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29 October 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, 6 NOVEMBER 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

The Council is committed to improving, for all members of the community, access to its agendas and minutes. If you have any specific needs, please let us know, and we will do what we can to help you.

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 4 September 2014 as a correct record. | 1 - 4 |
| 4. | Public Questions | |

- 5. Contact Centre Performance Review** **5 - 10**
A report is attached, providing a review of the performance of the Contact Centre's operation from 11 July 2014 – 3 October 2014.
- 6. Quarterly Position Statement on Finance, Performance and Risk** **11 - 48**
The quarterly Position Statement on Finance, Performance and Risk is attached. This will be considered by Cabinet at its meeting on 13 November 2014.
- 7. Settling the Policy Framework - Corporate Plan for 2015-2020** **49 - 54**
The draft Corporate Plan for 2015-2020 is attached. This will be considered by Cabinet at its meeting on 13 November 2014.
- 8. Orchard Park Task and Finish Group update**
The Chairman of the Scrutiny Committee's Orchard Park Task and Finish Group will provide a verbal update on the work of the group.
- 9. Work Programme 2013/14** **55 - 72**
To enable the Committee to consider its work programme for future meetings.
- 10. Monitoring the Executive**
Scrutiny monitors are invited to report to the Committee regarding Portfolio Holder meetings attended since the last meeting and specifically raise any issues challenged and the result and/or issues where the Committee could add further value. The meetings were as follows:
- 11. To Note the Dates of Future Meetings**
Future meetings are scheduled to be held on the following dates:
- 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.

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

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 4 September 2014, at 6.00 p.m.

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

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

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

Officers: Rachael Fox-Jackson Customer Contact Manager
Dawn Graham Benefits Manager
Alex Colyer Executive Director, Corporate Services
Victoria Wallace Democratic Services Officer
Graham Watts Democratic Services Team Leader

1. APOLOGIES

Apologies for absence were received from Councillor Jose Hales and Councillor Douglas de Lacey

2. DECLARATIONS OF INTEREST

No declarations of interest were made.

3. MINUTES OF PREVIOUS MEETING

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

4. PUBLIC QUESTIONS

No questions had been received.

5. CONTACT CENTRE HALF-YEARLY PERFORMANCE REVIEW

Councillor David Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, presented the Contact Centre's Half-Yearly Performance report, informing the committee of the Contact Centre's performance for January to July 2014.

Problems with the Contact Centre's performance had been identified, such as the call wait time and number of calls lost during times of peak demand. Dawn Graham, Benefits Manager, presented an improvement plan to resolve these problems. Proposals outlined in the plan were:

- Times of peak demand had been identified. Ten members of staff from the Revenues Team would provide additional resource to the Contact Centre during these periods. This would be in place by 22 September 2014, ready for the next anticipated time of peak demand.
- Recruitment: three new full time members of staff would be in post by 20 October

- 2014 and fully trained by the end of November 2014.
- Proposals to reorganise the Contact Centre:
 - Contact Centre staff would provide the reception service with headsets so they could support call handling colleagues by taking general enquiry calls when less busy, and in turn reduce call handling times. Members were assured that a face to face reception service would continue to be provided but that staff would be multi-skilled and multi-tasking. Residents visiting the Council offices would not experience a difference in service provision at the front desk.
 - Following analysis of call volume and call patterns, staff working patterns would reflect the call volumes. There would be more staff available on busier days and fewer members of staff on quieter days.
 - Work would be undertaken in October 2014 to review call wrap times, in order to establish the reasons for the length of wrap times and ways to reduce these. Process mapping and e-form requirements would be established as part of this.
 - Self-service Benefit forms would be introduced at the end of September 2014, to increase the number of residents able to self-serve, and to provide easier and quicker options for Contact Centre staff to deal with calls.
 - Residents were encouraged to set up online accounts in order to access their business rates, benefits and council tax accounts. 1013 residents were registered with their own accounts.
 - Work was ongoing with service areas to increase email contact with residents. Members were assured that other means of contacting the Council would still be available, to ensure multiple channels of communication with the Council suiting all residents.
 - A simple system enabling Members telephoning the Contact Centre to be transferred to the appropriate officer, would be implemented immediately.
 - Work was ongoing with the software supplier to improve the reliability of the Call Centre's software. A significant number of calls were being lost on a daily basis due to software issues.

A formal consultation with Contact Centre staff was taking place regarding the proposed changes to improve the service. This closed on 12 September 2014. The results of the consultation would be published on 22 September and changes implemented in October 2014.

Discussion around the figures outlined in Appendix A of the report ensued. Councillor Whiteman-Downes would review and reissue this.

The Chairman expressed the Committee's disappointment in the report, but committee members acknowledged the efforts that had been made by Dawn Graham, Benefits Manager and Rachael Fox-Jackson, Customer Contact Manager, to address the problems with the Contact Centre.

Contact Centre staff retention was discussed. Members were informed that various options to encourage staff to remain within the Contact Centre were being considered, such as offering NVQ qualifications which would keep staff members in post for two years. This idea was supported by committee members.

Councillor David Whiteman-Downes would circulate the Contact Centre Action Plan to committee Members.

The Scrutiny and Overview Committee **AGREED**:

- a) An interim report would be presented to the Scrutiny and Overview Committee at its November 2014 meeting, to include a revised Appendix A.
- b) A further full report on the Contact Centre would be presented to the Scrutiny and Overview Committee at its meeting in January 2014.

6. PEOPLE AND ORGANISATIONAL DEVELOPMENT STRATEGY

Councillor Simon Edwards, Portfolio Holder for Finance and Staffing presented the Council's People and Organisational Development Strategy and Action Plan for 2014-2017.

Discussion and questions ensued:

- Susan Gardner Craig, Human Resources Manager, confirmed that the Council had already achieved Silver accreditation from Investors in People and was confident that sufficient progress had been made to achieve gold accreditation.
- Councillor Lynda Harford thanked the Human Resources Manager for the time taken to incorporate her comments into the Organisational Development Strategy, and recognised the work that had been done by the Human Resources Team on this.
- Concern was raised over replies to staff surveys remaining anonymous, with the use of web surveys to survey staff opinion and views. Members proposed that staff also be given the option to reply by paper copy, with ballot boxes provided for completed surveys to be returned. The Human Resources Manager clarified that staff surveys would be themed and conducted on an ongoing basis throughout the year, and that they would be anonymous. Ballot boxes could be provided for surveys to be completed by paper copy. Online surveys would be conducted using Survey Monkey, which would enable staff to complete the survey at home if they preferred. The first survey would take place in November and would be announced at Corporate Brief in September.
- Remote working was discussed briefly. The Human Resources Manager confirmed that officers working remotely would still be contactable by telephone, with the expectation on staff that their office telephones would be transferred to a mobile or home phone number.

The Scrutiny and Overview Committee **NOTED** the progress made on the People and Organisational Development Strategy and Action Plan 2014-2017, and indicated their support for this.

7. QUARTERLY POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

The Portfolio Holders for Finance and Staffing, and Corporate and Customer Services presented the Council's Quarterly Position Statement on Finance, Performance and Risk. This would be presented to Cabinet on 11 September 2014 and provided 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.

Councillor Simon Edwards, Finance and Staffing Portfolio Holder informed the committee that there was a large variance in the General Fund as planning fees had increased and trade waste activities had been very good. The risk of business rate appeals being successful remained.

Discussion and questions ensued:

- The Executive Director (Corporate Services) confirmed that the Council had not yet

paid anything out in planning appeals. Councillor Lynda Harford confirmed that costs would only be incurred against the Council if the Planning Inspector confirmed the Council's reasons for refusal were unfair.

- The timescale to issue planning decision notices was queried following complaints made by constituents. The Portfolio Holder for Staffing confirmed that staffing issues in the Planning department had been reflected in some poor performance, but assured the committee that recruitment to the department had been undertaken. The committee was informed that the new Planning Portfolio Holder was undertaking work to address planning performance and this would be discussed at Cabinet on 11 September 2014.
- Waste was discussed:
 - Members were informed that the Council was keen for the amount of household waste to be reduced.
 - Christmas bin collections were being incorporated with all changes being made to waste services.
 - Members were informed that the Council received an income from blue bin refuse and had achieved a good price for paper. It was clarified that the Council did not make a profit from blue bin waste.
 - The cost of the amount of waste going to landfill was the important issue, with more waste needing to be disposed of in blue and green bins and less to landfill.

The Scrutiny and Overview Committee **NOTED** the report and had no further specific comments or recommendations.

8. WORK PROGRAMME 2014/15

Graham Watts, Democratic Services Team Leader, presented the Scrutiny and Overview Committee's work programme, which was discussed:

- The Scrutiny Working Group (lessons learnt from Orchard Park) would have its first meeting on 9 September 2014.
- Mears – 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.
- Two City Deal workshops would be taking place in October. The first would be at 6pm on 3 October, in Cambourne. The second would be on 10 October in Cambridge City; the time of this was to be confirmed. The Chairman of the Scrutiny and Overview Committee requested these dates be circulated to all Members via email, in addition to notification in the Weekly Bulletin.

9. MONITORING THE EXECUTIVE

Councillor Lynda Harford updated members on the Leaders Portfolio Holder meeting, and informed members that decisions on Community Chest funding were now being made at these Portfolio Holder meetings.

10. TO NOTE THE DATES OF FUTURE MEETINGS

Dates of future meetings were noted. The next meeting would take place on Thursday 6 November 2014, at 6pm

The Meeting ended at 7.55 p.m.

Agenda Item 5



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee

6 November 2014

Lead Officer: Alex Colyer- Executive Director Corporate Services

Contact Centre Performance Review

Purpose

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

Recommendations

2. It is recommended that the report be noted.

Reasons for Recommendations

3. The report provides a review of the performance of the Contact Centre's operation through to 3 October 2014 (at **Appendix A**) together with an update on progress against the improvement plan.

Background

4. The Scrutiny and Overview Committee conducted a half yearly review of the Contact Centre in September 2014 and it was agreed that an interim progress report would be reviewed at the November 2014 meeting.
5. The Contact Centre was launched in December 2012 and, while performance to date has been good, in terms of customer satisfaction levels and volume of calls answered at first point of contact (running at over 80% on average), the service has not met its call wait time target which has led to customer frustration and a higher than desirable abandoned call rate.
6. The Committee, in September, requested that some analysis of abandoned calls be provided and this has now been set out at **Appendix A**. In undertaking this analysis, it has become clear that there is a relatively high number of callers who hang up before the target answering time of 2 minutes; these callers may have hung up for a variety of reasons including use of the Council's website to find the information required. The Council has been provided further raw data by the software supplier in this regard but further analysis is required to draw firm conclusions. It is anticipated that an update on this aspect could be provided to the Committee.
7. The Committee at its meeting September heard the headlines of the improvement plan for the service which is designed to change the service design and thus, reduce the call waiting times.
8. The improvement plan will build on the achieved 80% first time call resolution, with the main objective of reducing call wait times by dealing with the peaks and troughs in calls in a more effective way.

