13	07/10–01/11/13	04–22/11/13	
Benefits	1151	1466	1387	950	1068	1126	1035	1033	1059	1128	1237	12640
Building Control	243	256	204	256	321	316	291	298	303	309	266	3063
Dev. Services	263	247	213	208	295	315	292	298	303	252	287	2973
Dev. Services	26	29	24	28	25	34	35	34	36	54	38	363
Elections	36	71	501	213	34	47	35	49	56	276	363	1681
Health & Env. Services	1103	1235	985	1151	1388	1407	1294	1149	1163	1309	1326	13510
Fraud	15	84	50	11	34	13	22	21	22	14	17	303
General/Switchboard	5743	5926	5253	5172	5438	5915	5960	5520	5636	6124	6121	62808
Housing Services	1167	1148	953	874	824	855	953	902	853	757	854	10140
Revenues	2517	2772	3263	2898	2490	2941	2735	2623	2846	2784	2886	30755
Wefare Reform	0	500	1057	325	285	0	0	0	0	0	0	2167
												140403

Page 16



Agenda Item 6



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee

4 September 2014

Author/s: Executive Director (Corporate Services) /
Human Resources Manager

Portfolio Holder: Cllr Simon Edwards – Finance and Staffing

PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY

Purpose

1. To inform the committee on:
 - a) The benefit to the Council of a People & Organisational Development (OD) Strategy
 - b) To set out the progress against the OD Action Plan since 2011
 - c) To advise the committee on the revisions to reflect the Council's direction and priorities for the medium term.
2. This is not a key decision as the 2014/2015 actions and commitments are within existing budgets.

Recommendations

3. It is recommended that the Scrutiny and Overview Committee note the progress made since 2011 and indicate their support for the People and Organisational Development Strategy (OD) and Action Plan 2014 – 2017.

Background

4. Prior to 2011, the Council provided data about staff and key workforce issues for the future by means of a Workforce Plan. This plan, although useful, did not provide the necessary links and reference to organisational direction and culture. The OD strategy developed in 2011 continued to take account of our employee demographic and the changing face of employment, but went much further to recognise that strong leadership from Members and Managers accompanied by aligned behaviours and attitudes of staff are fundamental to everything the Council does.
5. The strategy acts as the 'umbrella' under which sit policies, procedures and strategies relating to culture, people management & development, communication and reward and how we:
 - Ensure that our Members & Managers develop strong leadership skills;
 - Support staff to develop careers, and achieve their full potential;
 - Ensure that Members are equipped with the skills, to tackle a wide range of community issues and projects;
 - Manage and monitor our performance and ensure that our Members and employees demonstrate our values and expected behaviours;
 - Enhance our reputation as an employer and community leader.

6. The action plan for the period 2011 to 2014, has been 'owned' by Members and Managers from all service areas. Progress against actions has been monitored, six-monthly, by Executive Management Team and the Portfolio Holder with responsibility for Staffing. The strategy has been informally reviewed and updated annually to take account of emerging priorities and to take the organisation forward in a clear and focussed way.

Considerations

7. The OD Action Plan set out a number of ambitious actions in terms of developing our people to meet the Council's Vision and Aims. The plan focussed on facilitating organisational change within a learning environment. Progress against the plan has been discussed regularly with the Portfolio Holder for Staffing.
There has been significant progress against the previous action plan:
 - Delivery of the Leadership Development programme to over 40 staff
 - Achievement of Investor in People Silver Award
 - Improved performance and absence management
 - Launch of new PDR scheme which identifies required attitudes, behaviours and values
 - Member Development Charter re-accredited
 - Improved focus through the Member Development Strategy
 - Increased number of apprenticeships
 - Delivery of corporate training programme for letter and report writing
 - Improved flexible working and remote working arrangements
 - Changes to Corporate Brief process
 - Increased opportunities for personal development through secondments and projects
 - Introduction of a Leadership Forum
 - Leadership lunches with a range of guest speakers
 - Investment in the development of women
 - Development of an internal coaching pool
8. The OD strategy for 2014 to 2017 builds on the achievements and progress made under the previous action plan and takes the organisation forward by charting actions and commitments to our employees and Members in an easy to follow plan.
9. The process of gaining accreditation for the Member Charter in January 2012 enabled the Council to utilise the framework standard to make planned improvement to member development. The re-assessment in June 2013 demonstrated that significant improvements had been accomplished.
10. The Portfolio Holder has indicated that, in the main the Member Charter standards were helpful in taking member learning forward however, it is not planned to apply for re-accreditation but to use the OD strategy and action plan as a vehicle to deliver member learning and support in the future. In particular, using opportunities for joint member and officer learning where possible. The Member Development Strategy has been revised for 2014 and will be presented to Council in September. The new learning actions for members have been reflected in the OD Strategy.

Options

11. The 2011 to 2014 strategy and action plan is scheduled for review and update this year. The OD strategy and action plan has been used to bring about challenge to, and changes in how we do things, rather than just a change in systems, processes and structures. It is recommended that the Scrutiny and Overview Committee support the revised strategy and plan.

Implications

12. 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

13. None at present. OD Actions for 2014 / 2015 are within current budgets.

Staffing

14. Professional management bodies have, for some time, recognised that people development is key to achieving high performing cultures in organisations. This is underpinned by strong leadership, positive working environments resulting in engaged employees who reach their full potential. Our employees say that personal growth and professional learning and development opportunities along with flexible working are highly valued along with a good working environment.

Consultation responses (including from the Youth Council)

15. Executive Management team , Policy and Performance Manager, Democratic Services Team Leader and members of the Scrutiny Committee have been consulted on the strategy and action plan.

Background Papers

The following background papers were relied upon in the writing of this report:

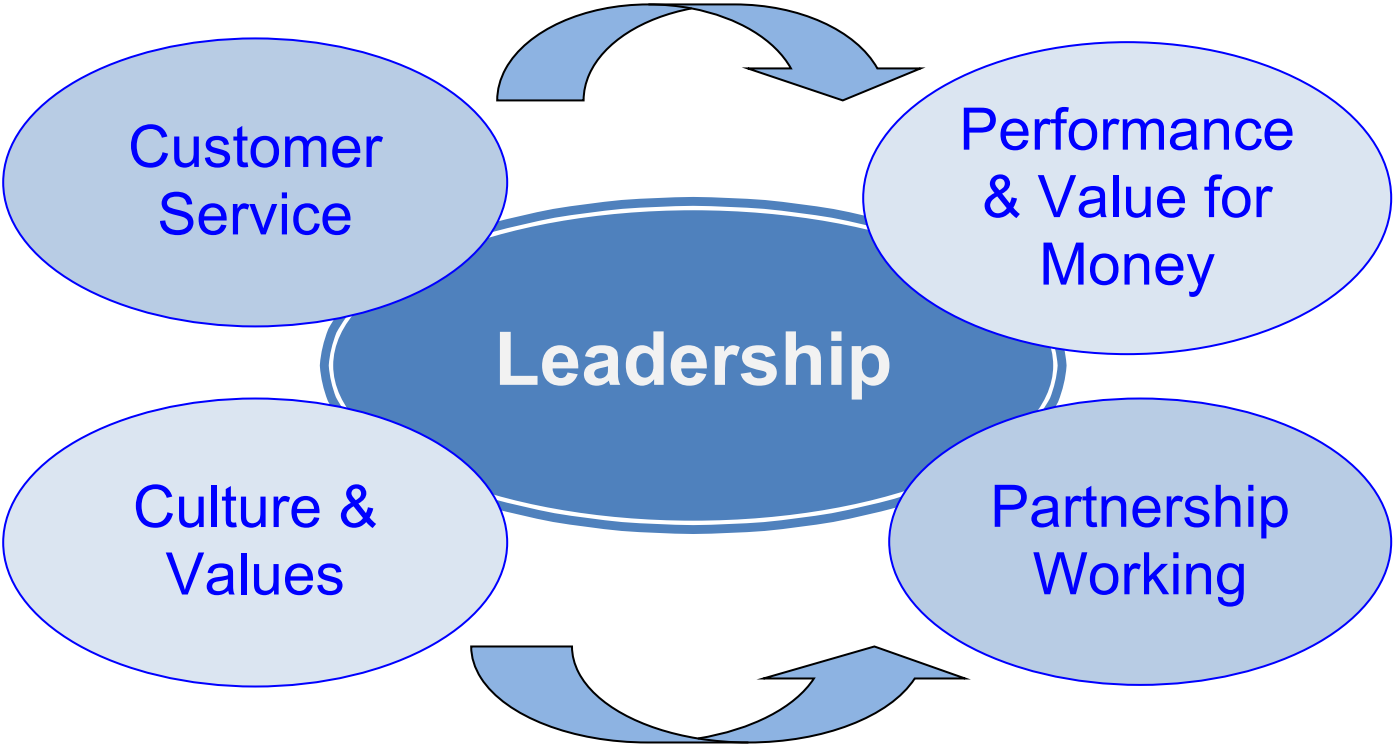
www.CIPD.co.uk - organisational development toolkit

www.managers.org.uk - organisational development articles

Report Author: Susan Gardner-Craig – Human Resources Manager
Telephone: (01954) 713285

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People & Organisational Development Strategy



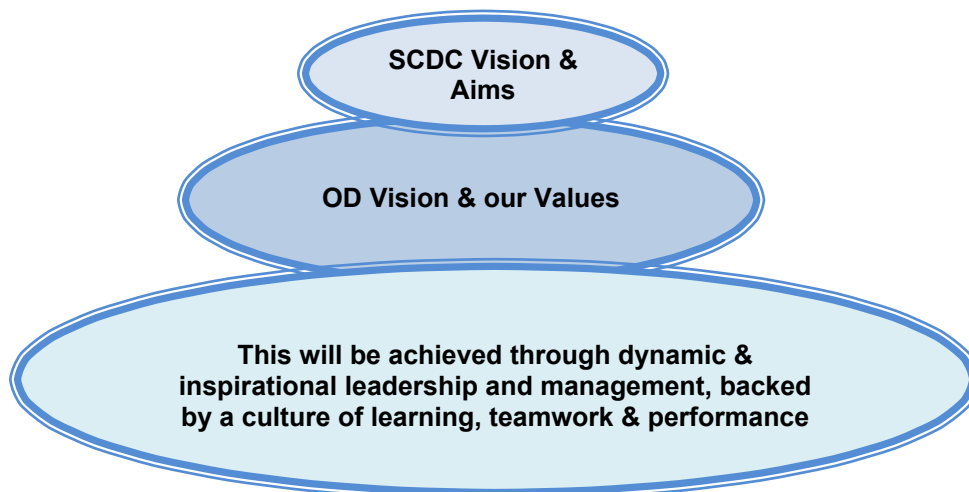
Document Control	
Date of Last version	September 2011
Latest review	July 2014
Name of Reviewer	Susan Gardner-Craig
Consultation	Scrutiny/EMT/PFH
Approved by	

1.0 Our organisation

- 1.1 South Cambridgeshire District Council has continued to develop as a service provider and community enabler in response to the requirements and aspirations of the communities it serves and, to meet its own desire for continuous improvement. We are committed to continually improving our performance to ensure that we actively engage with residents, parishes and businesses to deliver excellent, value for money services to our communities.
- 1.2 This Organisational Development (OD) Strategy describes our continuing journey and, the development we will undertake across the Council, to achieve our ambition of being an excellent authority. It is a 3-year strategy and, in keeping with the nature of organisational change it will be a flexible and responsive OD approach to enable us to adapt to challenging financial and social conditions. We will keep the OD Strategy under review to ensure it is dynamic and continues to meet the needs of the Council.
- 1.3 The Council has a clear vision and aims to improve the quality of life for local people – making South Cambridgeshire the best place to live, work and study in the country- and we will work with our partners to deliver this aspiration. For future success, this requires us to recognise, embrace and manage change through the development of our people, systems and processes.

2.0 Our OD vision

- 2.1 Our Vision, Aims, Corporate Plan, Medium Term Financial Strategy and Service Plans set out our key objectives to deliver positive results for our communities. This strategy will have a direct impact on our culture and people development, focusing the organisation towards a vision that is in line with the Council's values.



2.2 Our long term vision is:

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.

2.3 We have refreshed and refocused the Council's aims for 2014 and set the Executive Management Team (EMT) and workforce key actions and challenges. Managers will ensure that service plans and individual performance objectives carry through the aims and objectives into real outcomes.

2.4 The Council's Vision sets out our aims and objectives for the medium term. They are ambitious and require:

- Inspirational & dynamic leadership
- Maximising the potential of our resources
- Commercial approach
- Change in culture & behaviours (what we do and how we do it)
- Clear focus on our customers
- Well-developed partnership working

3.0 Our Values

3.1 We recognise the important role that positive behaviours play in influencing the way we work together and with our partners and customers. The way we behave with colleagues, customers, residents and partners is as important as what we do. It helps to ensure that we act consistently as one team to deliver the Council's vision and priorities and to make South Cambridgeshire a great place to work.

3.2 We value:

- Connecting people, places and partnerships; and working together
- Integrity and honesty to ensure that we are open and accountable
- A dynamic approach to the delivery of services with drive and energy
- Innovative people who like doing things differently and better

Embracing the Values framework will ensure that the Council is an effective, positive and supportive place to work.

4.0 Our OD approach

4.1 Organisational Development is a 'whole' organisation approach which enables performance improvement through the engagement of its people. This strategy provides a framework and action plan to support the Council's primary role and ambition to deliver high quality services.

It ensures that employees, managers and Members are supported through a positive learning environment. The focus will be on the **development of our people** in key areas that we believe make a real difference in the organisation.

