



29 June 2015

To: Chairman – Councillor Roger Hickford
Vice-Chairman – Councillor Kevin Cuffley
Members of the Scrutiny and Overview Committee – Councillors David Bard,
Henry Batchelor, Grenville Chamberlain, Jose Hales, Philippa Hart, Bunty Waters
and David Whiteman-Downes

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 **TUESDAY, 7 JULY 2015** at **6.00 p.m.**

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

Yours faithfully
JEAN HUNTER
Chief Executive

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AGENDA

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| 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 30 April 2015 as a correct record. | 1 - 6 |
| 4. Public Questions | |

5.	Shared Services	7 - 92
6.	Quarterly Position Report on Finance, Performance and Risk	93 - 146
7.	Orchard Park Task and Finish Group update	
8.	Work Programme 2015/16	147 - 160
	To enable the committee to consider its work programme for future meetings.	
9.	Appointment of Scrutiny Monitors and Monitoring the Executive	161 - 162
	a) The Committee is required to appoint monitors to each Cabinet Portfolio, which are attached for information.	
	b) Scrutiny monitors are invited to report to the Committee regarding Portfolio Holder meetings attended since the last meeting and specifically raise any issues challenged and the result and/or issues where the Committee could add further value.	
10.	To Note the Dates of Future Meetings	
	• 3 September 2015 at 6pm	
	• 5 November 2015 at 6pm	

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

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OUR VALUES

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

- Working Together
- Integrity
- Dynamism
- Innovation

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 30 April 2015 at 6.00 p.m.

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

Councillors: David Bard Lynda Harford
Philippa Hart Bunty Waters

Councillors Anna Bradnam, Simon Edwards, Sue Ellington, Mark Howell, Ray Manning and Alex Riley were in attendance, by invitation.

Officers: Gemma Barron Partnerships & Sustainable Communities
Manager
Mike Hill Director of Health and Environmental Services
Jean Hunter Chief Executive
Jo Mills Director of Planning and New Communities
Stephen Reid Head of Service, Environmental Commissioning
Planning Lawyer
Helen Taylor Waste Minimisation and Recycling Officer
Victoria Wallace Democratic Services Officer

1. APOLOGIES

Apologies for absence were received from Councillors Douglas de Lacey, Alison Elcox, David Morgan and Mick Martin.

2. DECLARATIONS OF INTEREST

Councillor Roger Hickford declared a non-pecuniary interest as a member of the Recap Board, which was relevant to Agenda Item 5.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 10 February 2015 were agreed as a correct record.

4. PUBLIC QUESTIONS

Mr Tony Goss addressed the committee regarding street cleansing in Gamlingay, raising the following points:

- Litter picking and mechanical street sweeping was not being undertaken by the Council in Gamlingay. As a resident, Mr Goss undertook voluntary litter picking on a regular basis and was provided with litter bags by the Council.
- Mr Goss had complained to the Council regarding the lack of mechanical street sweeping in Gamlingay, and had also volunteered to undertake this himself were it possible for the Council to provide use of a mechanical street sweeper. Mr Goss last complained to the Council in January 2015 but had not received a response.

The Director of Health and Environmental Services, Mike Hill, responded to the points raised by Mr Goss. A written response would also be provided:

- Mr Hill apologised for the lack of response to Mr Goss' complaint which had been

received by the Council in January 2015.

- Mr Hill explained that the ten biggest villages were targeted for street sweeping and was confident that street sweeping had taken place in Gamlingay within the last year but would get in touch with Mr Goss following the meeting with further detail.
- Interviews had taken place on 13 May 2015 to recruit street sweeping staff to the Council. These staff would be trained to use the mechanical street sweepers in due course and Mr Hill would look into whether local volunteers such as Mr Goss, could be trained along with new Council staff in the use of the mechanical street sweepers.
- Mr Hill informed Mr Goss that staff shortages had been an issue for the service and that due to staff vacancies and recent high levels of staff sickness, street sweepers had not seen much use since December 2014. Due to recent high levels of staff sickness, vital services such as waste collection had been prioritised with staff moved over to cover this service. This had resulted in less street sweeping being undertaken.

Mr Goss thanked Mr Hill for his response and was pleased to hear that action was being taken. He assured Mr Hill that Gamlingay had not been mechanically street swept for a year.

Councillor Hickford requested that Parish Councils be informed when the Council's waste collection and street cleansing services were experiencing difficulty, so that communities could be informed.

The resilience of the waste collection and street cleansing services was queried. Mr Hill assured the committee that in normal circumstances the service was very resilient, with staff trained to undertake multiple tasks so that various functions within the service could be covered by other members of staff. The committee was informed that three new drivers had been recruited and two loaders would be undertaking driver training. The levels of staff sickness experienced in the last three months had been unusual, with one day seeing 20 staff absences due to sickness.

Councillor Lynda Harford informed Mr Hill and colleagues that she had not experienced any complaints from residents with regards to waste collection and street cleansing services, until recently when staff sickness levels were very high.

Councillor Anna Bradnam queried whether recent efficiencies made to the service had led to the recent problems, with concern that staff levels had dropped below a manageable level. Mr Hill assured Councillor Bradnam and the committee that this was not the case and that with the changes being implemented to the service merging with City Council waste collection services, operational staffing levels had remained the same with only senior management team members needing to reapply for their jobs. The senior management team had been reduced by one post.

The committee was informed that litter picking along the A14 and other major trunk roads was contracted out. Extra litter picking took place along the A14 once a year when vegetation had been cut back, making litter more visible. Whilst this work was contracted out it was monitored closely by the Council.

5. WASTE AND RECYCLING SERVICE CHANGES EVALUATION

The Director of Health and Environmental Services presented the report which provided an evaluation of the waste and recycling service changes. The committee was informed that efficiency savings targets had been met, with residents experiencing few impacts of the changes.

The following discussion ensued:

- Regarding the potential move of green waste to the black bin, which County Council officers had identified as a risk as this could have led to the County Council incurring additional costs; Councillor Hickford whilst pleased that there had been no significant cost shunting, requested officers note that this was a risk and that this would be monitored. Mr Hill clarified that South Cambridgeshire District Council officers had recognised this as a risk, but it had been hard to estimate the potential risk.
- Members of the committee informed Mr Hill that they had not received any complaints regarding the service following the implementation of the changes and congratulated Mr Hill and his colleagues for this.
- The committee was informed that the customer satisfaction survey had closed and that the service would look at how best to publicise satisfaction surveys in future. Committee members advised the service should in future go directly through Parish Councils to communicate information to communities in order to get a better response rate.
- Councillor Bunty Waters queried the disposal of dog waste. Members were advised that it was not a problem for dog waste to be disposed of in household black bins. Where possible, dog walkers should utilise dog waste bins, however as a last resort public litter bins could be used to dispose of dog waste where dog waste bins were not available.
- Clarity was sought regarding the Council's policy in the supply of dog waste bins. Members were informed that where there was a demonstrable need, the Council would supply communities with dog waste bins and would remove the waste from these bins provided they were accessible from the highway. If the need was justified then the bin would be provided by the Council free of charge. Additional bins would be supplied to Parish Councils, however there may be an additional charge for these.
- Members were informed that unexpected savings from fuel costs and vacant senior management posts were not factored into the overall savings for the service.

The Scrutiny and Overview Committee, having **NOTED** the report, congratulated Mr Hill and colleagues for the successful delivery of the service changes.

6. ENFORCEMENT AND INSPECTION POLICY UPDATE

The Director of Health and Environmental Services presented the Enforcement and Inspection Policy update.

The Director of Planning and New Communities Director informed the committee that interviews had taken place for a new Housing Enforcement post. No applications were received for the new Planning Enforcement post.

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

7. UPDATE ON SECTION 106 AGREEMENTS AND COMMUNITY INFRASTRUCTURE LEVY

The Director of Planning and New Communities presented an update on Section 106 agreements and Community Infrastructure Levy (CIL).

Discussion and questions ensued:

- Councillor Hales raised concern with regards to an entrepreneurial planning application for 199 houses in Melbourn and the CIL money being lost by

communities and the Council. The Director of Planning and New Communities responded by clarifying that requirements to mitigate the impact of development needed to be looked at on a case by case basis. The committee was assured that with any development of a significant size, the need for certain infrastructure to mitigate the impact of the development could be demonstrated. For developments of over 500 homes, Section 106 would apply.

- The committee was informed that options to bring forward CIL in advance of the Local Plan, were being considered by the Council. However the potential implications to the Local Plan if this were done had to be considered carefully and specialist advice was being sought on the risks of doing this.
- The committee was informed that the Council was keeping the situation across the country with regards to CIL and Section 106 under review, and was considering what the Council's options were.
- The Council was also seeking advice as to whether to make changes to the CIL schedule. If this were done, public consultation would be required.
- Members were assured that CIL and S106 was on the Council's risk register and that communication was ongoing with Parish Councils.
- The Director of Planning and New Communities clarified that with medium sized developments of over 11 dwellings for example, the 'rule of five' applied when considering securing a planning obligation. The committee was informed that mitigation of the impact of smaller development schemes was more of a challenge than for larger developments.
- The Director of Planning and New Communities confirmed that the Local Plan examination had delayed CIL and that the Council had anticipated that the examination would have been concluded sooner. The timetable for the Local Plan examination was not known.
- Members were informed that CIL would not be rolled out automatically and would be subject to its own examination. The duration of this however would only be a matter of days.
- Councillor Alex Riley raised concern with regard to 7000-10,000 Northstowe homes which would be built on land in Longstanton, as the parish would not receive any financial contributions to mitigate for this development. In response, the Director of Planning and New Communities referred back to the five tests for local planning authorities to use when considering securing a planning obligation and informed Members that Northstowe would provide school places for children from the parish of Longstanton.

The Scrutiny and Overview Committee having **NOTED** the report, requested a briefing note regarding Section 106 and CIL, including the impact on new communities, be circulated to all Members. The Committee also requested that the arrangement of a Member workshop regarding this also be considered. The Director of Planning and New Communities assured the committee that this would be considered.

8. SCRUTINY ORCHARD PARK TASK AND FINISH GROUP INTERIM RECOMMENDATIONS

Councillor Lynda Harford presented the report which set out interim recommendations from the Working Group set up to review the lessons learned from Orchard Park and requested that these be recommended to Cabinet for endorsement.

Councillor Hickford thanked the Working Group for their work to date and Councillor Hales commended and thanked Councillor Harford for her leadership of the Working Group.

Councillor Harford informed the committee that work would be complete by the end of August.

Recommendation 5 regarding 'New Town Blues' was discussed:

- It was suggested that a further piece of work could be undertaken to look at how organisations were picking up the costs further down the line of 'New Town Blues'.
- The set up of a cross organisation group was suggested, to look at what intervention and measures could be put in place earlier on in new communities, to prevent issues occurring later on.
- Such a piece of work would be outside the remit of the current Working Group but could be looked at once the current piece of work was concluded.
- The Director of Health and Environmental Services informed the committee that the Director of Public Health would be commissioning a Joint Strategic Needs Assessment for new communities. Mr Hill would be meeting with Director of Public Health and would discuss this and the committee's concerns regarding 'New Town Blues' with her.

Councillor David Bard advised that good practice should be shared amongst organisations and that new developments in Europe should also be looked at.

Councillor Alex Riley expressed concern with regard to the lack of community infrastructure being provided for Northstowe. Councillor Riley informed the committee that a community facility was planned for Phase 1 but was not confident about the funding for this. With regard to Phase 2, a town centre facilities were planned but these would be provided after all the housing was built. Councillor Riley expressed concern about this given the estimated number of residents there would be without any town centre facilities.

The Director of Planning and New Communities responded to Councillor Riley's concerns, making the following points:

- The Partnerships and Sustainable Communities Manager was working closely with her to ensure a joined up approach.
- The committee was informed that the allocation of homes in Northstowe would be very different to the allocation that had taken place in Cambourne and led to problems in Cambourne. It was hoped that this allocation, which would be much more sensitive than at Cambourne, would avoid 'New Town Blues'.
- A Community Engagement Officer for Northstowe was appointed by the Council in January 2015.
- Other organisations such as the NHS and Police had been involved in the work on Northstowe and the first PCSO for Northstowe had been appointed, as well as the first vicar. Therefore there would be community representatives in place for the first Northstowe residents.
- Longstanton Parish Council's involvement in provision at Northstowe would be very welcome.
- A school would be ready for the first Northstowe residents, which would also provide a community space for the first residents. A community centre, sports pavilion and hub would then take over the provision of community space from the school.
- In order to ensure infrastructure would be in place when the Council wanted it to be, funding and triggers would be secured through Section 106. The Council would make sure there was no slippage in the timetable for infrastructure to be in place.

Councillor Alex Riley requested Section 106 for Northstowe Phase 2 be as solid as possible and raised concern that there was not a town park in the Northstowe plans.

The Scrutiny and Overview Committee **AGREED** the interim recommendations and **RECOMMENDED** that these be endorsed by Cabinet and forwarded to the Northstowe Joint Development Control Committee.

9. SCRUTINY AND OVERVIEW ANNUAL REPORT 2014/15

The Scrutiny Annual Report 2014/15 was **NOTED**.

Councillor Harford would liaise with Democratic Services to amend the section on the Orchard Park Working Group.

10. WORK PROGRAMME 2015

The Work Programme was noted.

Councillor Bunty Waters requested that the committee look at Mears following issues experienced in Bar Hill following flooding. The Chief Executive informed the committee that the Council would be reviewing its contract with Mears and advised the Scrutiny and Overview Committee could add value by contributing to evidence gathering. The Chief Executive would liaise with the Director of Housing and Democratic Services regarding this and suggested that the Director of Housing may add an item to the next Scrutiny Committee meeting agenda regarding the timescale and process for reviewing the Mears contract.

11. MONITORING THE EXECUTIVE

Councillor Lynda Harford had attended the Leaders Portfolio Holder meeting in her capacity as Scrutiny Monitor and informed the committee that further Community Chest funding had been allocated by the Leader.

12. TO NOTE THE DATES OF FUTURE MEETINGS

The dates of future meeting were noted. The next meeting would take place on Thursday 2 July at 6pm.

The Meeting ended at 8.20 p.m.

Agenda Item 5



Report to: Cabinet 9 July 2015
Scrutiny and Overview 7 July 2015
Committee

Lead Officer Executive Director, Corporate Services

Shared Services Overview

Purpose

1. In July 2014, Huntingdonshire District Council (HDC), South Cambridgeshire District Council (SCDC) and Cambridge City Council (CCC) agreed in principle to work as a partnership to deliver a range of shared services over a number of phases, building on existing collaboration.
2. The first phase of this programme involves proposals for shared services for ICT, Legal Services, and Building Control.
3. This report outlines the overall approach that has been taken to the development of these shared service proposals and makes recommendations for governance and cost sharing in those shared services.
4. This is a key decision because it results in the authority incurring expenditure which is, or the making of savings which are, significant having regard to this Council's budget for the service or function to which the decision relates. It was first published in the May 2015 Forward Plan.

Recommendations

5. Cabinet is recommended:
 1. That the approach to shared services outlined in the report be endorsed.
 2. That approval be given to the establishment of a Joint Committee without delegated powers to oversee the delivery of shared services.
 3. That the Leader be confirmed as the Council's representative to this committee and a deputy be appointed.
 4. That the proposed sovereignty guarantee in section 8 be approved.
 5. That the approach to cost sharing principles and partnership agreement as outlined in section 9 be approved.
 6. That the approval of the final partnership agreement be delegated to the Chief Executive in consultation with the Leader of the Council.
 7. That, subject to the approval of the business cases for IT, Legal and Building Control Shared Services, formal consultation commences with Trade Unions/Staff Council and affected staff on 24 July 2015, closing on 1 September 2015.

Reasons for Recommendations

6. Sharing services presents a great opportunity for all three councils to save money, build resilience across their current services, which often contain highly specialised roles. It also provides the opportunity to improve services to customers, by ensuring a focus on seamless service delivery.

7. However, the success of shared services must be underpinned by robust governance arrangements that will ensure transparency of both operational and strategic decision-making.
8. In addition, there is the need to build intelligence in relation to the shared services as they begin to be delivered on behalf of partners. This will not only to ensure effective monitoring of Lead Authority performance via an “intelligent client” function, but will inform the future shaping of the service and enable partners to access what they need.

Background

9. The three councils have differing geographies with one being rural, one being urban and one having a mix of urban and rural areas. The services that are provided in each Council are delivered in varying ways and with different levels of staffing. Because of this diversity it is important that any shared service proposal must provide the best future option for the parties involved. This may mean that that some services are appropriate to share across all three councils, whereas some may only be shared between two councils. The three councils have been working on the principle that any proposed shared service between two of the three partners will be brought forward in a way that allows the third partner to join at some future date without penalty.
10. Given the financial pressures that local authorities have been experiencing over the past few years, the three councils have already taken forward some shared service arrangements, namely:
 - Home Improvement Agency – CCC, SCDC and HDC
 - Internal Audit – CCC, SCDC and Peterborough City Council
 - Payroll – CCC and SCDC
 - CCTV – CCC and HDC
 - Interim s151 officer (provided to CCC by SCDC)
11. This report proposes a more formalised model of working going forward, which will bring consistency, robust governance arrangements and provide mutually beneficial arrangements for all parties.

Outcomes and objectives of shared working

12. The councils each recognise that they are likely to be smaller and more streamlined moving forwards and in order to both protect frontline services and ensure resilience of service delivery, new models of working are needed.
13. The three councils have already agreed that a key objective of sharing services is to provide seamless services to both internal users and the public in order to deliver the following outcomes:
 - Protection of services which support the delivery of the wider policy objectives of each Council
 - Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
 - Savings through reduced managements costs and economies of scale
 - Increased resilience and retention of staff
 - Minimise the bureaucracy involved in operating the shared service
 - Opportunities to generate additional income, where appropriate
 - Procurement and purchasing efficiencies, and
 - Sharing of specialist roles which individually, are not viable in the long-term

14. Each of the councils is committed to consulting with staff and their representative Trade Unions (SCDC and CCC) and Staff Council (HDC) in relation to the proposals that affect them. Shared services will continue to ensure the following outcomes for staff:

- Fair terms and conditions of employment
- A commitment to staff training, development, retention and talent management, and
- A commitment to tackling inequality and celebrating diversity in service delivery

Phasing of shared service programme

15. To enable effective management of the shared service programme, a phased approach has been taken. This will allow for the refinement of any principles or models of working, as progress is made and will allow for easier implementation.

16. This first phase is comprised of the three shared services being put forward as full business cases, for consideration, namely ICT, Legal and Building Control services. The proposed date for the shared arrangements to effectively go-live is 1 October 2015.

17. A significant amount of effort and resource will be required to ensure the successful implementation of Phase 1 and this will be the focus. However, a number of other services have potential for future collaboration and are being explored. These are:

- Growth and Planning
- Internal Audit
- Finance & Procurement
- Strategic Housing
- Regulatory Services

Legal Framework for Shared services

18. Local Authorities have a number of legal powers in relation to discharging their functions and indeed, in trading or supplying goods and services.

19. Section 101 of The Local Government Act (1972) enables a local authority to delegate or discharge its functions to another local authority or a Joint Committee, together with the relevant executive functions. It is important to note that the authority to whom the statutory responsibility is originally allocated by Central Government remains responsible for the function, even if they have delegated the delivery to another body.

20. In addition, the Local Authority (Goods and Services) Act 1970 enables a local authority to supply goods and materials or services, which include administrative or technical services, to other public sector bodies and enables them to charge at a rate where the revenue may exceed the cost of provision (thereby producing a profit). However, the arrangement must be overtly collaborative in nature rather than a purely commercial contractual arrangement, otherwise it will fall under EU Procurement rules. Sharing of savings amongst the three parties via an agreed mechanism would help to demonstrate that one party alone was not commercially benefitting from the arrangement.

21. When it comes to trading services with other non-public sector bodies, although Section 93 of the Local Government Act (2003), now enables local authorities to undertake chargeable activities that are in line with the exercising of their ordinary functions, revenue cannot exceed cost.

22. However, Section 95 of the same Act enables the provision of services to be undertaken on a more commercial, profit-making basis, if the services are delivered through a corporate vehicle i.e. it is not the Council itself that is directly trading, although it could own the separate company through which it trades. This may provide opportunities for future service developments for the partnership.