Considerations

9. Since the last meeting, a number of the actions from the Improvement Plan have been implemented:
 - 1) 10 members of the Revenues team are now able to assist with calls during peak demand e.g. when reminders are sent to residents. Revenues staff assisted taking calls during the week commencing 30 September 2014 and handled around 400 calls during this week.
 - 2) 3 new full time members of staff commenced employment on the 20 October as Customer Contact Advisors.
 - 3) Call coaching with Customer Contact Advisors has commenced to improve individual performance
 - 4) A Digital by Default project has been commissioned by Executive Management Team bringing together a number of existing efficiency projects to focus on providing more self-service channels for residents and so reduce the number of residents who will need to telephone or visit the Council.
10. There are a number of actions from the improvement plan which will be commencing shortly:
 - 1) New Staffing rotas will be implemented to manage the peaks and troughs in call volumes, by having more staff available at busier times and less staff available at quieter times.
 - 2) As part of this rota pattern, Customer Contact Advisors will provide the reception service and resolve queries via a number of different channels as they come on stream, with the aim to provide a first time resolution rate of 80% for all forms of customer contact.
 - 3) A number of high priority electronic forms have been identified which will enable customers to self-serve and we are working with the Web Officer to make these available.
 - 4) Self Service options for residents to manage their council tax, business rates and benefits accounts will be made more widely available and promoted.
 - 5) Updated software, to enable all customer contact advisors to have latest system version to resolve a number of issues which are currently being experienced by the team. The full implementation will it is anticipated improve the reliability and user experience of the product.
 - 6) Active monitoring of calls to enable us to work with service areas to reduce the number of unnecessary telephone calls taken.
 - 7) Working with Service areas to plan more effectively for when there may be more customer contact and how this can be managed so that we can manage the Contact Service more effectively.
11. The performance of the team is improving but this was masked due to the increases in call volumes following the changes in bin collection rounds.

The volume of calls taken regarding bins has increased significantly since September; average volumes of calls and administration of these calls is double the normal expected. It is estimated that the additional work generated has reduced the capacity of the team by one staff member.

It is expected that call volumes will decrease as the changes are bedded in and this should not be an on going issue; we are looking at options currently to manage the expected customer contact which may arise following of the change to 4 weekly garden waste collection.

12. The Contact Centre improvement plan has a number of elements which mean that improvement to the contact centre's performance will be incremental as each part of the project is completed and changes implemented.

The increase in numbers of staff available to take calls during busy times (Revenues) will immediately provide an improvement. The changes to rota will be implemented in December 2014; new members of staff will be fully trained by the end of February 2015, which will increase the number of staff available for busy times. The Digital by Default project is a large project with a number of smaller work streams within; this project will bring significant improvements over the medium term and we will see start to see improvements as this project is implemented.

Implications

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

Financial

14. 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.

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.

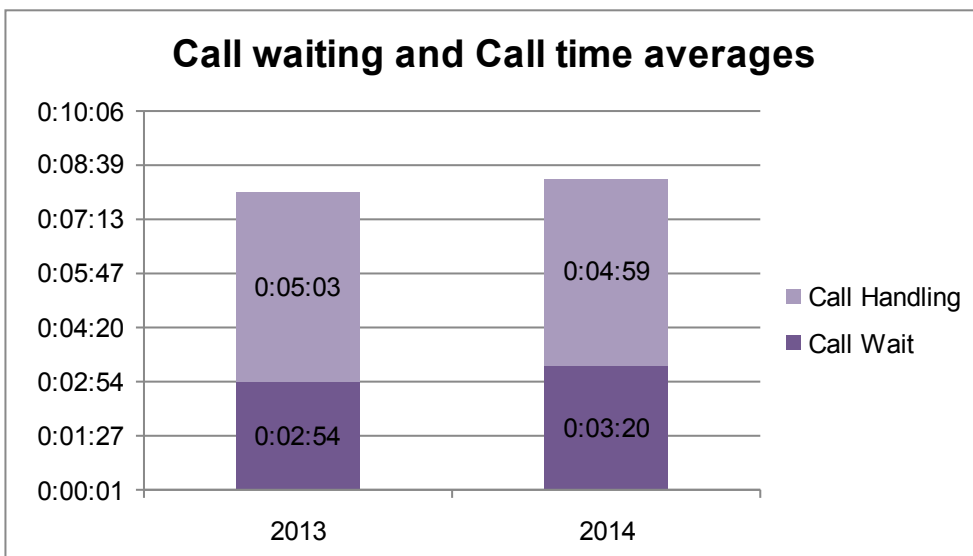
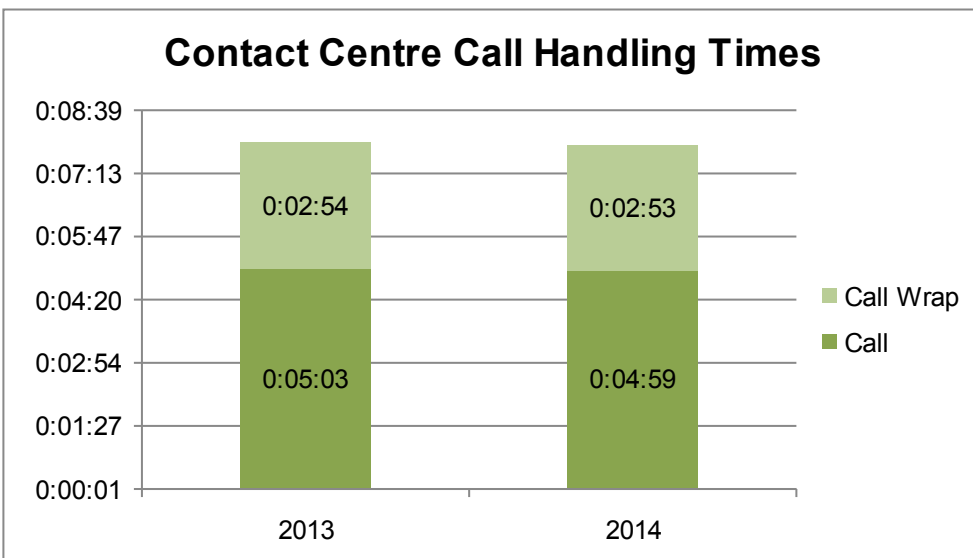
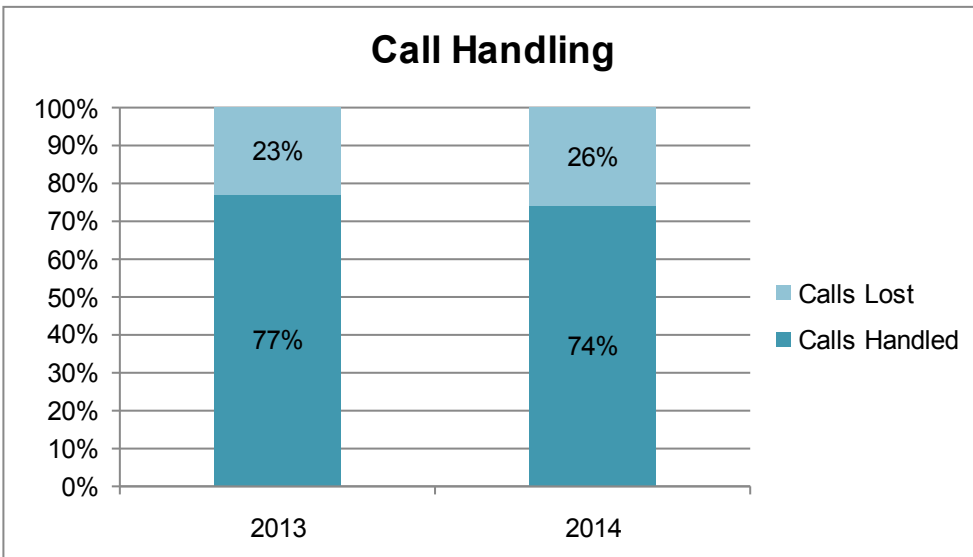
15. The contact has provided an improved service to residents at a substantially reduced cost; the current proposed changes to contact centre and reception service will look to provide improved service to residents with an increase in the percentage of calls being handled,

Background papers - none

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

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APPENDIX A - Contact Centre Performance Comparison Data



Contact Centre Call Statistics 28/01/2013 - 03/10/2014

Overview

	2013	2014
Total calls	162889	139057
Calls abandoned each period	3163	3552
Handled	77%	74%
Calls abandoned	23%	26%
Number of calls handled each period	10411	10354
Average call answer time	0:02:53	0:03:19
Average call duration	0:05:02	0:04:58
Average Wrap Time	0:02:53	0:02:52
Average Handling Time	0:07:54	0:07:50
first time resolution	82%	82%

Appendix A

Report Period	1	2	3	4	5	6	7	8	9	10	11	12	2013	
Period Start	28/01/2013	23/02/2013	25/03/2013	22/04/2013	20/05/2013	17/06/2013	15/07/2013	12/08/2013	09/09/2013	07/10/2013	04/11/2013	02/12/2013	2013	
Period End	22/02/2013	22/03/2013	19/04/2013	17/05/2013	14/06/2013	12/07/2013	09/08/2013	06/09/2013	04/10/2013	01/11/2013	29/11/2013	27/12/2013		
Total calls	13386	14963	15481	13504	13523	14189	13789	12860	13324	14044	14481	9345	162889	162889 Total Calls
Calls abandoned	2945	3292	2787	1756	2840	3831	3034	3086	2665	4354	5503	1869	37960	3163 Average lost calls each period
Handled	78.00%	78.00%	82.00%	87.00%	79.00%	73.00%	78.00%	76.00%	80.00%	69.00%	62.00%	80.00%	77%	77% Average calls handled %
Calls abandoned	22%	22%	18%	13%	21%	27%	22%	24%	20%	31%	38%	20%	23%	
Number of calls handled	10441	11671	12694	11748	10683	10358	10755	9774	10659	9690	8978	7476	124929	10411 Average calls handled no each period
Average call answer time	00:02:32	00:02:18	00:01:59	00:01:42	00:02:30	00:03:32	00:02:47	00:03:19	00:02:51	00:04:08	00:05:32	00:02:11	0:02:53	00:02:53 Average call answer time
Average call duration	00:05:09	00:04:51	00:05:04	00:05:00	00:04:58	00:04:59	00:04:57	00:05:00	00:05:11	00:05:10	00:05:29	00:04:30	0:05:02	00:05:02 Average call duration
Average Wrap Time	00:02:40	00:02:38	00:02:45	00:02:56	00:02:54	00:02:54	00:02:45	00:02:40	00:02:48	00:03:19	00:03:29	00:02:51	0:02:53	00:02:53 Average call wrap time
Average Handling Time	00:07:49	00:07:29	00:07:49	00:07:56	00:07:52	00:07:53	00:07:42	00:07:40	00:07:59	00:08:29	00:08:58	00:07:21	0:07:54	00:07:54 Average call handling time
first time resolution	81.00%	82.00%	82.00%	84.00%	83.00%	83.00%	82.00%	83.00%	81.00%	82.00%	84.00%	82.00%	82%	82% Average first time resolution