- 4.2 We want to be proactive, forward looking and agile in response to local and national economic and social changes. We aim to have the right people, with the right behaviours, in the right roles, at the right time to deliver our corporate plan. We strive to be an organisation that has an enviable reputation and one that our staff are proud to work for and Members are proud to represent.
- 4.3 Ownership of the strategy & action plan is key to successful organisational development Members & Officers will work together:
- demonstrating that the council has a clear and identifiable vision - strong leadership, clear goals
 - demonstrating belief through actions – permission from the top, freedoms, going the extra mile, decision making on the front line
 - Knowing our customers – aiming for excellence, needs focussed
 - aligning skills, behaviours, performance management processes and organisational structures with the culture – confidence, initiative, flexibility, pride
 - encouraging ownership of continuous improvement among both Members and Officers – empowering, entrepreneurial
 - ensuring that outcomes of efficiency and improvement projects become part of the continuing transformation – invest to succeed

5.0 Our OD journey

- 5.1 The previous OD strategy and plan, which covered the period 2011 to 2014, set a number of ambitious actions in terms of developing our people to meet the Council's Vision and Aims. The plan focussed on creating organisational change within a learning environment. Progress against the plan was reported to the Portfolio Holder for Staffing.
- 5.2 There has been significant progress against the previous action plan:
- Delivery of the Leadership Development programme to over 40 staff
 - Investor in People Silver Award
 - Improved performance and absence management
 - Launch of new PDR scheme
 - Member Charter re-accredited
 - Increased number of apprenticeships
 - Corporate training programme for letter and report writing
 - Improved flexible working and remote working arrangements
 - Changes to Corporate Brief process
 - Increased opportunities for personal development through secondments and projects

5.3 The plan was updated annually to ensure that it continued to reflect the organisations priorities and aims. The OD strategy and action plan will continue to be a vehicle to enable the council to bring about challenge to, and changes in how we do things, rather than just a change in systems, processes and structures.

5.4 To achieve this, our focus will be on:

- **Leadership & direction** – strong & inspirational leadership and clearly communicated goals with everyone working together.
- **Valuing people** – creating a learning environment for employees and Members, offering appropriate career progression and opportunities for personal development. Demonstrating that everyone is valued by welcoming diversity and new ideas, & involvement in shaping the Council's future.
- **Workforce Planning** – recognising the diverse needs of the organisation, workforce and communities. Planning for staff movement (retirement, flexible working, turnover and future recruitment) during the next 3 – 5 years.
- **Culture** – developing and practising the values & behaviours that we need to achieve our vision. Ensuring that the culture creates change.
- **Shared Services & Partnership** – exploring opportunities to share services by working with a range of partners and key agencies who are central to the improvement and growth of the district. Influencing decisions that make a difference to our communities.
- **Communication** – keeping 2-way communication at the heart of everything we do, recognising that it is pivotal to our image and reputation both internally (with staff and Members), and externally (with customers, partners & stakeholders) and acknowledging that everyone has responsibility in achieving this.

6.0 Monitoring & evaluating progress

6.1 This OD Strategy covers the short and medium term. It will be monitored, six monthly, by EMT and by the Portfolio Holder with responsibility for staffing. The strategy will be reviewed annually to ensure that it remains dynamic and fit for purpose and that the issues it covers and the priorities it sets are the right ones for the council, its elected members, managers, employees and most importantly the communities of South Cambridgeshire.

6.2 Progress and achievement of the aims and objectives of this strategy will be measured by:

- Corporate Plan monitoring position reports
- Staff Survey and exit interviews
- Customer Satisfaction Levels
- External recognition, reputation and media
- Attendance levels

7.0 Relevant initiatives, strategies & policies

Recruitment, Selection & Induction	Management Competency Framework
Equality scheme	Organisational change, redundancy & redeployment policy
Employee Engagement	Remote working
Performance & Development Review	Member Development Strategy
Probation	Pay & Reward
Learning & Development	Enforcement policy
Succession Planning	

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Our Organisational Development Action Plan April 2014 – March 2017

Aim	Action	Targets/Success Measures	Delivered by	Progress against Actions
<p>SCDC Members & Managers communicate the vision, lead from the top, and inspire positive behaviours - Living values as great community role models</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 29</p>	<p>1a. Deliver Leadership Development programme during 2014/2015 To include:</p> <ul style="list-style-type: none"> ▪ Self awareness, personal assessment, 360° ▪ Leadership challenge & self management ▪ Political Awareness ▪ Emotional Intelligence ▪ Advanced coaching and performance management ▪ High performance teams ▪ Commercial skills ▪ Conflict resolution ▪ Shared services/Partnership working ▪ Innovation & creativity <p>1b. Member Development Strategy</p> <ul style="list-style-type: none"> ▪ Community leadership ▪ Negotiating & Influencing ▪ Finance, Performance & Risk management 	<p>Employee survey results demonstrate that employees feel they have good leadership</p> <p>External recognition (IIP)</p> <p>Sickness levels reduced – target 2014/2015 – 7 days per FTE</p>	<p>Leader Members EMT</p>	<p>Leadership development programme 3rd cohort to commence in September 2014. **</p> <p>Working with First Ascent to deliver further learning modules for both 1st & 2nd cohorts. **</p> <p>SCDC to consider reaccreditation for IIP July 2015.</p> <p>Steady improvements in attendance levels and resolution of long-term absence cases. Work is continuing on mentoring managers to deal effectively with performance and attendance matters. Delivery of workshops focused on ‘Difficult Conversations’ scheduled for July 2014.</p> <p>Workplace Coaching programme to be delivered in 2014, accredited to Inst. Of Leadership & Mgmt Level 5. Development of internal coaching pool.</p> <p>Mediation Skills training to be delivered in 2014</p> <p>Member Development strategy refreshed and presented to PFH in July 2014</p> <p>New members inducted following election</p> <p>Shared training sessions with Officers and Members</p>
<p>Managers nurture staff through coaching, talent management and succession planning.</p>	<p>2a. Develop coaching skills for managers (to be included in the Leadership Development programme)</p> <p>2b. Identify opportunities to increase the use of Apprenticeships across the Council</p>	<p>As above</p> <p>Increase apprenticeship places</p> <p>Forge closer links to local colleges</p>	<p>EMT/ services managers</p>	<p>As above **</p> <p>Workplace Coaching programme to be delivered in 2014, accredited to ILM Level 5. Development of internal coaching pool.</p>
<p>New and experienced Members are supported in their efforts to develop the knowledge and skills they need to be effective community leaders with skills to achieve positive outcomes for residents. Develop Member skills to enable them to be strong decision makers and effective scrutiny challengers.</p>	<p>3a. Induction programme for new Members</p> <p>3b. Deliver appropriate training sessions to meet Member needs</p> <p>3c. Shared training sessions with Officers</p>	<p>Improved image & reputation in the media and within our communities</p>	<p>Group Leaders Members EMT/ Democratic Services TL</p>	<p>New member induction programme reviewed prior to May 2015 elections</p> <p>Training to be delivered to Employment Committee</p> <p>Identify opportunities for joint training sessions</p>

<p>Effective and challenging performance review process, which considers 'what we do and how we do it'. Enabling everyone to realise their potential and personal development is clearly linked to talent management, career aspirations and service delivery expectations.</p>	<p>4. Review PDR process to ensure that it remains effective and fit for purpose – Q1 2015</p> <ul style="list-style-type: none"> ▪ Review competencies ▪ Identify and maximise secondment, work shadowing opportunities and mentoring ▪ Deliver core HR training in performance reviews and absence management ▪ Deliver corporate training specific to PDP's 	<p>Employee survey results demonstrate that employees feel valued and that appropriate learning opportunities are fairly offered</p>	<p>All Managers</p>	<p>PDR process and paperwork updated and relaunched in March 2014. Training delivered to all managers. Further review in early 2015.</p> <p>Maximise opportunities for project group, secondments, internal transfers, work shadowing and acting up</p> <p>Deliver 'Developing yourself & managing your career' workshops</p> <p>Review succession planning</p>
<p>Excellent customer service consistently delivered across all council services. SCDC has a confident "can do" attitude and approach with a proud and confident culture</p>	<p>5a. Review customer service approach including complaint handling process</p> <p>5b. Develop workforce skills to deliver excellent customer outcomes</p> <p>5c. Ensure that the right behaviours and attitudes are identified during recruitment processes</p> <p>5d. Identify & deliver improvements to customer contact through the Customer Contact Service project – Q2 & Q3.</p>	<p>Improve customer satisfaction rates</p>		<p>Task and finish group & workshops</p> <p>Review structure and working rotas. Team Leaders to apply call coaching techniques</p>
<p>To enhance communication and engagement throughout the Council making effective use of our existing arrangements and delivering new approaches where appropriate.</p> <p>Celebrating & sharing success, best practice and innovation</p>	<p>6a. Review of Corporate Brief process.</p> <ul style="list-style-type: none"> ▪ Identify barriers and solutions to ensure effective cascade process ▪ Ensure effective 2-way communication processes <p>6b. Review of Induction and Welcomes sessions for new staff</p> <p>6c. Review and better utilise communications channels</p> <ul style="list-style-type: none"> ▪ Improve use of social media <p>6d. Celebrate our successes and good practices.</p> <ul style="list-style-type: none"> ▪ Promote good news stories through CEO and EMT Blog 	<p>Employee survey results demonstrate that employees feel that they receive good communication.</p> <p>Employee survey results demonstrate that employees feel valued</p>	<p>EMT All Managers, Comms Manager</p>	<p>Review of Corporate brief cascade process following feedback from staff</p> <p>Member and Officer workshops on using social media</p>
<p>Developing an agile and flexible workforce</p> <p>Making better use of Council assets</p>	<p>7. Adopting a flexible approach to working -Ensuring that we invest in, and make good use of ICT 'tools' and flexible working policies.</p> <p>8. Reviewing office space to maximise efficiency</p> <p>9. Helping employees to develop their career choices and move into new job roles</p> <p>10. Keeping our structures under review to ensure they are flexible enough to meet our needs.</p> <ul style="list-style-type: none"> ▪ Review all JD's at PDR and when role becomes vacant 	<p>Employee survey results demonstrate that employees feel that they have fair access to flexible working.</p> <p>Wider use of remote working and flexible working. Greater use of 'Hubs' and other sites.</p> <p>Employee survey results demonstrate that employees feel valued and that appropriate learning opportunities are fairly offered</p>	<p>EMT Head of ICT</p> <p>All Managers/ HR Manager</p> <p>EMT</p>	<p>Launch & promote Remote Working policy</p> <p>Sharing services, remote management of 'virtual teams'</p> <p>Exploring opportunities to 'free' Cambourne floor space and share with other partners & optimising shared service arrangements</p> <p>Deliver 'Developing yourself & managing your career' workshops Support given to employees to develop skills and knowledge</p> <p>Following Organisational Design principles</p>

Agenda Item 7



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee
Cabinet

4 September 2014
11 September 2014

Lead Officer: Alex Colyer – Executive Director, Corporate Services

QUARTERLY POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

Purpose

1. To provide Scrutiny and Overview Committee and Cabinet with a statement on the Council's position with regard to its General Fund, Housing Revenue Account (HRA) and Capital budgets, corporate objectives, performance indicators and strategic risks. Integrated reporting in this way gives Members the opportunity to examine any areas of concern and determine the appropriate action. The report also gives contextual information about the district, in the latest Area Key Statistics and Health Profile.
2. There are no key decisions arising directly from the report, although any specific feedback in respect of finance, performance and risk issues may be built into future service and resource planning and may be subject to future key decisions.

Recommendations

3. *Cabinet* is invited to:
 - (a) consider, comment on and note the Council's provisional financial outturn position, together with the performance and risk matters and contextual information set out in the report and appendices A-G;
 - (b) approve the Strategic Risk Register and Matrix set out in Appendices E-F.
4. *Scrutiny and Overview Committee* will consider this report at its meeting on 4 September 2014. Specific comments and recommendations will be reported to Cabinet.

Reasons for Recommendations

5. These recommendations enable Members to maintain a sound understanding of the organisation's financial position and performance. This forms part of the evidence base for the annual review of priorities and will allow, where appropriate, redirection of resources to reflect emerging priorities and address areas of concern.
6. The Strategic Risk Register and Matrix forms the record of corporate risks the Council currently faces in the achievement of strategic aims and the delivery of services, together with control measures to address / sources of assurance over the risks.

Background

7. This is the first position statement for 2014-15, providing updates in respect of:
 - the Corporate Plan 2014-2019, agreed by Council in February 2014;
 - key Performance Indicators, agreed by Executive Management Team (EMT) in April 2014,
 - the Financial Position at 30 June 2014;

- the Strategic Risk Register, and
- the latest Area and Health Profiles for the district.

Executive Summary

Corporate Plan

8. The Council is progressing twelve key Objectives within its Corporate Plan 2014-2019. Detailed commentary on progress with each of the actions, bringing together relevant finance and performance information, is set out in **Appendix A**. The appendix presents updates in terms of achievements to date and work still to do, reflecting that the plan period runs from 2014-2019, with many of its key objectives being implemented to deliver benefits over a medium to long term time frame. As such, several of the actions comprise major programmes and projects which are works in progress.

Key Performance Indicators (KPI)

9. The Council monitors a suite of 31 key performance indicators to assist in maintaining a strategic overview of organisational health. Of these, 12 have been identified as outcome measures of success linked to the principal Corporate Plan themes of Engagement, Partnerships and Wellbeing. Performance information against the full suite of key indicators is set out in **Appendix B**; the 12 Corporate Plan KPIs are also noted at the end of Appendix A.