23. The impact of the different legislative provisions is that the councils can discharge their functions (with the correct delegations and legal approvals), to be undertaken by another council and essentially make a profit, but they cannot commercially trade with other non-public bodies on the same basis, without the use of corporate entity (i.e. a formal trading arm).
24. Should there be a requirement or opportunity to trade on a more commercial basis in the future, then a corporate entity would need to be considered such as a wholly-owned but arms-length Local Authority Trading Company (LATC). This is not proposed at this stage but could be an option for the future.

Proposed Governance of Shared Service Arrangements

Operational Model

25. It is proposed that a Lead Authority model will be used for the Shared Service arrangements since this best reflects the current vision for shared services and the starting position of each partner council. It will also enable cultural and working practice changes to be more easily implemented, as one council will be responsible for the operational delivery of the service.
26. The head of each shared service will be responsible for the overall operation of that service, the delivery of their business plan and achievement of performance and financial targets.
27. Once services move into the operational phase, there will be the need to ensure that robust governance is in place to oversee service delivery. Whilst there is an officers' board in place currently, and Leaders have been meeting to review progress on a regular basis, there is the need to formalise the role of members and to ensure clarity transparency.

Joint Committee

28. It is proposed a Joint Committee should be established to oversee the operation of Shared Services, supported by an officer Board, but the committee would not have delegated powers or functions. It would formalise existing arrangements but without any partner council delegating power to another entity. This arrangement has the benefit of being a collaborative arrangement with all parties represented equally, without favouring or representing the interests of one particular.
29. The remit of the Joint Committee would be to provide advice, oversight, challenge and endorsement of the shared services business plans and budget. It is important to note that without any delegation or discharge of functions and powers, they would act as an advisory body to the three Councils only.
30. This means that each participating council would retain Executive decision-making powers for their shared service functions. The Joint Committee will receive regular updates on the operation of the shared services and will take reports and recommendations for decision to their respective Executives (and full council, if appropriate), at agreed points and with the engagement of each council's Scrutiny committees.
31. The Joint Committee meetings would be held in public meetings, forming part of each council's calendar of meetings. Membership would be the Leaders of each Council with a nominated deputy/alternate attending in their absence.

Officer Structures

32. In order to ensure that each participating party protects its interests in the shared service when it is not the Lead Authority, an intelligent client function is proposed. This would involve a designated "contract manager" at each council, responsible as the liaison with the Lead Authority for operational issues encountered or for requested changes to the service being

received. This would not be a new post in the establishment, but instead will be a function undertaken by a senior officer within each council (whether Lead Authority or client), who has the relevant service knowledge to effectively enter into discussions in relation to the service and its performance.

33. The existing Partnership Board for Shared Service (PBSS), which is comprised of the three Heads of Paid Service together with a Corporate Director from each organisation, will oversee the ongoing operation of new Shared Service arrangements. In addition, it will oversee the development of new proposals in future phases for Joint Committee consideration prior to the required Executive decisions at each Council.
34. Appendix 1 demonstrates the proposed governance model that is a member-led model, supported by officers of each council.

Sovereignty Guarantee and Partnership Agreement

35. A Sovereignty Guarantee has been used elsewhere in similar shared service arrangements to give confidence to individual councils' executives that they will retain sovereignty of their organisations, as well as Executive decision-making powers.
36. It is proposed that each Council endorses the Sovereignty Guarantee contained at Table 1 below.

Table 1

<p>A sovereignty guarantee</p> <p>All three Councils are committed to continuing to represent the needs, priorities and ambitions of local people in their neighbourhoods.</p> <p>They are exploring reducing costs by working together. They are also keen to take new devolved responsibilities from Government and manage these together, where this makes sense.</p> <p>Commissioning or delivering services together is specifically designed not to change how residents experience services. It is about how to get things done more efficiently.</p> <p>To safeguard local autonomy the Councils confirm:</p> <ol style="list-style-type: none">1. Local residents will continue to elect councillors to each Council.2. Each Council will retain its own constitution, setting out how it makes decisions, organises scrutiny and delegates authority.3. Each Council will continue to set its own council tax and publish its own budget and accounts.4. Each Council will continue to be able to set its own spending priorities.

37. To support this governance structure and Lead Authority model of operation, it is also usual for partners to enter into a Partnership Agreement. The partnership agreement describes the governance arrangements, the terms of engagement between partners and the roles they play in relation to each service – either as recipients of the shared service from another council or the lead authority that provides the shared service to others.
38. The agreement can also provide assurance that this is a true partnership collaboration and not commercially beneficial arrangement for one party alone, therefore demonstrating compliance with EU Procurement legislation.

Terms of Partnership agreement

39. There are a number of terms that should be considered for inclusion in a Partnership Agreement, and this will be subject to legal advice, but should include as starting point the following:

Governance arrangements

40. See paragraphs 25 to 27.

Length of the agreement and review points

41. The term for the shared service arrangement will be 5 years, with a review point at years 2 and 4.

42. The purpose of the 2 year review point, will be to test delivery of ambitions and then, if the partners are ready, enable a move to a true recharging model, based on service usage and future demand, rather than a continual investment of existing budget by the council.

43. The 2-year review will rely on service-usage data, which will inform an intelligent, evidence-based approach, with performance reporting being the subject of more detailed discussions.

Dispute Resolution

44. In the first instance, officers undertaking the role of contract manager for each party will attempt to resolve any dispute. Should disputes be unable to be resolved at this point, they will be referred to the Corporate Directors at each partner council who is responsible for that particular shared service.

45. Any disputes unable to reach a conclusion at this point would then be referred to the Partnership Board for Shared Services (PBSS) and if necessary to the Joint Committee.

Cost Sharing Principles

46. The three Councils have already endorsed the principle of sharing costs on a proportionate basis. This means that each council would invest their current service budget, less their agreed target savings for that service for the financial year 2015/16.

47. Any surplus savings from shared services would be shared amongst the participating councils using the same proportionate formula (based on their initial budgetary investment as a proportion of the overall budget for the shared service). Any additional set-up costs should be met using the same proportionate formula.

48. Any staff-related implementation costs occurring as a result of the new structure such as redundancy and pay protection will be shared as follows:

- costs associated with staff ring-fenced for the proposed management structure will be borne by the pre TUPE employer;
- costs in respect of other employees should be borne by the three partner authorities in proportion to their contribution to the service budget.

49. There will be a review period set at 2 years from the go-live date for each shared service, at which time the Lead Authority will consider moving to a full recharging model and to absorb any further costs associated with the delivery of the service, including redundancy costs.

Shared Identity

50. Proposals for an identity for the shared services are currently being developed.

51. Identifying an internal identity for the shared service is important to help reinforce for staff that the shared services are something new and different and they are providing services to all three councils even though employed by one. For example staff could have a shared service email address rather than simply the email address of the host council.
52. Having a clear identity will be important in recruiting new members of staff to the shared service as it will clearly signal that the three Councils are taking a different approach to service delivery. In some cases we may wish to consider establishing a separate brand for a shared service where there are clear commercial advantages in doing so, for example it has been argued that a Building Control Service may be better placed to compete in the market where it is not overtly provided by a Local Authority body.
53. Any branding will also need to work from a customer perspective.

Staffing Implications and Consultation

54. Each of the councils involved in Shared Services are committed to engaging and consulting with staff on the proposals. Staff that will be impacted by the implementation of shared services proposals have been communicated with and involved in developing the visions for the services that are included in the business cases. The Trade Unions and Staff Council (at HDC) have also been engaged on regular basis.
55. Staff have been briefed on the planned implementation timetable, which includes a proposal to use Transfer of Undertakings (Protection of Employment) process, commonly known as TUPE, to transfer all staff to the nominated lead authority for their service, with a go-live date of 1 October 2015.
56. Subject to approval of the three business cases, the Trade Unions, Staff Council and impacted staff will be consulted with during the formal consultation period of 24 July to 1 September 2015, at which point consideration will be given to the feedback received during the consultation process.
57. Subject to the outcome of the consultation, preparations to TUPE staff would then take place during the month of September and would come into effect as of 1 October 2015. At this point, staff will become an employee of the Lead Authority for their service.

Financial Implications

58. The detail of the savings that each shared service should realise is contained in each business case.
59. The three Councils were also successful in a bid for Transformation Challenge Award (TCA) funding. The TCA is a grant given to local authorities (following successful application), that aims to enable major structural change through collaborative working (Shared Services).
60. The main focus of the Transformation Challenge Award original bid, was to support the establishment of a project team and a commitment was given to provide additional partner resources. This is being met at present through "in kind" arrangements i.e. capturing the time spent by officers working on the shared service programme as the contribution to match funding and totals £381,307 to date. Total funding received was £529,090; of this:
 - £133,603 has actually been spent by the three partners,
 - £320,807 has been allocated but not yet dispersed as awaiting final invoices, and
 - £74,680 is currently unallocated.
61. To date, the majority of the expenditure has been to support the project specialists that have been used to progress the programme workstreams to the current point. This is monitored and the overall TCA fund managed by the Head of Resources at HDC, reporting to the Partnership Board at least quarterly.

Key Risks

62. One of the reasons the Councils are planning to share services is there are significant risks in doing nothing. Each council needs to find significant savings and they also need to recruit and retain skilled staff in a competitive market place and improve the resilience of relatively small teams. Shared services offer a way of mitigating these risks.
63. There are also a number of risks associated with the proposal to share services across three councils. The main risks are highlighted in the table below with detailed programme and project risk registers having been developed to support effective implementation.

Risk	Initial Risk level (low/ medium/ high)	Actions to mitigate (reducing risk to low)
Staff are on different terms and conditions resulting in cost implications, challenge from those affected and impacting on morale	Medium	Initial analysis has show that there are more similarities than differences between the three councils. Work is underway to assess the impact of any differences and to provide a suitable course of action to harmonise policies.
The lack of robust governance arrangements leads to disputes and inequity	Medium	The proposed Lead Authority model and Joint Committee (without delegated powers) will provide a formalised arrangement for operational management and processes by which to manage disputes. Legal specialists will provide a clear view of the steps needed and requirements to protect all parties to the Shared Services arrangements, enabling everything to be agreed and in place prior to implementation.
The lack of agreed cost-sharing principles	Low	The proposed cost sharing principles have been agreed in principle by the three councils. The principles are based on a fair and pragmatic approach, given the current position of each council. The proposed governance arrangements will also support the delivery and manage any disputes
Overall financial savings targets not met or are unrealistic and unachievable, leading to service 'cuts' being required elsewhere to meet the shared service saving shortfalls.	Medium	Delivery against savings target to be regularly reviewed and evaluated as part of the implementation and delivery of the Shared service business case Business cases include robust financial analysis and risk / sensitivity analysis for projected savings. Cost sharing proposal that service budgets are at 85% of pre shared service levels initially builds in savings in year 1. Posts being held vacant until structures agreed offers early possible savings

Shared Services do not deliver the expected good quality services to internal and external customers	Low	Clear principles to be established to agree how service standards will be developed and approved. These will support standardisation where this is appropriate but allow for local variation where this is required, costing model to reflect cost implications of different service delivery
--	------------	---

Options

64. Other options to consider are as follows:

- retaining services as they are for each respective Council;
- operate a shared services model with different partners;
- outsourcing of the services.

65. These other options have not been developed as they do not appear to present opportunities for joint and collaborative working that the three Councils aspire to have in place.

Implications

66. 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

67. See paragraphs 47 – 60.

Staffing

68. See paragraphs 53 – 56.

Equality and Diversity

69. An Equalities Impact Assessment (EQIA) has been carried out. The EQIA will be reviewed at all key stages including when the implementation papers are ready and after consultations have taken place.

Climate Change

70. Low Positive Impact - reduction in accommodation and energy use associated will have a positive impact. Potential negative impact from increased travel will be mitigated by increased mobile and remote working.

Consultation responses (including from the Youth Council)

This will be conducted in accordance with the Council's agreed policy.

Background papers

Cabinet Shared Services Report – 16 October 2014

Appendices

Appendix 1 – proposed governance model

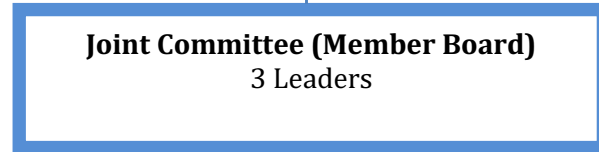
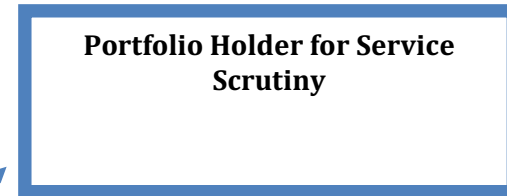
Report Author:

Alex Colyer – Executive Director (Corporate Services)
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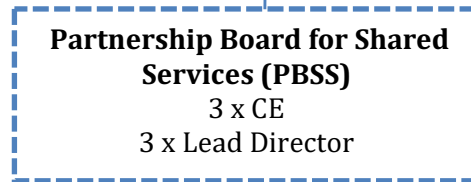
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Appendix 1 – Proposed Governance Model

Annual
 Approval of business plan & budget
 Other decisions outside of business plan and budget if required

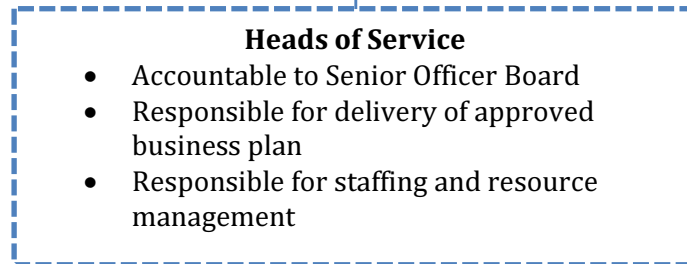


- Sets service standards required
- Approves service charge for level of requested service
- Monitors performance at Council level
- Receives reports from HoS as required



Meets Monthly

- Hold each HoS Accountable for their service
- Makes recommendations to Joint Committee



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Report To: Cabinet
Lead Officer: Executive Director (Corporate Services)

9 July 2015

Shared Legal Services

Purpose

1. Cambridge City Council (CCC), Huntingdonshire District Council (HDC) and South Cambridgeshire District Council (SCDC) have agreed to work in partnership to deliver shared services and have agreed general principles to underpin the approach.
2. This report provides the business case to establish a Legal Shared Service (to be known as the Practice) between the Councils and details the activity to create the Practice.
3. This is a key decision because it results in the authority incurring expenditure which is, or the making of savings which are, significant having regard to this Council's budget for the service or function to which the decision relates and it was first published in the May 2015 Forward Plan.

Recommendations

4. Cabinet is recommended to approve the Business Case and delegate authority to the Executive Director (Corporate Services) to make decisions and to take steps which are necessary, conducive or incidental to the establishment of the Practice in accordance with the business case.

Reasons for Recommendations

5. Reasons for the recommendations are set out in the Shared Services Overview Report.

Background

6. When this matter was last reported to Cabinet, approval was given to establish a Business and Legal Practice Manager in advance of the proposed Practice to assist with the development of the Practice. However, an approach that utilised the services of an interim manager was adopted in order to maximise flexibility in the design of the management structure during the development of the business case. This was funded in full by the Transformation Challenge Award (TCA) made by Government to the three Councils concerned to support their work towards a range of shared service arrangements.
7. The business case for the establishment of the Practice can be found at Appendix A to this report. The rationale for the establishment of the Practice is that it will

enable a reduction in the externalisation of legal work through the broader sharing of legal capability, increase output from lawyers by managing non-lawyer work away from them, create a single point for commissioning legal services to improve value for money from the process of externalising legal work, increase the opportunity for income generation by offering legal services to public and voluntary sector bodies, and improve staff recruitment, retention and development.

Considerations

8. It is proposed that CCC will act as the lead authority for the Practice; its scope is solely legal services and the administration that supports legal services.
9. Land Charges, Elections, Democratic Services and Procurement teams are accordingly not within the scope of the Practice. This will create some disaggregation issues for participating Councils as there are staff out of scope of the Practice who are currently within legal services and staff within scope who currently manage staff not within the legal team – it is understood all these issues are in hand within the respective Councils.
10. The Practice will be created by the TUPE transfer of staff from HDC (4) and SCDC (6) to CCC; this is proposed to happen on 1 October 2015. The opening staffing level of the Practice will be 26. A new management team will be created on start-up consisting of a Head of Legal Practice and two Legal Service Managers. A review will then be undertaken of the rest of the staffing structure with the aim of establishing any new arrangements by 1 April 2016.
11. The Practice would have an opening operating budget of circa £1.5m combining the 15/16 operating budgets for each of the 3 current legal service operations. The ratio of the budget contribution at start up is CCC 57%, SCDC 29%, HDC 14%. This ratio forms the basis of saving distribution and additional cost incurred such as redundancy, pay protection etc. An exception to this is in respect of those employees ring-fenced for the proposed management structure where it is proposed that those costs will be borne by the pre-TUPE employer.
12. As with all service areas within the three Councils, each Legal Services team has already been challenged to reduce the costs of delivery; savings have accordingly already been taken by each Council from their 15/16 budgets (the last year when each Council approved its own legal service budget if this Business Case is accepted). Savings of £180k have been targeted for 16/17; the equivalent of a reduction of 15% of the net revenue budget after income has been applied.
13. Set up costs of £110k have been identified; these will be covered by the TCA award and are not at additional cost to the participating Councils.
14. An Interim Manager will be appointed to undertake the mobilisation of the Practice until the management team is in place – this has been budgeted at a cost of £80k. Additionally, an existing case management system currently used by CCC will be extended throughout the Practice. This will provide the operational glue to enable work to be undertaken flexibly in terms of work allocation and location, to manage caseload, and to enable performance monitoring including resource usage. This has been budgeted at a cost of £30k.
15. The work of the Practice will be driven by the Practice Business Plan (BP) agreed with the three client Councils. The BP will identify what has to be delivered by the

Practice and establish the means for measuring and assuring its performance. CCC will act as both the Practice host and as a client of its services. The BP will be agreed on an annual basis and will be a key element of the operational plan for the Practice.

16. The covering report on shared services details the general principles used to underpin the establishment of shared services between the 3 Councils.

Options

17. Options are set out in the Shared Services Overview report.

Implications

18. 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

19. The Practice has a minimum saving target of 15% of net revenue budget after income has been applied.

Staffing

20. CCC will become the Lead Authority for the Practice. As such, identified Legal staff in HDC and SCDC will transfer under TUPE to CCC on the go-live date. Formal consultation with staff, Unions and Staff Council at HDC will take place during August in accordance with each Councils policy on consultation. The consultation will be in respect of the proposed TUPE arrangements and new management structure.

Equality and Diversity

21. An Equalities Impact Assessment (EQIA) has been carried out. The EQIA will be reviewed at all key stages including when the implementation papers are ready and after consultations have taken place.

Climate Change

22. Low positive impact. Reduction in accommodation and energy use associated will have a positive impact. Potential negative impact from increased travel will be mitigated by increased mobile and remote working.

Consultation responses (including from the Youth Council)

23. This will be conducted in accordance with the Councils agreed policy.

Background Papers

Appendices:

Appendix A – Legal Shared Service Business Case

No other background papers were used in the writing of this report.

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Business Case and Proposal For the formation of a Single Legal Service for Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council

v.5f

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1.0 Executive Overview

- 1.1 Cambridge City Council ('CCC'), Huntingdonshire District Council ('HDC') and South Cambridgeshire District Council ('SCDC') have agreed the principle of working in partnership to deliver a range of shared services. It is proposed that this takes place on a phased basis rather than have one large implementation of a wide range of shared services. A successful bid was made to the Transformation Challenge Award (TCA) fund, a Government scheme to support public sector transformation. The TCA money is being used to support the shared service initiative in general and some of it is being used to support the creation of a legal shared service, to be known as the Practice, which is included in phase 1 of the shared service programme.
- 1.1.2 Although there are differences in how each of the three Council's legal teams operate, they are facing similar challenges for the future - namely, how to manage with fewer resources, yet provide the high quality and often specialised legal advice that Councils rely upon. Each Council also recognises the need for a change of culture in the commissioning and delivery of legal services.
- 1.1.3 Individually, each council struggles to recruit and retain legal staff, and is increasingly reliant upon external providers to meet its needs, especially on major projects. Nationally, standalone legal services teams are unable to maintain a staffing level that provides the specialists they need across a wide range of legal disciplines; this is becoming increasingly difficult as legal budgets reduce. A shared service solution to join forces and create a critical mass of capability, target efficiencies, and actively seek to take advantage of income generating opportunities is what is being considered here.
- 1.1.4 It is proposed to form a single Practice comprised of 19 legal fee earners and 7 administrative staff, operating from 3 hub offices in Cambridge, Huntingdon and Cambourne.
- 1.1.5 The total budget of the new Practice will be circa £1.5m. As with all service areas within the three Councils, each Legal Services team has already been challenged to reduce the costs of delivery; savings have accordingly already been taken by each Council from their 15/16 budgets (the last year when each Council approved its own legal service budget if this Business Case is accepted). These savings are therefore not reflected in the starting budget for the new service. Further savings for delivery in 16/17 are set out in section 9 of this document.