Report Period	13	14	15	16	17	18	19	20	21	22	23	24	TOTAL	2014	
Period Start	30/12/2013	27/01/2014	24/02/2014	24/03/2014	21/04/2014	19/05/2014	16/06/2014	14/07/2014	11/08/2014	08/09/2014	06/10/2014	03/11/2014	01/12/2014	2014	
Period End	24/01/2014	21/02/2014	21/03/2014	18/04/2014	16/05/2014	13/06/2014	11/07/2014	08/08/2014	05/09/2014	03/10/2014	31/10/2014	28/11/2014	26/12/2014		
Total calls	13372	12598	15287	15405	14030	13498	12429	12758	14339	15341			139057	139057 Total Calls	
Calls abandoned	3477	2394	4433	5084	3788	3240	1864	2169	4445	4627	0	0	0	3552	3552 Average lost calls each period
Handled	74.00%	81.00%	71.00%	67.00%	73.00%	76.00%	85%	83%	69.00%	70.00%	0.00%	0.00%	0.00%	74%	74% Average calls handled %
Calls abandoned	26.00%	19.00%	29.00%	33.00%	27.00%	24.00%	15.00%	17.00%	31.00%	30.00%	0.00%	0.00%	0.00%	26%	
Number of calls handled	9895	10204	10854	10321	10242	10258	10565	10589	9894	10714			103537	10354 Average calls handled no each period	
Average call answer time	00:03:03	00:02:25	00:03:39	00:04:25	00:03:16	00:03:20	00:01:51	00:02:31	00:04:02	00:04:34			00:03:19	00:03:19 Average call answer time	
Average call duration	00:05:08	00:05:17	00:05:18	00:05:02	00:04:46	00:05:17	00:05:04	00:04:55	00:04:02	00:04:53			00:04:58	00:04:58 Average call duration	
Average Wrap Time	00:02:57	00:03:08	00:03:01	00:02:54	00:02:32	00:02:48	00:02:38	00:02:45	00:02:55	00:03:00			00:02:52	00:02:52 Average call wrap time	
Average Handling Time	00:08:05	00:08:25	00:08:19	00:07:56	00:07:18	00:08:05	00:07:42	00:07:41	00:07:39	00:07:52			00:07:50	00:07:50 Average call handling time	
first time resolution	79.00%	83.00%	82.00%	82.00%	82.00%	81.00%	81.00%	83%	85.00%	86%			82.41%	82% Average first time resolution	

Agenda Item 6



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee
Cabinet

6 November 2014
13 November 2014

Lead Officer: Alex Colyer – Executive Director, Corporate Services

Quarterly Position Statement on Finance, Performance and Risk

Purpose

1. To provide the 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 decide on the appropriate action.
2. To recommend approval of the Strategic Risk Register to the Cabinet, led by the Corporate & Customer Services Portfolio Holder.
3. There are no recommendations giving rise to key decisions in 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

4. *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-C;
 - (b) approve the Strategic Risk Register and Matrix set out in Appendices D-E.
5. *Scrutiny and Overview Committee* will consider this report at its meeting on 6 November 2014. Specific comments and recommendations will be reported to Cabinet.

Reasons for Recommendations

6. 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.
7. 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

8. This is the second position statement for 2014/15, providing updates in respect of:
 - The Financial Position at 31 August 2014;
 - The Corporate Plan 2014-2019, agreed by Council in February 2014;

- Key Performance Indicators, agreed by EMT in April 2014, and
- The Strategic Risk Register.

Executive Summary

Corporate Plan

9. 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 attached**. The appendix presents updates in terms of achievements to date and work still to do, reflecting that the plan period runs from 2014-19, 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. A revised and updated Corporate Plan, reflecting these priorities, is presented for Members' consideration a consultation draft, elsewhere on this agenda.

Key Performance Indicators (KPI)

10. 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 attached**; the 12 Corporate Plan KPIs, on page 14 of Appendix A.

Finance: General Fund, HRA and Capital

11. This position statement is reporting on the variance between the 2014/15 original budgets and the projected Outturn at the end of August 2014. Below is a summary of the provisional outturns and, for comparison purposes, the corresponding July 2014 projections.

Projected Outturn compared to original estimates	July 2014		August 2014		Movement (Appendix A)
	Adverse / (Favourable)				
	£	%	£	%	£
General Fund	(870,200)	(5.46)	(953,600)	(5.98)	(83,400)
Housing Revenue Account (HRA)	(72,500)	(0.25)	(50,600)	(0.18)	21,900
Capital	(1,003,600)	(3.88)	(1,002,600)	(3.87)	1,000

12. Overall, the General Fund is projected to have a deficit for 2014/15 of £792,400; however, of this, £1,746,000 relates to prior year items that have an accounting effect on the General Fund this financial year. This means that the working position is a £953,600 favourable variance, equivalent to 5.98% of Net District Council General Fund Expenditure.
13. The General Fund variance is mainly because of additional planning application income, above what was originally expected, in respect of solar farms. There is a small variance of £50,600 on the HRA, which relates to the apportionment of

departmental accounts. Capital accounts have a projected variance of £1,002,600, most of which relates to New Homes Programme projects which will be required in 2015/16.

14. A summary position statement is provided at **Appendix C**.

Risk management

15. The Strategic Risk Register has been reviewed with the nominated risk owners and other members of EMT. Changes proposed to risk descriptions, control measures / sources of assurance or timescales to progress are highlighted in the draft Strategic Risk Register, attached as **Appendix D**. The draft Strategic Risk Matrix, attached as **Appendix E**, shows risk impact and likelihood scores in tabular form.
16. The Strategic Risk Register is arranged in order of priority of assessed risks, so that risks with the highest current risk scores are shown first. The colour shading enables monitoring of movement in risk scores, where Red / Amber / Green means

	For risks previously above the Council's risk tolerance line	For risks previously below the Council's risk tolerance line
Red	The score has increased	The score has increased to above the line
Amber	The score has not changed, or has decreased but stays above the line	The score has increased but stays below the line
Green	The score has decreased to below the line	The score has not changed, or has decreased

17. A particular item to note is STR27, a new risk added to reflect potential risks relating to the various shared services initiatives taking place with other authorities. It has been initially assessed as Impact 3 (Medium), Likelihood 3 (Possible).
18. 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 and Finance

19. The following considerations are brought to Members' attention, linked to specific Corporate Plan objectives:
20. *Objective (1): Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income*

Cabinet, at its September 2014 meeting, approved the investment in South Cambs Ltd of up to £7 million for the acquisition of up to 40 properties. The investment comprises a mix of equity investment up to 45% with the balance being loan finance from the Council.

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

The General Fund projected full-year working surplus is £953,600 (5.98%)

The projected net saving arising from **Departmental Accounts**, taking into account the use of temporary staff to manage turnover and cover vacancies, is £111,500.

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 and this is reflected in the projection. Some of this income, combined with income projected from future major applications, will be used to fund additional resources (see below).

Planning Performance: The determination of planning applications fell below target in all categories during the second quarter of 2014-15 (although only one application fell within the 'Major major' category). There are a number of contributory factors including a focus on improving the way we handle pre-applications. We are recruiting for two additional experienced planning officers and a new post of Business Excellence Manager and it is expected that these staff will help to ensure improved performance during the latter part of the year. In addition, the Council has been awarded Site Delivery grant Funding to strengthen our capacity to bring major planning applications to 'start on site'. The Council will receive £30,000 for 2014/15, and £20,000 for 2015/16.

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

Challenges at the planning application stage of some **New Homes Programme** new build projects mean that approximately £1m of expenditure may be deferred into 2015/16.

24 new affordable homes were completed between April-September 2014, compared to the target of 40. Two sites didn't complete until October so slipped into next quarter: Milton (35 units) and Fulbourn (32 units). These units will be included in the third quarter figure, to be reported in January 2015.

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

Cabinet has agreed a governance framework for the City Deal, consisting of a five-person Executive Board (the Leader of the Council representing SCDC), supported by a 15-person Assembly comprising a mix of elected Members and wider stakeholders.

SCDC and Huntingdonshire District Council (HDC) formally agreed the development of a strategic partnership at their Cabinet meetings on 10 July 2014. SCDC's Cabinet received a progress report regarding proposed ICT and Legal Services sharing proposals on 16 October, agreeing general principles including lead authorities, location and cost-sharing arrangements. These proposals are anticipated to generate total annual savings of around £1.25m.

A new risk (STR27) has been added to reflect potential risks relating to the various shared services initiatives taking place with other authorities – see paragraph 17 above.

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

Changes to bin collection working arrangements were implemented on 1 September. This initiative is the first to actively implement the wider RECAP Partnership “Whole System Approach” to waste management.”

Missed bins per 100,000 increased to 183.8 in September 2014, against a target of 50. This increase was anticipated as part of implementation planning for revised waste collection arrangements launched on 1 September 2014. It is wholly consistent with the magnitude of the service changes introduced, is being actively managed and is reducing.

Cabinet (16 October) agreed to create a Single Shared Waste Service based at Waterbeach, with a single management structure and workforce, aiming to cut costs by 15% over three years.

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

Rent collection levels have been maintained during the first quarter for 2014-15, achieving 97.54% in September against a target of 92.82%.

26. *Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14*

The Northstowe Phase 2 planning application has been received, including 3,500 homes, the town centre, retail and commercial properties, the secondary school, sports hub, two primary schools and public open spaces.

A Planning Performance Agreement has been negotiated to provide additional staffing resources to accelerate the North-West Cambridge (University) development.

Implications

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

Financial

28. The 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.

Equality and Diversity

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

Risk Management

30. The Council’s Strategic Risks continue to be proactively managed through control measures to reduce their likelihood and mitigate their impact.

Consultation responses (including from the Youth Council)

31. Corporate Plan aims and actions, and the allocation of resources to deliver them, are based on assessed need and priorities and are subject to consultation each year prior to adoption.

32. The comments of the cost centre managers and directors were requested on the financial position and projected out-turn. Council Action and Performance Indicator updates have been prepared in liaison with lead officers in each directorate.
33. Risk owners and members of EMT have been consulted regarding the draft Strategic Risk Register and Matrix and their responses have been reflected and incorporated where appropriate.
34. The report was considered by EMT at its meeting on 22 October 2014 and will be considered by Scrutiny and Overview Committee on 6 November 2014.

Effect on Strategic Aims

35. Timely and robust consideration of the Council's budgets and corporate plan 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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APPENDIX A - CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

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>As part of the pilot scheme the Housing Company is providing property management (housing management and maintenance) services on behalf of the Ministry of Defence to provide rental housing in Waterbeach. It is also investing in leasehold bungalows currently held as General Fund assets already owned by the Council, thereby minimising the risk involved by the Council's interest in the property, whilst also providing a return on the lending to South Cambs Ltd.</p> <p>Cabinet, at its September 2014 meeting, approved the investment in South Cambs Ltd of up to £7 million for the acquisition of up to 40 properties. The investment comprises a mix of equity investment up to 45% with the balance being loan finance from the Council.</p>	Much-needed housing provided, with local families prioritised.	<p>Acquire property portfolio, collect monitoring data, develop long term strategy and begin evaluation.</p> <p>Properties for purchase will be selected in line with agreed viability modelling criteria.</p>
Use lessons learnt to inform business plan for consultation and agreement	Not started – pilot scheme in progress	Not started – pilot scheme in progress	A full business case for the long term investment is scheduled to be considered in the autumn of 2015.
Objective (2) - Improve efficiency and value for money within a viable financial strategy			
Implement recommendations from 2013-14 Business Improvement and Efficiency Programme (BIEP) projects	Revised waste collection working arrangements launched in September 2014, which will generate annual ongoing savings of £400k and also reduce the number of bin lorries on the road and consequent emissions – see also objective (8) below.	Adoption of Remote Working culture has enabled Business Case to be developed for generating income through expanding office	<p>The following BIEP projects remain works in progress in terms of recommendations which have yet to be fully implemented:</p> <ul style="list-style-type: none"> Corporate Service Desk