Financial Summary: General Fund, HRA and Capital

10. This position statement is reporting on the variance between the 2014-15 original budgets and the projected Outturn at the end of June 2014, summarised below:

	June 2014's Projected Outturn, compared to Original Estimate	
	Adverse / (Favourable)	
	£	%
General Fund	(910,500)	(5.71)
Housing Revenue Account (HRA)	(29,600)	(0.10)
Capital	(3,000)	(0.01)

11. The summary position statement provided at **Appendix C** indicates that, overall, the General Fund is projected to have a deficit of £835,500, but of this £1,746,000 relates to prior year items that have an accounting effect in this financial year. This means that the working position is a £910,500 favourable variance, equivalent to 5.71% of the Net District Council General Fund Expenditure. There are small favourable variances on the HRA and Capital Accounts.
12. The General Fund variance is mostly because of additional Planning Application Income, above what was originally estimated, in respect of solar farms. The HRA and Capital variances mainly reflect the temporary effect of short-term staffing vacancies. Significant items are listed in **Appendix D**, and cross-referenced where linked directly to the achievement of Corporate Plan objectives.

Risk Management

13. The Strategic Risk Register has been reviewed with the nominated risk owners and other members of EMT. Changes proposed to risk descriptions, control measures / sources of assurance or timescales to progress are highlighted in the draft risk register, attached as **Appendix E**. The draft Strategic Risk Matrix, attached as **Appendix F**, shows risk impact and likelihood scores in tabular form.
14. A particular risk to note is **STR05, Lack of Land Supply**. The Council has lost two planning appeals at Waterbeach based on the lack of 5 year land supply. Planning agents and developers have indicated that they are preparing major planning applications for submission during Autumn 2014. The Likelihood score has therefore been increased from 4 (Likely) to 5 (Almost certain) and additional control measures have been put in place to address the risk.
15. In reviewing the Strategic Risk Register and Matrix, Cabinet could:
 - (a) add to, delete from, or make other changes to risks, in terms of either the title or detail of the risks or control measures / sources of assurance;
 - (b) alter the assessment of risks, in terms of either their impact or likelihood.

Considerations – Performance, Finance and Risk

The following considerations are brought to Members' attention, linked to specific Corporate Plan objectives:

16. *Objective (1) Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income*

South Cambs Limited has entered a five-year lease arrangement with the Ministry of Defence for the rent of 27 properties at Park Crescent, Waterbeach. The project generates surpluses, helping to fund the pilot scheme.

17. *Objective (2) Improve Efficiency and Value for Money within a viable financial strategy*

The General Fund projected full-year working surplus is £910,500 (5.71%). Budget holders continue to actively 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 continue to be delivered and performance maintained.

The **Customer Contact Service** achieved its best ever answer time of under two minutes during Period 19 (16 June – 11 July 2014), whilst maintaining an average first time call resolution rate of 81% through Periods 17-19 (21 April – 11 July 2014).

Planning Income is expected to be £600,000 more than originally estimated because of a number of large fees relating to planning applications for solar panel developments. The tariffs for feeding into the national grid will change in April 2015 and, to receive the enhanced tariffs, developments have to be built by this date. Fees for these applications are only expected to continue until the autumn 2014 and this is reflected in the projection. However, if the level of new planning applications results in new work, then some of this income may be required to fund additional resources.

Planning Performance: The determination of 'Minor' and 'Other' planning applications fell below target timeframes during the first quarter of 2014-15. Relevant

factors included some use of and handover between temporary staff. For Q2, several permanent staff are joining teams to fill vacancies, including a Team Leader, and more stable cover arrangements are in place while the remaining vacant posts are recruited to. Enhanced performance management has also been put in place.

The proportion of planning appeals allowed was outside target in the first quarter of 2014-15 (9 appeals allowed out of 14, 64%); however, performance against this indicator will vary depending on how many appeals are lodged and what they relate to – for example, in Q1 of 2013-14, only 22% of appeals were allowed (2 out of 9), but 81% were allowed in Q2 (13 out of 16). Of the 9 appeals allowed in Q1 2014-15, two were significant in terms of 5 year land supply and two were Traveller appeals.

Refuse Collection & Recycling Service: Successful over-achievement of trade waste income against profiled budget, flexible working arrangements and reduced staff sickness levels, and lower fuel costs than planned for, are resulting in a positive variance against profiled budget estimated at £157,000 for the year.

18. *Objective (5) Build new Council Homes to provide affordable accommodation to meet the needs of local communities*

21 new affordable homes were completed between April-June 2014.

19. *Objective (6) Ensure best of use of Council assets and benefit from opportunities to achieve efficiencies from partnership working*

City Deal partners signed the deal document at a session with the Minister of State for the Cabinet on 19 June 2014. The Deal is bigger in scope and potential impact than any other across the country. Cambridge University has since announced that it is putting additional resources into infrastructure and investment, and positive meetings have been held with the University about extending partnership working.

20. *Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill*

The Recycling in Cambridgeshire and Peterborough (RECAP) Waste Partnership has agreed its cross-border collection approach and is working-up an implementation plan. SCDC will contribute to this through its work with Cambridge City to develop a business case for a single, shared waste service which will include redesign of collection rounds across both Councils' areas.

RECAP has also awarded a joint- materials recycling facility contract for the processing of dry recyclate ("blue bin") waste, the first time all RECAP Councils (including SCDC) have done this together. This will result in reduced costs and increased income to SCDC as a result of all the Councils pooling their 70,000 tonnes of recycling material to increase certainty and value to the commercial market.

RECAP has also agreed a joint vehicle specification which can potentially save up to £262,000 across the partnership over the next 3 years. SCDC will save around £20,000 this year, increasing as we purchase further vehicles.

21. *Objective (9) Work with GPs and partners to link health services and to improve the health of our communities*

Following the work of the Member-officer task group, on 10 July 2014 Cabinet agreed detailed priorities for Ageing Well, Health and Wellbeing and Children, Young People

and Families. Work is underway to develop detailed action plans to deliver outcomes.

22. *Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively*

The Finance and Staffing Portfolio Holder considered a report reviewing the operation of the Local Council Tax Support (LCTS) scheme on 15 July 2014, recommending to Council that the current scheme is retained for 2015-16.

The LCTS scheme remains financially viable; the cost was below estimate during 2013-14, and this is also forecast to be the case during 2014-15. The number of residents receiving LCTS has decreased by more than 300 since April 2013, whilst the total number of properties in the district has increased.

The Council maintained performance in processing Benefits Claims despite continued high demand. Rent collection levels have been maintained during the first quarter for 2014-15, achieving 95.48% in June 2014 against a target of 92.82%.

Area and Health Profiles

23. The **Area Profile** document for the district has been updated and will shortly be published on the website, In-Site and paper copy. The latest version shows:
- The district's population is 151,400 (an increase of 0.02% between 2012 and 2013 Office for National Statistics (ONS) Mid-Year estimates).
 - This population continuing to age: numbers in the 15-44 category have reduced by 0.7% between 2012 and 2013 (ONS Mid-Year); those aged 45 and over, have increased by the same proportion during this period.
 - The proportion of economically active males has risen from 85.2% to 88.1% of the total population aged 16-64, between January-December 2013 and April 2013 – March 2014. The number of Jobseeker's Allowance Claimants continues to fall, from 745 in April 2014 to 593 in June 2014 (363 male, 230 female)
 - The proportion of the population employed in administrative and secretarial occupations has increased from 9.3% (January-December 2013) to 13.1% (April 2013 – March 2014) of all people in employment. The proportion in skilled trades fell from 8.4% to 6.4% over the same period.
24. The latest South Cambridgeshire **Health Profile** has recently been published and is attached at **Appendix G**. It confirms that the district remains a predominantly safe and healthy place, albeit with highly-localised pockets of ill-health and specific issues for vulnerable groups which the council is working with partners to address as part of its strategic objectives around access to health services and improving the health of our communities:
- The high reported incidence of malignant melanomas in the District has been researched by Public Health and reflects high awareness of health issues amongst residents and high rates of melanoma reporting and visits to GPs for early treatment. This is to be encouraged and means that there are few deaths related to this disease.

Implications

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

Financial

26. 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.

Risk Management

27. The Strategic Risk Register is reviewed regularly in order to minimise the possibility of the Council being adversely affected should either an unforeseen risk arise or an assessed risk not be properly planned for.

Equality and Diversity

28. The report is primarily for information and as such has no direct equality impacts.

Consultation responses (including from the Youth Council)

29. Corporate Plan aims and actions, and the allocation of resources to deliver them, are based on assessed need and priorities and were subject to consultation prior to adoption.
30. The comments of cost centre managers and directors were requested on the June 2014 financial position and projected out-turn and have been reflected in the report and in Appendix D. Council Action and Performance Indicator updates have been prepared in liaison with lead officers in each directorate.
31. Risk owners and members of EMT were consulted regarding the draft Strategic Risk Register and their responses have been incorporated where appropriate.
32. The report was considered by EMT at its meeting on 20 August 2014 and will be considered by Scrutiny and Overview Committee on 4 September 2014.

Effect on Strategic Aims

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

Background Papers

None

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money			
Objective (1) - Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income			
Complete and evaluate pilot scheme	<p>The Housing Company pilot currently has three interrelated projects:</p> <ol style="list-style-type: none"> 1. Park Crescent, Waterbeach is a five-year lease agreement with the MoD. The project generates surpluses, helping to fund the pilot. 2. General fund Equity share acquisitions, the housing company has been given Cabinet approval to buy back General Fund equity share properties when they are for sale. We are currently in the process of completing the first purchase. The options will include renting out at market rents, generating surpluses, or renovating and reselling to generate working capital. 3. The acquisition of properties on the open market to rent at market rents requires a Cabinet decision in September to confirm arrangements. 	Much-needed housing provided, with local families prioritised.	Acquire property portfolio, collect monitoring data, develop long term strategy and begin evaluation: target completion date February 2015.
Use lessons learnt to inform business plan for consultation and agreement	Not started – pilot scheme in progress	Not started – pilot scheme in progress	Not started – pilot scheme in progress
Objective (2) - Improve efficiency and value for money within a viable financial strategy			
Implement	Recommendations arising from BIEP projects agreed in	Adoption of Remote	Recruitment and Selection review: Awaiting

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
recommendations from 2013-14 Business Improvement and Efficiency Programme (BIEP) projects	respect of: Remote Working: Policy adopted Goods and Services Review Internal communications: Improvements to accessibility of Corporate Brief and In-site agreed.	Working culture has enabled Business Case to be developed for generating income through expanding office space hire. Goods and Services review projected to deliver £65k ongoing annual savings on Agency Staff costs.	outputs from Administration Review before seeking Portfolio Holder approval and implementation Sharepoint: Development being taken forward by Information Governance Working Group; exploring use for document management and single customer records as part of ongoing work programme. Single Customer Record and Systems Terminus reviews: evaluate and review core systems, and join up working practices to share customer information using existing functionality.
Deliver 2014-15 BIEP, Organisational and Member Development strategies	Programme progressing on schedule. Savings targeted identified for future MTFS Commercialisation initiatives being incorporated into BIEP: See objective (7) below. Member Development Strategy 2014-2017 endorsed by EMT. Organisational Development Strategy: Refreshed draft considered by Leadership Forum. Staff survey proposal endorsed by EMT. Delegates for third tranche of Leadership Development Programme identified and evaluation of tranches 1-2 underway.		Complete programme, incorporating Commercialisation Action Plan as required. BIEP project recommendations to be submitted to EMT in accordance with Forward Plan. Member Development Strategy to be submitted to Council in September 2014 for adoption. Finalise, adopt and implement 2014-2017 Organisational Development Strategy Deliver staff survey and analyse results.
Publish an MTFS for 2015-2020	'Setting the scene' report endorsed by EMT and Cabinet as the basis for revised draft MTFS	Outturn for 2013-14 identified savings of £650,000, with service quality maintained The General Fund working position at 30	Revised MTFS will be worked up in consultation with Service Directors and presented to Cabinet for approval in November 2014

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		June 2014 showed at 5.71% surplus.	
Deliver ICT Strategy	Work is in progress to develop a shared ICT Strategy with Huntingdonshire DC		ICT Strategy to be submitted to Cabinet in November 2014 for approval.
Objective (3) Make the district an even more attractive place to do business			
Deliver economic development objectives based around business-friendly working across the council's operations, attracting inward investment and employment growth.	A corporate Enforcement & Inspection Policy, supported by both the Chamber of Commerce and Federation of Small Businesses, which supports business success and growth will be presented to Cabinet for consideration in September 2014. Key Account Management processes are in development to deliver a joined-up approach to business advice and communication. A project officer has been appointed to support the SCDC Business Register and will begin during Summer 2014.	The District Place Profile showed South Cambridgeshire continuing to perform strongly on all economic indicators (EMT report on 25 June 2014 refers) The number of Jobseeker's Allowance claimants fell from 1,111 in July 2013 to 593 in June 2014.	Implement Key Account Management processes during 2014. Agree programme of work to embed Business Register.
Implement a joined-up, corporate package of business-friendly services.	Developing new business scripts for Customer Contact Service to ensure consistent enquiry handling, response and referral.	Positive anecdotal feedback on success of Key Account trial with IWM Duxford, and support to businesses accessing rural rate relief.	Implement and evaluate new business scripts
Begin implementation of a joint "Business Support Hub" with Cambridgeshire County Council and partners	Initial scoping meeting has taken place between SCDC and County Trading Standards. Business Case work on-hold during partners' commitments during Tour de France event.		County Council seeking member endorsement aiming to develop business case in Q3 (October-December 2014).
Roll out a package of targeted support for the rural economy.	Held community pub event at Plough and Fleece, Horningsea, attended by over 30 local businesses. Exemplas delivering targeted information, advice and guidance service, also business support workshops focussed on key skills for businesses setting up, struggling or trying to grow. We continue to encourage		Community pub event was attended by both landlords and parishes interested in setting up their own facility through the community asset register. Those attending found it exceeded expectations. Targeted parish support is continuing. It is intended to carry out surveys with businesses in Q3 to