- 1.1.6 It is proposed that the Practice should be provided through a Business Plan from October 2015, delivered by 'CCC' on behalf of the three participating Councils.
- 1.2 The proposal carries some initial investment and it is proposed that this will be funded from the Transformation Challenge Award (TCA) and vacant posts:
- the proposal is to use interim management arrangements to drive the implementation of the Practice between July and the appointment of a new management team (see 3.2). This cost is estimated at £80k.
 - additional licences, maintenance fees and project management for the proposed extension of the computerised case and time management system across the Practice. This cost is estimated at £30k.
- 1.2.1 Following the proposed TUPE transfer of staff into the Practice it is proposed that a new management team will be appointed to oversee a service-wide restructuring; this will take place within the first year. It is proposed that additional implementation costs occurring as a result of the new structure such as redundancy and pay protection will be borne in the following way; those costs associated with staff ring-fenced for the proposed management structure will be borne by the pre TUPE employer; costs in respect of other employees should be borne by the three partner authorities in proportion to their contribution to the legal service budget.
- 1.3 The proposal offers a sustainable opportunity to stabilize and improve the legal service that partners already enjoy: existing teams will stay where they are on commencement of the Practice so as to minimise disruption to clients and maintain the existing balance between the supply and demand for legal services. This arrangement will be reviewed within the first six months of its operation. Furthermore, where specialist advice is needed it can be obtained from within the Practice or commissioned by it from external legal advisers, funded directly by client departments subject to their prior agreement or by the Practice themselves where the advice is required by them rather than the client.
- 1.4 The proposal sets out clear and realistic measures by which participating authorities may achieve significant, recurring, long term efficiency gains. It also tackles the issue of lack of capacity in certain

areas of expertise (for all three Councils) by creating a critical mass of capacity coupled with management arrangements that will enable resources to be deployed effectively and efficiently and the adoption of better standardised practices and processes. It will begin to address the issue of recruitment and retention in local authority legal services by creating an organisation that offers greater opportunities for career progression, both as specialist lawyers and as managers. The configuration of the Practice also provides flexibility in the delivery of support of the monitoring officer function to each of the participating Councils.

- 1.5 The new, more innovation-focussed characteristics of the Practice will demand a high standard of leadership. The proposal therefore underlines the need to ensure that the senior management team possesses the right range of managerial, commercial, innovation and change management skills necessary to deliver the new service, the proposal therefore acknowledges the need for the creation of the new post of Head of Legal Practice.

2.0 The Existing Provision of Legal Services

- 2.1 Currently, each council operates its own discrete legal services, each with a dedicated small team of legal and administration staff and led by a Head of Legal Services.

Currently staffing levels are as follows:

	Barrister/ Lawyer	Part qualified legal staff	Administration staff	Vacancies/Locums/ Temps	Staff
Cambridge City Council	8	4	4	2	18
Huntingdonshire District Council	2	0	2	0	4
South Cambridgeshire District Council	4	1	1	2	8
Existing total	14	5	7	4	30

- 2.2 The gaps in expertise mean that legal teams often struggle to meet the proper service demands of their client departments, necessitating increased costs from the externalisation of work to external lawyers. The Practice solution will focus on closing those gaps initially by using the capability from within it for the benefit of the three partners and by better aligning current capacity with demand.

2.3 Details of the extent of the current external spend in respect of legal services can be found below.

External Legal Costs				
	CCC	HDC	SCDC	Total
	£	£	£	£
2012/13	141,440	249,108	97,372	
2013/14	146,664	145,215	97,032	
2014/15	119,474	80,950	84,650	
	407,578	475,273	279,054	
Average spend:	135,859	158,424	93,018	387,301
			10%	38,730

2.4 It is considered that a 10% reduction in the value of currently externalised work should be achievable; based on a £387k figure this would have a value of £38k pa. See 2.3 above.

3.0 Cost Sharing and Efficiencies

3.1 In accordance with the general principles proposed for shared services, contained in the covering report elsewhere on this agenda, savings made by the Practice will be distributed in proportion to the initial investment made by the three Councils. The gross budget for each Legal service, the proportions for the Practice and the anticipated 16/17 savings are illustrated below.

Gross Budget for each Legal Service

	2015/16
	£
CCC	826,130
HDC	202,860
SCDC	415,080
	1,444,070

2016/17 savings shared in proportion to 2015/16 gross budget contribution

57.21%	14.05%	28.74%	
CCC	HDC	SCDC	Total
£	£	£	£
102,403	25,146	51,451	179,000

3.1.1 The existing 15/16 budget provision from each legal service will be incorporated to form the Practice budget. This is net of the identified savings within those budgets which will be achieved by the Council's concerned prior to the transfer of the budgets to the Practice. This is illustrated in the following table which also shows the reducing net budget as a result of the proposed savings target for 16/17.

The Practice Budgets (excluding recharges / overheads)

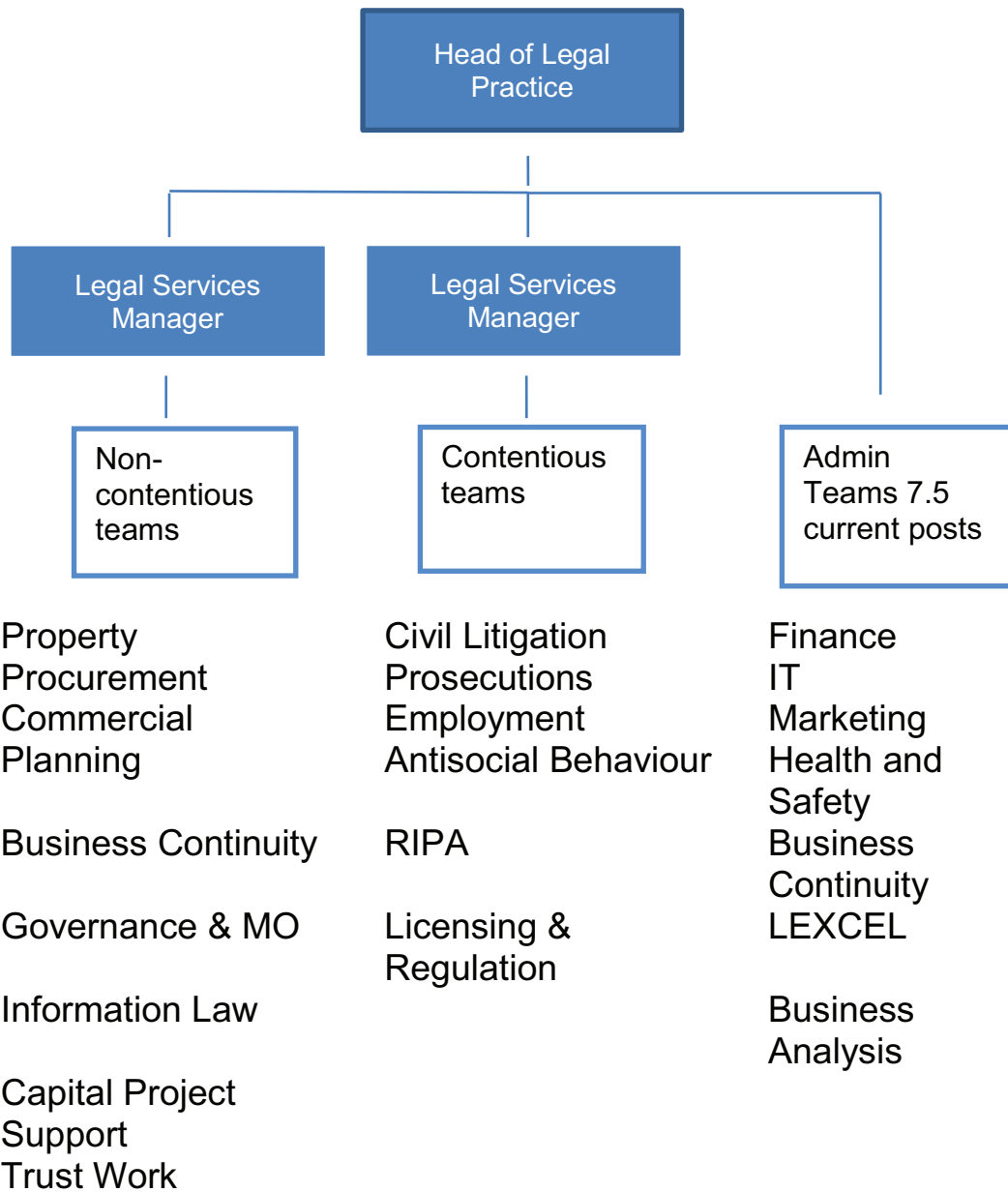
	Year 0*	Year 1		
	2015/16	2016/17	Savings	Savings
	£	£	£	%
Gross Budget	722,035	1,303,800	140,270	
Less Income	125,355	289,440	38,730	
Net Budget	596,680	1,014,360	179,000	15%

* Yr 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting

3.1.2 Once the Practice has been created and has gathered some operational baseline data, it will develop an approach by which each council can determine the performance required and target potential efficiencies. Any surplus would then be distributed back to the Councils in proportion to the level of usage of each partner.

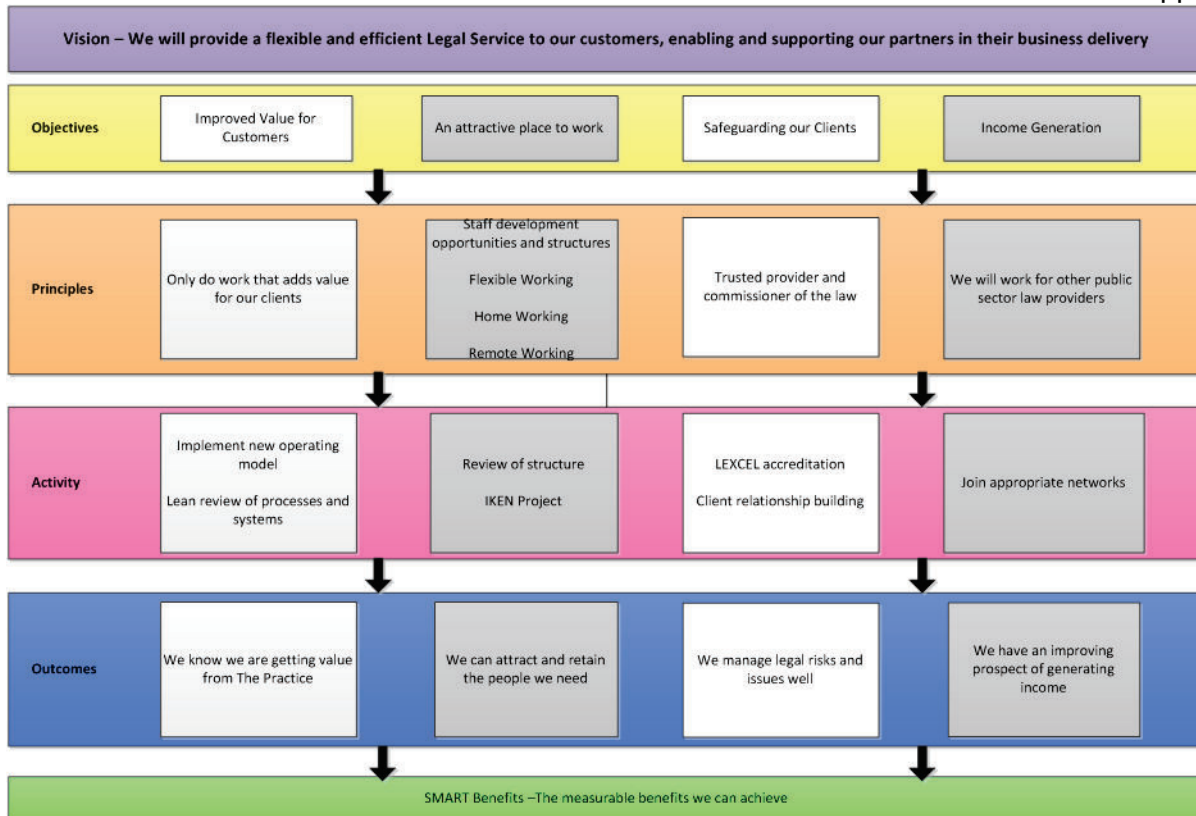
3.2 **New Operating Model and Roles**

It is proposed that the Practice will operate within a new operating model which will be led by 3 new management roles, these are illustrated over.



3.3 Vision

The vision for the Practice is contained in the following table.



3.4 Scope

Although it is recognised that different legal teams take on a variety of functions across each council, it is solely legal services and the administration that supports legal services which are included in this business case.

3.4.1 Land Charges, Elections, Democratic Services and Procurement teams are accordingly not within the scope of the Practice. This will create some disaggregation issues for participating Councils as there are staff out of scope currently within legal services and staff within scope who currently manage staff not within the legal team – all these issues are in hand within the respective Councils.

3.4.2 Work relating to the Regulation of Investigatory Powers Act ('RIPA'), the Freedom of Information Act ('FOIA'), the Data Protection Act ('DPA'), Assets of Community Value ('ACV') and similar areas will remain with the participating Councils who will commission legal advice and support as appropriate from the Practice.

3.4.3 As regards the Monitoring Officer role, each authority will take a decision on its required Monitoring Officer arrangements separately from this project. The Practice can, if required, provide a full Monitoring Officer service to any authority which requires it. Responsibility for corporate governance within each participating authority will remain with

that authority and its Monitoring Officer, with the Practice providing legal support and assistance as required.

3.4.4 The Practice business case is based upon the need to increase resilience, improve the quality of service to clients, become more efficient and increase capacity within the Practice in order to reduce expenditure on external legal support and increase external fee earning opportunities. It will always be necessary to externalise a proportion of legal work in specialist areas, but this should be an exception and not the norm. Commissioning of legal work externally will only take place following discussion with the legal team and a robust assessment of capacity and risk issues. Council service departments should not individually buy in external legal services; all commissioning activity should be managed via the Practice.

4.0 What we aim to achieve - Opportunities for an improved service

4.1 Optimising effective use of legal skills

Although there is a fully functioning case management system and workload/time recording in operation at CCC ('IKEN'), this does not take place in either HDC or SCDC. A form of case management ('Sharepoint') is utilised at SCDC and this system has the advantage of direct client access to case management information but no recording or management of staff work time. HDC have a case management system, 'Solcase', but it is not consistently used.

4.1.2 The Practice will need a fully integrated case management system with clear chargeability targets for all legal staff, in order to begin to understand staff capacity and utilisation.

4.1.3 It is initially proposed this is delivered by the extension of the existing IKEN system used by the City Council (although cases already on the SCDC Sharepoint system would remain on that system until implementation of the already proposed upgrade of the IKEN system to allow direct client access (due within the next 9 -12 months).

4.1.4 The IKEN system also provides for administration and management files and reports meaning that the system can also be used to manage the performance of the Practice.

4.1.5 It will be necessary to negotiate additional user licences to allow the extension of the IKEN system. It is hoped, in current markets, that this could be done with reduced extra cost but, in any event it is anticipated that any additional fees would only be around £1000 per person for the

licence and £400 per person annual maintenance. A budget provision of £30k is required for licences and implementation.

4.2 Review the level of currently outsourced legal work

Across the three Councils a significant amount of work is currently outsourced to external legal providers at significant extra cost. The amount spent is estimated at £387k each year. However, it is very difficult to get an accurate figure for the cost of work outsourced due to differing accounting practices. In all Councils the cost of any external legal work is borne by individual services that require this work to be carried out. The direct cost is not reflected in the budgets for legal services giving little incentive to try to accommodate the work in-house. A table showing current estimated expenditure on external legal services across all three Councils over the past 2 years is at 2.3 above.

- 4.2.1 Each council currently has a range of specialisms that it manages in-house and each has to go externally to meet any gaps in expertise or capacity. It is difficult to get a fully accurate picture of the total amount of legal work carried out across the three Councils - however, it is clear from having carried out fact-finding interviews with each Council's legal services team and an assessment of expertise and capacity set out above that there is cross-over with one Council having the ability to meet work needs arising in another. This means there is capacity within the Practice to manage current work requirements and, in particular that there is scope for work currently outsourced to be picked up too, particularly planning and employment law work; this is particularly true if clearer and more bespoke administrative support arrangements are put in place to support the legal professionals.
- 4.2.2 Additional chargeable legal capacity has been identified within the service currently provided. 'CCC' is the only team that record, in detail, its chargeable time. This indicates that staff are working to a chargeable hours target of 1200 per annum, which is lower than the general local government chargeable hours target of 1250 per annum. The extension of such a target would release at least 600 additional chargeable hours to the new Practice (based only on CCC figures and only on the 12 permanent barrister / lawyer posts).
- 4.2.3 Some work will always need to be externalised – for example where Counsel's advice is needed or where the team does not have the experience in the relevant work area. For this latter eventuality it is proposed that 'partnering' arrangements are entered into with other local authority in-house teams, particularly other practice legal teams so that, in the event such work is put out, the rates charged for such work are considerably less than those charged in private practice (and

with the additional bonus of a built-in understanding of local authorities and how they work). (See 4.4 below).

4.3 Client Demand Management

It is clear that there will need to be a cultural shift in how the council services target and access legal advice. This can be done by mainstreaming a robust risk-based approach, while maintaining a legal service in which departments, as intelligent clients, continue to have confidence including, for example:

- (a) Formalising instruction pro-forma so those requesting legal advice provide more detail of what they actually want and how it is to be funded at the outset.
- (b) Assisting client departments to undertake more work themselves so that routine work continues without unnecessary legal approvals.
- (c) Reviewing the meetings that legal officers are required to attend at both officer and member level.

4.3.1 An 'intelligent client' - able, through detailed liaison with the legal team, to make informed and robust decisions on behalf of their respective Councils whether, when and if so how, to commission legal work is a vital component of this proposal. It is recognised that a good deal of work will need to be undertaken as a matter of urgency by the new service to ensure that such confidence continues and is built upon.

4.3.2 One further way to better manage work load and to reduce the need to externalise legal work, is by managing the professional level at which work is carried out to ensure that it is aligned with the capability level required for the work and delivered at the lowest possible cost.

4.4 Improved Partnership Working

Both CCC and SCDC belong to the Public Law Partnership (PLP). *'PLP is the legal services partnership of authorities in Essex, Cambridgeshire, Hertfordshire and Suffolk who work together to share resources and ensure legal support is provided to all clients. PLP share staff, legal information, know-how and training and can provide public sector legal services to all public bodies.'* While participation in the partnership to date has been minimal, there are significant advantages in the new Practice remaining a part of PLP. PLP is still developing and has not yet reached its full potential, but partners are beginning to work together to explore 'lean' practices and provide standardised solutions to common issues. The support of a larger consortium will be valuable to the Practice as it begins to explore future options.

4.4.1 As set out in 4.2 above, it is also proposed that 'partnering' arrangements be created with other local authority in house teams particularly other shared services, to create 'best-practice' pools and information sharing.

4.5 External Publications

Each team relies on external publications as an essential tool of the legal profession. The vast majority of, but not all, legal publications are now provided on-line and there would be clear benefits from combining the purchasing power of all three Councils for the future procurement of these services.

4.5.1 Broadly all three Councils are already using the same services - Practical Law, Westlaw and Encyclopaedias on line.

4.5.2 Savings, however, are not expected to be large as both CCC and SCDC have already benefited from reduced publication costs by becoming a partner in the Public Law Partnership. The amounts currently spent on subscriptions, memberships, books and publications across all the Councils totalled £69k for 2015/16 and would appear to be in line with the requirements of the Practice.