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		space hire. Goods and Services review projected to deliver £65k ongoing annual savings on Agency Staff costs.	<ul style="list-style-type: none"> • Internal Communications • Waste and Recycling service (see objective (8) below) • Document and Space Management • Recruitment and Selection review
Deliver 2014-15 BIEP, Organisational and Member Development strategies	Programme progressing on schedule. Savings targeted identified for future MTFS. The following BIEP projects are underway: <ul style="list-style-type: none"> • Self-Service • Systems Contracts Terminus • Freedoms and Flexibilities Commercialisation initiatives being incorporated into BIEP: See objective (7) below. Member Development Strategy 2014-2017 adopted by Council. Organisational Development Strategy: Refreshed draft considered and supported by Scrutiny and Overview Committee. The first revised staff survey was published on 24 October 2014. Third tranche of Leadership Development Programme 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. Implement Member Development Strategy. 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	Revised MTFS will be worked up in consultation with Service Directors and presented to Cabinet for approval in

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		<p>quality maintained</p> <p>The General Fund working position at 31 August 2014 showed a favourable variance of £953,600 (5.98%).</p> <p>Interest on Balances is predicted to be £30,000 more than the budget. This is because of a combination of increased balances and managing the loans portfolio to achieve the most favourable rates.</p>	November 2014
Deliver ICT Strategy	Work is in progress to develop five-year strategic objectives for SCDC ICT, to inform shared service discussions with partners – see also objective (6) below.		ICT Strategy to be submitted to Cabinet 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.	<p>The Corporate Enforcement Process Project has been delayed. Alternative external capacity is being sought to take this work</p> <p>We are continuing to work with the Local Enterprise Partnership (LEP) to deliver sustainable economic growth in the partnership area and have recently identified priorities for the use of European funding of £72 million between 2014-2020 around investing in infrastructure, skills and the low carbon economy; final</p>	<p>The District Place Profile showed South Cambridgeshire continuing to perform strongly on all economic indicators (EMT report on 25 June 2014 refers)</p> <p>The number of Jobseeker's Allowance</p>	<p>Enforcement Process Project will deliver recommendations for a new internal framework by March 2015.</p> <p>SCDC is working with partners to prepare proposals for the second phase of LEP growth deal funding by the end of October.</p> <p>The delivery of the European funding programme will be overseen by an area sub-committee, Terms of Reference for which</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>sign-off from government is awaited.</p> <p>We are an active partner in the London Stansted Cambridge Consortium, whose objective is to drive economic development in this corridor. Recently SCDC, with other partners, contributed to a Life Sciences study.</p>	<p>claimants fell from 1,111 in July 2013 to 590 in August 2014.</p> <p>Positive anecdotal feedback on success of Key Account trial with IWM Duxford, and support to businesses accessing rural rate relief.</p>	<p>are being developed.</p>
<p>Implement a joined-up, corporate package of business-friendly services.</p>	<p>New business scripts for Customer Contact Service agreed and implemented to ensure consistent enquiry handling, response and referral.</p> <p>Key Account Management arrangements being developed to deliver a joined-up approach to regulation and communication.</p> <p>Business Register and Newsletter continues to be supported by SCDC dedicated project officer.</p>	<p>Positive feedback from attendees of community pub event.</p>	<p>10 businesses will be approached to establish Key Account Management relationships in Quarter Three.</p>
<p>Begin implementation of a joint “Business Support Hub” with Cambridgeshire County Council and partners</p>	<p>County Members have now endorsed the Business Hub approach. An initial scoping meeting has taken place and a dedicated project officer released by Trading Standards to help take this work forward.</p>		<p>Work is underway to develop business case in Q3 (October-December 2014). The project aims to deliver a clear business case for investment in a Business Hub that generates income and improves services for business.</p>
<p>Roll out a package of targeted support for the rural economy.</p>	<p>Held community pub event at Plough and Fleece, Horningsea, attended by over 30 local businesses. The 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.</p> <p>Exemplars delivering targeted information, advice and guidance service, also business support workshops focussed on key skills for businesses setting up,</p>		<p>Targeted parish support is continuing. It is intended to carry out surveys with businesses in Q3 to establish how best to engage and support those in need most effectively.</p> <p>We will be consulting on the appropriateness of using Article 4 legislation to protect rural pubs from demolition and</p>

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	struggling or trying to grow. We continue to encourage small rural businesses to take advantage of a government rate relief scheme launched in April 2014.		closure in certain circumstances. We intend to hold another community pub event in 2015 and will promote the British Institute of Innkeeping's apprenticeship schemes in the district.
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, 155 Green Deal Assessments have been completed in the district (614 countywide) and 26 installations are progressing. Subsidy vouchers worth over £75,500 have been awarded to South Cambridgeshire residents to date (14 households).</p> <p>Localism priorities and action areas agreed by Cabinet on 10 July 2014.</p> <p>There are currently 33 Assets of Community Value listed in South Cambridgeshire.</p>	<p>Over 38,000 premises reached with superfast broadband, over 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 installations in Cambridgeshire by 31 March 2015.</p> <p>Continue broadband connection programme towards 90% target.</p> <p>Develop and implement the Localism Action Plan.</p>
Work with tenants to improve estate inspections and	In June 2014 the Tenant Scrutiny Panel presented its finding to the Portfolio holder / Councillors and The Director of Housing. Going forward, members of the	Community Chest grant scheme has funded local improvement	Continue to promote the scheme through our regular communications.

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
promote the Tenants' Community Chest projects	tenant scrutiny panel will work with Geoff Clark (Neighbourhood Services Manager) to achieve agreed actions.	projects, including planting at Barton and Cottenham, and additional tools and materials for a residents' association to carry out voluntary gardening work in Impington.	
Continue roll-out of locality "patch" working and implementation of joint Police and SCDC Neighbourhood Panels across South Cambridgeshire	<p>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.</p> <p>Reorganisation of the Sustainable Communities & Partnerships Team to deliver locality / patch-based working is underway.</p> <p>Working with the police through Neighbourhood Panels to engage with residents on issues relating to community safety. District Council's actions have related to graffiti and assisting with communication channels.</p>		Locality Development Officers to be appointed to patches in Quarter Three. Begin communications with Parishes & Partners on new arrangements.
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	<p>A planning application for the construction of 15 properties at Hill Farm in Foxton is being prepared and will be submitted shortly.</p> <p>An exception site scheme at Swavesey providing 20 council homes for local people is progressing with the purchase of the land to be completed in the next few months.</p>	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	<p>Continue work with the parish council on scheme at Foxton. Anticipated start on site will commence in Spring 2015.</p> <p>In the process of appraising council garage site schemes across the district with the potential to provide up to 21 council homes over the next 3-4 years.</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Opportunities to take on built units through small scale S.106 affordable housing contributions. Currently two potentially in the pipeline.</p> <p>Challenges at the planning application stage of some New Homes Programme new build projects mean that approximately £1m of expenditure may be deferred into 2015/16.</p>	<p>standard. I feel very lucky and look forward to building a new life for myself here.'</p>	<p>We are working with the landowner and parish council for a potential exception site at Bourn for 11 homes.</p> <p>Existing council homes at Gamlingay that are not fit for purpose to be demolished, providing 14 new energy efficient homes.</p> <p>Provision of 20 homes as part of the first homes at Northstowe.</p>
Provide and refurbish Gypsy and Traveller sites			<p>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. Negotiations with the landowner for an additional site have stalled.</p>
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>Cabinet has agreed a governance framework for the Deal, consisting of a five-person Executive Board (the Leader of the Council representing SCDC), supported by a 15-person Assembly comprising a mix of elected Members and wider stakeholders.</p>		<p>City Deal partners will agree which transport schemes to prioritise by January 2015, as part of the initial five-year programme to 2020. These schemes should drive greater economic growth by connecting research and business centres with each other and with residential areas, and be deliverable within five years. The first £100 million of funding towards these schemes will be available for 2015-2016.</p>
Implement joint delivery vehicle (Transformation)	<p>The Making Assets Count partnership decided not to pursue a joint delivery vehicle at this stage, but to focus</p>		

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Fund) to oversee shared assets	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. SCDC’s Cabinet received a progress report regarding proposed ICT and Legal Services sharing proposals on 16 October, agreeing general principles including lead authorities, location and cost-sharing arrangements. These proposals are anticipated to generate total annual savings of around £1.25m.</p> <p>£500k of government funding has been secured to assist with planning and implementation and enable the pace of the programme to be accelerated.</p> <p>Cabinet also agreed proposals for a shared waste service with Cambridge City Council – see item (8) below.</p> <p>The shared Payroll service with Cambridge City Council began on 1 April 2014.</p> <p>The Housing Portfolio Holder has agreed the extension of the Home Improvement Agency shared service agreement to 31 March 2016.</p>	<p>The shared Home Improvement Agency service broke even in 2013/14. Operational resilience has improved, with the staff team being able to provide cover for each other at times of sickness and annual leave. Customer satisfaction has improved within South Cambridgeshire, with an overall satisfaction rate between January-March 2014 of 89%.</p>	<p>Shared Legal and ICT services are expected to be in place from April 2015, subject to the development and agreement of full business cases and implementation plans.</p> <p>An outline business case will be prepared for the development of a county-wide Home Improvement Agency shared service. A final decision will be sought from Cabinet in 2015.</p> <p>Proposals for Shared Building Control service to be presented to SCDC and Huntingdonshire Cabinet meetings in November, following initial report in July 2014.</p>
Objective (7) Move to a commercial approach to service delivery			
Develop a commercial framework to deliver and market core and value-added services.	EMT endorsed outline business cases for six commercialisation projects at an event on 20 October		Implementation of approved projects and identification of specific income generation and cost reduction targets to build into

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>Review current commercial activities and skills.</p> <p>Invest in further developing commercial skills.</p>	<p>2014.</p> <p>The draft Organisational Development Strategy contains actions to ensure staff are equipped with the skills to deliver a commercial approach.</p>		<p>Medium Term Financial Strategy.</p> <p>Finalise, adopt and implement 2014-2017 Organisational Development Strategy</p> <p>The Supporting Housing Team is publicising its chargeable Community Lifelines and Lifeline+ services to support individuals in their own homes and promote independence via the Winter 2014 edition of the residents' magazine.</p>
<p>Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill</p>			
<p>Agree and begin implementation of RECAP integrated waste collection model.</p>	<p>Optimum Service Design full business case considered and accepted by RECAP Board. SCDC implementing via shared single service with Cambridge City Council</p>		<p>The project will proceed according to an agreed milestone plan, with a detailed implementation plan with financial implications to be agreed by the newly-established Shared Waste Board. It is anticipated that the Shared Management Team will be appointed by July 2015, and cross-border rounds to begin in late 2015 / early 2016.</p>
<p>Continue development of joint operational waste arrangements with Cambridge City Council.</p>	<p>Cabinet (16 October) agreed to create a Single Shared Waste Service based at Waterbeach, with a single management structure and workforce, aiming to cut costs by 15% over three years.</p>		
<p>Deliver agreed waste efficiencies and improvements.</p>	<p>Missed bins per 100,000 increased to 183.8 in September 2014, against a target of 50. This increase was anticipated as part of implementation planning for revised waste collection arrangements launched on 1 September 2014. It is wholly consistent with the magnitude of the service changes introduced, is being actively managed and is reducing.</p>	<p>Only nine properties experienced a change in bin collection day as a result of the changes.</p>	<p>The revised Winter service for garden waste will be implemented in December 2014.</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Preparations for the revised Winter collection service are underway and an article published in the Autumn 2014 edition of the residents' magazine, explaining the nature of the changes and the rationale for them.</p>		
<p>AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents</p>			
<p>Objective (9) Work with GPs and partners to link health services and to improve the health of our communities</p>			
<p>Continue to deliver Community Transport initiatives</p>	<p>A new bus service which pulls a bike trailer behind so users can explore the district launched on 27 July 2014.</p>	<p>Community Transport schemes continue to address people's transport problems:</p> <p>Meldreth's Friendship Club and other elderly have agreed a monthly service to Letchworth for shopping and a weekly service connecting them with local amenities at Meldreth, Melbourn and Shepreth.</p> <p>Care Network has helped set up three new community car schemes.</p> <p>A new demand-responsive service launched in June 2014 covering villages in the south-west of the district.</p>	<p>The Cambridgeshire Future Transport initiative is currently undertaking consultation on local transport needs in the Royston area. The consultation ends of 23 November 2014.</p> <p>Work is underway to update the South Cambridgeshire Community Transport leaflet.</p>