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	small rural businesses to take advantage of a government rate relief scheme launched in April 2014.		establish how best to engage and support those in need most effectively.
Objective (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages			
<p>Continue to engage and empower local communities through the:</p> <ul style="list-style-type: none"> - Sustainable Parish Energy Partnership (SPEP) - Action on Energy initiative - Community Assets Register - Localism Action Plan - Rural broadband initiatives 	<p>40 parishes have now been involved in SPEP, including eight new parishes in the last year. Recent projects have included a Community Apple Press and Low Energy Lightbulb Project in Girton</p> <p>Two SPEP workshops held on how groups can get involved with Action on Energy.</p> <p>Changes to the Energy Company Obligation have resulted in delays to funding being released for Action on Energy Schemes. Nevertheless, 366 properties had registered on the provider's scheme by 30 June 2014.</p> <p>Localism priorities and action areas agreed by Cabinet on 10 July 2014.</p>	<p>Over 30,000 premises reached with superfast broadband, one third of the target.</p> <p>Several businesses benefiting from Destination Digital grant and support scheme e.g. Sawston-based start-up SOLCAM Ltd received a 40% grant to buy the latest digital software products and free marketing advice.</p>	<p>Continue to facilitate popular projects, especially thermal imaging (an estimated 177 houses were surveyed during 2013-14)</p> <p>Outreach programme to currently-involved and new parishes, as part of Action on Energy promotion.</p> <p>Bring together individuals and groups from different villages to run activities together to address volunteer shortage.</p> <p>The local solid wall insulation scheme, funded by government grant, is aiming to achieve 1,500 solid wall installations by 31 March 2015.</p> <p>Continue broadband connection programme towards 90% target.</p> <p>Develop and implement the Localism Action Plan.</p>
<p>Work with tenants to improve estate inspections and promote the Tenants' Community Chest projects</p>		<p>Community Chest grant scheme has funded local improvement projects, including planting at Barton and Cottenham, and additional tools and materials for a residents' association to carry out voluntary gardening</p>	<p>Continue to promote the scheme through our regular communications.</p>

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		work in Impington.	
Continue roll-out of locality “patch” working and implementation of joint Police and SCDC Neighbourhood Panels across South Cambridgeshire	The Localism priorities agreed by Cabinet include an objective to set up Locality patches aligned to partners’ delivery arrangements and include locality leads for each SCDC front-line directorates.		Formal consultation with SCDC staff on role changes to take place during July 2014. Subject to comments, aiming to implement locality “patch-based” working during September – December 2014.
AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation			
Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities			
Deliver actions from the New Build Strategy 2014-15	A planning application for the construction of 15 properties at Hill Farm in Foxton is being prepared and will be submitted shortly.	New tenant on the Chalklands, Linton, scheme, Katy Lester, said: ‘It’s great to have a place to call home. Everything in the house is brand new and finished to a high standard. I feel very lucky and look forward to building a new life for myself here.’	Subject to planning permission, it is hoped that work at Foxton will commence during Autumn 2014. We are planning to build 11 houses in Bourn, around 11 in Gamlingay and up to 20 as part of the first homes at Northstowe.
Provide and refurbish Gypsy and Traveller sites			The project to undertake site improvements at Whaddon, provide two additional pitches and seek an additional site in the district for purchase, is due to complete by 31 March 2015.

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Objective (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working			
Take forward City Deal proposal (subject to negotiations with government)	<p>City Deal partners signed the deal document at a session with the Minister of State for the Cabinet Office on 19 June 2014. The Deal is bigger in scope and potential impact than any other across the country.</p> <p>Cambridge University has subsequently announced that it is putting additional resources into infrastructure and investment.</p>		<p>A report on governance arrangement under which the partner authorities will deliver the City Deal, will be submitted to the Corporate Governance Committee in September 2014.</p> <p>The first £100m of funding will be made available in the five years from April 2015, with transport improvements starting to be delivered in the first year.</p>
Implement joint delivery vehicle (Transformation Fund) to oversee shared assets	The Making Assets Count partnership decided not to pursue a joint delivery vehicle at this stage, but to focus on specific projects and revisit a possible joint venture when appropriate.		
Review existing and explore new opportunities for shared services	<p>SCDC and Huntingdonshire District Council (HDC) formally agreed the development of a strategic partnership at their Cabinet meetings on 10 July 2014.</p> <p>The shared Payroll service with Cambridge City Council began on 1 April 2014.</p>		Phase one of the shared service programme with HDC aims to save over £500,000. Building Control, ICT and Legal Services are the first services being explored for potential sharing. Full business cases for these proposals will be presented to Councillors in the autumn.
Objective (7) Move to a commercial approach to service delivery			
Develop a commercial framework to deliver and market core and value-added services.	A commercialisation programme has been developed, comprising projects to identify business cases for a number of commercial opportunities to market individual and service expertise and explore new income-generating services.		The first tranche of the programme will be submitted to EMT for endorsement in August 2014.
Review current commercial activities and skills.	The draft Organisational Development Strategy contains		Finalise, adopt and implement 2014-2017 Organisational Development Strategy

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Invest in further developing commercial skills.	actions to ensure staff are equipped with the skills to deliver a commercial approach.		
Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill			
Agree and begin implementation of RECAP integrated waste collection model.	Optimum Service Design full business case considered and accepted by RECAP Board. SCDC implementing via shared single service with Cambridge City Council	Shared single service with Cambridge City Council, based on RECAP Optimum Service Design.	Develop shared service full business case for presentation to Cabinet, provisionally in October 2014.
Continue development of joint operational waste arrangements with Cambridge City Council.	Cabinet (10 July) agreed to pursue joint work to prepare a final business case for the co-location of current services and the creation of a Single Shared Waste Service based at Waterbeach, including the desire for a single management structure.		The final business case will be reported back to both authorities for a final decision in October 2014.
Deliver agreed waste efficiencies and improvements.	Preparations for the revised Winter collection service are underway and an article prepared for the next edition of the residents' magazine, explaining the nature of the changes and the rationale for them.		The revised Winter service for garden waste will be implemented in December 2014. Other service efficiencies are on target to commence in September.
AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents			
Objective (9) Work with GPs and partners to link health services and to improve the health of our communities			
Continue to deliver Community Transport initiatives	A new bus service which pulls a bike trailer behind so users can explore the district launched on 27 July 2014.	Community Transport schemes continue to address people's transport problems: Meldreth's Friendship Club and other elderly residents met with David Wherrel from Royston and District Community	The Cambridgeshire Future Transport initiative will shortly be undertaking a further round of consultations, in order to ensure that communities have the opportunity to shape the way rural bus services are delivered.

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		<p>Transport to discuss their travel needs.</p> <p>They agreed a monthly service to Letchworth for shopping and a weekly service connecting them with local amenities at Meldreth, Melbourn and Shepreth.</p> <p>Elsewhere in the district Care Network has helped set up three new community car schemes.</p>	
Begin implementation of Health & Well-being, Children, Young People & Families and Ageing Well Action Plans.	Following the work of the member-officer task group, Cabinet agreed detailed priorities for Ageing Well, Health and Well-being and Children, Young People and Families at its meeting on 10 July 2014.		Work is underway to develop detailed action plans to deliver outcomes.
Develop business case for joint commissioning and investment in integrating services to improve health and well-being.	The priorities agreed by Cabinet (see above) included commitments to develop 'Whole Systems' approaches and design services together.		
Work with partners to develop a "Lead Professional" approach to working with the families with the most complex needs.	When agreeing priorities for Children, Young People and Families, EMT designated the Director of Housing to lead on developing this approach.		

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively			
Continuously monitor the impact of the government's welfare reform programme	The Finance and Staffing Portfolio Holder considered a report reviewing the operation of the LCTS on 15 July 2014, recommending to Council that the current scheme is retained for 2015/16.	The LCTS scheme remains financially viable; the cost was below estimate during 2013/14, and this is also forecast to be the case during 2014/15. The number of residents receiving LCTS has decreased by more than 300 since April 2013, whilst the total number of properties in the district has increased. The Council maintained performance in processing Benefits Claims despite increased workload	Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be affordable. The Council is planning for the implementation of Universal Credit, which will be fully implemented by the end of 2017 and will mean that housing benefit for working age claimants will end.
Plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2015/16			
Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14			
Work with development partners to ensure delivery of major developments and A14 improvements: - Northstowe Phase 1 works started on site - Northstowe Phase 2	The Northstowe Joint Development Control Committee has approved Reserved Matters relating to access to the site, the dedicated busway, primary roads and junctions for the first phase of development, which is anticipated to begin in September 2014. Cabinet (10 July 2014) approved the development of detailed proposals and a business case for a potential		The second phase planning application for Northstowe, including the town centre, will be submitted shortly, and is scheduled to be determined by July 2015. Over the next six months, a strategy for the delivery of public service will be developed with partners. An Issues and Options consultation for the

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
planning application submitted - Continue to drive forward A14 upgrade programme - Progress 'Wing' (Cambridge East) application - Work with promoters of Cambourne, Darwin Green and other major sites to deliver new homes and jobs.	Joint Delivery Vehicle for the delivery of Northstowe, in conjunction with the Homes and Communities Agency and County Council. A reserved matters application for the main infrastructure of the Darwin Green 1 development was approved by committee in June 2014.		future development of the Cambridge Northern Fringe (East) is planned for December 2014 – January 2015. It is anticipated that the Outline Planning Application for the Darwin Green 2 development will be submitted in late 2014 or early 2015. We are negotiating a Planning Performance Agreement to provide additional staffing resources to accelerate the North-West Cambridge (University) development. A new convenience store at Orchard Park will be opening in Autumn 2014.
Objective (12) Increase the range and supply of temporary accommodation to help minimise the use of bed & breakfast accommodation for homeless households			
Implement actions in Homelessness Strategy	Recent progress against actions has included: <ul style="list-style-type: none"> - Actions agreed with mental health services to address priority need - Agreement with CAB for advice and support service renewed for 2014-15 - Two empty homes purchased for use as temporary accommodation 	The Council helped 43 households to prevent homelessness between April-June 2014. 48 households were in temporary accommodation at 30 June 2014, within the target of no more than 50 families.	Review housing advice information available to residents including through social media, on the website and through leaflets and letters. Consider options for moving hostel provision to the redeveloped site at Robson Court. Undertake 'Gold Standard' Peer Review, once new guidance received.
Complete Robson Court hostel refurbishment project	Re-development of the site is underway and due to be completed by March 2015.	A new hostel providing self contained accommodation units.	Complete refurbishment in accordance with project plan.

Aim	PI Ref	PI Description	Latest Performance	Target	Date	2013-14 Q1 Comparator
A – Engagement	SF104	% General Fund variance	(5.7%)	3%	30 June	2.32%
A – Engagement	CCS302	% Customer Contact Service First Time Call Resolution	81	80%	11 July	84
A – Engagement	ES401	% Business satisfaction with Regulation service	To be advised*	90		97
A – Engagement	PNC501	% Major planning applications determined in 13 weeks	75	60	30 June	50
B – Partnership	AH202	Number of affordable homes delivered	21	20	30 June	0
B – Partnership	ES402	% Satisfaction with Waste Services	92	90	31 July	89
B – Partnership	ES403	% Satisfaction with local environmental quality	87	85	31 July	84
B – Partnership	ES407	% of household waste for reuse, recycling and composting	61.88	58	31 July	58.67
C – Wellbeing	FS103	% of housing rent collected	95.48	92.82	30 June	95.4
C – Wellbeing	FS104	Average days to process Benefits claims	13	13	30 June	14
C – Wellbeing	AH201	Number of households helped to prevent homelessness	43	37	30 June	23
C – Wellbeing	AH203	Number of households in temporary accommodation	48	50	30 June	52

* The closing date for the latest round of surveys was 8 August. Feedback is currently being collated and will be reported to Members when available.