4.6 Improved Key Performance Indicators (KPI's)

Setting some KPI's across the team will assist in driving forward some performance standards to be agreed between the partner Councils. This will be done within the development of the Business Plan and could include, for example:

(a) Reduction of external spend to (say) 50% of existing (across the board) level

(b) 100% of certain types of work to be undertaken in house (say, conveyancing and S106 agreements)

(c) % efficiency saving to be delivered by the Practice each year - target 8%

(d) Customer satisfaction survey levels not to drop below 90% excellent

4.6.1 KPI's for the Practice will form part of the Business Plan under which performance would be managed by the management team of the Practice and reported to each meeting of the Practice Operational Management Board (POMB) (see 7.2 c below) as well as reported

formally back to Clients in an Annual Report (and more frequently on an exceptions basis). Performance will be monitored on a quarterly basis at the Partnership Board for Shared Services (PBSS) and the Joint Committee (Member Board).

4.7 Increased Productivity

A more robust service will allow work to be allocated to a fee-earner not only with appropriate expertise but also with capacity to deliver to the time-scales and priorities of the client, reducing the risk of bottlenecks and backlogs, improving client confidence and enabling council decisions and policies to be speedily and efficiently implemented.

5.0 **The Delivery Vehicle for the New Service**

- 5.1 It is not proposed at this stage to set up a completely new legal entity for the proposed service. The law would require a separate trading entity to be run through a company, while the regulatory rules nationally governing solicitors would require such a body to be an 'Alternative Business Structure'.
- 5.2 This would entail additional formal requirements, such as the designation of specific roles within the Practice as compliance officer for legal practice (COLP) and a compliance officer for finance and administration (COFA) all of which have not insignificant cost implications. Also, if created as a stand-alone law firm, the new service would be required to comply with the Solicitors Accounts Rules maintaining separate client and office accounts (and entirely different and specialist approach to accounting from the local authority in-house model and one, again, entailing extra cost).
- 5.3 To avoid any unnecessary regulatory burden, in the first instance it is proposed that all staff would be employed by the lead authority, 'CCC'. This will require staff in scope from HDC & SCDC to transfer (under the provisions of TUPE) to CCC. The proposal is for staff to transfer to City Council employment on 1 October 2015. The proposed timeline for this process is set out in Appendix A/1.
- 5.4 The proposal is to initially organise the Practice around a multi-site basis with flexible accommodation in Cambridge, Huntingdon and Cambourne. This will be reviewed within the first six months of operation.
- 5.5 To deliver an effective and efficient legal service for its clients, the new Practice will require:

- (a) Sufficient office accommodation – to be provided ‘as is’ in the first instance but to be subject to detailed review as part of the need to produce a new structure within the first year of the life of the new service.
- (b) Appropriate IT systems (time and case management, legal research etc) to support
- (c) Sufficient suitable qualified staff to undertake both the legal and support work necessary – to be ascertained through the proposed structure review referred to above.

6.0 Managing and Commissioning the Practice

6.1 How the Practice will be managed

It is proposed that the Practice will be managed by a new ‘Head of Legal Practice’, specifically chosen for entrepreneurial and leadership skills as well as management capability and legal expertise (since the post-holder will be expected to run their own high-level legal caseload).

6.1.1 That role will be supported by 2 Legal Services Managers, responsible for the delivery of functional law in specific areas and for the allocation of work to the staff within those teams.

6.1.2 CCC currently has LEXCEL quality accreditation and it would be proposed to extend this to the whole service. This will be an important job for the Head of Legal Practice (See 10.5 below).

6.2 How work will be commissioned

As set out above, client departments will have a major role in developing a Business Plan on an annual basis, along with the Practice, in decisions on whether, when and, if so, how legal work should be commissioned. It will be important for those instructing the new Practice to have a ‘go-to person’ to whom work is referred, able to make decisions on to whom it should be allocated and ensure it is carried out within the client’s requirements and timeframe. It is proposed this should generally be at the appropriate ‘Legal Services Manager’ level. See 3.2 above. For large areas of new work, whether planned or unplanned, or for unexpected major issues (such as major judicial reviews etc), this ‘go-to person’ would be the Head of Legal Practice who can make any necessary resourcing decisions.

6.2.1 Once work has come in, progress will be reported regularly back to clients, together with costs estimates etc.

6.2.2 The management team of the new Practice will have responsibility for ensuring proper on-going monitoring arrangements for work progress and proper client care through the Business Plan and reporting of appropriate 'key performance indicators' with each participating council.

7.0 Governance and Decision-Making Processes

7.1 Details for the governance arrangements for shared service are contained within the covering report elsewhere on this agenda.

7.2 It is proposed that the governance of the Practice be kept as simple as possible, as follows:

(a) The Head of Legal Practice be line managed by the Director of Business Transformation at CCC.

(b) The Practice will have an internal management team made up of the Head of Legal Practice and the Legal Services Managers, with input from others as required. (See 3.2 above)

(c) A POMB will be established to (as necessary) agree or recommend to the PBSS decisions on, for example, commissioning matters, budgets, fee levels and so on, and to monitor performance. This POMB will set the direction for the partnership and will be made up of the Head of Legal Practice and 1 senior officer representative (acting in the role of client officer) from each of the participating authorities. Also on the POMB, in the capacity of 'critical friend' to the Practice, will be an external local authority legal expert (agreed by the partner authorities) to ensure that external challenge is brought to the Practice in order to maintain best practice and innovation.

(d) The Practice will produce an annual Business Plan which will be endorsed by the Joint Committee and which will be available for consideration through the overview and scrutiny arrangements in each participating authority.

8.0 Conflicts of Interest and Confidentiality

8.1 There are specific requirements within the professional codes of solicitors and barristers which set some strict requirements on how lawyers must manage conflicts of interest when acting for more than one client.

- 8.2 Similarly there are strict rules relating to the maintenance of client confidentiality when working for more than one client.
- 8.3 A Protocol and Procedure for such circumstances will need to be developed prior to the commencement of the new service.

9.0 Sharing Costs and Financial Benefits

- 9.1 Details of legal expenditure for all three Council's legal services teams are included at 3.1.2 above.
- 9.2 Funding of the Practice is proposed, for the first two years of operation, to be provided by each Council putting in its already budgeted amount for legal spend for 2015/16. The savings figures for Legal Services already agreed by each Council for year 2015/16 have already been removed from these budgets. For the avoidance of doubt, the figures in 3.1.2 show the projected savings for each council for future years and the Business Plan to be entered into by the participating councils on implementation of the new Practice will include provision that these figures are 'ring fenced' and protected from further reduction unilaterally by any participating council. This excludes spend on externally supplied law that is currently commissioned by client departments. Going forward, such externally supplied work will be commissioned by the Practice on behalf of client departments. It must be noted that the proposal is that each council will be undertaking to effectively 'ring-fence' this contribution at that level.
- 9.3 Where the Practice makes a surplus at the end of any year, this will be distributed back to the participating Councils. Where the Practice makes a 'loss' in any given year, the amount and reasons for this will be reviewed by the PBSS and Joint Committee and reported back to the participating Councils via their appropriate political structure.
- 9.4 External legal expenditure – details on how work will be commissioned are set out at 6.0 - work needed to be undertaken outside the Practice would be paid for by the service requiring the work to be carried out. Where this is required by clients, it will be paid for as a disbursement by clients. In the very rare event that external support is required by the Practice itself, it will be funded by the Practice. It is proposed that a target be imposed on the Practice to reduce external legal spend by 10% (£38k) in the first year of operation.
- 9.5 Income - Each legal team recovers income from successful court proceedings and re-charges to third parties for certain work, most notably planning applicants for Section 106 Agreements. Estimated

income is around £251k in total see 3.1.2. However, we do not have a full picture of all income generated across the three Councils and more work needs to be done to reflect the different treatment of the income. It is worth noting that if earned income is not accounted for in legal services budgets, but put into service budgets instead, there is little incentive for legal services teams to maximise income potential.

- 9.6 It is proposed that monies relating to legal work, such as legal costs recovered in court fees and contributions towards legal costs in S106 cases, be returned to the relevant Council.

10.0 Broader Benefit Realisation of the Proposed Model

- 10.1 *Critical mass* – merging the teams will enable work currently outsourced to external legal suppliers at considerable expense to be undertaken in-house. Section 2.2 above sets out the opportunities for using spare capacity across the Practice.
- 10.2 *Sharing best practice* – it is NOT initially proposed as part of this shared service to provide a ‘one-size-fits-all’ Practice. Client Councils will be able, if they wish, to have their work carried out using the templates and processes which suit them best. However, sharing brings with it clear opportunities for Council’s to pick up national and local best practice and process efficiencies and over time a move to a more standardised approach will be pursued.
- 10.3 *Resilience* – sharing a service means that work is able to be done by a wider range of people. Not only does this mean that work can be undertaken at the best and most efficient level to undertake it but also that there is always someone available to undertake work, during leave periods etc. For those who do not have it, moving to electronic case management and library resource provides essential business continuity support.
- 10.4 *Trading* – a combined service provides critical mass to allow the Practice to consider opportunities for additional income from undertaking external work for other public bodies. While it is undoubtedly true that, as more and more Councils look for opportunities to trade, the pool of available work is shrinking, there are opportunities out there – e.g. work for parish councils, support for the NHS and so on.
- 10.4.1 This brings with it opportunities to partner with both other council legal teams or with private practice law firms in tendering for appropriate work. Such relationships also generally bring other advantages, such as

opportunities for shared (and therefore better value) training or marketing.

10.5 *Accreditation*- Lexcel is the Law Society's legal practice quality mark for excellence in legal practice management and legal client care. Only CCC currently has the Lexcel accreditation. The benefits are that it requires the introduction of sound systems and processes designed to improve client services and produce efficiencies. It is also an indicator to those outside of the Practice that certain professional standards have been set; this will be important as the Practice begins to market its skills more widely. As a combined service it will be difficult to achieve Lexcel accreditation across the three Councils in the first year of operation – so this will mean that as a lead authority, CCC is likely to lose its accreditation until the new Practice is properly integrated and working to the required standard. This would be an important issue for the Head of Legal Practice to pick up as a matter of urgency.

10.6 *Commissioning and Funding*

10.6.1 The Practice provides the participating Councils with the opportunity to conduct a fundamental review of how legal services are both commissioned and funded

10.6.2 This will include gaining a clear understanding of the demand for law in order to ensure law is only requested and provided when necessary under a robust risk assessment. This will ensure that work, which can properly be done by client departments, is not referred to the Practice unless necessary, again under a robust risk assessment.

10.6.3 Funding - the traditional way of approaching legal funding is that Councils generally budget based on what they spent in previous years. Any charging is generally assessed by taking the cost of the legal service, and dividing it proportionally among service users. This 'multi-client' model provides the basis to enable the Practice, if required, to charge an hourly rate for the legal work it does and to do so at different levels depending on the grade of the officer working on it. It also enables the Practice to move to a charging model more akin to that of private practice law firms.

10.6.4 During the first 18 months of operation the Practice will provide legal capacity to the three partner authorities in proportion to the initial investment made by them. Once this level has been reached additional work would be charged for separately. This approach is being followed on the assumption that the budgets received by the Practice at the outset reflect expected demand for legal work from the Practice. This

will allow time for a more detailed assessment of demand for legal services to be undertaken.

11.0 Analysis of Key Risks

11.1 The Shared Service covering report elsewhere on this agenda contains a register of general risks associated with the implementation of shared services. It is believed that the risks arising out of this specific proposal are not high and are easily outweighed by the benefits. A detailed risk register will be developed as part of the new service.

12.0 Implementation

12.1 It is proposed to retain experienced interim support to manage and drive the implementation of the Practice and to manage its operation until the new Practice management structure is in place. The cost of this will be funded via the TCA fund.

12.2 Formal consultation with staff, Unions and Staff Council at HDC will take place during August in accordance with each Councils policy on consultation. The consultation will be in respect of the proposed TUPE arrangements and new management structure.

12.3 The Business Plan will initially be developed in consultation with the clients of the service during August and September and will reflect the contents and principles contained within this business case.

12.4 Staff in scope will transfer to CCC under the Transfer of Undertakings (Protection of Employment) legislation ('TUPE') in their existing roles.

12.5 The implementation of the new Practice management structure will then be undertaken. Following implementation of the new service in October 2015, a detailed and comprehensive staffing review will be undertaken within the first year, based on an assessment of the needs of the new service, and a new structure implemented.

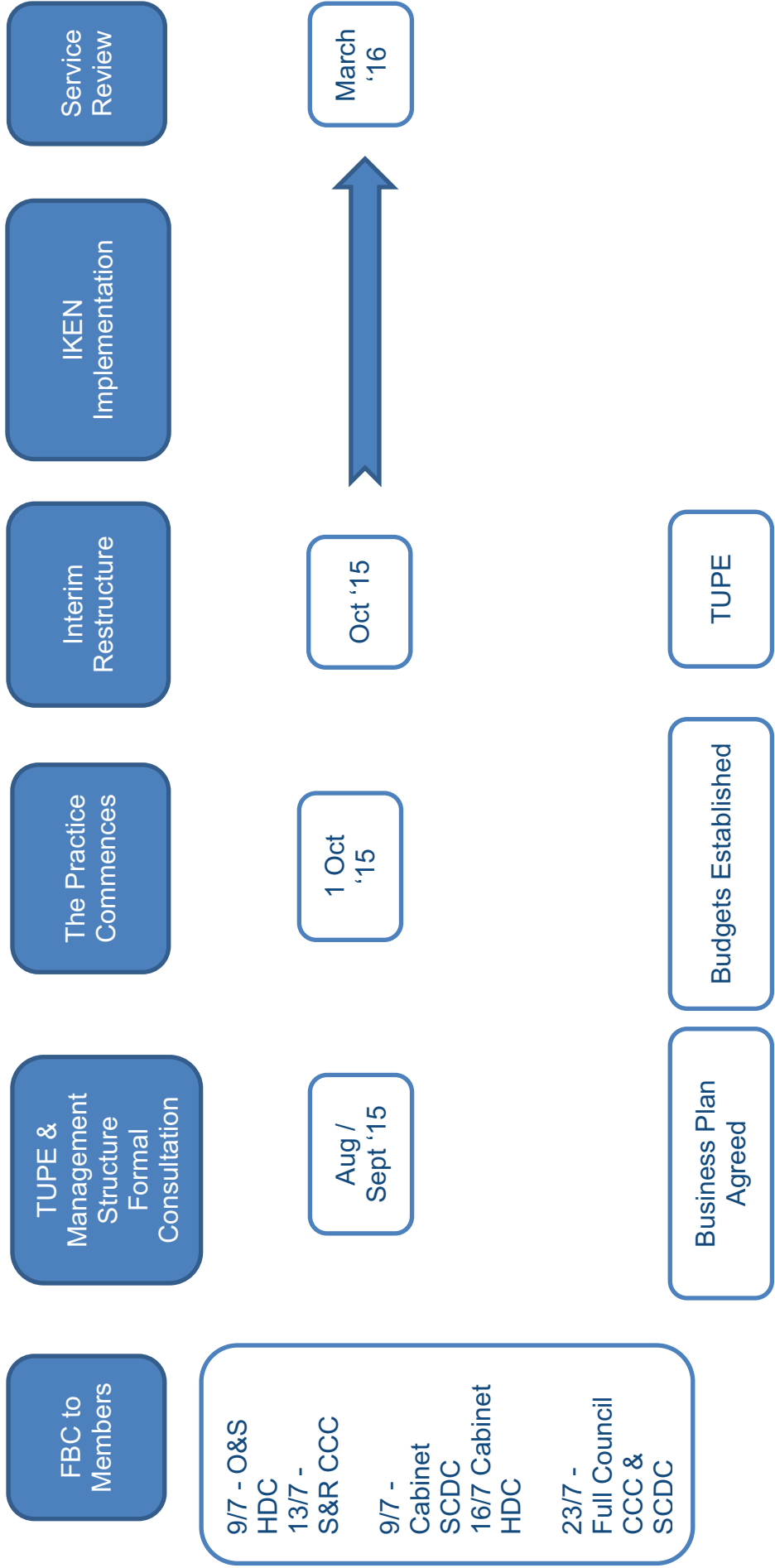
12.6 It will be necessary to implement a move to a joint time recording and case management system (in the short term this will mean extending the use of IKEN and of SharePoint - see 4.1) as part of the initial implementation. Other necessary ICT infrastructure will need to be in place to enable the Practice to operate – for example:

- remote working from home
- remote working from hubs and other locations (e.g. courts, client locations, etc)
- combined electronic library and research systems

- client access to relevant file information and so on.

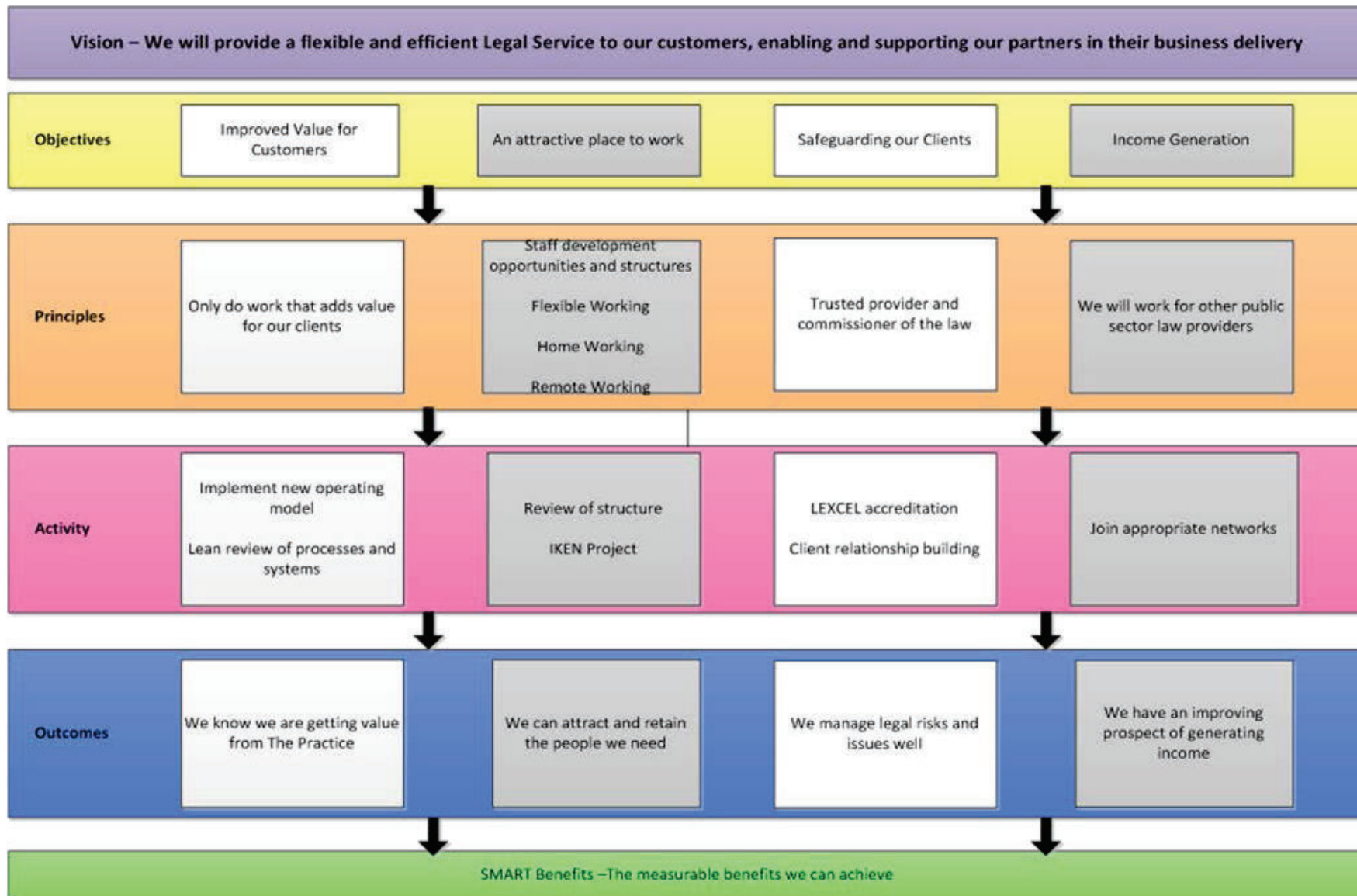
This will be closely tied in with the proposed ICT shared services and will be funded by the TCA monies.