APPENDIX A - CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
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. CCG Older People’s services contract Lead Provider named as Uniting Care Partnership (October 2014). Awaiting detailed opportunities to undertake joint commissioning and delivery as contract mobilisation is completed in next 6 months.
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. SCDC is actively contributing to the Clinical Commission Group’s (CCG) procurement process for older people’s services, and to the newly formed Cambridgeshire Executive Partnership Board that will oversee the older people’s contract and Better Care Fund.		Work now underway to assess if the Lead Professional role can be undertaken within SCDC (Q3 October – December 2014)
Work with partners to develop a “Lead Professional” approach to working with the families with the most complex needs.	The “Together for Families” Steering Group has now developed and agreed an outline of the “Lead Professional” role and training to support roll-out across Partner organisations, including SCDC.		
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	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	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
Plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2015/16			

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		<p>300 since April 2013, whilst the total number of properties in the district has increased.</p> <p>The Council maintained performance in respect of key indicators relating to processing Benefits Claims, rent and Council Tax collection – see Appendix B for full details.</p>	<p>working age claimants will end.</p>
<p>Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14</p>			
<p>Work with development partners to ensure delivery of major developments and A14 improvements:</p> <ul style="list-style-type: none"> - Northstowe Phase 1 works started on site - Northstowe Phase 2 planning application submitted - Continue to drive forward A14 upgrade programme - Progress 'Wing' (Cambridge East) application - Work with promoters 	<p>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 now anticipated to begin in late-2014.</p> <p>Cabinet (10 July 2014) approved the development of detailed proposals and a business case for a potential Joint Delivery Vehicle for the delivery of Northstowe, in conjunction with the Homes and Communities Agency and County Council.</p> <p>The Northstowe Phase 2 planning application has been received, including 3,500 homes, the town centre, retail and commercial properties, the secondary school, sports</p>	<p>226 out of 300 new homes occupied at Trumpington Meadows (April 2014), following Reserved matters consent.</p>	<p>The second phase planning application for Northstowe is scheduled to be determined by July 2015. Results from the public consultation, undertaken during September-October, are currently being analysed.</p> <p>The first houses in Phase 1 should start to be built in summer 2015, with the first occupations from January 2016. Access road works to the B1050 are hoped to start in late-October / early November 2014..</p> <p>An Issues and Options consultation for the future development of the Cambridge Northern Fringe (East) is planned for</p>

APPENDIX A - CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
of Cambourne, Darwin Green and other major sites to deliver new homes and jobs.	<p>hub, two primary schools and public open spaces.</p> <p>A Planning Performance Agreement has been negotiated to provide additional staffing resources to accelerate the North-West Cambridge (University) development.</p> <p>A reserved matters application for the main infrastructure of the Darwin Green 1 development was approved by committee in June 2014.</p>		<p>December 2014 – January 2015.</p> <p>It is anticipated that the Outline Planning Application for the Darwin Green 2 development will be submitted in late 2014 or early 2015.</p> <p>An outline planning application for the Cambridge East (Wing) development is expected to be determined during 2015, subject to issues around the viability of the site being addressed.</p>
<p>Objective (12)) Increase the range and supply of temporary accommodation to help minimise the use of bed & breakfast accommodation for homeless households</p>			
Implement actions in Homelessness Strategy	<p>Recent progress against actions has included:</p> <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 <p>Average monthly expenditure on Bed & Breakfast accommodation has reduced from £2,075 during 2013/14 to £575 for the first six months of 2014/15.</p>	<p>The Council helped 95 households to prevent homelessness between April-September 2014.</p> <p>56 households were in temporary accommodation at 30 September 2014, slightly above the target of no more than 50 families.</p>	<p>Review housing advice information available to residents including through social media, on the website and through leaflets and letters.</p> <p>Consider options for moving hostel provision to the redeveloped site at Robson Court.</p> <p>Undertake 'Gold Standard' Peer Review, once new guidance received.</p>
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.

APPENDIX A - CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

Aim	PI Ref	PI Description	Latest Performance	Target	Date	13-14 Q2 Compar ator
A – Engagement	SF104	% General Fund variance	(5.98)	3	31 Aug	0.39
A – Engagement	CCS302	% Customer Contact Service First Time Call Resolution	86	80	3 Oct	81
A – Engagement	ES401	% Business satisfaction with Regulation service	85	90	30 June	97
A – Engagement	PNC501	% Major planning applications determined in 13 weeks	33	60	30 Sept	100
Measures to address underperformance include recruitment to a new post of Business Excellence Manager and also additional experienced planning officers.						
B – Partnership	AH202	Number of affordable homes delivered	24	40	30 Sept	51
Two sites didn't complete until October so slipped into next quarter: Milton (35 units) and Fulbourn (32 units). These units will be included in the third quarter figure, to be reported in January 2015.						
B – Partnership	ES402	% Satisfaction with Waste Services	92	90	2013-14	89
B – Partnership	ES403	% Satisfaction with local environmental quality	87	85	2013-14	84
B – Partnership	ES407	% of household waste for reuse, recycling and composting	61.86	58	30 Sept	58.71
C – Wellbeing	FS103	% of housing rent collected	97.54	92.82	30 Sept	97.91
C – Wellbeing	FS104	Average days to process Benefits claims	15	13	30 Sept	11
C – Wellbeing	AH201	Number of households helped to prevent homelessness	95	75	30 Sept	67
C – Wellbeing	AH203	Number of households in temporary accommodation	56	50	30 Sept	48

APPENDIX B – Strategic Performance Indicators by Portfolio – Position Report, November 2014
Corporate Plan Indicators marked in bold text

PI reference (Previous reference in brackets)	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	13-14 comparator
FINANCE AND STAFFING PORTFOLIO							
FS101 (SF707)	General Fund Variance %	(5.98)	3	→	31 Aug	Graham Smith	0.39
FS102 (BV066a)	% of rent collected	97.54	92.82	→	30 Sept	Katie Brown	97.91
FS103 (NI181)	Average days to process Benefit Claims	15	13	→	30 Sept	Dawn Graham	11
FS104 (BV010)	% of NNDR collected	58.9	62.9	→	30 Sept	Katie Brown	61.5
FS105 (BV009)	% of Council Tax collected	59.2	59.8	→	30 Sept	Katie Brown	59.7
FS106 (SF748)	HRA Variance %	(0.18)	3	→	30 Aug	Graham Smith	(0.58)
FS107 (SF749)	Capital Variance %	(3.87)	3	→	31 Aug	Graham Smith	(1.4)
FS108 (SF752)	% Undisputed invoices paid in 10 days	80.9	80.0	↑	31 Aug	Sally Smart	76.5
FS109 (BV008)	% Undisputed invoices paid in 30 days	99.7	98.5	↑	31 Aug	Sally Smart	94.5
FS110 (BV012)	Staff Sickness Days per employee	3.28	3	→	30 Sept	Susan Gardner Craig	3.47

PI reference (Previous reference in brackets)	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	13-14 comparator
FS111 SX005	% Staff Turnover (cumulative)	5.72	5	→	30 Sept	Susan Gardner Craig	6.49
HOUSING PORTFOLIO							
AH201 (BV213)	Number of households helped to prevent homelessness	95	75	→	30 Sept	Susan Carter	67
AH202 (NI155)	Number of affordable homes delivered	24	40	↓	30 Sept	Schuyler Newstead	51
Two sites didn't complete until October so slipped into next quarter: Milton (35 units) and Fulbourn (32 units). These units will be included in the third quarter figure, to be reported in January 2015.							
AH203 (NI156)	Households in temporary accommodation	56	50	↓	30 Sept	Susan Carter	48
AH204 (SH302)	% Tenant satisfaction with responsive repairs	96.05	95	→	30 Sept	Anita Goddard	97.38
AH205 (BV212a)	Average days to relet General Needs housing	17	20	→	30 Sept	Anita Goddard	16
CORPORATE AND CUSTOMER SERVICES PORTFOLIO							
CCS301 (SX130)	% first time resolutions	86	80	→	3 Oct	Dawn Graham	81
CCS302 (SX129)	% customer satisfaction with Contact Centre	100	80	↑	5 Sept	Dawn Graham	100

PI reference (Previous reference in brackets)	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	13-14 comparator
ENVIRONMENTAL SERVICES PORTFOLIO							
ES401 (NI182)	% Business satisfaction with regulation service	85	90	→	30 June	Myles Bebbington	97
Closing date for latest round of surveys is 31 October. Results will be reported in January 2015 Position Report							
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	61.86	58	↑	31 July	Paul Quigley	58.71
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	82.61	90	↓	30 Sept	Myles Bebbington	72
ES407 (SE201)	Missed bins per 100,000	183.8	50	↓	30 Sept	Paul Quigley	45.4
This increase was anticipated as part of implementation planning for revised waste collection arrangements launched on 1 September 2014. It is wholly consistent with the magnitude of the service changes introduced, is being actively managed and is reducing.							