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APPENDIX B Strategic Performance Indicators by Portfolio – Position Report, Q1 2014-15

Corporate Plan Indicators marked in **bold text**

Portfolio	PI reference ¹	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	2013-14 comparator
Finance and Staffing	FS101 (SF707)	General Fund Variance %	(5.71)	3	→	30 June	Graham Smith	2.32
	FS102 (BV066a)	% of rent collected	95.48	92.82	→	30 June	Katie Brown	95.4
	FS103 (NI181)	Average days to process Benefit Claims	13	13	→	31 July	Dawn Graham	14
	FS104 (BV010)	% of NNDR collected	32.2	34.1	→	30 June	Katie Brown	33.2
	FS105 (BV009)	% of Council Tax collected	30.4	30.7	→	30 June	Katie Brown	30.5
	FS106 (SF748)	HRA Variance %	(0.1)	3	→	30 June	Graham Smith	(1.11)
	FS107 (SF749)	Capital Variance %	(0.01)	3	→	30 June	Graham Smith	(0.01)
	FS108 (SF752)	% Undisputed invoices paid in 10 days	78	80.0	→	30 June	Sally Smart	78
	FS109 (BV008)	% Undisputed invoices paid in 30 days	98.5	98.5	↕	30 June	Sally Smart	96.3
	FS110 (BV012)	Staff Sickness Days per employee	1.67	1.5	↕	30 June	Susan Gardner Craig	1.6

¹ Previous reference in brackets ()

Portfolio	PI reference ¹	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	2013-14 comparator
	FS111 SX005	% Staff Turnover (cumulative)	3.07	2.5	↑	30 June	Susan Gardner Craig	3.46
Housing	AH201 (BV213)	Number of households helped to prevent homelessness	43	37	→	30 June	Susan Carter	23
	AH202 (NI155)	Number of affordable homes delivered	21	20	↑	30 June	Schuyler Newstead	0
	AH203 (NI156)	Households in temporary accommodation	48	50	↑	30 June	Susan Carter	52
	AH204 (SH302)	% Tenant satisfaction with responsive repairs	95.42	95	→	30 June	Anita Goddard	94.18
	AH205 (BV212a)	Average days to relet General Needs housing	14	20	→	30 June	Anita Goddard	13
Corporate and Customer Services	CCS301 (SX130)	% first time resolutions	81	80	→	11 July	Dawn Graham	84
	CCS302 (SX129)	% customer satisfaction with Contact Centre	96	80	→	11 July	Dawn Graham	100

Portfolio	PI reference ¹	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	2013-14 comparator
Environmental Services	ES401 (NI182)	% Business satisfaction with regulation service		90		30 June	Myles Bebbington	97
<i>The closing date for the latest round of surveys was 8 August. Feedback is currently being collated and will be reported to Members when available.</i>								
	ES402 (SE267)	% satisfaction with waste services	92	88	↑	2013-14	Paul Quigley	89
	ES403 (SE270)	% satisfaction with local environmental quality	87	85	↑	2013-14	Paul Quigley	84
	ES404 (NI192)	% of household waste for reuse, recycling and composting	61.88	58	↑	31 July	Paul Quigley	58.67
	ES405 (SE268)	% of licensed premises adjudged to be compliant with the Licensing Act	99	90	→	30 June	Myles Bebbington	99
	ES406 (SE269)	% of major non-compliances resolved	90	90	↑	30 June	Myles Bebbington	45
	ES407 (SE201)	Missed bins per 100,000	47.9	50	→	30 June	Stuart Harwood-Clark	41.4

Portfolio	PI reference ¹	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	2013-14 comparator
Planning	PNC501 (NI157a)	% Major planning applications determined in 13 weeks	75	60	↑	30 June	Nigel Blazeby	50
	PNC502 (NI157b)	% Minor planning applications determined in 8 weeks	44	65	↓	30 June	Nigel Blazeby	62
	PNC503 (NI157c)	% 'Other' planning applications determined in 8 weeks	68	80	↓	30 June	Nigel Blazeby	79
	PNC504 (NI157d)	% 'Major major' planning applications determined in 16 weeks	50	60	↓	30 June	Nigel Blazeby	0
	PNC505 (SP944)	% satisfaction with Planning and New Communities	66	70	↓	30 June	Nigel Blazeby	71
	PNC506 (BV204)	% of Planning appeals allowed	64	35	↓	30 June	Nigel Blazeby	22

APPENDIX C

FINANCIAL POSITION STATEMENT, JUNE 2014

	Original Estimate 2014/15	Working Estimate 2014/15	Actual Income & Expenditure	Projected (Under)/ Over Spend Compared to Original Estimate	Notes (Appx D)
	£	£	£	£	
General Fund					
Portfolio					
Leader	483,950	483,950	160,295	(16,800)	b
Finance & Staffing	2,622,470	2,622,470	4,178,678	0	
Corporate & Customer Services	1,787,790	1,787,790	517,824	(194,000)	a
Economic Development	202,200	197,200	44,125	0	
Environmental Services	5,908,250	5,908,250	1,314,598	(214,400)	a,c,d
Housing (General Fund)	1,286,750	1,286,750	243,303	1,100	a,e
Planning	2,082,720	2,082,720	319,322	(734,400)	a,f
Strategic Planning & Transport	1,658,240	1,663,240	389,175	(29,200)	a
Un-Allocated					
Other	1,278,310	1,278,310	6,794	(102,800)	g,h,i,j,k
Savings	(750,000)	(750,000)	0	380,000	a
Total	16,560,680	16,560,680	7,174,114	(910,500)	
Interest on Balances	(345,500)	(345,500)	(87,422)	0	
Net District Council General Fund Expenditure	16,215,180	16,215,180	7,086,692	(910,500)	
Funding					
Council Tax	(7,155,680)	(7,155,680)	0	0	
Retained Business Rates	(2,870,300)	(2,870,300)	0	(486,000)	l
Revenue Support Grant	(2,656,520)	(2,656,520)	(1,528,159)	1,000	
New Homes Bonus	(3,201,180)	(3,201,180)	(807,127)	0	
Collection Fund Surplu(ses)/Deficit(s)	(65,050)	(65,050)	0	2,231,000	m
Funding Total	(15,948,730)	(15,948,730)	(2,335,286)	1,746,000	
Appropriation to/(from General Fund Balance	(266,450)	(266,450)	4,751,406	835,500	
Usuable Reserves (at year end)					
General Fund		31 March 2014		31 March 2015	
		(11,121,096)		(10,019,146)	
Earmarked Reserves		(3,617,268)		(3,741,332)	n

	Original Estimate 2014/15	Working Estimate 2014/15	Actual Income & Expenditure	Projected (Under)/ Over Spend Compared to Original Estimate	Notes (Appx D)
	£	£	£	£	
Housing Revenue Account					
Housing Repairs - Revenue	3,994,400	3,994,400	409,980	0	
Sheltered Housing	367,280	367,280	343,633	0	
Administration	2,960,970	2,960,970	572,514	0	
Other Alarm Systems	(400)	(400)	13,783	0	
Flats - Communal Areas	62,830	62,830	15,568	0	
Outdoor Maintenance	123,210	123,210	67,274	0	
Sewage	1,460	1,460	(10,974)	0	
Tenant Participation	310,350	310,350	58,822	0	
New Homes Programme	125,890	125,890	32,238	0	
Other (including Transfer to Reserves & Capital Charges)	20,777,930	20,777,930	269	(29,600)	a/o
Income	(28,350,000)	(28,350,000)	(3,914,705)	0	
	=====	=====	=====	=====	
Housing Revenue Account Total	373,920	373,920	(2,411,598)	(29,600)	
	=====	=====	=====	=====	
HRA Working Balance					
		31 March 2014		31 March 2015	
		(2,492,614)		(2,148,294)	

	Original Estimate 2014/15	Working Estimate 2014/15	Actual Income & Expenditure	Projected (Under)/ Over Spend Compared to Original Estimate	Notes (Appx D)
	£	£	£	£	
Capital					
Capital Expenditure					
HRA Capital					
New Homes Programme	2,750,000	2,750,000	(18,282)	0	
Reprovision of Existing Homes	500,000	500,000	0	0	
Repurchase of HRA Shared Ownership Homes	400,000	400,000	136,235	0	
Housing Repairs - Capital	9,578,250	9,578,250	1,345,951	(3,000)	a/p
Other	788,590	788,590	20,420	0	
GF Capital					
Housing Company Advanced Funding	7,000,000	7,000,000	0	0	
ICT Development	154,000	154,000	54,599	0	
Waste Collection & Street Cleansing	840,000	840,000	0	0	
Repurchase of GF Sheltered Properties	1,100,000	1,100,000	116,220	0	
Travellers Sites	1,400,000	1,400,000	0	0	
Improvement Grants	770,000	770,000	113,311	0	
Other	598,500	598,500	31,294	0	
Capital Expenditure Total	25,879,340	25,879,340	1,799,748	(3,000)	
Capital Receipts					
Right to Buy Sales	(2,500,000)	(2,500,000)	(463,933)	(4,500)	a
HRA Equity Share & Other Sales	(100,000)	(100,000)	2,308	0	
GF Equity Share & Other Sales	(1,400,000)	(1,400,000)	(310,006)	0	
Other Capital Receipts	(100,000)	(100,000)	(151,125)	(151,100)	p
Other Grants & Allowances	(14,951,340)	(14,951,340)	(366,929)	0	
Borrowing	(7,000,000)	(7,000,000)	0	0	
Capital Receipts Total	(26,051,340)	(26,051,340)	(1,289,685)	(155,600)	
Capital Net Receipts	(172,000)	(172,000)	510,063	(158,600)	
		31 March 2014		31 March 2015	
Usuable Capital Receipts Reserve		(3,568,492)		(3,899,092)	
Usuable Earmarked Reserves		(531,270)		(531,270)	

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Appendix D Significant items of variances

Listed below are significant items comprising the variances identified in **Appendix C**. The paragraph letters below cross reference to particular lines in that appendix.

General Fund

- a. An analysis of **Departmental Accounts** compared to the original estimates indicates that vacancies and other changes to staffing budgets are projected to result in savings of £57,100. This figure is arrived at after allowing for a reduction of £500,000 for vacancies which was included in the estimates and after taking into account the use of temporary staff to manage turnover and cover vacancies. It has also been assumed that £70,000 of future savings will be achieved by as yet non specified vacancies;

Leader

- b. **Sustainability** has received additional income of £16,800 from another authority in respect of staffing costs related to the Green Deal initiative;

Environmental Services

- c. **Refuse Collection & Recycling Service**: Successful over-achievement of trade waste income against profiled budget, flexible working arrangements and reduced staff sickness levels, and lower fuel costs than planned for, are resulting in a positive variance against profiled budget estimated at £157,000 for the year;
- d. The **Street Cleansing Service** similarly manages staff numbers through flexible working, resulting in projected savings against budget of £13,000;

Housing General Fund

- e. **Homelessness** is anticipated to receive additional income from Housing Associations amounting to £11,000 because of changes to the private rental scheme;

Planning

- f. **Planning Income** is expected to be £600,000 more than originally estimated because of a number of large fees relating to planning permission for solar panel developments. The tariffs for feeding into the national grid will change in April 2015 and, to receive the enhanced tariffs, developments have to be built by this date. Fees for these applications are only expected to continue until the autumn 2014 and this is reflected in the projection. However, if the level of new planning applications results in new work, then some of this income may be required to fund additional resources;

Unallocated

- g. Budget provision of £50,000 was included in the original estimates to support **Council Actions** this is expected to be spent on supporting the Shared Services initiative, for example Building Control project management and ICT feasibility study;

- h. When the budget was set £75,000 was included for **Precautionary Items**. A pro-rated sum of £18,800 has been assumed to not be required in the projected spending position;
- i. **Additional Expenditure** of up to £50,000 to invest in the Local Government Association's Bond Agency has been agreed by Cabinet;
- j. For the purposes of this report it has been assumed that the £30,000 to deliver the action plan for "**Ageing Well**", "**Children, Young People & Families**", "**Health & Wellbeing**" and "**Communities & Localism**" will be resourced from savings already incorporated into this report;
- k. Budgeted **Local Plan** Expenditure totalling £210,000 being funded from New Homes Bonus;
- l. 2013/14 was the first year of the new **Retained Business Rates** (RBR) regime. Throughout the year, MTFS forecasts of RBR had been calculated on guidance from the Department for Communities and Local Government; however, year-end accounting requirements resulted in RBR being recorded £2.152m higher than forecast, but offset by a deficit on the Business Rates Collection Fund (BRCF) of £2.231m, which for accounting purposes is shown in the following (i.e. this) financial year (see m). Similarly, in 2014/15, RBR is now forecast to be £486k higher than originally estimated; but this will similarly be offset by a deficit on the BRCF, to be shown in 2015/16;
- m. The deficit on the **Business Rates Collection Fund** in respect of 2013/14 attributable to SCDC was £2,231,000, which is shown in 2014/15, as above;

Housing Revenue Account (HRA)

- n. As yet there are no significant variances to report. The £29,600 variance is the estimated proportion of vacancies that will be recharged at the end of the year to the HRA;

Capital

- o. It is too early in the year to get a reliable indicator of the capital position because of the irregular nature of the payments. The slight overall variance is the estimated proportion of vacancies that will be recharged to Capital: and

Capital Receipts

- p. Land has been sold which has generated receipts of £151,100. This can only be used to fund HRA Capital expenditure and a decision will be made later in the year either to fund capital expenditure in this year or to keep it in reserve to fund future year's expenditure.

**Appendix E
Strategic Risk Register
September 2014 – DRAFT**

Note: The Strategic Risk Register reported to Members only shows risks with a total score of 5 or more (risks scoring 4 or less are still on the Strategic Risk Register, but are not included in the reports).



Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR05 - Lack of land supply While there is good progress on the Cambridge fringe sites, at Cambourne and on a refreshed planning application for Northstowe despite uncertainty about improvements to the A14, development is below target, leading to the authority being unable to deliver its housing needs, resulting in the Council having to meet the shortfall in the short term from developments in existing villages and head off speculative major planning applications outside the strategy.</p> <p>Aims, Objectives: 11</p> <p>Relevant PI(s): BV 106 - % new homes on brown field sites</p> <p>ND 54 - Net additional homes provided, ND 159 - Supply of ready to develop housing sites</p> <p>The Council has lost 2 Planning Appeals at Waterbeach based on the lack of 5 year land supply. Planning agents and developers have indicated that they are preparing major planning applications for submission during Autumn 2014.</p>	Jo Mills	10	20	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5 (from 4)</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: A14 - Task Group set up with Department for Transport. Government announcement of funding for 'interim measures' on A14, pinch point scheme. Funding package for the major scheme is progressing and Highways Agency formal public consultation on new scheme completed April 2014. Work on site due to start 2016. Northstowe Phase 1 planning application approved March 2013, and decision issued April 2014 with start on site slipped to late 2014. Northstowe included in Government's Major Sites Initiative funding programme, with HCA investment agreed with formal announcement due autumn 2014. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels), annually review the Local Development Scheme (can address any shortfall). Planning applications submitted for Ida Darwin hospital site and Wing (land north of Newmarket Road, Cambridge). Pre-application discussions continuing on NIAB 2. Ida Darwin planning application refused, new application to be submitted – date to be agreed. Construction for Cambourne 950 underway. Pre-application discussions underway for Cambourne West. Local Plan submitted March 2014, with Public Examination scheduled to start late October 2014. Memorandum of Understanding on Five Year Land Supply to be agreed with Cambridge City Council on 9 September 2014. A key planning appeal at Over was unsuccessful, but application at Cottenham approved, partially on grounds of land supply. The two appeal decisions at Waterbeach have significantly affected the situation facing the council. Weekly list of 'significant cases' is updated and circulated to departmental management team, from 6 August 2014, listing informal enquiries, pre-applications, planning applications and appeals received each week. The departmental management team will oversee major cases, with enhanced consultation with local and lead members; in place from 18 August 2014.</p> <p>TIMESCALE TO PROGRESS: Memorandum of Understanding due to be agreed on 9 September 2014. Local Plan Pre-Examination Hearing scheduled for 11 September 2014.</p>

Page 59

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

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR15 - Welfare Reform Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system, leading to possible:</p> <ul style="list-style-type: none"> increased IT cost due to required system changes; implementation costs not fully reimbursed by Government grant; increased workload for Benefits and Homelessness teams, <p>resulting in potential for:</p> <ul style="list-style-type: none"> adverse effect on service provision due to the number of changes; increased dissatisfaction with the service due to reduced amounts of benefit payable; impact on Medium Term Financial Strategy; devastating effect on people with mental health problems; and dislocation of private sector housing market. <p>Aims, Objectives: 10</p> <p>Relevant PI(s): BV 078a - HB/CTB claims days BV 078b - HB/CTB changes days BV 181 - Benefit claims process days BV 079b i - Recoverable overpayments % BV 079b ii - HB Overpayments recovered % BV 079b iii - Overpayments written off %</p>	Alex Colyer	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Cabinet approved revised Discretionary Housing Payments policy in September 2013 and application for funding of additional help for SCDC residents via HRA top up for DHP, agreed by DCLG. DWP have confirmed increased DHP budget for 2014/15 and 2015/16. Software suppliers have provided details of enhanced software for Localised Council Tax Support which provides alternative options for LCTS for 2015/16, including options which may enable different admin arrangements to be made. Monthly monitoring of Localised Council Tax: each Parish, and Total amounts. Monitoring of those who have received 8.5% reduction in support with regard to payments, summons and under-occupation following first summons issue. Review of 2013/14 LCTS completed and options for 2015/16 taken to Finance & Staffing PFH meeting July 2014. Under occupation exercise updated monthly; all tenants affected written to, to ensure information held is correct. Monthly meetings with Housing re under occupancy etc. Benefits Manager and Housing Options and Homeless Manager part of Countywide (District Council and County) Welfare Reform Strategy Group Signpost residents who are in difficulty, advice / counselling / financial help / medical assistance etc. Housing Advice & Homelessness, and Revenues & Benefits working with Citizens Advice to provide additional budgeting advice for those adversely affected by changes to welfare benefits, continued by CAB for 2014/15. Monthly monitoring of the project by Executive Director, Benefit Manager and Revenues Manager, as part of the regular one to one process. South Cambs internal Welfare Reform Group formed to consider impact of Universal Credit for residents and SCDC. DWP have confirmed the transfer date of the Fraud team to DWP SFIS on 1 March 2015. Proposed grant reduction amounts have been provided by DWP; this indicated that grant reduction is less than current cost of team.</p> <p>TIMESCALE TO PROGRESS: A review of remainder fraud requirement to be tied into the Enforcement and Inspection Review outcomes to ensure that solution can be found. Looking at options during autumn 2014 for remainder fraud. Report in January 2015 for LCTS 2015/16.</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR03 - Illegal Traveller encampments or developments Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, leading to illegal encampments or developments in the district, resulting in community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.</p> <p>Aims, Objectives: 5</p>	Jo Mills	8	12	<p>SCORES - IMPACT: 4; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Ongoing routine monitoring of all district development. Government guidance issued, county wide needs assessment endorsed by PFH. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy & Traveller planning policies included in draft Local Plan. Planning Committee resolved to approve applications for 55 pitches in April 2013. Permanent consents for a further 72 pitches were granted by August 2014, bringing the total number of permanent consented pitches to 313, in addition to the public sites that provide 30 pitches. Also, two temporary consents were granted on appeal in May 2014, bringing total of temporary consents to 4. In terms of pending applications, at 21 August 2014, there are 4 applications proceeding to decision for 5 pitches, and 3 appeals pending for a total of 12 pitches. The Affordable Homes departmental risk register includes delivering HCA funded projects, to ensure the supply of Gypsy & Traveller pitches and sufficient investment in existing pitches.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2014.</p>
<p>STR25 - Increase in numbers in Bed & Breakfast Accommodation Potential impacts from current economic downturn and instability in the housing market and changes to the benefits system, leading to not enough temporary accommodation available, leading to an increase in B&B use, resulting in applicants not moved into permanent accommodation quickly enough and increased cost to the Council.</p> <p>Aims, Objectives: 10, 12</p>	Stephen Hills	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Close working partnership with King Street Housing who provide private sector leasing options; use of Rent Deposit Scheme, Empty Homes Initiative, other homelessness prevention measures and New Build Programme. Improved supply of temporary accommodation achieved during 2013/14.</p> <p>TIMESCALE TO PROGRESS: Project underway to improve quality and overall numbers of hostel spaces. Due for completion March 2015.</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR26 – Business Improvement Efficiency, Development Control Improvement, and Commercialisation Programmes The Business Improvement Efficiency Programme (BIEP), Development Control Improvement Programme (DCIP) and Commercialisation Programme have their own associated risk registers. Of the risks included, it is considered that only two need to be reflected in the Strategic Risk Register:</p> <p>1. Conflicting operational priorities, <i>leading to</i> inadequate programme and project resources, <i>resulting in</i> a delay or failure to deliver the outputs and associated benefits.</p> <p>2. Inadequate stakeholder engagement, <i>leading to</i> a lack of support at all organisational levels, <i>resulting in</i> delay or failure to deliver the outputs and associated benefits.</p> <p>Aims, Objectives: 2, 7</p>	Alex Colyer	9	9	<p>SCORES, IMPACT: 3; LIKELIHOOD: 3</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>1. The Programme Manager identified programme and project resource requirements before the start of the tranches. The Senior Responsible Officer is responsible for securing the required resources. Regular 1:1s with Executive Director. Regular update meetings with Project Managers & Project Sponsors used to assess required resource levels.</p> <p>2. A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed. Stakeholder engagement activities place regularly throughout the programme. Regular 1:1s with Executive Director.</p> <p>TIMESCALE TO PROGRESS: Throughout 2012-15.</p>
<p>STR20 – Partnership working with Cambridgeshire County Council The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council, <i>leading to</i> the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, <i>resulting in</i> adverse effects on the district's residents and businesses.</p> <p>Aims, Objectives: 3, 6, 8, 11</p>	Jean Hunter	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>TIMESCALE TO PROGRESS: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR19 - Demands on services from an ageing population The district's demography changes, with significant growth in the over 65 year old population, leading to additional demands on health and social care services, including to the Council's sheltered housing and benefits services, resulting in adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p>Aims, Objectives: 1, 4, 5, 9</p>	Mike Hill	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task & Finish Group. SCDC is also engaged with the CCG Older People's Service procurement (contract to be awarded October 2014).</p> <p>TIMESCALE TO PROGRESS: Ageing Well implementation plan under development September – March 2015 to deliver Cabinet-agreed Ageing Well Plan. SCDC to contribute to the multi-agency Cambridgeshire Executive Partnership Board leading on joined-up approach to older people's service (from September 2014) and reporting to the Health & Wellbeing Board. Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.</p>
<p>STR24 - HRA Business Plan The HRA Business Plan has its own associated risk register. Of the risks included, it is considered that only one needs to be included in the Strategic Risk Register: The Government decides to reopen the debt settlement, leading to increased debt requirement, resulting in reduced housing programme.</p> <p>Aims, Objectives: 1, 2, 4, 5, 6, 9, 12</p>	Stephen Hills	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Capacity has been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they are required.</p> <p>TIMESCALE TO PROGRESS: Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing. Annual review of business plan, programme and resources.</p>
<p>STR22 - Safeguarding the Council's services against climate change The Council fails to develop measures to safeguard its services against climate change, leading to unacceptable vulnerability to the impact of climate shifts and other weather-related events, resulting in a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation.</p> <p>Aims, Objectives: 4</p>	Mike Hill	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council adopted the Climate Change Action Plan (CCAP) 2011-2013 on 22 September 2011. Specific actions in place within CCAP and Planning and New Communities Service Plan. Regular EMT reporting and quarterly performance reports to PFH meetings. Effective drainage plans required for planning consents. A range of Climate Change related policies have been included in the Submission Local Plan.</p> <p>TIMESCALE TO PROGRESS: CCAP actions undertaken over the period 2011 to 2013.</p>

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

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

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

Notes

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

Impact

Giving rise to one or more of the following:

Likelihood

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

** including claim or fine*

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

Appendix F
Strategic Risk Matrix
September 2014 – DRAFT

Risk Tolerance Line



Page 67

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

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

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South Cambridgeshire

District

This profile was produced on 24 July 2014

Health Profile 2014

Health in summary

The health of people in South Cambridgeshire is generally better than the England average. Deprivation is lower than average, however about 8.8% (2,500) children live in poverty. Life expectancy for both men and women is higher than the England average.

Living longer

Life expectancy is 3.0 years lower for men in the most deprived areas of South Cambridgeshire than in the least deprived areas.

Child health

In Year 6, 12.0% (174) of children are classified as obese, better than the average for England. The rate of alcohol-specific hospital stays among those under 18 was 22.0*, better than the average for England. This represents 7 stays per year. Levels of teenage pregnancy, GCSE attainment and breastfeeding are better than the England average.

Adult health

In 2012, 18.7% of adults are classified as obese, better than the average for England. The rate of alcohol related harm hospital stays was 518*, better than the average for England. This represents 749 stays per year. The rate of self-harm hospital stays was 192.0*. This represents 282 stays per year. The rate of smoking related deaths was 188*, better than the average for England. This represents 150 deaths per year. Estimated levels of adult physical activity are better than the England average. The rate of people killed and seriously injured on roads is worse than average. Rates of sexually transmitted infections and TB are better than average. The rate of new cases of malignant melanoma is worse than average. Rates of statutory homelessness, violent crime, long term unemployment, drug misuse, early deaths from cardiovascular diseases and early deaths from cancer are better than average.

Local priorities

Local priorities include supporting the independence of older people, ensuring access to mental health services and creating a healthy environment through new housing development. For more information see www.cambridgeshireinsight.org.uk and www.cambridgeshire.gov.uk

* rate per 100,000 population



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OpenStreetMap contributors ODbL

Population: 151,000

Mid-2012 population estimate. Source: Office for National Statistics.

This profile gives a picture of people's health in South Cambridgeshire. It is designed to help local government and health services understand their community's needs, so that they can work to improve people's health and reduce health inequalities.

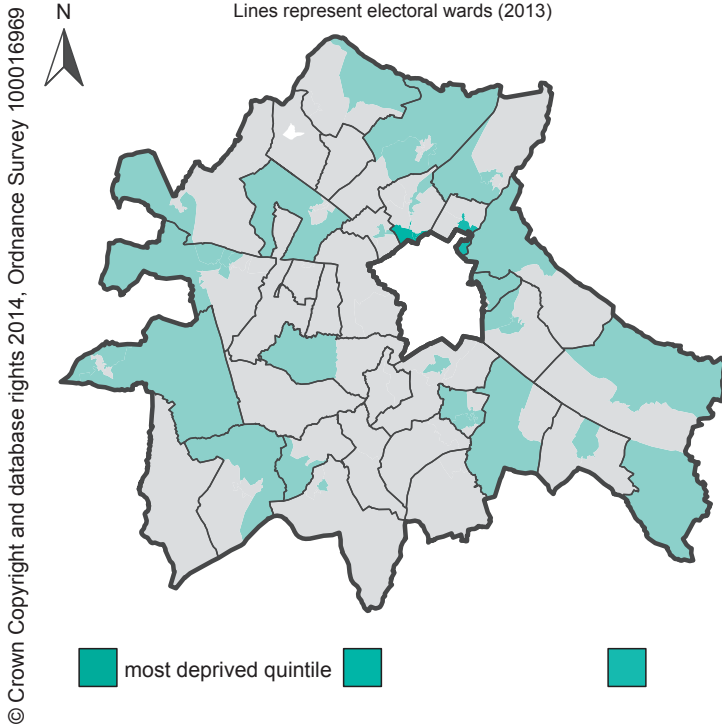
Visit www.healthprofiles.info
or scan this Quick Response code:
for more profiles, more information
and interactive maps and tools.