Timeline for Implementation



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3.0 The Vision for the Practice



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Report To: Cabinet
Lead Officer: Executive Director (Corporate Services)

9 July 2015

Shared ICT Services

Purpose

1. Cambridge City Council (CCC), Huntingdonshire District Council (HDC) and South Cambridgeshire District Council (SCDC) have agreed to work in partnership to deliver shared services and have agreed general principles to underpin the approach.
2. This report provides the business case to establish an ICT Shared Service (ICTSS) between the Councils and details the activity to create the ICTSS.
3. This is a key decision because it results in the authority incurring expenditure which is, or the making of savings which are, significant having regard to this Council's budget for the service or function to which the decision relates and it was first published in the May 2015 Forward Plan.

Recommendations

4. Cabinet is recommended to approve the Business Case and delegate authority to the Executive Director (Corporate Services) to make decisions and to take steps which are necessary, conducive or incidental to the establishment of ICTSS in accordance with the business case.

Reasons for Recommendations

5. Reasons for the recommendations are set out in the Shared Services Overview Report.

Background

6. When this matter was last reported to Cabinet, approval was given to develop a business case and to appoint an ICT Shared Service Programme Lead. This was funded in full by the Transformation Challenge Award (TCA) made by Government to the three Councils concerned to support their work towards a range of shared service arrangements.
7. The business case for the establishment of the ICTSS can be found at Appendix A to this report. The rationale for the establishment of a ICTSS between CCC, SCDC and HDC is that it will enable the creation of a shared applications systems and technical infrastructure to facilitate wider shared service delivery for all Council Services, reduce overall IT cost, increase resilience and capacity and improve staff recruitment, retention and development.

Considerations

8. It is proposed that HDC will act as the lead authority for the ICTSS; although it is recognised that different ICT teams take on a variety of functions across each Council, the scope of the ICTSS has been agreed by the partner Councils and is described in this business case.
9. The ICTSS will be created by the TUPE transfer of staff from CCC and SCDC to HDC; this is proposed to happen on 1 October 2015. Interim management arrangements will be put in place prior to the appointment of the proposed Head of the ICT Shared Service.
10. The gross ICT operation budget of the three Councils in 15/16 is £5.798m. This figure excludes the costs of the contract that the City Council has with Northgate, which is a fixed price contract ending in 2018. Therefore, no savings have been shown against that element of ICT cost and in calculating the ratios of operating budgets at start-up, which is used as the basis for savings and cost distribution, the Northgate element has been excluded. The ratios for 15/16 are therefore CCC 32.7%, HDC 38.4%, SCDC 28.9%. They will change to CCC 41%, HDC 35.7%, SCDC 23.3% in 16/17 because the 16/17 budgets will additionally include the 3 Councils departmental non-staffing IT budgets. An exception to the use of the ratio for cost distribution is in respect of those employees ring-fenced for the proposed management structure where it is proposed that those costs will be borne by the pre – TUPE employer.
11. As with all service areas within the three Councils, each ICT team has already been challenged to reduce the costs of delivery; savings have accordingly already been taken by each Council from their 15/16 budgets (the last year when each Council approved its own ICT budget if this Business Case is accepted). Reduction of 15% of the net revenue budget after income has been applied for 16/17.
12. Interim management arrangements will be put in place prior to the appointment of the Head of the ICT Shared Service. This cost is estimated at £80k. There are also costs associated with implementing flexible working across the three Council and options and costings for this are currently in development.
13. There will be a Service Catalogue which describes the range of services which will be available to users. These service descriptions include details of service availability, support availability and business priority. The Management Team will have responsibility for ensuring proper on-going monitoring arrangements for work progress and proper client care through the agreement and reporting of appropriate 'key performance indicators' with each participating council. A technical roadmap is in development which will target key outcomes to be achieved in creating a single service.
14. The covering report on shared services, elsewhere on this agenda, details the general principles used to underpin the establishment of shared services between the 3 Councils.

Options

15. Options are set out in the Shared Services Overview report.

Implications

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

Financial

17. The ICTSS has a minimum saving target of 15% of net revenue budget after income has been applied.

Staffing

18. HDC will become the Lead Authority for the ICTSS. As such, identified ICT staff in CCC and SCDC will transfer under TUPE to HDC on the go-live date. Formal consultation with staff, Unions and Staff Council at HDC will take place during August in accordance with each Councils policy on consultation. The consultation will be in respect of the proposed TUPE arrangements and new management structure.

Equality and Diversity

19. An Equalities Impact Assessment (EQIA) has been carried out. The EqIA will be reviewed at all key stages including when the implementation papers are ready and after consultations have taken place.

Climate Change

20. Low Positive Impact. Reduction in accommodation and energy use associated will have a positive impact. Potential negative impact from increased travel will be mitigated by increased mobile and remote working.

Consultation responses (including from the Youth Council)

21. This will be conducted in accordance with the Councils agreed policy.

Background Papers

Appendices:

Appendix A – ICT Shared Service Business Case

No other background papers were used in the preparation of this report.

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Business Case and Proposal for the formation of a Single ICT Service for Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council

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1.0 Executive Overview

- 1.0 Cambridge City Council ('CCC'), Huntingdonshire District Council ('HDC') and South Cambridgeshire District Council ('SCDC') have agreed the principle of working in partnership to deliver a range of shared services. It is proposed that this takes place on a phased basis, introducing new Shared Services as and when agreed by the three Councils. A successful bid was made to the Transformation Challenge Award (TCA) fund, to take forward these proposals and deliver savings. Included in phase 1 of the shared service programme are ICT services.

The councils wish to use Information Technology (IT) as a means to transform their authorities. Currently there is a mixture of in house (2) and external (1) ICT service models and the Councils have been working on the development of a new operational model, a shared service. The Councils wish to create a shared IT Service by 1 October 2015 and wish to save 15% from the current total operating budget of approximately £5.798 million. The Councils have agreed to move forward with the creation of a joint ICT service, this report sets out the high level plan and the approach to creating the shared IT service.

Although there are some differences in how each of the three Council's ICT teams operates, they are facing similar challenges for the future - namely, how to manage with fewer resources, yet provide the high quality ICT support and development that Councils rely upon. Each Council also recognises the need for a change of culture in the commissioning and delivery of ICT services, particularly as regards the need to develop modern practices, processes and systems and to put in place the IT systems, that enable a more cost effective, flexible and customer focussed approach to service delivery.

The objectives for the shared service can be summarised, in general order of priority as:

- Create a shared IT Applications Systems and technical infrastructure to facilitate wider shared service delivery for all Council Services
- Reduce overall IT costs

- Provide a service that can proactively engage with users and has the “critical mass” to develop innovative and novel solutions to support the Councils in delivering services more efficiently
- Provide increased resilience and capacity to enable the consistent and reliable service delivery required for digital service delivery to the public.

To deliver this it is proposed to form a single service, operating from a central head office and two hub offices. HDC will be the Lead Authority

The operating budget of the new shared service will be £5.027 million for 2016/17. As with all service areas within the three Councils, each ICT team has already been challenged to reduce the costs of delivery; savings have accordingly already been taken by each Council from their 15/16 budgets (the last year when each Council will approve its own ICT service if this Business Case is accepted). These savings are therefore reflected in the starting budget for the new service. It is proposed that the service should be delivered by Huntingdonshire District Council on behalf of the three participating Councils.

The proposal carries some initial investment and it is proposed that this will be funded from the Transformation Challenge Award (TCA) and vacant posts. Interim management arrangements will be put in place prior to the appointment of the Head of the ICT Shared Service. This cost is estimated at £80k. There are also costs associated with implementing flexible working across the three Council and options and costings for this are currently in development.

A service-wide restructuring is proposed and will be subject to consultation alongside the TUPE consultation. It is proposed that the full costs of any redundancies at Head of Service level should be paid for by the originating authority. Any redundancies that may arise as part of that restructuring at officer level should be borne by the three partner authorities in proportion to their contribution in that year to the ICT Shared Service budget. Similarly the potential for pay protection exists and it is proposed that this will be dealt with in the same manner as any redundancy cost.

- 1.1 The proposal offers a sustainable opportunity to stabilize and improve the ICT Service partner Authorities already enjoy. The proposal sets

out clear, specific and realistic measures by which participating authorities may achieve significant, recurring and long term efficiency gains. It also tackles the issue of lack of capacity in certain areas (for all three Councils) by creating a critical mass of capacity. Coupling this with management arrangements that will enable resources to be deployed effectively and efficiently with the adoption of better practices and processes. Another advantage of the proposal is that it will begin to address the issue of recruitment and retention in local authority ICT services by creating an organisation that offers greater opportunities for career progression. Key factors supporting the case for a shared service can be summarised as follows:

- The Councils current ICT Services broadly offer the same scope of services to their customers
- The Councils face the same financial pressures, although to different degrees, with the continuing reduction of central government grants.
- The Councils ICT have similar contracts with the same or different suppliers. Joining these up would produce savings
- The Councils agree that the Cambridge PSN Network is an enabler to provide better and more economic ICT services to their customers
- The Councils ICT have significant areas of commonality in the Line of Business Applications Systems they use e.g. Planning Services systems, where joining up would make efficiency gains.
- The geographic distance between the Councils is generally small allowing for relative easy access for a Shared Service IT Support organisation.
- There is a general consensus that closer working is the future for Council services
- That an ICT Shared Service is a key enabler to wider shared service opportunities
- That ICT in general needs to be kept up to date and modern, to provide the types of services that the public demand
- That the Central Government message of Digital First and Cloud where possible are the future delivery mechanisms for ICT in Councils
- That providing mutual disaster recovery facilities and business continuity methods would benefit all three councils

1.2 The new, more innovation-focussed characteristics of the service will demand a high standard of leadership. The proposal therefore underlines the need to ensure that the senior management team

possesses the right range of managerial, innovation and change management skills necessary to deliver the new service. It also acknowledges the need for the creation of the new post of Head of the ICT Shared Service.

2.0 The Existing Provision of ICT Services

2.1 The three Councils serve a population of 446,300 people (SCDC – 151,400, CCC – 123,900, HDC - 171,000) delivering the same range of public services, Council Tax, Housing Benefits, Waste, Planning, Environmental Health, as well as discreet Leisure and parking service. The three Councils all operate separate ICT services, serving the public service offerings from the Council. With the Government demand for Digital first, the pace of technology change, and the rising uptake by the public of accessing public services over the Internet, demand on ICT can only continue to grow in the future. This represents a huge challenge for the individual IT Services while at the same time offering an opportunity for efficiency and improvement of IT provision for front line services. Individually it is recognised that the IT Services will find it difficult to meet those demands.

2.2 The ICT services currently provide services to:

- 2000 ICT users across the 3 councils
- HDC ICT serve 650 Users across 18 sites
- SCDC ICT serve 350 Users across 2 sites
- CCC ICT serve 1000 Users across 40 sites (6 core sites)

2.3 The current total operating budget for the three services is £5.798 million

- SCDC ICT BUDGET £1,349,480
- HDC ICT BUDGET £2,071,896
- CCC ICT BUDGET £2,377,538

Whereas the ICT services for HDC and SCDC are currently insourced, CCC operates a mixed economy whereby many of the core ICT services (application support, helpdesk) are outsourced to Northgate. For CCC, the non-Northgate provided services are assumed to be within the scope of the ICT Shared Service from day

1, as are the staff costs for the onwards management of that contract. Budget for operation of that contract will remain with CCC.

Additionally, some ICT costs included within other sections of the Council budgets will also be transferred to the ICT Shared Service to centrally manage. These details are still being finalised.

2.4 Staffing costs

Full staffing costs are shown in Section 9, below.

3.0 The Shared Vision and Options - The Brief

3.1 The three Councils have previously agreed some general principles:

Shared Service Models

The lead authority model would best suit our circumstances. Under this model, one authority would be responsible for the Shared Service, including staff TUPEd on their substantive terms and conditions from the remaining two authorities. However, shared member and officer governance arrangements would be put in place to oversee performance. The lead authority model is the starting point for considering shared services; other models may be explored over time once a shared service has been created.

Lead and host authority arrangements

It has been agreed that authorities should equitably share between them the lead authority roles for specific services. Location (i.e. host authority) will not necessarily follow the lead authority, but will be an operational decision made on a service by service basis as part of each business case. It is proposed that HDC should lead on the ICT Shared Service.

Cost sharing/efficiencies

There are a number of cost-sharing models in operation elsewhere. It has been agreed that in the first instance we should adopt a simple and transparent approach that does not create a significant amount of work that is disproportional to potential outcomes. The existing 15/16 budget provision from the budget of each ICT service, will be incorporated to form the Shared Service budget. This is net of the identified savings within those budgets which will be achieved by the

Councils concerned prior to the transfer of the budgets to the legal shared service.

Once the Shared Service is in operation and has gathered some baseline data, it will develop an approach by which each Council can determine the performance required and target potential efficiencies. Any surplus would then be distributed back to the Councils in proportion to the proportion of the cost borne by each partner.

Scope

Although it is recognised that different ICT teams take on a variety of functions across each Council, the scope of the ICT shared service has been agreed by the partner Councils and is described in this business case.

This will create some disaggregation issues for participating Councils as there are staff out of scope currently within ICT services and staff within scope who currently manage staff not within the ICT team – these issues will be managed within the respective Councils.

Staff in scope will transfer to HDC under the Transfer of Undertakings (Protection of Employment) legislation ('TUPE'). On implementation of the new service in October 2015, staff will move into a new structure this will be subject to consultation alongside the TUPE consultation.

The job description for the Head of the ICT Shared Service has yet to be evaluated but, dependant on the outcome of such evaluation, existing staff may be ring-fenced for consideration for the role.

3.2 The following assumptions and pre-requisites have been applied:

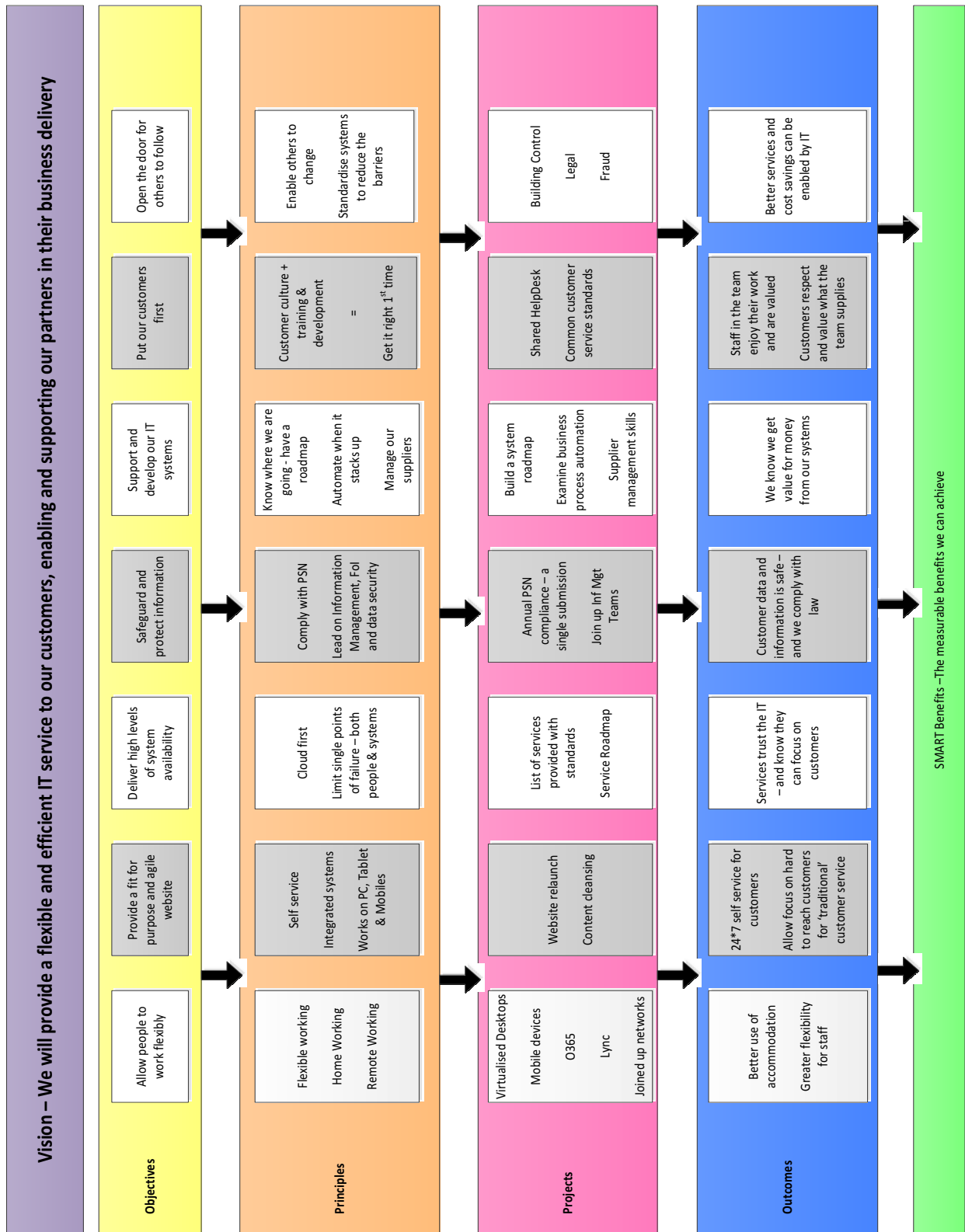
- That, subject to consultation with the affected staff, the Unions, Staff Council and the democratic processes of each council, the ICT Shared Service would be implemented with effect from the date that staff TUPEd in to it, currently estimated to be 1 October 2015. Staff within the CCC and SCDC ICT teams would TUPE transfer across to the lead authority, HDC. They would continue to be employed under their previous pay and terms and conditions.
- The business case is based upon the need to increase resilience, improve the quality of service to clients, become more efficient

and increase capacity within the service to drive innovation and technology enabled change across all three Councils.

- Interim support will be appointed, subject to this Business Case being approved, for a period up until the recruitment of the Head of ICT Shared Service, to manage the Shared Service creation and begin the implementation of flexible working technologies and joint working where quick wins have been identified. This person is recommended to be someone with experience of transforming/merging services and with strong project management skills.
- Following the merger, there will be on-going review of the Service. This will include analysing the current skills, expertise and development needs, matching them to ICT needs now and those expected going forward. There will be a review of the systems and processes to ensure that they support a modern and efficient way of working.
- Alongside the other proposed shared services, there will be an agreed 'intelligent client' approach to manage the interface between those providing and those commissioning services.
- The desktop technology used today varies significantly between Councils (e.g. Thin Client / Virtual Desktop vs. Laptops). Similarly, much of the equipment is quite new, with significant usable asset life remaining. Therefore, rather than forcing a "one size fits all" mentality, in some areas it is realistic to expect some parallel solutions in the short term (e.g. Flexible Working), with convergence in the medium and long term.

The diagram below provides a graphical portrayal of the Vision for the ICT Shared Service:

Vision for the ICT Shared Service



4.0 What we aim to achieve - Opportunities for an improved service

4.1 The expected outcomes from the shared service include:

- Drive to standardisation, consequently reducing costs and increasing value for money.
- Improving resilience – better able to prevent service loss or interruption and cope with peaks in workload and staff absences. A larger team will also give each council access to a greater breadth and depth of professional expertise.
- Reduced external expenditure – additional resources and a broader skills base will lead to a reduction in the need for external advice. Where this is required, the combined purchasing power of all three councils should lead to more competitive procurement rates.
- Improved customer service – access to a more comprehensive ICT service should result in a better and a more responsive service to officers and members.
- Decreased fixed costs – sharing or joining up ICT services across the three Councils should lead to savings in management, hardware, software, services, administrative support and accommodation costs.
- Alignment of costs with usage – with ICT as a utility the Councils will pay for only that which they use but also have the flexibility to support others or adopt new local business activity.
- Remodelling of ICT services – bringing together the ICT services of three councils gives the opportunity to look at models of operation that are not suitable or feasible for those councils at an individual level.
- Staff development – a larger service will increase the opportunity for staff development, by allowing staff to work across a broader range of areas, or to become more specialised as appropriate.
- Staff recruitment/retention – greater work opportunities should improve staff retention and help to reduce turnover. A larger shared service could provide increased opportunity to consider participating in a higher apprentice training scheme (growing our own).
- Improved support for ICT users to ensure that the technical strategy aligns with and enables client council objectives, such as introducing “digital first” services.