PI reference (Previous reference in brackets)	PI description		Target	Quarterly Direction of Travel	Date	Lead Officer	13-14 comparator
PLANNING PORTFOLIO							
PNC501 (NI157a)	% Major planning applications determined in 13 weeks	33	60	↓	30 Sept	Nigel Blazeby	100
PNC502 (NI157b)	% Minor planning applications determined in 8 weeks	37.5	65	↓	30 Sept	Nigel Blazeby	65
PNC503 (NI157c)	% 'Other' planning applications determined in 8 weeks	55	80	↓	30 Sept	Nigel Blazeby	80
PNC504 (NI157d)	% 'Major major' planning applications determined in 16 weeks	0	60	↓	30 Sept	Nigel Blazeby	66
Measures to address underperformance include recruitment to a new post of Business Excellence Manager and also additional experienced planning officers.							
PNC505 (SP944)	% satisfaction with Planning and New Communities	68	70	→	30 Sept	Nigel Blazeby	65
PNC506 (BV204)	% of Planning appeals allowed	20	35	↑	30 Sept	Nigel Blazeby	82

APPENDIX C

Previously Reported (Favourable)/ Adverse Variance Compared to Original Estimate £		Original Estimate 2014/15 £	Working Estimate 2014/15 £	Actual Income & Expenditure £	Projected (Favourable)/ Adverse Variance Compared to Original Estimate £	Movement from Previous Month's Position £
	General Fund					
	Portfolio					
(16,800)	Leader	483,950	483,950	200,411	(16,800)	0 b
0	Finance & Staffing	2,622,470	2,622,470	6,500,622	0	0
(187,400)	Corporate & Customer Services	1,787,790	1,787,790	455,518	(205,500)	(18,100) a
0	Economic Development	202,200	197,200	65,634	0	0
(176,200)	Environmental Services	5,908,250	5,908,250	1,835,354	(242,300)	(66,100) a,c,d
(7,200)	Housing (General Fund)	1,286,750	1,286,750	227,197	(9,200)	(2,000) a,e
(727,200)	Planning	2,082,720	2,082,720	(218,084)	(691,600)	35,600 a,f,g
(34,400)	Strategic Planning & Transport	1,658,240	1,663,240	267,425	(39,200)	(4,800) a
	Un-Allocated					
(109,000)	Other	1,278,310	1,278,310	85,385	(115,000)	(6,000) h,i,j,k,l
388,000	Savings	(750,000)	(750,000)	0	396,000	8,000 a
(870,200)	Total	16,560,680	16,560,680	9,419,462	(923,600)	(53,400)
0	Interest on Balances	(345,500)	(345,500)	(151,767)	(30,000)	(30,000) m
(870,200)	Net District Council General Fund Expenditure	16,215,180	16,215,180	9,267,695	(953,600)	(83,400)
	Funding					
0	Council Tax	(7,155,680)	(7,155,680)	0	0	0
(486,000)	Retained Business Rates	(2,870,300)	(2,870,300)	0	(486,000)	0 n
1,000	Revenue Support Grant	(2,656,520)	(2,656,520)	(1,478,725)	1,000	0
0	New Homes Bonus	(3,201,180)	(3,201,180)	(1,339,098)	0	0
2,231,000	Collection Fund Surplu[s(es)]/Deficit[s]	(65,050)	(65,050)	0	2,231,000	0 o
1,746,000	Funding Total	(15,948,730)	(15,948,730)	(2,817,823)	1,746,000	0
875,800	Appropriation to/(from) General Fund Balance	(266,450)	(266,450)	6,449,872	792,400	(83,400)
	Usable Reserves (at year end)		31 March 2014		31 March 2015	
	General Fund		(11,187,536)		(10,128,686)	
	Earmarked Reserves		(3,617,268)		(3,672,558)	p

Previously Reported (Favourable)/ Adverse Variance Compared to Original Estimate £		Original Estimate 2014/15 £	Working Estimate 2014/15 £	Actual Income & Expenditure £	Projected (Favourable)/ Adverse Variance Compared to Original Estimate £	Movement from Previous Month's Position £
	Housing Revenue Account					
0	Housing Repairs - Revenue	3,994,400	3,994,400	1,106,089	0	0
0	Sheltered Housing	367,280	367,280	522,290	0	0
0	Administration	2,960,970	2,960,970	603,863	0	0
0	Other Alarm Systems	(400)	(400)	(29,047)	0	0
0	Flats - Communal Areas	62,830	62,830	20,594	0	0
0	Outdoor Maintenance	123,210	123,210	94,790	0	0
0	Sewage	1,460	1,460	31,432	0	0
0	Tenant Participation	310,350	310,350	70,770	0	0
0	New Homes Programme	125,890	125,890	48,232	0	0
(72,500)	Other [including Transfer to Reserves & Capital Charges]	20,777,930	20,777,930	1,108	(50,600)	21,900 a/q
0	Income	(28,350,000)	(28,350,000)	(6,574,499)	0	0
	=====					
(72,500)	Housing Revenue Account Total	373,920	373,920	(4,104,378)	(50,600)	21,900
	=====					

HRA Working Balance

31 March 2014
(2,492,614)

31 March 2015
(2,169,294)

Projected (Under)/ Over Spend Compared to Original Estimate £		Original Estimate 2014/15 £	Working Estimate 2014/15 £	Actual Income & Expenditure £	Projected (Under)/ Over Spend Compared to Original Estimate £	Movement from Previous Month's Position £
Capital						
Capital Expenditure						
HRA Capital						
(1,000,000)	New Homes Programme	2,750,000	2,750,000	(18,241)	(1,000,000)	0 r
0	Reprovision of Existing Homes	500,000	500,000	0	0	0
0	Repurchase of HRA Shared Ownership Homes	400,000	400,000	347,409	0	0
(3,600)	Housing Repairs - Capital	9,578,250	9,578,250	2,115,293	(2,600)	1,000 a/s
0	Other	788,590	788,590	22,165	0	0
GF Capital						
0	Housing Company Advanced Funding	7,000,000	7,000,000	0	0	0
0	ICT Development	154,000	154,000	98,405	0	0
0	Waste Collection & Street Cleansing	840,000	860,000	232,518	0	0
0	Repurchase of GF Sheltered Properties	1,100,000	1,100,000	308,300	0	0
0	Travellers Sites	1,400,000	1,400,000	0	0	0
0	Improvement Grants	770,000	770,000	212,120	0	0
0	Other	598,500	598,500	179,616	0	0
=====		=====	=====	=====	=====	
(1,003,600)	Capital Expenditure Total	25,879,340	25,899,340	3,497,585	(1,002,600)	1,000
=====		=====	=====	=====	=====	
Capital Receipts						
(4,900)	Right to Buy Sales	(2,500,000)	(2,500,000)	(1,254,533)	(4,400)	500 a
0	HRA Equity Share & Other Sales	(100,000)	(100,000)	2,308	0	0
0	GF Equity Share & Other Sales	(1,400,000)	(1,400,000)	(397,506)	0	0
(167,600)	Other Capital Receipts	(100,000)	(100,000)	(167,625)	(278,000)	(110,400) t
0	Other Grants & Allowances	(14,951,340)	(14,971,340)	(366,929)	0	0
0	Borrowing	(7,000,000)	(7,000,000)	0	0	0
=====		=====	=====	=====	=====	
(172,500)	Capital Receipts Total	(26,051,340)	(26,071,340)	(2,184,285)	(282,400)	(109,900)
=====		=====	=====	=====	=====	
(1,176,100)	Capital Net Receipts	(172,000)	(172,000)	1,313,300	(1,285,000)	(108,900)
		31 March 2014		31 March 2015		
Usuable Capital Receipts Reserve		(3,568,492)		(5,025,492)		
Usuable Earmarked Reserves		(531,270)		(531,270)		

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

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



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 and at Cambourne, the downturn in the housing market and delay in bringing forward major sites (eg Northstowe) has led to slow down in rate of progress against trajectory. In addition, the Council has lost two planning appeals for sites at Waterbeach based on the lack of 5 year land supply, 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 that are not in the submitted Local Plan.</p> <p>Aims, Objectives: 11</p> <p>Relevant PI(s): BV 106 - % new homes on brown field sites BV 154 - Net additional homes provided, BV 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</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: A14 – Work is underway on 'interim measures' at Girton, a 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 due late 2014. Northstowe Phase 2 Planning Application submitted in August 2014. Northstowe included in Government's Major Sites Initiative funding programme, with HCA investment expected to have formal announcement autumn 2014. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels) and the latest update shows an improved position. 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 November 2014. Memorandum of Understanding on Five Year Land Supply agreed with Cambridge City Council on 9 September 2014. 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, listing informal enquiries, pre-applications, planning applications and appeals received each week. The departmental management team oversees major cases, with enhanced consultation with local and lead members. Management of major applications will benefit from Site Delivery Fund award of £50,000 over two years, and a new post of Business Excellence Manager to be recruited.</p> <p>TIMESCALE TO PROGRESS: Local Plan Hearings to commence on 4 November 2014 and expected to run in three blocks through to Spring 2015.</p>

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 additional income / 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, leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism. <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 income and 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 restructuring 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 and Commercialisation Programmes projects, shared services and other initiatives.</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 in October 2014 (ICT, Legal and Waste) and November 2014 (Building Control). 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, <i>leading to possible:</i></p> <ul style="list-style-type: none"> increased IT cost due to required system changes; implementation costs not fully reimbursed by Government grant; increased workload for Benefits and Homelessness teams, <p><i>resulting in potential for:</i></p> <ul style="list-style-type: none"> adverse effect on service provision due to the number of changes; increased dissatisfaction with the service due to reduced amounts of benefit payable; impact on Medium Term Financial Strategy; devastating effect on people with mental health problems; and dislocation of private sector housing market. <p>Aims, 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. We have been notified by DWP of the intention that Universal Credit will be Implemented in February 2015 for single people and couples. We have looked at current case load and there are around 120 people who could claim Universal Credit if they made their claim with DWP in February.</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, <i>leading to</i> illegal encampments or developments in the district, <i>resulting in</i> community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.</p> <p>Aims, 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 8 October 2014, there are 4 applications proceeding to decision for 5 pitches, and 2 appeals pending for a total of 4 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>STR27 – Shared Services initiatives with other authorities Shared services initiatives are not completed in a timely fashion due</p> <ul style="list-style-type: none"> inadequate stakeholder engagement, conflicting priorities, or unavailability of key staff, <p><i>leading to</i> inadequate resources and support <i>resulting in</i> a delay or failure in delivering the outputs, required additional income and savings targets, and associated benefits for the district's residents and businesses, including possible dilution in service levels initially.</p> <p>Aims, Objectives: 2, 6, 8</p>	Jean Hunter	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Progress to be overseen by a joint steering group including Leaders and relevant portfolio holders. For SCDC, reports to Cabinet in October 2014 (re ICT, Legal and Waste) and November 2014 (re Building Control) Strong programme and project management provided by an overall programme Shared Services Board comprising senior managers from each authority, supported by individual project boards of lead officers and relevant support services officers from each authority. Prioritisation of projects within workloads. Dedicated external resources obtained for each projected, funded from Transformation Challenge Award grant. A dedicated risk register is being drawn up for the Shared Services Board to monitor; progress will be reported through Corporate Plan monitoring.</p> <p>TIMESCALE TO PROGRESS: Dependent on the timeframe/milestones for each initiative – outline implementation milestones for the proposed single shared waste service are attached to the October 2014 report to Cabinet.</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. The risks included are summarised as follows:</p> <p>The Projects on the programmes are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> inadequate stakeholder engagement, conflicting operational, programme and project priorities, or long term unavailability of relevant and crucial staff, <p>leading to inadequate programme and project resources and support, resulting in a delay or failure to deliver the outputs, associated benefits, and required income and savings targets.</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>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. A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed. Stakeholder engagement activities place regularly throughout the programme.</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, leading to the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, resulting in adverse effects on the district's residents and businesses.</p> <p>Aims, 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>
<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>STR19 - Demands on services from an ageing population The district's demography changes, with significant growth in the over 65 year old population, <i>leading to</i> additional demands on health and social care services, including to the Council's sheltered housing and benefits services, <i>resulting in</i> adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p>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, <i>leading to</i> increased debt requirement, <i>resulting in</i> 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, <i>leading to</i> unacceptable vulnerability to the impact of climate shifts and other weather-related events, <i>resulting in</i> a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation.</p> <p>Aims, 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 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 on an annual basis. This information is incorporated into a new Single Equality Scheme (SES), which was adopted by the portfolio holder on 21 March 2012. The SES is updated annually and the latest version was presented to the portfolio holder for adoption on 15 October 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 was rolled out to services. Bi-monthly meetings of the Equality and Diversity Steering Group.</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:

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

** including claim or fine*

Likelihood

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

**Appendix E
Strategic Risk Matrix
October 2014 - DRAFT**

Notes: Risk Tolerance Line - - - - -
The **greyed out cells** shows those areas where risk scores are considered to be relatively minor in nature. **Greyed out risks** show movements in / new risks.