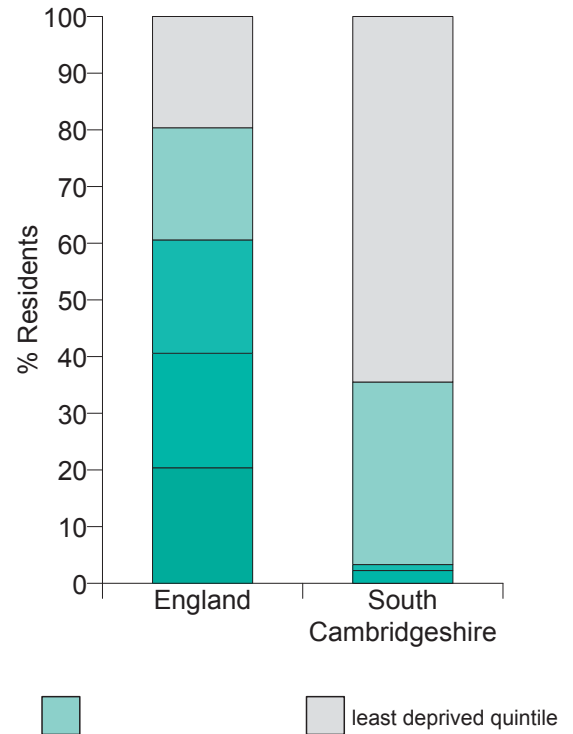
Follow [@healthprofiles](https://twitter.com/healthprofiles) on Twitter

Deprivation: a national view

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



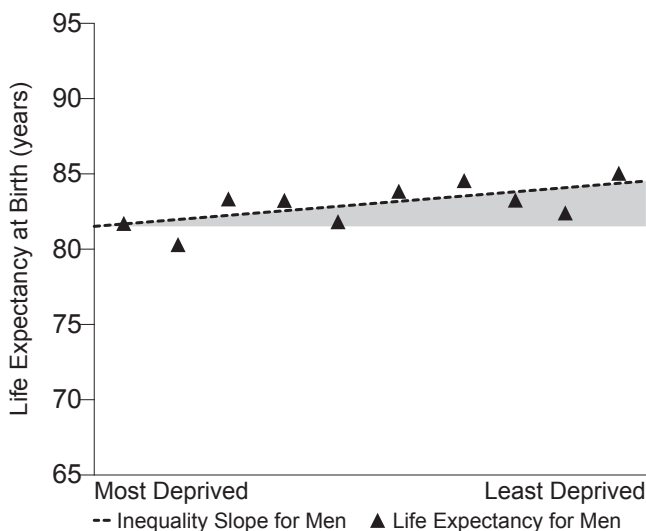
This chart shows the percentage of the population in England and this area who live in each of these quintiles.



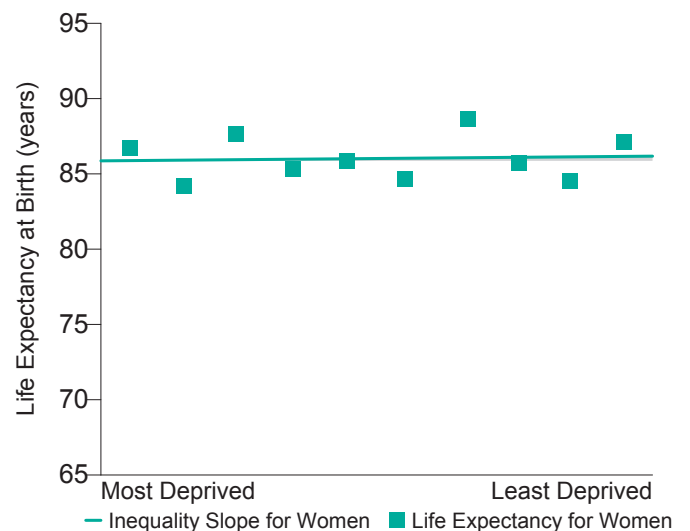
Life Expectancy: inequalities in this local authority

The charts below show life expectancy for men and women in this local authority for 2010-2012. Each chart is divided into deciles (tenths) by deprivation, from the most deprived decile on the left of the chart to the least deprived decile on the right. The steepness of the slope represents the inequality in life expectancy that is related to deprivation in this local area. If there were no inequality in life expectancy as a result of deprivation, the line would be horizontal.

Life Expectancy Gap for Men: 3.0 years

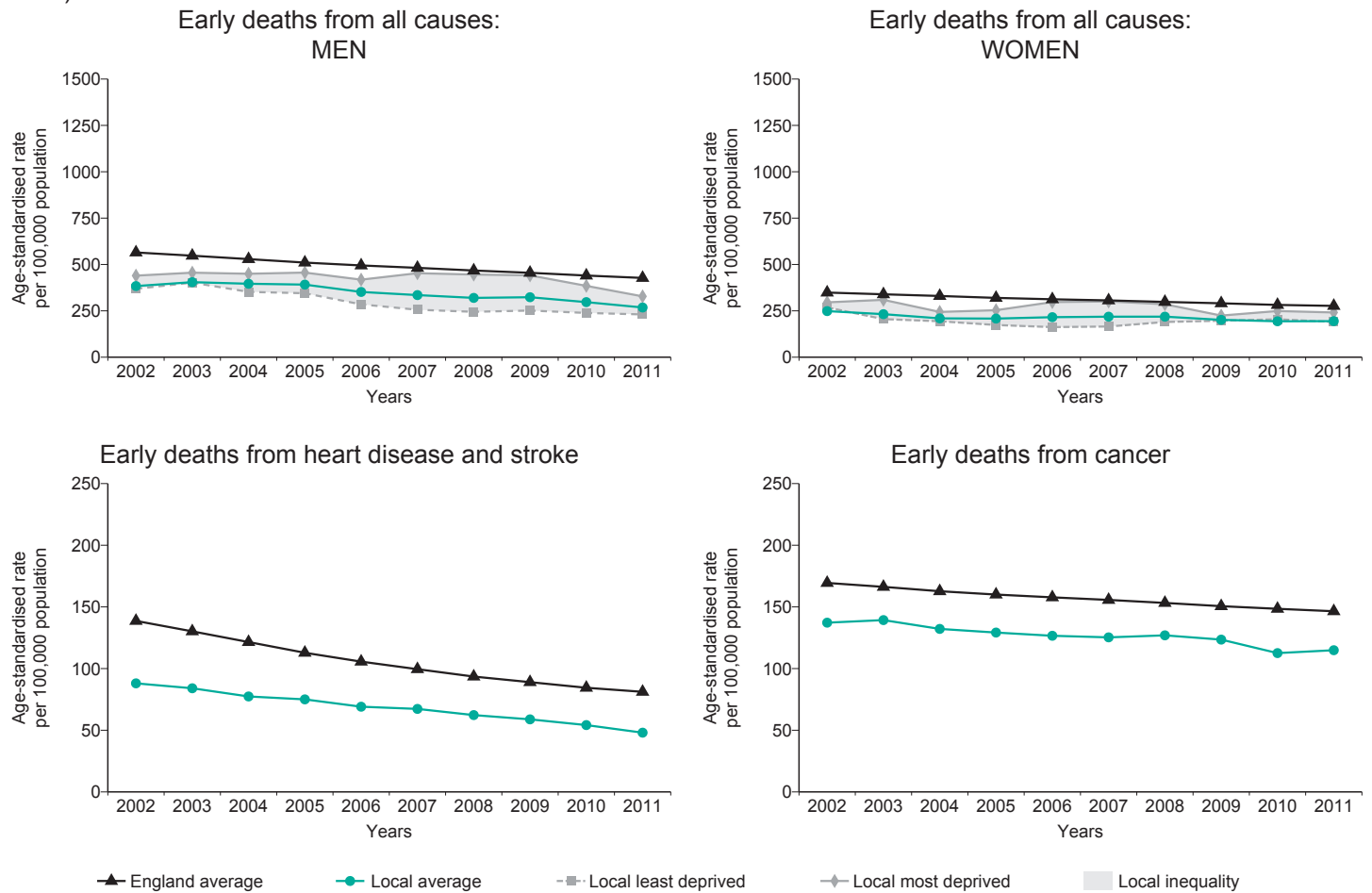


Life Expectancy Gap for Women: 0.3 years



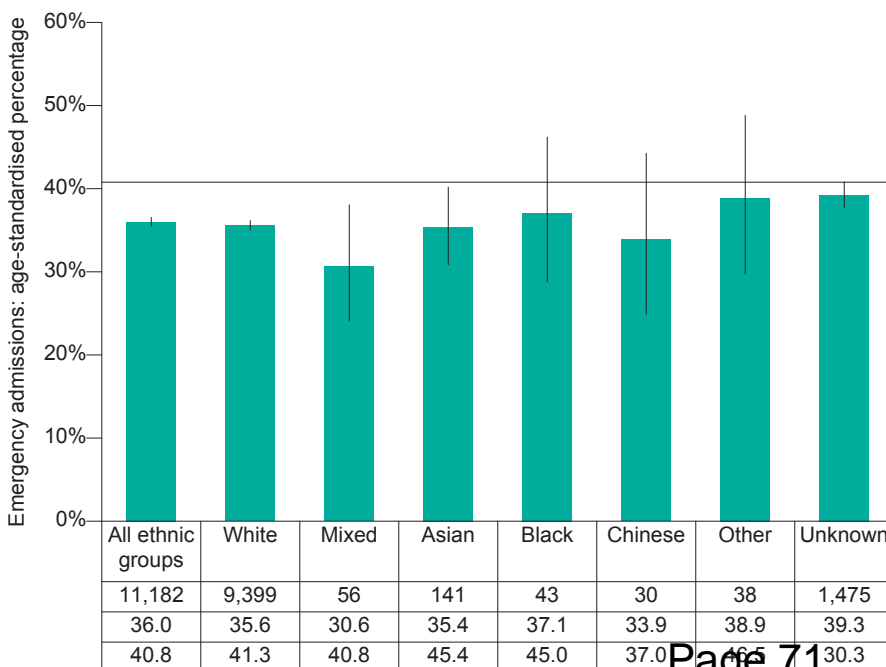
Health inequalities: changes over time

These charts provide a comparison of the changes in early death rates (in people under 75) between this area and all of England. Early deaths from all causes also show the differences between the most and least deprived quintile in this area. (Data points are the midpoints of 3 year averages of annual rates, for example 2005 represents the period 2004 to 2006).



Health inequalities: ethnicity

Percentage of hospital admissions that were emergencies, by ethnic group



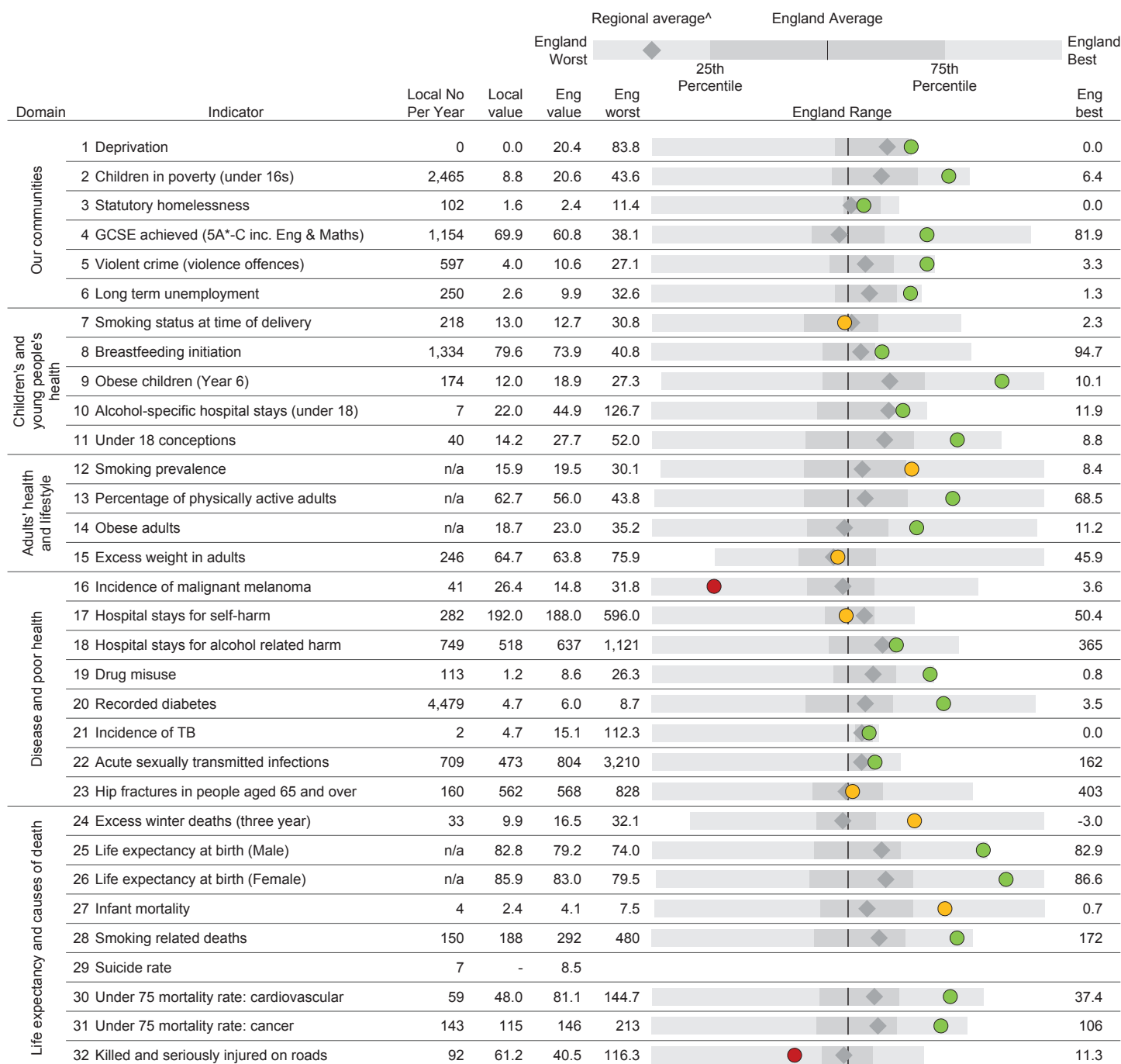
This chart shows the percentage of hospital admissions in 2012/13 that were emergencies for each ethnic group in this area. A high percentage of emergency admissions may reflect some patients not accessing or receiving the care most suited to managing their conditions. By comparing the percentage in each ethnic group in this area with that of the whole population of England (represented by the horizontal line) possible inequalities can be identified.