4.2 Improved Key Performance Indicators

Setting some key performance indicators across the team will assist in driving forward some performance standards to be agreed between the partner Councils – which could include, for example:

- % efficiency saving to be delivered by the Service each year
- Customer satisfaction survey levels not to drop below 90%

Key performance indicators for the shared ICT service will form part of the commissioning agreement.

KPI performance would be managed by the Management Team of the Service and reported to each meeting of the ICT Management Board as well as reported formally back to members through the Joint Committee (and more frequently on an exceptions basis). The ICT Shared Service will also be reporting quarterly to the Shared Services Programme Board and the Joint Committee.

5.0 The Delivery Vehicle for the New Service

- 5.1 It is not proposed at this stage to set up a completely new legal entity for the proposed service. To avoid any unnecessary regulatory burden, in the first instance it is proposed that all staff would be employed by the lead authority, Huntingdonshire District Council. This will require staff in scope from CCC and SCDC to transfer (under the provisions of TUPE) to HDC. The proposed timeline for this process is set out in Appendix 1.

The proposal is to initially organise the Service around a head office in Huntingdon with onsite support through hub offices in Cambridge and Cambourne. This will be reviewed within the first six months of operation.

To deliver an effective and efficient ICT service for its clients, the new shared service will require:

- Sufficient office accommodation
- Appropriate IT systems
- Sufficient suitable qualified staff to undertake the full range of ICT support work necessary – to be ascertained through the proposed structure review referred to above.

One decision which will need to be made by the partners as early as possible is the name by which the new service is to be known – it is extremely important for the new service to have a separate identity from its participating Councils in order for all staff to feel they are ‘pulling together’ for a single entity. This is currently being addressed by the Shared Services programme.

6.0 Managing and Commissioning the Shared Service

6.1 How the Service will be managed

It is proposed that the service be managed by a Head of ICT Shared Service, specifically chosen for entrepreneurial and leadership skills as well as management capability and ICT expertise.

6.2 How the Service will be commissioned

Client departments will have a major role, along with the shared service, in decisions on whether, when and how ICT work should be commissioned. It will be important for those instructing the new service to have a ‘go-to person’ to whom work is referred – able to make decisions on to whom it should be allocated and ensure it is carried out within the client’s requirements and timeframe. For large areas of new work, whether planned or unplanned, or for unexpected major issues (such as major system failures etc), this ‘go-to person’ would be the Head of the shared service who can make any necessary resourcing decisions. It will also be essential for there to be an agreed programme of priority projects to be agreed which will support delivery of the technology road map and systems integration that is fundamental to driving out savings and efficiencies in the new service.

6.3 How the Services are defined

There is a Service Catalogue which describes the range of services which will be available to users. These service descriptions include details of service availability, support availability and business priority.

The Management Team will have responsibility for ensuring proper on-going monitoring arrangements for work progress and proper client care through the agreement and reporting of appropriate ‘key performance indicators’ with each participating council.

7.0 Governance and Decision-Making Processes

7.1 This is described within the over-arching Shared Services paper. The ICT Shared Service will adhere to the common principles and framework which has been agreed by the three Partners.

In addition, the following has also been proposed for ICT Shared Service:

- The Head of ICT Shared Service be line managed by the Corporate Director - Services at HDC.
- The service will have an internal management team which will be confirmed as the structure is developed, with input from others as required.
- An ICT Management Board (senior officer level) will make decisions on, for example, commissioning matters, budgets, surplus profit share, fee levels and so on, and to monitor performance. This Board will set the direction for the partnership and will be made up of the Head of ICT Shared Service and one senior officer representative from each of the participating authorities. Also on the Board, in the capacity of 'critical friend' will be an external local authority ICT expert (agreed by the partner authorities) to ensure that external challenge is brought to the service in order to maintain best practice and innovation.
- The service will produce an annual Business Plan which will be available for consideration through the overview and scrutiny arrangements in each participating authority.

8.0 Key Challenges for the current ICT services

8.1 The key challenges for the current ICT services include:

- **Making savings:** ICT needs to make savings to contribute to the Council's efficiencies savings.
- **ICT Modernisation:** ICT services must continue to modernise throughout the plan period – investing for the future.
- **Recruitment:** Due to location in the country, recruiting skilled ICT staff is difficult. The local Research & Development business sector provides significant competition in the challenge to attract and retain highly skilled staff.

9.0 Sharing Costs and Financial Benefits

9.1 Details of combined expenditure for all three Council's ICT teams are as follows:

Financial Summary

Budget category	Year 0 2015/16 (*)	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Capital	£-	£-	£-	£-	£-	£-
Staff costs	£1,343,662	£2,741,070	£2,795,891	£2,851,809	£2,908,845	£2,967,022
Other costs	£-	£3,173,823	£3,237,299	£3,302,045	£3,368,086	£3,435,448
Charges	£-	£-	£-	£-	£-	£-
Total Costs (net of CCC/Northgate contract)	£1,343,662	£5,914,893	£6,033,191	£6,153,854	£6,276,931	£6,402,470
less savings @ 15% from year 1 onwards	£-	£887,234	£904,979	£923,078	£941,540	£960,371
Net Costs with 15% savings applied	£1,343,662	£5,027,659	£5,128,212	£5,230,776	£5,335,392	£5,442,100
CCC / Northgate Contract costs (**)	£339,340	£678,680	£678,680	£678,680	£678,680	£678,680
Grand Totals	£1,683,002	£5,706,339	£5,806,892	£5,909,456	£6,014,072	£6,120,780

(*) Year 0 figures are for the six month period from October 2015 to Mar 2016. Year 0 figures assume savings already taken from Partners prior to baseline budget setting

(**) Table shows total ICT costs, including those within the current CCC/Northgate contract. No forecast savings are shown on CCC/Northgate as this is fixed price contract

Proposed Apportionment of Partner Contributions

Apportionment of Costs	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Cambridge City Council	32.7%	41.0%	41.0%	41.0%	41.0%	41.0%
Huntingdonshire District Council	38.4%	35.7%	35.7%	35.7%	35.7%	35.7%
South Cambridgeshire DC	28.9%	23.3%	23.3%	23.3%	23.3%	23.3%
Grand Totals	100%	100%	100%	100%	100%	100%

Cost of ICT Shared Service by Partner***

ICT Shared Service costs per partner	Year 0** 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Cambridge City Council (incl. CCC/Northgate)	£778,960	£2,740,006	£2,781,232	£2,823,283	£2,866,175	£2,909,925
Huntingdonshire District Council	£515,697	£1,796,334	£1,832,261	£1,868,906	£1,906,284	£1,944,410
South Cambridgeshire DC	£388,345	£1,169,999	£1,193,399	£1,217,267	£1,241,612	£1,266,445
Grand Totals	£1,683,002	£5,706,339	£5,806,892	£5,909,456	£6,014,072	£6,120,780

(***) Note: in Year 0, only staff costs are shown (with the exception of the Cambridge City Council Northgate cost which are included), because non-staff costs will continue to be managed by the Councils for the remainder of the financial year. Non-staff costs will be managed by the ICT Shared Service from the beginning of 2016/17

Savings from ICT Shared Service by Partner

ICT Shared Service savings per partner	Year 0 2015/16	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
Total Savings in Yr vs. 15/16 baseline	£-	£887,234	£904,979	£923,078	£941,540	£960,371
Cambridge City Council	£-	£363,763	£371,039	£378,459	£386,029	£393,749
Huntingdonshire District Council	£-	£317,000	£323,340	£329,807	£336,403	£343,131
South Cambridgeshire DC	£-	£206,470	£210,600	£214,812	£219,108	£223,490
Grand Totals	£-	£887,234	£904,979	£923,078	£941,540	£960,371
<i>Cumulative Total Saving</i>	<i>£-</i>	<i>£887,234</i>	<i>£1,792,212</i>	<i>£2,715,291</i>	<i>£3,656,830</i>	<i>£4,617,201</i>

9.2 Funding of the Service is proposed for the first two years of operation to be provided by each Council putting in its already budgeted amount for ICT spend for 2015/16. The savings figures for ICT Services already agreed by each Council for year 2015/16 have already been removed from the budget figures.

9.3 There will be proportionate cost sharing & savings throughout the life of the ICT Shared Service.

9.4 There will also be a similar proportionate cost sharing arrangement for set-up costs of the new service, net of any TCA contribution.

9.5 Our financial model is projecting year 1 savings across the ICT Shared Service amounting to £0.887 million in total relative to the 2015/16 baseline. This figure will be reviewed after the proposed new

staffing structure is developed and once the technology roadmap has been completed.

10.0 Business Case

- 10.1 **ICT Service alone** - By combining the three ICT services into a single unit providing ICT services to the three councils there is opportunity for cost savings and service efficiencies.
- Combining current contracts for the same type of service - e.g.
 - Support contracts for planning system etc.
 - Support contract for email and security etc.
 - Opportunity to reduce disaster recovery costs through mutual assurance
 - Reducing head count in the delivery of the Service
 - Reduced licence counts for software e.g. VMWare licences, MS SQL,
 - De-duplication of ICT administrative processes - such as purchase order process, contract reporting
 - Combined procurement values will be higher, so may be able to gain reduced pricing for bulk buying.
- 10.2 **Project “Rolling Business Case”** - Each project that will look to produce savings from the shared ICT Service will have its own detailed business case. For example any decision to converge on a single system or platform such as a planning system, security system or finance system will be fully costed on its own merits. By using this process, projects as a result of the shared service must show benefit to the three Councils. For each project the costs and benefits will be clarified and apportioned in line with the agreed cost and profit sharing model. Following completion of each project the costs of operation of the service will be adjusted taking into account the allocation of costs and benefits.
- 10.3 **ICT as an Enabling Service** - By combining the three ICT services into a single unit the receiving services will benefit enormously through improved customer service. The knock on effect of this can result in a real improvement in their service delivery.
- Improved customer service – access to a more comprehensive ICT service should result in a better and a more responsive service to officers and members.

- The receiving service in turn will be able to provide a better more efficient service to their customers if they are receiving a faster response to incidents and requests from ICT
- With ICT having greater access to skills and resources, changes the services require in ICT, to improve their service, will be delivered more efficiently and effectively.
- Improvement in ICT service delivery will mean ICT are spending less time in “break / fix” mode and far more in customer facing project delivery, and transformation change mode. With services having their IT related projects delivered better, their service in turn will also improve.
- In the 21st century ICT underpins the delivery of council services. With a shared ICT service, the door to greater shared services across the partners is much wider.

10.4 Benefits/Outcomes

- An ICT service that has the capability and capacity to meet the future demands of the Councils
- Greater efficiency and reduced duplication in ICT Services
- Better access to and sharing of information for performance management and benchmarking
- Increased customer self-service for straightforward interactions
- Continuity and resilience of service
- Raising quality and adding value to existing services
- Securing cost savings and sustainable efficiencies
- Releasing staff time for more customer facing activities
- Improving system scalability
- Ensuring improved and more up-to-date systems
- Ability to offer otherwise unsustainable services
- Levering transformation

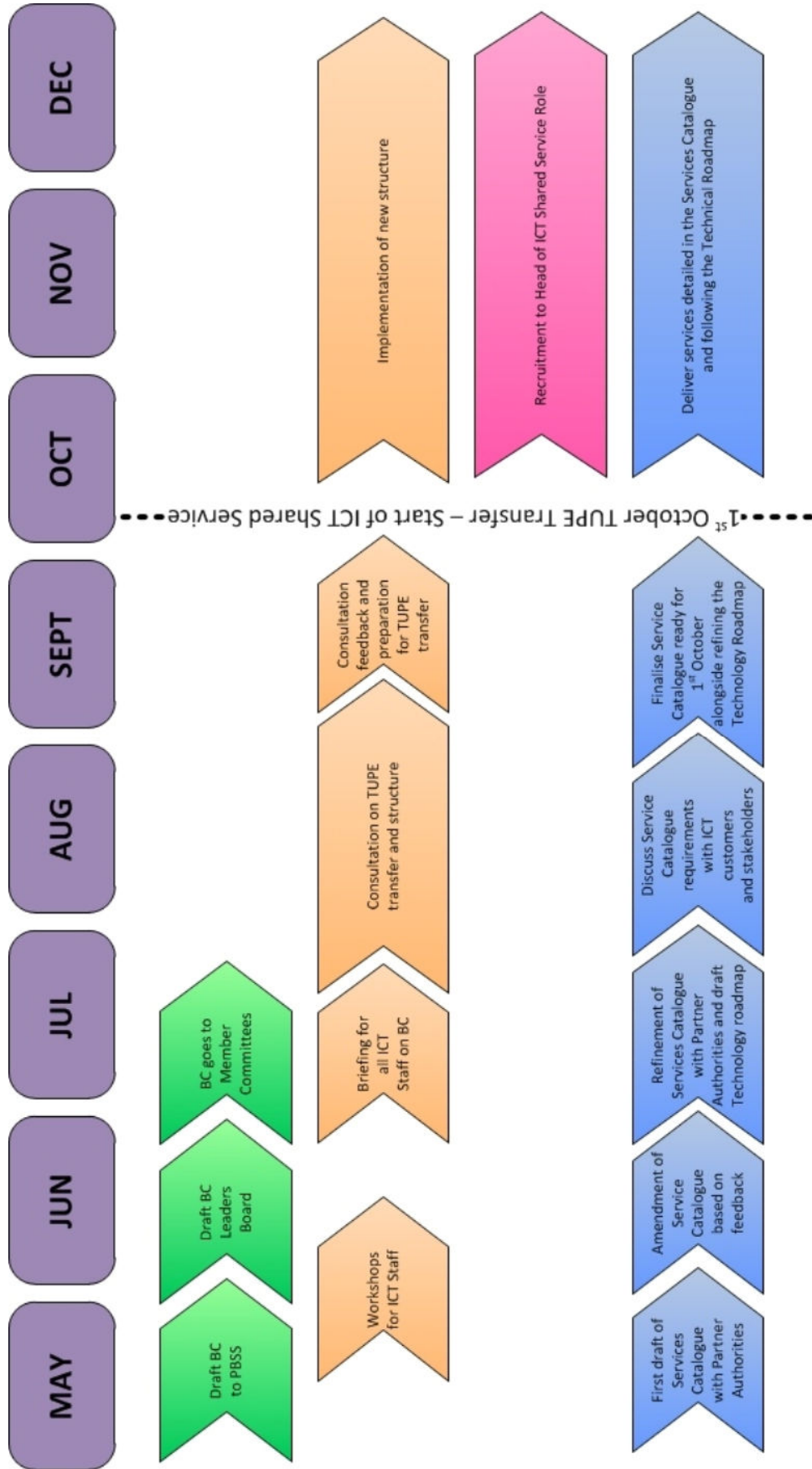
11.0 Analysis of Key Risks and issues for transition to the Shared Service

- 11.1 It is believed that the risks arising out of this proposal are not high and are easily outweighed by the benefits. However, a detailed risk register will be developed as part of the creation of the new service, to cover the risks already identified and any others arising.

12.0 Implementation

See Appendix 1 for high level implementation timeline.

Appendix 1 - Timeline for Implementation





Report To: Cabinet
Lead Officer: Executive Director (Corporate Services)

9 July 2015

Shared Building Control Services

Purpose

1. Cambridge City Council (CCC), Huntingdonshire District Council (HDC) and South Cambridgeshire District Council (SCDC) have agreed to work in partnership to deliver shared services and have agreed general principles to underpin the approach.
2. This report provides the business case to establish a Building Control Shared Service (BCSS) between the Councils and details the activity to create the BCSS.
3. This is a key decision because as it results in the authority incurring expenditure which is, or the making of savings where are, significant having regard to this Council's budget for the service or function to which the decision relates and it was first published in the May 2015 Forward Plan.

Recommendations

4. Cabinet is recommended to approve the Business Case and delegate authority to the Executive Director (Corporate Services) to make decisions and to take steps which are necessary, conducive or incidental to the establishment of the shared service in accordance with the business case.

Reasons for Recommendations

5. Reasons for the recommendations are set out in the Shared Services Overview Report.

Background

6. When this matter was last reported to Cabinet, approval was given to develop a business case and appoint an interim shared Building Control Manager to help develop the business case and the design of the new service.
7. The business case for the establishment of the BCSS can be found at Appendix A to this report. The rationale for the establishment of a BCSS between CCC, SCDC and HDC is that it will enable each local authority to undertake its statutory duty in implementing and enforcing the building regulations in their area, whilst providing a more sustainable and resilient business model for future service delivery and cost effectiveness. It will enable the development of a five year business plan to generate additional income and create efficiencies which will support enhanced competitiveness in a commercial market.

Considerations

8. CCC will act as the lead authority for the BCSS. The Building Control service is responsible for helping to ensure delivery of safe, healthy, accessible and sustainable buildings. It has a unique role, within the local authority, of providing a statutory function within a commercial environment.
9. Its opening operating net budget will be £505,260 combining the 15/16 operating budgets for each of the 3 current building control service operations. The 15/16 starting budgets are net of any savings already agreed. The ratio of budget contribution at start up is CCC 43%, SCDC 25%, HDC 32%. This ratio forms the basis of savings distribution and additional costs incurred such as redundancy, pay protection etc. An exception to this is in respect of those employees ring-fenced for the proposed management structure where it is proposed that those costs will be borne by the pre-TUPE employer.
10. The BCSS will be created by the TUPE transfer of staff from HDC and SCDC to CCC. The proposed date for TUPE transfer is 1 October 2015. It is proposed to appoint a new Shared Service Building Control Manager following TUPE transfer. A review will then be undertaken of the rest of the staffing structure with the aim of establishing any new arrangements by 1 April 2016.
11. Set up costs of £80k have been identified; these will be covered by the TCA award and are not at additional cost to the participating Councils. An Interim Manager has been appointed, on secondment, to help develop the business case.
12. The work of the BCSS will be driven by the BCSS Business Plan agreed with the three client Councils. The Business Plan will identify what has to be delivered by BCSS and establish the means for measuring and assuring its performance. The Business Plan will be agreed on an annual basis and will be a key element of the operational plan for the BCSS.
13. Since the last report the Councils have taken external legal advice on the shared service. The advice has indicated that operating the external trading element of the building control service on a shared basis could present difficulties under the Public Contract Regulations 2015 and could trigger the need for a formal procurement. Officers are considering the advice and are in discussion with the external legal advisers. If there is a need to depart significantly from the proposals set out in the Business Plan, officers will seek further authority to proceed.
14. The Councils' approach to shared service is based on not delegating responsibility for the discharge of statutory functions. However, there will need to be a level of day to day delegation to allow officers within the shared service to continue to exercise statutory building control functions as they do under the Councils' schemes of delegations to officers; e.g. statutory approvals. This will require formal delegation of certain functions to the lead council. Further work is needed to draw up a scheme of delegation to the lead council and authority will be sought before 1 October.

Options

15. Options are set out in the Shared Services Overview report.

Implications

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

Financial

17. The BCSS has a minimum saving target of 15% of net revenue budget after income has been applied.
18. The recent changes to the European procurement regulations have an implication on commercially operating public services. One option being examined, if there is a problem, if the scope for mitigating the impact by setting up an appropriate delivery vehicle for the service.

Staffing

19. CCC will become the Lead Authority for the BCSS. As such, identified Building Control staff in HDC and SCDC will transfer under TUPE to CCC on the go-live date. Formal consultation with staff, Unions and Staff Council at HDC will take place during August in accordance with each Council's policy on consultation. The consultation will be in respect of the proposed TUPE arrangements and new management structure.

Equality and Diversity

20. An Equalities Impact Assessment (EQIA) has been carried out. The EQIA will be reviewed at all key stages including when the implementation papers are ready and after consultations have taken place.

Climate Change

21. Low Positive Impact. Reduction in accommodation and energy use associated will have a positive impact. Potential negative impact from increased travel will be mitigated by increased mobile and remote working.