			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			27. Shared Services initiatives with other authorities 26. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes 20. Partnership working with Cambridgeshire County Council 19. Demands on services from an ageing population 25. Increase in numbers in Bed & Breakfast accommodation		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						

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Agenda Item 7

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Scrutiny and Overview Committee
Leader and Cabinet

6 November 2014
13 November 2014

AUTHOR/S: Executive Management Team

Setting the Policy Framework - Corporate Plan for 2015-2020

Purpose

1. The purpose of this report is for Cabinet to consider and agree a draft Corporate Plan for 2015-2020 for consultation and development, comprising the Council's Vision, Aims and Objectives.
2. This is a key decision because:
 - it is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; and
 - it is likely to be significant in terms of its effects on communities living or working in an area of the District comprising two or more wards.

It was first published in the July 2014 Forward Plan.

Recommendations and Reasons

3. It is recommended that Cabinet:
 - (a) Agree the Council's draft Corporate Plan 2015-2020, consisting of its Vision, Aims and Objectives, as the strategic planning framework for the authority for consultation and development and the preparation of draft 2015-16 service plans, as set out in **Appendix A** attached.
 - (b) Authorise the Chief Executive, in consultation with the Corporate and Customer Services Portfolio Holder, to make further editing changes to the draft, which may become necessary prior to publication.

These recommendations enable timely internal and external stakeholder input at an early stage and the production of service plans that are properly linked to corporate objectives, thus ensuring an integrated approach to service and financial planning.

The report will be submitted to Scrutiny and Overview Committee for consideration at its meeting on 6 November 2014. Comments and recommendations will be reported to the Cabinet.

Background

4. In February 2014, Cabinet agreed a revised format for the Corporate Plan, based on:
 - A simplified Vision providing a clearer external focus
 - Three strategic Aims
 - Twelve key Objectives, replacing Approaches and Actions.

5. These Aims and Objectives provide a strategic focus on the issues of greatest significance to the Council, residents and businesses in the district and key partners. They are arranged under the themes of Engagement, Partnerships and Wellbeing, and are summarised as follows:

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

- Housing property company
- Efficiency, value for money and financial viability
- Support for new and existing businesses
- Facilitate and sustain successful, vibrant villages

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

- Council house building programme.
- Best use of Council assets and shared services
- A commercial, income-based approach to service delivery
- A waste service which delivers more for less

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

- Improving the health of our communities
- Managing the impacts of the government's welfare reform programme
- Successful and sustainable new communities with housing and employment
- Increasing the range and supply of temporary accommodation

6. For each Objective, the plan sets out:

- What we will do to achieve them.
- What success will look like in terms of positive outcomes for customers and consistent performance against key quantitative and qualitative performance indicators (also published on the Plan).

7. The clarity of Vision, Aims and Objectives provided by the Corporate Plan has been welcomed by key internal and external stakeholders. The format has therefore been retained for the 2015-2020 plan.

Considerations – Evidence Base for the Plan

8. Achievements against Corporate Plan objectives are reported through the Position Statement report, elsewhere on this agenda. This progress report provides a crucial element of the evidence base for the review, reflecting projects which are nearing completion and ongoing priorities for the district in which outcomes will be achieved within medium to long-term timescales.
9. The other key element of the evidence base is the organisation's understanding of the needs of the community, bringing together the district's demographic and health profile, formal and informal feedback, local, regional and national policy trends and current performance. The Council continues to undertake major consultations on key issues such as the draft Local Plan, Northstowe, and Corporate Enforcement and Inspection Policy. We also continue to engage communities through established mechanisms such as the Parish Forum, growth area community fora and residents'

Consultation Panel. The results of such exercises continue, therefore, to inform future policy development and review.

10. These elements were brought together into the Corporate Plan Forward Look report, submitted to Cabinet on 10 July 2014. Cabinet noted the policy and financial context in which the Corporate Plan and Medium Term Financial Strategy (MTFS) reviews should take place, endorsing a number of priority areas, which are reflected, along with developments since that meeting, within the draft Corporate Plan, **attached at Appendix A** and recommended for approval for consultation.
11. The Forward Look report explored the national political agenda in the context of the forthcoming 2015 General Election. A new government programme may impact upon Corporate Plan delivery in ways that require a review of priorities after adoption.
12. It is recommended that the Vision, Aims and Objectives are retained from the current plan, with the following changes:
 - Objective (1) updated to reflect opportunities to deliver a mix of high quality accommodation including, subject to the development of viable business plans, private rented and affordable housing.
 - Added reference to the A428 in objective (11) to reflect this route becoming the highest regional transport priority in terms of lobbying the government and Highways Agency to prioritise improvements between the Caxton Gibbet and Black Cat roundabouts. The 'What we will do to achieve these objectives' and 'What success will look like' sections have been updated to reflect progress anticipated by April 2015 and actions for the following 12 months.

Options

13. Cabinet may agree the draft plan as recommended, or bring forward amendments that meet the needs of the organisation and community it serves.

Implications

Financial

14. Cabinet will be asked to consider the financial context as part of its review of the MTFS, elsewhere on this agenda. Whilst there are uncertainties in financial planning given that details of the government's financial settlement for local authorities will not be made available until December 2014, it is envisaged that the MTFS will provide for all proposed Corporate Plan actions to be carried out within existing resources. Implementing more efficient ways of working and commercial opportunities is a key theme of the draft plan.

Staffing

15. The Corporate Plan will be carried out within existing staffing resources wherever possible. Specific proposals for additional staffing capacity and other resources will be considered as part of the emerging MTFS and incorporated within the draft revenue and capital estimates as required.

Risk Management

16. Cabinet and EMT have considered the Council's Strategic Risk Register as part of the evidence base for the development of revised policy and resource priorities.

Equality and Diversity

17. Subject to Cabinet approval, the revised draft plan will be screened for equality implications as part of the consultation and development process. It is anticipated that

the initial screening will provide a 'signpost' to full impact assessments of specific initiatives arising as the plan is implemented.

Climate Change

18. The Council's Vision commits it to achieving sustainable economic growth. The Action on Energy initiative and Sustainable Parish Energy Partnership are cited as specific actions as part of the objective to facilitate successful, sustainable, vibrant villages.

Legal

19. There are no direct legal implications arising from this report and recommendations.

Consultations

20. As indicated above, the Council's strategic policy framework is informed by local intelligence and the organisation's understanding of the customers it serves. It is recommended that the draft framework be approved for further consultation to test whether the priorities we have identified are well-supported, and internally to apply this same test, to ensure that the objectives are meaningful and provide a realistic and coherent 'golden thread' for the staff tasked with implementing them. Communication with staff and residents will emphasise the financial as well as policy context, in order to reflect an integrated approach; feedback will inform final service plans and the Council's budget and Corporate Plan for 2015-16 and beyond.
21. The draft plan will be published on the Council's website for comment, accompanied by publicity including articles in the *South Cambs* and *SCene* magazines, and via the Consultation Panel, Youth Council and social media. We will also hold staff briefings and will display the draft plan widely around the Council's premises.

Effect on Strategic Aims

22. As set out in the main body of the report.

Conclusions / Summary

23. Cabinet is recommended to agree for consultation and development a draft Corporate Plan which sets out a consistent Vision and Aims, which can be implemented through a focussed, realistic and achievable suite of Objectives which can be delivered within the financial parameters set out within the developing MTFS.

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

Corporate Plan 2014-2019: Plan and monitoring reports

Corporate Plan Forward Look report and appendices (10 July 2014 - Item 13 refers)

Contact Officer: Richard May, Policy and Performance Manager, Tel: (01954) 713366
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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.



Corporate Plan 2015-2020

	Corporate Plan 2015-2020											
We aim to	ENGAGEMENT Engage with residents, parishes and businesses to ensure we deliver first class services and value for money				PARTNERSHIPS Work with partners to create opportunities for employment, enterprise, education and world-leading innovation				WELLBEING Ensure that South Cambridgeshire continues to offer an outstanding quality of life for our residents			
Objectives	(1) Develop the property company pilot scheme into full business plans to deliver a mix of high quality housing and generate income	(2) Improve efficiency and value for money within a viable financial strategy	(3) Make the district an even more attractive place to do business	(4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages	(5) Build new council homes to provide affordable accommodation to meet the needs of local communities	(6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working	(7) Move to a commercial approach to service delivery	(8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill	(9) Work with GPs and partners to link health services and to improve the health of our communities	(10) Ensure the impacts of welfare reform are managed smoothly and effectively	(11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14 and A428	(12) Increase the range and supply of temporary accommodation to help minimise the use of bed & breakfast accommodation for homeless households
Portfolio Holder(s)	Mark Howell (Housing)	Simon Edwards (Finance and Staffing) David Whiteman-Downes (Corporate and Customer Services)	Nick Wright (Economic Development) Mick Martin (Environmental Services)	Mick Martin (Liaison with Parishes) Ray Manning (Leader of the Council / Sustainability) Mark Howell (Housing)	Mark Howell (Housing)	Ray Manning (Leader of the Council) David Whiteman-Downes (Corporate and Customer Services)	Simon Edwards (Finance and Staffing) David Whiteman-Downes (Corporate and Customer Services)	Mick Martin (Environmental Services)	Mick Martin (Environmental Services) Nick Wright (Children and Young People) Tim Wotherspoon (Strategic Planning and Transportation)	Simon Edwards (Finance and Staffing)	Tim Wotherspoon (Strategic Planning and Transportation) Nick Wright (Economic Development)	Mark Howell (Housing)
Lead Director	Stephen Hills Affordable Homes	Alex Colyer Corporate Services	Jo Mills Planning and New Communities	Mike Hill Health and Environmental Services	Stephen Hills Affordable Homes	Alex Colyer Corporate Services	Alex Colyer Corporate Services	Mike Hill Health and Environmental Services	Mike Hill Health and Environmental Services	Alex Colyer Corporate Services	Jo Mills Planning and New Communities	Stephen Hills Affordable Homes

What we will do to achieve these objectives	Property Company	Efficiency and Value for Money	Business Support	Successful vibrant villages	New Council homes	Use of Assets	Commercial approach	Waste partnership	Improving health	Welfare Reform	New Communities	Temporary Accommodation
What success will look like	<p>Delivery of high quality housing and investment</p>	<p>BIEP delivers savings and service improvement</p> <p>Council agrees balanced MTFs in February 2015</p> <p>Increased staff engagement and satisfaction</p> <p>ICT Strategic Outcomes</p>	<p>Demonstrable examples and statistical evidence of business start-up and survival, local employment rates and business satisfaction with regulation and support workshops etc.</p> <p>Businesses report increased satisfaction with Council services.</p>	<p>SPEP and Action on Energy deliver tangible outcomes for local communities</p> <p>Parish councils and local communities feel engaged with and report increased satisfaction with SCDC's localism approach.</p>	<p>Successful scheme completion</p>	<p>Financial savings and income generation from shared services and office space.</p> <p>City Deal generates local funding to secure improvements to transport infrastructure</p>	<p>Flexible financial framework in place</p>	<p>Agreed operational and financial efficiencies are delivered.</p> <p>Landfilled waste is minimised.</p> <p>Customer satisfaction is maintained.</p>	<p>Projects improve health and social inclusion amongst vulnerable groups</p>	<p>A viable fit-for-purpose LCTSS scheme for 2016/17</p> <p>Sustained performance on key indicators around Council Tax, NNDR and rent collection</p>	<p>First Northstowe residents</p> <p>Community facilities and primary school completed (Northstowe)</p> <p>A14 programme and other transport improvements progressed</p> <p>Local Plan Adopted</p>	<p>SCDC has an increased range of temporary accommodation which eliminates the need for B&B use</p>
KPI	<p>General Fund budget variance / Contact Centre performance / Business satisfaction with regulation / Planning application performance</p>				<p>Affordable Homes delivered / Satisfaction with waste services and environmental quality / % of household waste diverted from landfill</p>			<p>Housing rent collected / Benefits form processing days / Households in temporary accommodation / Number of families helped to prevent homelessness</p>				