■ South Cambridgeshire
 — England average (all ethnic groups)
 | 95% confidence interval

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

Health Summary for South Cambridgeshire

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



Indicator Notes

1 % people in this area living in 20% most deprived areas in England, 2010 2 % children (under 16) in families receiving means-tested benefits & low income, 2011 3 Crude rate per 1,000 households, 2012/13 4 % key stage 4, 2012/13 5 Recorded violence against the person crimes, crude rate per 1,000 population, 2012/13 6 Crude rate per 1,000 population aged 16-64, 2013 7 % of women who smoke at time of delivery, 2012/13 8 % of all mothers who breastfeed their babies in the first 48hrs after delivery, 2012/13 9 % school children in Year 6 (age 10-11), 2012/13 10 Persons under 18 admitted to hospital due to alcohol-specific conditions, crude rate per 100,000 population, 2010/11 to 2012/13 (pooled) 11 Under-18 conception rate per 1,000 females aged 15-17 (crude rate) 2012 12 % adults aged 18 and over, 2012 13 % adults achieving at least 150 mins physical activity per week, 2012 14 % adults classified as obese, Active People Survey 2012 15 % adults classified as overweight or obese, Active People Survey 2012 16 Directly age standardised rate per 100,000 population, aged under 75, 2009-2011 17 Directly age sex standardised rate per 100,000 population, 2012/13 18 The number of admissions involving an alcohol-related primary diagnosis or an alcohol-related external cause, directly age standardised rate per 100,000 population, 2012/13 19 Estimated users of opiate and/or crack cocaine aged 15-64, crude rate per 1,000 population, 2010/11 20 % people on GP registers with a recorded diagnosis of diabetes 2012/13 21 Crude rate per 100,000 population, 2010-2012 22 Crude rate per 100,000 population, 2012 (chlamydia screening coverage may influence rate) 23 Directly age and sex standardised rate of emergency admissions, per 100,000 population aged 65 and over, 2012/13 24 Ratio of excess winter deaths (observed winter deaths minus expected deaths based on non-winter deaths) to average non-winter deaths 1.08.09-31.07.12 25 At birth, 2010-2012 26 At birth, 2010-2012 27 Rate per 1,000 live births, 2010-2012 28 Directly age standardised rate per 100,000 population aged 35 and over, 2010-2012 29 Directly age standardised mortality rate from suicide and injury of undetermined intent per 100,000 population, 2010-2012 30 Directly age standardised rate per 100,000 population aged under 75, 2010-2012 31 Directly age standardised rate per 100,000 population aged under 75, 2010-2012 32 Rate per 100,000 population, 2010-2012 ^ "Regional" refers to the former government regions.

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

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Agenda Item 8



REPORT TO: Scrutiny and Overview Committee

4 September 2014

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

WORK PROGRAMME 2014/15

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 Scrutiny Prioritisation Tool is attached at **Appendix B**.

Considerations

The four principles of effective scrutiny

5. 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.
6. Members are asked to give due consideration to these principles when carrying out their role on the Scrutiny and Overview Committee.

Work Programming

7. 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.

8. 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.
9. Further items to consider at future meetings may be identified from the Council's Corporate Forward Plan, which is attached as **Appendix C**. Bold text in this document denotes either a new item added or a change in date from a previously published Plan.

Implications

10. 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)

11. No consultation has taken place on the content of this report.
12. 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.

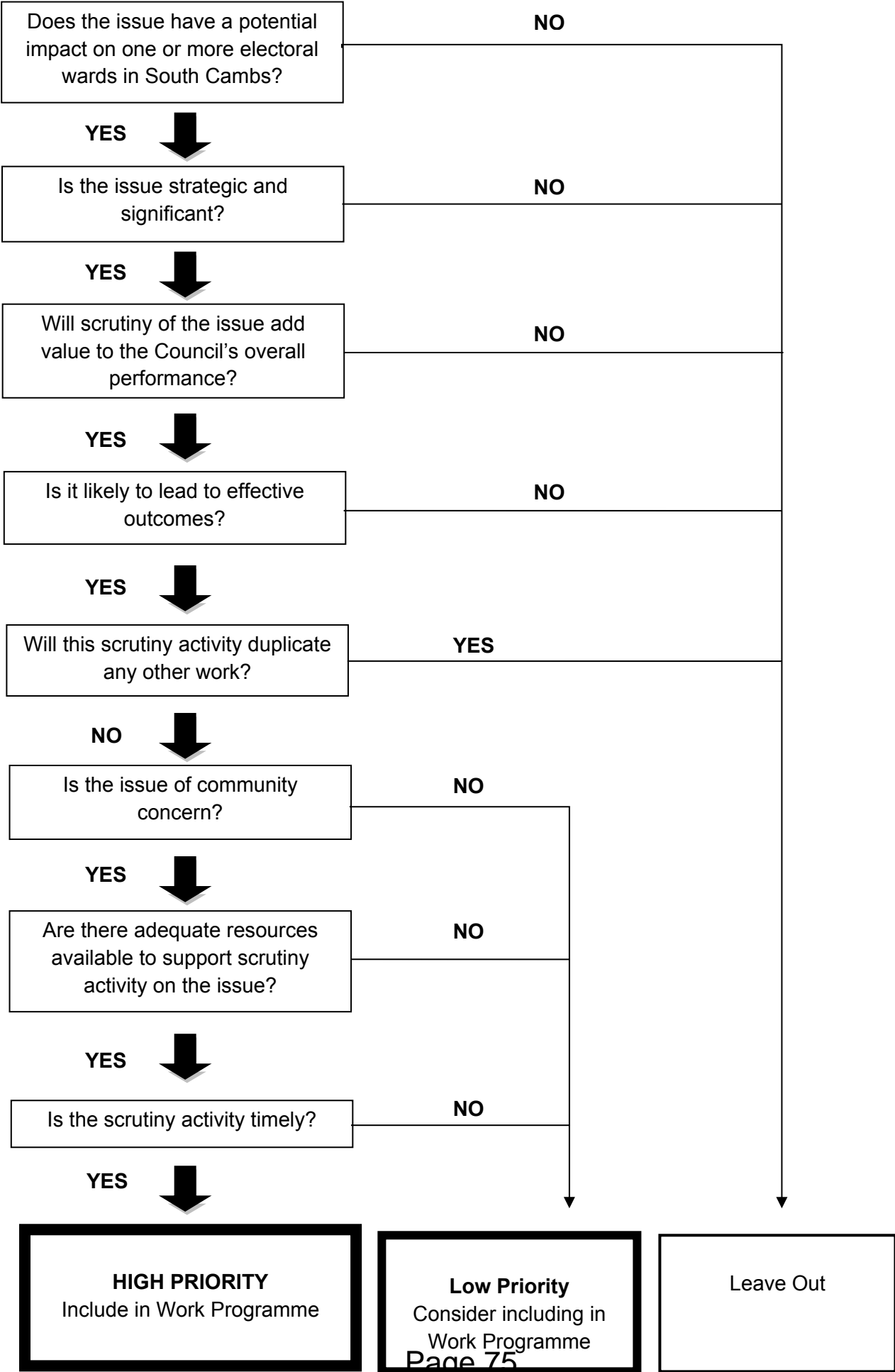
Effect on Strategic Aims

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

13. 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

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 from September 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 Mark Howell

Councillor Mick Martin

Councillor Robert Turner

Councillor David Whiteman-Downes

Councillor Tim Wotherspoon

Councillor Nick Wright

Leader of the Council

Deputy Leader and Finance and Staffing

Housing

Environmental Services

Planning Portfolio Holder

Corporate and Customer Services

Northstowe

Planning and Economic Development

Key and non-key decisions expected to be made from September 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
<p>Joint Procurement of a Cambridgeshire Handy Person Scheme</p> <p>Key</p>	Environmental Services Portfolio Holder	September 2014 (TBA)		<p>Environmental Services Portfolio Holder</p> <p>Iain Green, Environmental Health Officer (Public Health Specialist)</p>	Report (publication expected in August/September 2014)
<p>Cross-border Waste Collection: Service Level Agreement with Cambridge City Council</p> <p>Key</p>	Environmental Services Portfolio Holder	September 2014 (TBA)		<p>Environmental Services Portfolio Holder</p> <p>Paul Quigley, Head of Environment Commissioning</p>	Report (publication expected in September 2014)
<p>City Deal: Governance Arrangements</p> <p>Key</p>	<p>Corporate Governance Committee</p> <p>Cabinet</p> <p>Council</p>	<p>03 September 2014</p> <p>13 November 2014</p> <p>27 November 2014</p>		<p>Leader of Council</p> <p>Alex Colyer, Executive Director, Corporate Services</p>	<p>Report (publication expected 26 August 2014)</p> <p>Report (publication expected 5 November 2014)</p> <p>Report (publication expected 19 November 2014)</p>

Memorandum of Understanding: Greater Cambridge Housing Trajectory Non-Key	Planning Portfolio Holder	9 September 2014		Planning Portfolio Holder Caroline Hunt, Local Development Framework Team Leader	Report (publication expected 1 September 2014)
South Cambs Ltd - Business Case Update Key	Cabinet	11 September 2014	The report is likely to contain information relating to the financial or business affairs of any particular person (including the authority holding that information)	Housing Portfolio Holder Stephen Hills, Affordable Homes Director	Report (publication expected 3 September 2014)
Corporate Enforcement & Inspection Policy Key	Cabinet	11 September 2014		Environmental Services Portfolio Holder Mike Hill, Health and Environmental Services Director	Report and Policy (publication expected 3 September 2014)
Housing Development Vehicle Key	Cabinet	11 September 2014	The report is likely to contain information relating to the financial or business affairs of any	Housing Portfolio Holder Stephen Hills, Affordable Homes	Report (publication expected 3 September 2014)

			particular person (including the authority holding that information)	Director	
Welfare Reform/Under occupation Non-Key	Cabinet	11 September 2014		Housing Portfolio Holder Stephen Hills, Affordable Homes Director	Report and appendix - for information only) (publication expected 3 September 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)
Member Development Strategy 2014-17 Non-Key	Council	25 September 2014		Corporate and Customer Services Portfolio Holder Graham Watts, Democratic Services	Report and Strategy (publication expected 17 September 2014)

				Team Leader	
Appointment to the Independent Remuneration Panel Non-Key	Council	25 September 2014		Leader of Council Maggie Jennings, Democratic Services Officer	Report (publication expected 17 September 2014)
LONGSTANTON, Fairview: Re-development of Site Key	Housing Portfolio Holder	15 October 2014		Housing Portfolio Holder Uzma Ali, Housing Development Officer	Report (publication expected 8 October 2014)
Shared Service: Building Control Key	Cabinet	16 October 2014		Planning Portfolio Holder Jo Mills, Planning and New Communities Director	Report (publication expected 8 October 2014)
Shared Service: Legal Key	Cabinet	16 October 2014		Leader of Council Alex Colyer, Executive Director, Corporate Services	Report (publication expected 8 October 2014)
Shared Service: ICT Key	Cabinet	16 October 2014		Leader of Council Alex Colyer,	Report (publication expected 8 October 2014)

				Executive Director, Corporate Services	
Cambridge City & South Cambs Joint Waste Working Non-Key	Cabinet	16 October 2014		Environmental Services Portfolio Holder Mike Hill, Health and Environmental Services Director	Report (publication expected 8 October 2014)
Treasury Management Annual Report Non-Key	Finance and Staffing Portfolio Holder	21 October 2014		Finance and Staffing Portfolio Holder Sally Smart, Principal Accountant Financial & Systems	Report (publication expected 13 October 2014)
Treasury Management Quarterly Investment Review 2014/15 Non-Key	Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder	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 13 October 2014) Report (publication expected 13 April 2015)

Write-Offs 2014/15 Key	Finance and Staffing Portfolio Holder	21 October 2014		Finance and Staffing Portfolio Holder	Report (publication expected 13 October 2014)
	Finance and Staffing Portfolio Holder	20 January 2015		Katie Brown, Revenues Manager	Report (publication expected 12 January 2015)
	Finance and Staffing Portfolio Holder	22 April 2015			Report (publication expected 14 April 2015)
Revenues and Benefits Performance Report Non-Key	Finance and Staffing Portfolio Holder	21 October 2014		Finance and Staffing Portfolio Holder	Q1 Report (publication expected 13 October 2014)
	Finance and Staffing Portfolio Holder	20 January 2015		Katie Brown, Revenues Manager	Q2 Report (publication expected 12 January 2015)
	Finance and Staffing Portfolio Holder	21 April 2015			Q3 Report (publication expected 14 April 2015)
Rural Settlements List 2015/16 Non-Key	Finance and Staffing Portfolio Holder	21 October 2014		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report and appendix (publication expected 13 October 2014)

Review of Medium Term Financial Strategy (MTFS) 2014-15 Non-Key	Cabinet	13 November 2014		Finance and Staffing Portfolio Holder John Garnham, Head of Finance, Policy & Performance	Report and appendices (publication expected 5 November 2014)
Corporate Plan Priorities 2015-2020 Key	Cabinet	13 November 2014		Corporate and Customer Services Portfolio Holder Richard May, Policy and Performance Manager	Report (publication expected 5 November 2014)
Setting of Council Tax Base Key	Chief Finance Officer	In month of December 2014		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Decision Notice (publication expected in December 2014)
Localised Council Tax Support Scheme 2014/15 Key	Council	29 January 2015		Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services, Dawn Graham, Benefits Manager	Report (publication expected 21 January 2015)

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DRAFT WORK PROGRAMME 2014/15

Thursday 6 November 2014

- Position Statement on Finance, Performance and Risk 2014-15 Q2
- Review of Corporate Plan
- Orchard Park Scrutiny Working Group update
- Update on the Tenant Participation Group's Scrutiny Review of the Grounds Maintenance Service

Other items and upcoming meetings of interest to the Scrutiny Committee:

- The City Deal Joint Member workshops in October (date to be confirmed)

Items for potential future scrutiny:

- Economic Development Service – the Committee felt that this should be revisited after the Conservation Service Review has been undertaken and resulting changes implemented.
- 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
- South Cambs Ltd

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