Consultation responses (including from the Youth Council)

22. This will be conducted in accordance with the Councils agreed policy.

Background Papers

Appendices

Appendix A - Building Control Shared Service Business Case

No other background papers were used in the writing of this report.

Report Author: Alex Colyer – Executive Director (Corporate Services)
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Business Case and Proposal for the formation of a Building Control Shared Service for Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council v.4f

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1.0 Executive Overview

- 1.1 Cambridge City Council ('CCC'), Huntingdonshire District Council ('HDC') and South Cambridgeshire District Council ('SCDC') have agreed the principle of working in partnership to deliver a range of shared services. It is proposed that this takes place on a phased basis rather than have one large implementation of a wide range of shared services. A successful bid was made to the Transformation Challenge Award (TCA) fund, to take forward these proposals and deliver savings. Included in Phase 1 of the shared service programme is building control.
- 1.1.2 Each Council is seeking to support economic growth within the area and as a consequence needs to provide effective and efficient services. The building control service is responsible for ensuring delivery of safe, healthy, accessible and sustainable buildings, and operates within a commercial and competitive arena.
- 1.1.3 The landscape in which frontline services are designed, structured and delivered is changing rapidly in response to new legislation, government policy and changing market conditions. Building control consultancy services have become increasingly competitive with significant growth in the number of private sector companies offering building control plan assessment and inspection services. The future resilience of the three local authority building control services is a key consideration in the decision to move towards a shared service delivery model.
- 1.1.4 Nationally, standalone local authority building control services teams are unable to maintain a staffing level that provides the specialist skills and knowledge required to deliver a high quality, customer focussed service; this is becoming increasingly difficult as experienced building control surveyors retire or leave local authority building control to join approved inspectors (private building control bodies). Solutions have been to join forces with others to create a critical mass, target efficiencies, and actively seek to maximise income generating opportunities. That is what is being proposed here.
- 1.1.5 It is proposed to form a single Building Control Shared Service (BCSS), consisting of building control surveyors, technical officers and support staff, operating from 2 office locations in Cambridge City and Huntingdon.
- 1.1.6 The total net budget of the new shared service will be £505,260. As with all service areas within the three Councils, each building control

team has already been challenged to reduce the costs of delivery; savings have accordingly already been taken by each Council from their 2015/16 budgets (the last year when each Council will approve its own building control service budget if this Business Case is accepted). These savings are therefore not reflected in the starting budget for the new service.

- 1.1.7 It is proposed that the shared service should be delivered in accordance with its agreed Business Plan from October 2015, delivered by CCC on behalf of the three participating Councils.
- 1.2 The proposal carries some initial investment and it is proposed that this will be funded from the (TCA) and existing building control fee-earning surpluses, held by each council. An amount of £80,000 has been allocated from TCA for this proposal.
- 1.3 The proposal offers a sustainable opportunity to strengthen and improve the building control service that our customers and business partners already enjoy.
- 1.4 The proposal sets out clear, specific and realistic measures by which participating authorities may achieve significant, recurring, long term efficiency gains. It also tackles the issue of lack of capacity in certain areas (for all three Councils) by creating a critical mass of capacity coupled with management arrangements that will enable resources to be deployed effectively and efficiently and the adoption of better practices and processes. Another advantage of the proposal is that it will begin to address the issue of recruitment and retention in local authority building control services by creating an organisation that offers greater opportunities for career progression. It is proposed to create new posts to enable the recruitment of apprentices and graduates, as well as adopting a career grade for building control surveyors. The configuration of the new service also accommodates local authorities' desire for flexibility in the delivery of additional services such as street naming & numbering, considerate contractor scheme, construction monitoring and other potential fee earning opportunities.
- 1.5 The proposal recognises the need for the creation of the new post of Building Control Shared Service Manager, to provide leadership and delivery of the BCSS.

2.0 The Existing Provision of Building Control Services

2.1 Currently, each council operates its own building control service. Both HDC and SCDC have a dedicated team of technical support staff, whilst CCC administrative support is provided by a combined Business Support Team that serves Planning, Building Control and the Arboriculture team.

The existing establishment across the 3 authorities is as follows (includes current vacancies):

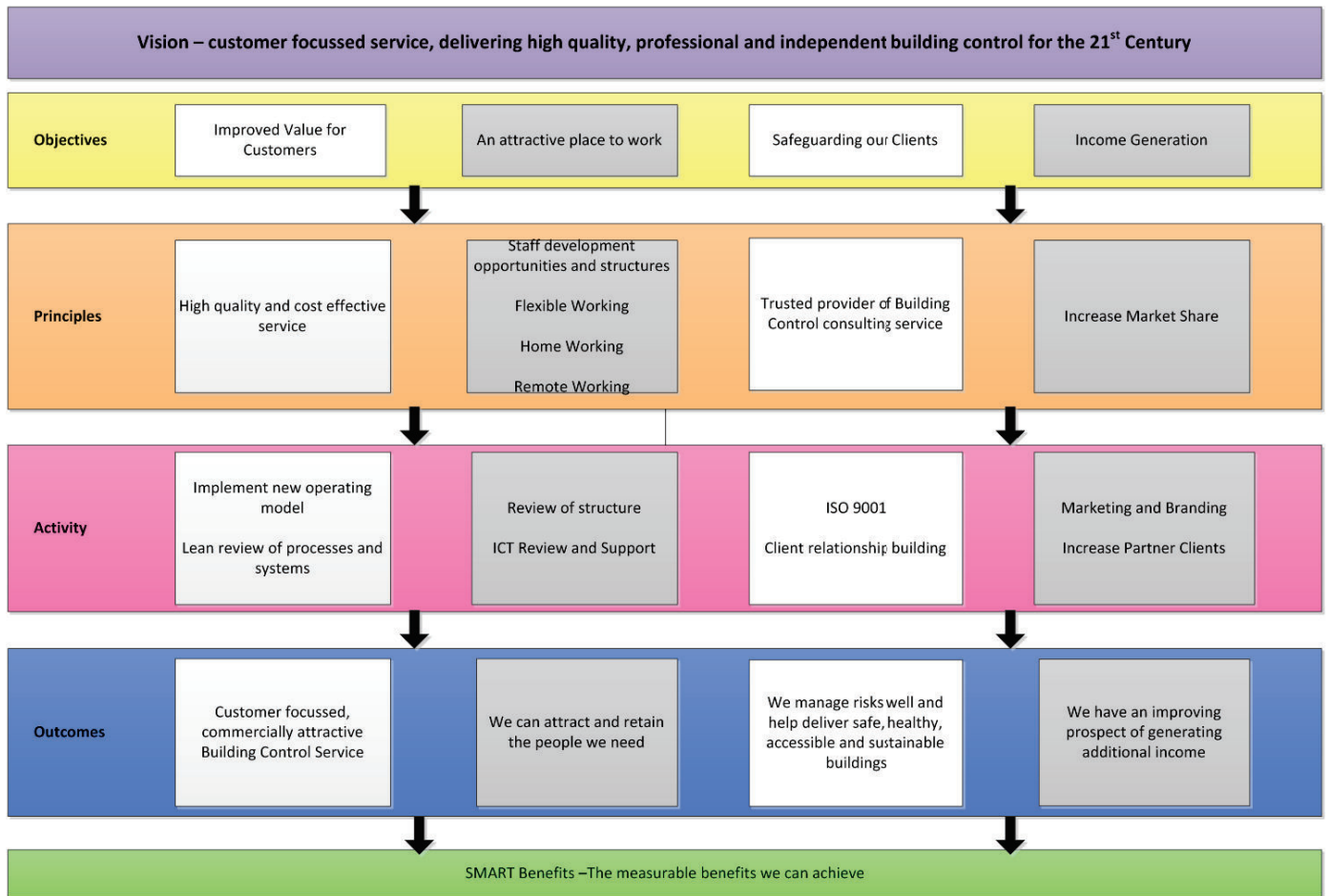
	BC Manager	Principal BC Surveyor	Building Control Surveyor's	Construction Monitoring Officer	Admin/ Tech. Support	Staff
CCC	1	1.68	6.43	1	3.3	13.41
HDC	1	0	5.78	0	2.05	8.83
SCDC	1	1 (currently acting manager)	3	0	1.8	6.8
Existing total	3	2.68	15.21	1	7.15	29.04

2.2 The 3.3 FTE for CCC is based on budget contribution to Departmental Support and Administration costs for the Building Control Service.

2.3 Staff in scope will transfer to CCC under the Transfer of Undertakings (Protection of Employment) legislation ('TUPE') in their existing roles. Following implementation of the new service in October 2015, a detailed and comprehensive staffing review will be undertaken within the first year, based on an assessment of the needs of the new service and its clients, a new structure will be implemented. This will include dedicated CCC administrative support.

3.0 The Vision

3.1 The vision for BCSS is contained in the following table.



3.2 Lead and host authority arrangements

It is proposed that CCC should lead on the BCSS. The location of the shared service will be outlined as part of this business case.

3.3 Cost sharing and efficiencies

In accordance with the general principles proposed for shared services, contained in a covering report elsewhere on this agenda, savings made by BCSS will be distributed in proportion to the initial investment made by the 3 councils. The net budget for each building control service, the proportions for the BCSS and anticipated savings for 16/17 are illustrated below.

	Gross Budget	Net Budget (gross budget less income)
	2015/16	
	£	
CCC	571,310	275,870
HDC	417,430	137,160
SCDC	322,520	92,230
	1,311,260	505,260

2016/17 savings shared in proportion to 2015/16 gross budget contribution

43.57%	31.83%	24.60%	
CCC £	HDC £	SCDC £	Total £
22,120	16,170	12,490	50,780

3.3.1 The existing 2015/16 budget provision from the budget of each building control service will be incorporated to form the shared service budget. This is net of the identified 15/16 savings within those budgets which will be achieved by the Council's concerned prior to the transfer of the budgets to the shared service. This is illustrated in the following table which also shows the reducing net budget as a result of the proposed saving target for 16/17.

	Year 0*	Year 1		
	2015/16 £	2016/17 £	Savings** £	Savings %
Gross Budget	899,600			
Less Income	646,970			
Net Budget	252,630			
Less recharges (non Fee-earning)	97,735			
Net budget after recharges	154,895	287,740		
Fee-Earning a/c surplus/deficit	(14,365)	0		
Non Fee-earning a/c	169,260	287,740	50,780	15%
	154,895	287,740	50,780	
* Yr 0 figures are for the 6 month period from Oct 15 to Mar 16. Year 0 figures assume savings already taken from Partners prior to baseline budget setting				
** Yr 1 savings are based on the minimum savings requirement of 15% of the 2015/16 full year Non Fee-earning a/c budget of £338,520				

3.3.2 Once the Shared Service has been created and has gathered some baseline data, it will develop a more sophisticated approach by which each council can determine the performance required and target potential efficiencies. It will be necessary to adopt an approved reserves policy for the use of surpluses and funding deficits on the fee earning ring-fenced account i.e. offsetting surpluses or deficits against

future building regulation charges, or re-investing surpluses in improving the quality of delivery of the building regulations chargeable service, for example funding the purchase of new IT or mobile working solutions.

3.4 **New Post**

It is proposed to establish a new role, of Building Control Shared Service Manager, to be recruited to assist with the transformation programme and development and leadership of the BCSS. This person will be a professional member of RICS or CABE and will need high quality leadership and transformation skills.

3.5 **Scope**

3.5.1 The proposed scope of the services is listed below:

- Building Control
- Technical & Business Support
- Street Naming & Numbering (Policy, consultation & charges) (CCC only)
- Considerate Contractor Scheme
- Construction Monitoring

BCSS will be responsible for a number of building control functions to discharge statutory duties in respect of the following:

- Local Authorities (Functions & Responsibilities) (England) Regulations 2000 Building Act 1984
- Building Regulations 2010
- Building (Approved Inspectors) Regulations 2010
- Building (Local Authority Charges) Regulations 2010
- Public Health Act 1925
- Town Improvement Clauses Act 1847
- Local Government Act 2003

3.5.2 The following assumptions and pre-requisites have been applied:

(a) That, subject to consultation with the affected staff, the Unions and the democratic processes of each council, the BCSS would be implemented with effect from the date that staff TUPE into it, currently estimated to be 1 October 2015. Staff within the HDC and SCDC building control teams would TUPE transfer across to the lead authority, CCC.

- (b) The BCCS business case is based upon the need to increase resilience, improve the quality of service to clients, become more efficient and increase capacity within the shared service in order to retain existing market share and increase fee earning opportunities. It will be necessary to develop staff and ensure quality assurance.
- (c) Council service departments should not individually procure external private building control bodies to provide building control services on council assets or developments; all building control consultancy services for council developments and existing assets should be procured via the BCSS.
- (d) Following the merger, there will be a fundamental review of the shared service. This will include scrutinising the current skills and expertise and matching them to building control needs now and those expected going forward. There will be a review of the systems and processes to ensure that they support a modern and efficient way of working. Quality Management System in accordance with ISO 9001 will be required.
- (e) The opportunity will be taken to make improvements to the existing technology in use by the three building control services. Costs for this work are estimated to be in region of £15,000 which will be paid for from TCA funding. Other necessary ICT infrastructure will need to be in place to enable the shared service to operate efficiently – for example:

- remote working from home
- remote working from hubs and other locations
- combined electronic library and research systems

This will need to be tied in with the technology road map contained within ICT shared service proposals.

A further review of IT provision will be undertaken within Year 2 of the shared service in order to ensure commercial suitability and compatibility with mobile working options. It will also ensure an integrated approach is adopted in conjunction with future review of Planning Services across all three councils.

4.0 What we aim to achieve - Opportunities for an improved service

- 4.1 BCSS will improve resilience and retention by being better able to prevent service loss or interruption and cope with peaks in workload and staff absences. New ways of working, including greater flexibility, use of enhanced ICT and more mobile patterns of work will be possible in the future.
- 4.2 It will also give each council access to a greater breadth and depth of specialist/professional/technical expertise and capacity and increase the opportunity for staff development, by allowing staff to work across a broader range of areas, or to become more specialised as appropriate. Developing new Building Control staff through apprenticeships and graduate trainees will be an important part of service development; addressing succession issues that the industry, and particularly local government is currently suffering from.
- 4.3 BCSS is expected to deliver savings. Targeted areas for savings include management, hardware, software and IT services, administrative support and accommodation costs. It will also enable increased opportunities for income generation. Local Authority Building Control services are budgeted for in four ways:
- (a) Building Regulation fee earning or “chargeable activities” for which customers are charged a fee on a service cost recovery basis.
 - (b) Building Regulations “non-chargeable activities”, which is paid for by the councils through general fund contributions, as legislation specifically states the activities cannot be charged for e.g. dealing with fee exempt applications for work to secure benefit for disabled people; inspections to identify unauthorised building work etc.
 - (c) Other building control services such as dealing with dangerous buildings, demolitions etc.
 - (d) Additional specialist or consultancy services which fees can be charged for, and which can be used to help reduce the expenditure on the building control statutory function of the local authority. At the current time CCC levies charges for street naming & numbering, considerate contractor scheme, and construction monitoring. HDC have previously been appointed to provide consultancy advice on MOD projects. It is proposed that the new shared service seeks to maximise ways of securing additional income, to reduce the expenditure on “non-chargeable activities” funded from the councils general fund contributions.

- 4.4 BCSS will prevent the need for duplication across the three authorities e.g. guidance notes, procedures, scheme of charges etc. It will improve and standardise processes. Business processes will undergo rigorous analysis and streamlining leading to improved and standardised operations, efficiencies and alignment of best practice.
- 4.5 A shared service will continue to provide statutory services, such as enforcement and dealing with dangerous structures and demolitions, in a cost effective manner.
- 4.6 The Business Plan will include provisions for undertaking an options appraisal and review of future delivery options.
- 4.7 The BCSS will maximise the benefit of collaborative working with planning and other growth related services.
- 4.8 External Publications & Technical Guidance
Each service relies on external publications as an essential tool of the building control profession. The vast majority, but not all, of technical publications and building standards are now provided on-line and there would be clear benefits from combining the purchasing power of all three Councils for the future procurement of these services.
- 4.9 Performance Measures and Standards
Setting some key performance indicators across the team will assist in driving forward some performance standards to be agreed between the partner Councils.

National performance for Building Control Services are stipulated by the Building Control Performance Standards Advisory Group (BCPSAG)

A summary of the recently published (July 2014) BCPSAG performance standards that apply to all Building Control Bodies are associated with:

- People and skills
- Specialist experience
- Age and gender profiling
- Respect for people

It is anticipated that the participating client councils, as commissioners, may wish to incorporate other measures focussed on strategic objectives such as stronger communities and carbon reduction. These will be developed within the business plan.

In addition to the above, the service has identified specific areas where targets should be met, based on existing good practice and client engagement:

- 75% of applications registered within 2 days of receipt
- 75% of applications assessed within 3 weeks of receipt
- 90% of applications assessed within 5 weeks of receipt
- 80% of customers satisfied with overall service
- At least 6 nominations submitted for the Building Excellence Awards

4.10 Business Plan delivery will be managed by the Building Control Management Team of the shared service and reported to each meeting of the Building Control Management Board. The BCMB will also report to the PBSS and Joint Committee on a quarterly basis.

5.0 The Delivery Vehicle for the New Service

5.1 It is not proposed at this stage to set up a completely new legal entity for the proposed service. The law would require a separate trading entity to be run through a company. However future consideration of creating a wholly owned company or obtaining local authority approved inspector status should not be discounted and will be dependent upon market share, future opportunities for growth and government guidance & legislation.

5.2 To avoid any unnecessary regulatory burden, in the first instance it is proposed that all staff would be employed by the lead authority, CCC. This will require staff in scope from HDC & SCDC to transfer (under the provisions of TUPE) to CCC.

5.3 The proposal is for the BCSS to operate from two locations; one office located in Huntingdon and the other located in Cambridge City. The locations of the offices have been chosen for the following reasons:

(a) It aligns with where the existing work is. There is currently major growth within the city and CCC building control are currently providing the building control service for over 50 major projects, with a capital construction value in excess of £500M. It is therefore considered necessary to locate one office close to these major projects.

(b) It is where our major customers are. Similarly there is a high number of business clients located within the city.

(c) BC Officers spend a majority of their time on-site inspection work; therefore the offices need to be located in positions best suited to deliver a sustainable and responsive inspection service. Logistically an office located to the north (Huntingdon) and one to the south (City) would provide the best solution to servicing the need of the three district areas. Additional touchdown facilities can be provided at council buildings throughout the district areas to support more flexible method of working.

(d) Moving from three main locations to two will help build resilience and will, over time, help Councils to achieve their aspiration in regard to their future use of office accommodation.

(e) Locating offices in City and Huntingdon will enable an easier initial transition to one ICT platform.

5.4 To deliver an effective and efficient building control service for its clients, the new shared service will require:

(a) Sufficient office accommodation.

(b) Appropriate IT systems (time and case management)

(c) Sufficient suitably qualified staff to undertake both the building control work and technical & business support work

5.5 One decision which will need to be made by the partners as early as possible is the name by which the new service is to be known. It is extremely important for the new service to have a separate identity from its participating Councils in order for all staff to feel they are 'pulling together' for a single entity.

6.0 Managing and Commissioning the Building Control Shared Service

6.1 How the Shared Service will be managed

It is proposed that the service be managed by a new 'Building Control Shared Service Manager', specifically chosen for entrepreneurial and leadership skills as well as management capability and commercial expertise. The Manager will be expected to be mobile and flexible in supporting both office locations. They will have responsibility for ensuring proper on-going monitoring arrangements for work progress and proper client care through the agreement and reporting of appropriate 'key performance indicators' with each participating council.

6.2 CCC and HDC currently have ISO 9001 Quality Management accreditation and it is proposed to extend this to the whole service. This will be an important first job for the Building Control Shared Service Manager.

7.0 Governance and Decision-Making Processes

7.1 Details of the governance arrangements for shared services are contained within a covering report elsewhere on this agenda.

7.2 It is proposed that the governance of the BCSS be kept as simple as possible, as follows:

(a) The Shared Service Building Control Manger will report to the Head of Planning Services.

(b) The service will have an internal management team made up of the Building Control Shared Service Manager and staff members, with input from others as required.

(c) A proposed Joint Committee and Programme Board for Shared Services, will endorse the BC Business Plan and budget for approval through each council's committees. Anything outside of the agreed budget will need to be considered by each council.