Agenda Item 9



REPORT TO: Scrutiny and Overview Committee

6 November 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**.

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

DRAFT WORK PROGRAMME 2014/15

Thursday 8 January 2015

- Orchard Park Scrutiny Task and Finish Group update
- Tenant Scrutiny Group – Review of Grounds Maintenance

10 February 2015

- Position Statement on Finance, Performance and Risk 2014-15 Q3
- Joint Waste Services with City (MH)

26 March 2015

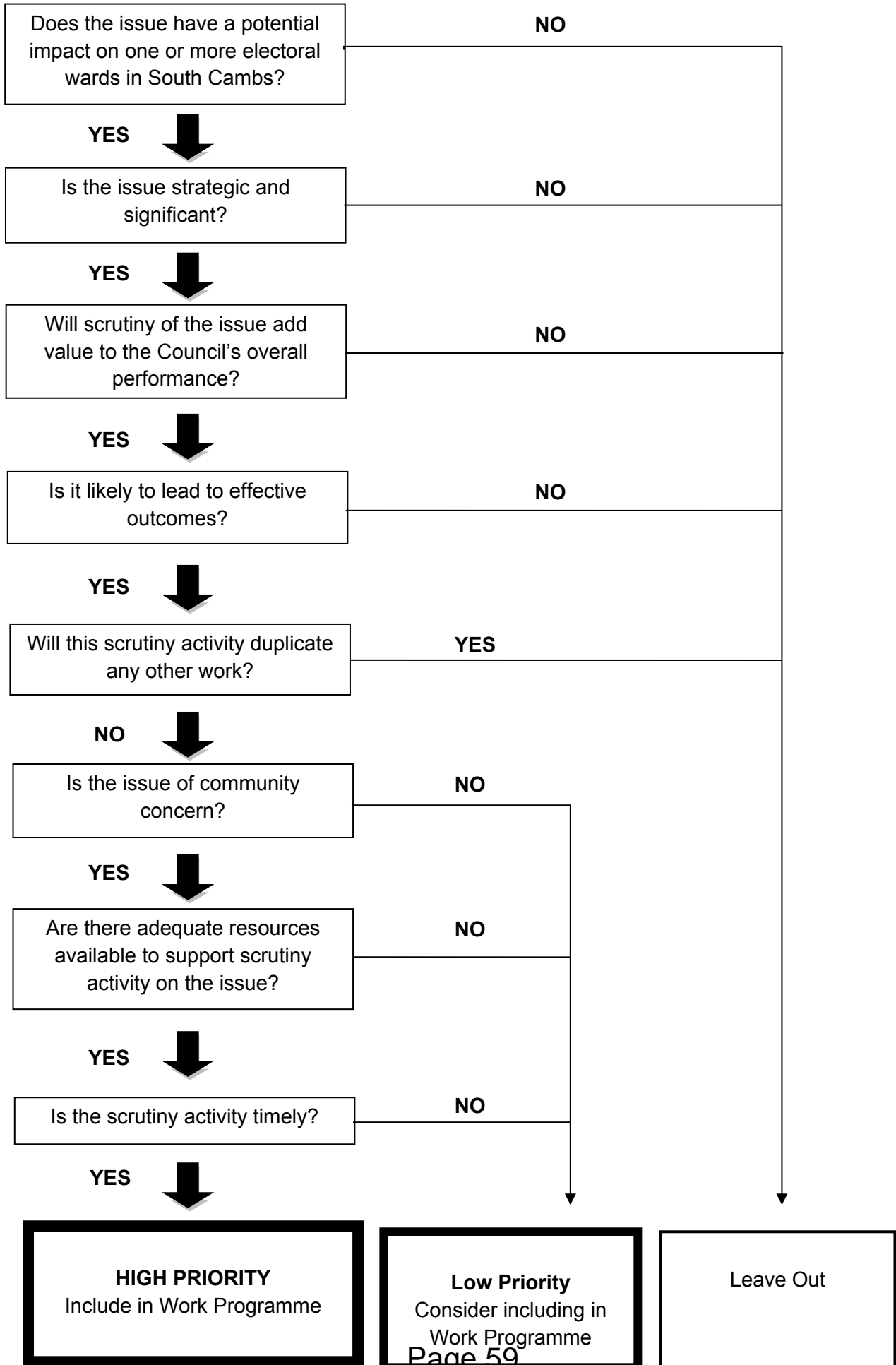
- Enforcement and Inspection Policy (MH)

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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Scrutiny Work Programme Prioritisation Tool

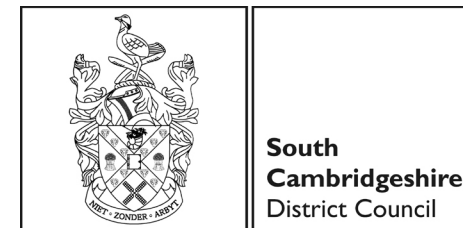


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Appendix C

NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 14 October 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

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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

Corporate and Customer Services

Strategic Planning and Transportation

Economic Development

Key and non-key decisions expected to be made from 14 October 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
Joint Procurement of a Cambridgeshire Handy Person Scheme Key	Environmental Services Portfolio Holder	14 October 2014		Environmental Services Portfolio Holder Iain Green, Environmental Health Officer (Public Health Specialist)	Report (publication expected in 6 October 2014)
Cross-border Waste Collection: Service Level Agreement with Cambridge City Council Key	Environmental Services Portfolio Holder's Meeting	14 October 2014		Environmental Services Portfolio Holder Paul Quigley, Head of Environment Commissioning	Report (publication expected in 6 October 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: ICT and Legal Key	Cabinet	16 October 2014		Leader of Council Alex Colyer, Executive Director, Corporate	Report (publication expected 8 October 2014)

				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)
City Deal: Governance Arrangements Key	Cabinet Council	16 October 2014 27 November 2014		Leader of Council Alex Colyer, Executive Director, Corporate Services	Report with recommendation to Council (publication expected 8 October 2014)
City Deal: Scheme Prioritisation Non-Key	Cabinet	16 October 2014		Leader of Council Alex Colyer, Executive Director, Corporate Services	Report for Information Only (publication expected 8 October 2014)
Discretionary Rate Relief Policy Key	Finance and Staffing Portfolio Holder	21 October 2014		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report and Policy (publication expected 13 October 2014)
Treasury Management	Finance and Staffing	21 October 2014		Finance and Staffing	Report (publication

Annual Report Non-Key	Portfolio Holder			Portfolio Holder Sally Smart, Principal Accountant Financial & Systems	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 Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder	21 October 2014 20 January 2015 22 April 2015		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 13 October 2014) Report (publication expected 12 January 2015) Report (publication expected 14 April 2015)
Revenues and Benefits	Finance and Staffing	21 October 2014		Finance and Staffing	Q1 Report (publication

Performance Report Non-Key	Portfolio Holder Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder	20 January 2015 21 April 2015		Portfolio Holder Katie Brown, Revenues Manager	expected 13 October 2014) Q2 Report (publication expected 12 January 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)
Shared Service: Building Control Key	Cabinet	13 November 2014		Planning Portfolio Holder Jo Mills, Planning and New Communities Director	Report (publication expected 5 November 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)
Position Statement: Finance, Performance and Risk 2014/15 Non-Key	Cabinet Cabinet	13 November 2014 12 February 2015		Corporate and Customer Services Portfolio Holder 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) Q3 Report and appendices (publication expected 4 February 2015)
City Deal: Planning Charter Key	Planning Portfolio Holder	18 November 2014		Planning Portfolio Holder Jane Green, Head of New Communities	Report (publication expected 10 November 2014)
Cambridge Northern Fringe East Area Action Plan - Issues and	Planning Portfolio Holder	18 November 2014		Planning Portfolio Holder	Report (publication expected 10 November 2014)

Options Consultation Key				Jonathan Dixon, Principal Planning Policy Officer (Transport)	
Local Plan update Key	Planning Portfolio Holder	18 November 2014		Planning Portfolio Holder Caroline Hunt, Planning Policy Manager	Report (publication expected 10 November 2014)
Local Development Framework Annual Monitoring Report 2013-14 Non-Key	Planning Portfolio Holder	18 November 2014		Planning Portfolio Holder Jennifer Nuttycombe, Planning Policy Officer	Report (publication expected 10 November 2014)
Neighbourhood Plans - Strategic Policies Key	Planning Portfolio Holder	18 November 2014		Planning Portfolio Holder Alison Talkington, Senior Planning Policy Officer	Report (publication expected 10 November 2014)
Neighbourhood Plans - working with Parish Councils Key	Planning Portfolio Holder	18 November 2014		Planning Portfolio Holder Alison Talkington, Senior Planning Policy Officer	Report (publication expected 10 November 2014)

Affordable Housing Supplementary Planning Document - Consultation Non-Key	Planning Portfolio Holder	18 November 2014		Planning Portfolio Holder David Roberts, Principal Planning Officer	Report (publication expected 10 November 2014)
Flood and Water Management Supplementary Planning Document - Consultation Non-Key	Planning Portfolio Holder	18 November 2014		Planning Portfolio Holder Jonathan Dixon, Principal Planning Policy Officer (Transport)	Report (publication expected 10 November 2014)
Update on Planning Improvement Plan including review of approach to informal inquiries, pre-application service and fees and discharge of planning conditions Key	Planning Portfolio Holder	18 November 2014		Planning Portfolio Holder Jane Green, Head of New Communities	Report (publication expected 10 November 2014)
Setting of Council Tax Base	Chief Finance Officer	During December 2014		Finance and Staffing Portfolio Holder	Decision Notice (publication expected in December 2014)

Key				Katie Brown, Revenues Manager	
Local Government Finance Settlement Update Non-Key	Cabinet	15 January 2015		Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services	Report for information only (publication expected 7 January 2015)
Annual Pay Policy Statement 2015/16 Non-Key	Council	29 January 2015		Leader of Council Susan Gardner Craig, Human Resources Manager	Report with recommendation from the Employment Committee (publication expected 21 January 2015)
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)
Medium Term Financial Strategy (General Fund Budget 2015?16	Cabinet Council	12 February 2015 26 February 2015		Finance and Staffing Portfolio Holder	Report and appendices with recommendation to Council (publication

<p>including Council Tax Setting), Housing Revenue Account (including Housing Rents), Capital Programme 2015/16-2019/20 and Treasury Management Strategy (Revised 2014/15 and 2015/16)</p> <p>Key</p>				<p>Alex Colyer, Executive Director, Corporate Services</p>	<p>expected 4 February 2015)</p>
<p>Swavesey Byways Rate 2015/16</p> <p>Non-Key</p>	<p>Council</p>	<p>26 February 2015</p>		<p>Environmental Services Portfolio Holder</p> <p>Pat Matthews, Drainage Manager</p>	<p>Report with recommendation from the Swavesey Byways Advisory Group (publication expected 18 February 2015)</p>

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