(d) The BCSS will produce an annual report which will be available for consideration through the overview and scrutiny arrangements in each participating authority.

8.0 Conflicts of Interest and Confidentiality

8.1 Any potential conflicts of interest will be reported and scrutinised in accordance with the appropriate policy of the lead authority.

9.0 Sharing Costs and Financial Benefits

9.1 Details of expenditure for all three Building Control services teams are included at 3.3.1 above.

9.2 Funding of the BCSS is proposed, for the first two years of operation, to be provided by each Council putting in its already budgeted amount for building control spend for 2015/16. The savings figures for BCSS already agreed by each Council for year 2015/16 have already been removed from the budget figures shown in 3.3.1 above. For the

avoidance of doubt, the figures in 3.3.1 show the projected savings for each council for future years and the Business Plan to be entered into by the participating councils on implementation of the new Shared Service will include provision that these figures are 'ring fenced' and protected from further reduction unilaterally by any participating council.

- 9.3 Where the fee-earning account makes a surplus or deficit at the end of any financial year, this will be managed by the Lead Authority on behalf of the shared service. The Building Control Management Board will review whether funds are held for service development, retained to be set against future losses or if fees have to be amended in future years. Any other surpluses will be decided upon by the proposed Joint Committee.
- 9.4 The Building (Local Authority Charges) Regulations 2010 and CIPFA building control accounting guidance state that local authorities should keep their costs to a minimum to ensure that the building control fees remain affordable and competitive, with the overarching principle that users pay for the cost of the service they receive. Local Authorities are not empowered to use surpluses, from building control fee earning activities, to fund other local authority services. However a larger, more commercially focussed Building Control Service should make it possible to increase productivity by increasing chargeable productive hours and reducing unproductive / non-chargeable time, thereby reducing the cost of the statutory non-fee earning service.
- 9.5 It should be noted that each local authority has a statutory duty to enforce the building regulations in their area. Each council will be responsible for funding the statutory duty (the non-fee earning work) of the BCSS.

10.0 Broader Benefit Realisation of the Proposed Model

10.1 Service Quality Benefits

The current service is of good quality and generally well regarded by service users. This quality derives from the experience, professional competence and in depth knowledge of the current teams who exhibit a genuine motivation to provide a high quality customer focussed service. The staff providing this service, across all three authorities, will TUPE transfer to CCC ensuring that their skills and abilities are retained.

Shared service proposals provide a real opportunity for the merged teams to help shape how the service is delivered, designed and improved. It will provide an opportunity for innovation to ensure a high quality, responsive service that will help to retain key staff members.

Specific benefits will include:

- Creation of a new dynamic brand, that will attract new business and foster a sense of belonging and commitment amongst staff
- Improved service provision, focussing on a pro-active can do approach, and developing a more affordable, customer-first model of professional and support services
- Stimulating a commercial, market led approach
- Improved working practices
- Improved staff recruitment/retention, which will increase job satisfaction and morale

10.2 Benefits and effects for local residents

Increased productivity and the impact of Local Authority Building Control would ensure that residents continue to have their health and well-being maintained in a pro-active manner.

The Building Regulations have driven savings in energy usage and significantly reduced the number of deaths due to fire in homes.

The recent Housing Standards review has stated that the energy reduction objective will transfer to the remit of Building Regulations with the removal of the code for sustainable homes and continued progression to zero carbon in 2016.

Legislation such as this places a statutory obligation on those who undertake building work, and it is the responsibility of building control to help ensure that these obligations are met, however as with other areas of legislation these regulations are open to interpretation of individuals. To ensure that local residents continue to improve the built environment in the local area it is important to assist those that interpret the legislation. A resilient and robust shared service will ensure the ability to compete with others, maintaining the integrity of the Council's to influence interpretation of legislative requirements and compliance.

11.0 **Analysis of Key Risks**

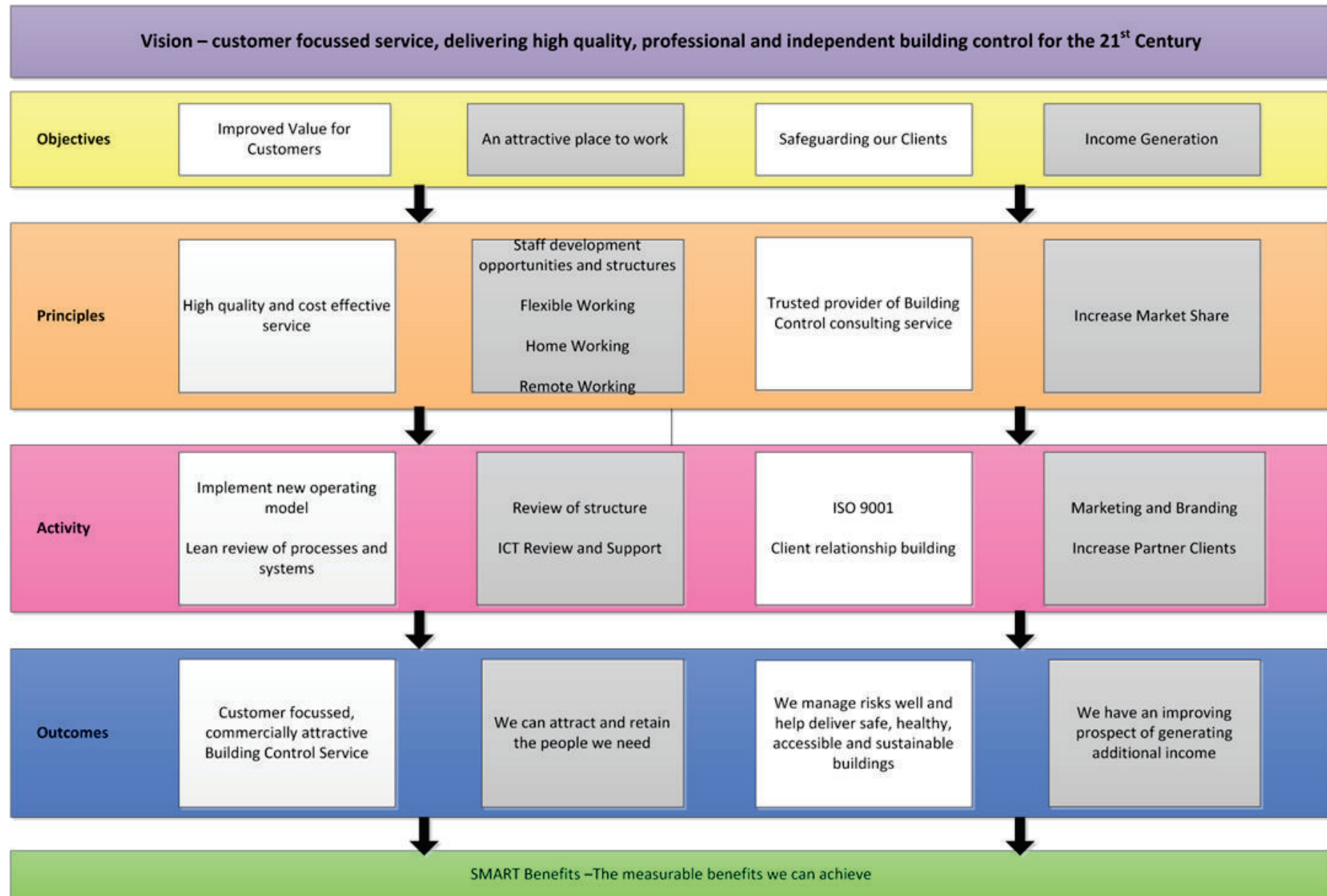
- 11.1 The Shared Service covering report elsewhere on this agenda contains a register of general risks associated with the implementation of shared services. It is believed that the risks arising out of this specific proposal are not high and are easily outweighed by the benefits. A detailed risk register will be developed as part of the new service.

12.0 Implementation

- 12.1 It is proposed to retain experienced interim support to manage and drive the implementation of BCSS and to manage its operation until the new BCSS management structure is in place. The cost of this will be funded via the TCA fund.
- 12.2 Formal consultation with staff, Unions and Staff Council at HDC will take place during August in accordance with each Councils policy on consultation. The consultation will be in respect of the proposed TUPE arrangements and new management structure.
- 12.3 The Business Plan will be developed and established in consultation with external stakeholder and clients of the service during August and September and will reflect the principles and content contained within this business case.
- 12.4 Staff in scope will transfer to CCC under the Transfer of Undertakings (Protection of Employment) legislation ('TUPE') in their existing roles.
- 12.5 The implementation of the new BCSS management structure will then be undertaken. Following implementation of the new service in October 2015, a detailed and comprehensive staffing review will be undertaken within the first year, based on an assessment of the needs of the new service, and a new structure implemented.
- 12.6 It will be necessary to implement a move to a joint time recording and case management system as part of the initial implementation. Migration costs will be funded via the TCA fund. Other necessary ICT infrastructure will need to be in place to enable the BCSS to operate – for example:
- remote working from home
 - remote working from hubs and other locations
 - combined electronic library and research systems

This will be closely tied in with the proposed ICT shared services and will be funded by the TCA monies.

3.0 Vision for BCSS



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Agenda Item 6



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee
Lead Officer: Executive Director (Corporate Service)

7 July 2015

QUARTERLY POSITION REPORT ON FINANCE, PERFORMANCE AND RISK

Purpose

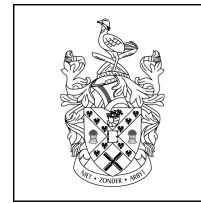
1. As part of his responsibility for overseeing a robust process for managing performance, the Corporate and Customer Services Portfolio Holder will introduce a report setting out updates in respect of the Council's finance, performance and risk. The report enables Members to maintain a sound understanding of the organisation's financial position and performance in an integrated and transparent manner; as such, it is an essential component of the Council's corporate governance arrangements. The report will be received by Cabinet at its meeting on 9 July 2015.
2. The Committee is invited to note the report. Questions and comments relating to specific issues raised in within it should be notified in advance of the meeting, in order to allow sufficient time for additional clarification to be prepared, and relevant Portfolio Holders invited to attend as appropriate. The Committee may decide that specific issues require further consideration, in which case it may make recommendations to the Cabinet meeting at which the Position Report will be presented, or commission detailed investigation as part of its evolving work programme.

Considerations

3. All relevant considerations are set out in the main body of the report.

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Report To: Leader and Cabinet

9 July 2015

Lead Officer: Alex Colyer – Executive Director, Corporate Services

2014-15 YEAR-END POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

Purpose

1. To provide Cabinet with:
 - A provisional 2014-15 outturn position statement on General Fund, Housing Revenue Account (HRA) and Capital expenditure
 - Requests for budget rollovers from 2014-15 to 2015-16; and
 - An overview of performance and achievements against the Corporate Plan 2014-2019 and associated key performance indicators.

Integrated reporting in this way gives EMT and Members the opportunity to examine any areas of concern and decide on the appropriate action.

Approval of capital and revenue budget rollovers constitutes a key decision, notice of which was first published in the March 2015 Forward Plan.

Recommendations

2. Cabinet is invited to:
 - (a) Consider, comment on and note the Council's provisional financial outturn position, together with the overview of Corporate Plan 2014-2019 achievements and performance against key performance indicators set out in the report and appendices A-E, and
 - (b) Approve the capital and revenue budget rollovers totalling £8,480,664, as listed in Appendix F, to be carried forward into the 2015-16 financial year.

Reasons for Recommendations

3. These recommendations are required to enable Cabinet to maintain a sound understanding of the organisation's financial position and performance. This contributes to the evidence base for the ongoing review of priorities and enables, where appropriate, redirection of resources to reflect emerging priorities and address areas of concern.
4. Rolling over revenue and capital budgets will allow the re-phasing of specific expenditure into 2015-2016 as stated in the proposal forms, summarised in **Appendix F** attached.

Background

5. This is the final position statement for 2014/15, providing updates in respect of:
 - The Financial Position at 31 March 2015, showing variance between 2014/15 original budgets and the provisional Outturn;
 - The Corporate Plan 2014-2019, agreed by Council in February 2014; and

- Key Performance Indicators at 31 March 2015; agreed by EMT in consultation with Portfolio Holders.

Executive Summary

Corporate Plan

6. The Council has worked towards twelve key Objectives within its Corporate Plan 2014-2019. A summary of achievements against our Vision and strategic aims is provided in the main body of the report, below. Detailed commentary on progress and achievements 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 and work still to do, reflecting a number of ongoing priorities, which have been retained in the current Corporate Plan 2015-2020, agreed by Council in February 2015.

Key Performance Indicators (KPI)

7. The Council monitors a suite of 31 key performance indicators (KPIs) 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 against Corporate Plan indicators is set out in **Appendix B** attached, including commentary on reasons for, and plans to address, performance below target during the year. Performance information against the full suite of key indicators is set out in **Appendix C** attached.
8. The graphs in Appendix B show actual performance against target and intervention levels, which were agreed at the beginning of the year by directors in consultation with Portfolio Holders. The Council uses a 'traffic light' system to denote performance, whereby:
 - **Green** signifies performance targets which have been met or surpassed;
 - **Amber** denotes performance below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions at the operational level to raise standards as required.
 - **Red** denotes performance below the intervention level. This represents underperformance of concern, and should prompt intervention at the strategic level which are likely to involve the reallocation of resources and proposals to redesign how services are provided.

Finance: General Fund, HRA and Capital

9. This position statement is reporting on the variance between the 2014/15 original budgets and the provisional Outturn. Below is a summary of the provisional outturns and for comparison purposes the corresponding February 2015 projections reported to EMT.

Project Outturn compared to original estimates	February 2015		Provisional Outturn 2015		Movement (Appendix D)
	Adverse (Favourable)				
	£	%	£	%	£
General Fund	(1,034,400)	(6.49)	(1,196,000)	(7.38)	(161,600)
Housing Revenue Account (HRA)	(218,900)	(0.76)	(376,500)	(1.31)	(157,600)
Capital	(2,813,700)	(10.87)	(10,395,400)	(40.17)	(7,581,700)

10. Overall, the General Fund is projected to have an adverse variance of £577,500, but of this, £1,746,000 relates to prior year items that have an accounting effect in this financial year, and £117,800 relates to adjustments on Retained Business Rates and Revenue Support Grant. The working position is therefore a £1,196,000 favourable variance, which is 7.38% of the Net District Council General Fund Expenditure. Of the £1,196,000 General Fund favourable variance, £106,700 is being requested to be rolled over into 2015-2016, giving a net true variance of £1,089,300 (6.72%). It should be noted that budget holders actively manage costs down, leading to favourable variances, either one-off in-year, or that continue to have an ongoing effect in future years. Services continue to be delivered and performance maintained, as described elsewhere in this report.
11. There is a projected favourable variance of £376,500 on the HRA, which is 1.31% of total expenditure.
12. The Capital Accounts have a projected favourable variance of £10,395,400 but this is offset by a funding reduction of £8,648,700. This, together with additional income from land sales, gives a net overall favourable variance of £2,382,900. Of the £10,395,400 Capital Accounts favourable variance, £8,374,000 is being requested to be rolled over into 2015-16 and will be offset by the funding also occurring in 2015-16, giving a net true variance of £2,227,900 (8.61%).
13. A summary position statement is provided at **Appendix D**. Significant items are listed in **Appendix E**, with new items underlined. Requests for rollovers are set out in **Appendix F** attached. These total £106,664 on General Fund revenue budgets and £8,374,000 in the Capital Programme. Non-approval would cause overspendings in the current year in those particular areas, unless virement can be found from elsewhere, which is not likely at this stage of the financial year. The additional requirement to demonstrate the funding need to the section 151 Officer (i.e. the Executive Director Corporate Services) before adding the rollover to the current budget, should minimise any risk of under spending.
14. A report going to the Planning Portfolio Holder's meeting on 9 July 2015, considers serving an urgent works notice on Sawston Tannery Drying Shed and applying to Historic England for a grant to underwrite the costs, currently estimated at approx.

£200,000 of which the grant would cover 80% and the remaining 20% can include the cost of officer time. It is possible that Historic England would make the funding available up front.

Corporate Plan 2014-2019: Working towards our Vision for the district

15. The Corporate Plan 2014-2019 set out the following Vision for the Council:

'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.'

We have worked to attain our Vision through three Strategic Aims around the themes of Engagement, Partnerships and Well-being. Our key achievements under each aim are summarised below.

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

To meet this aim we have:

- Set up a housing company (Ermine Street Housing) to help meet local private and affordable needs, whilst generating a financial return for the council: as part of a pilot scheme, the company has bought and let 30 properties on the open market, of which 28 have been let, and is managing the letting of rental properties at Waterbeach to local people on behalf of the Ministry of Defence.
- Delivered major projects as part of a Business Improvement and Efficiency Programme (BIEP) to generate savings and implement better ways of working, including the introduction of new waste collection arrangements which will save £400k.
- Agreed a balanced financial strategy for the next five years and delivered a favourable year-end General Fund budget variance of over £1 million.

17. *Partnerships: We will work with partners to create opportunities for employment, enterprise and world-leading innovation*

To meet this aim we have:

- Signed a ground-breaking City Deal with government, since identifying transport infrastructure priority projects and outlining proposals to deliver up to 8,000 affordable homes and improve skills and digital connectivity.
- Agreed a strategic partnership with Huntingdonshire District Council and developed full business cases for shared Building Control, ICT and Legal Services. We are also developing a shared waste service with Cambridge City Council.
- Begun a commercialisation programme to identify and deliver income for the Council
- Increased the percentage of household diverted from landfill
- Ensured the completion of over 200 new affordable homes.

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

To meet this aim we have:

- Enabled preliminary works on the Northstowe Phase One development to begin and granted Outline planning permission for Phase Two (3,500 homes)
- Helped 218 households prevent homelessness during 2014/15, reduced average monthly expenditure on Bed & Breakfast accommodation from £2,075 during 2013/14 to £919 for 2014/15 and opened refurbished hostel accommodation at Robson Court.
- Operated a local council tax support scheme which has protected our most vulnerable residents whilst collecting 98.8% of housing rent and 99.2% of all Council Tax due.

Feedback and Complaints

19. The Council received 223 complaints during 2014/15, compared to 227 during the previous year. 61% of registered complaints were responded to within timescale, substantially below the target of 80%. A full report on feedback, complaints and customer satisfaction will be submitted to the Corporate and Customer Services Portfolio Holder in July 2015.

Implications

20. 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

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

Risk Management

22. 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)

23. 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.
24. 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.
25. The report was considered by EMT at its meeting on 24 June 2015 and will be considered by the Scrutiny and Overview Committee on 7 July 2015.

Effect on Strategic Aims

26. 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.

Conclusion

27. During 2014-2015 we have made good progress towards addressing the strategic housing and transport challenges required to deliver our Vision, underpinned by the delivery of efficient, effective, innovative and high quality services by a well-governed organisation which provides sound stewardship of public resources.

Background Papers: None

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Action	What we did	Outcomes we achieved	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</p> <p>Cabinet, at its September 2014 meeting, approved the investment in South Cambs Ltd, now branded as Ermine Street Housing (ESH) of up to £7 million for the acquisition of up to 40 properties.</p> <p>From 1st June 14 additional properties have been leased from the MoD at Bassingbourn.</p> <p>We have submitted a proposal to the MoD to lease a further number of properties at Brampton.</p>	<p>Much-needed housing provided, with local families prioritised.</p> <p>ESH has acquired 30 properties on the open market of which 28 have been let, and made offers on a further five.</p>	<p>This objective has been retained within the Corporate Plan 2015-2020.</p> <p>Continued acquisition of properties in line with budget and agreed financial modelling.</p> <p>Formalisation of financial monitoring information for Property Company Board.</p> <p>Evaluate pilot and agree next steps – see below.</p>
Use lessons learnt to inform business plan for consultation and agreement	EMT has received a report outlining the timeline and structure for the pilot review report to Cabinet in November 2015.	Not started – pilot scheme in progress	<p>Planned/Structured evaluation</p> <p>Preparation of Cabinet report (Nov 2015) with recommendations following evaluation of the pilot project</p> <p>Appraisal of the business modelling for the property portfolio to inform the Cabinet report for Nov 2015.</p>

Action	What we did	Outcomes we achieved	What is still left to do
Objective (2) - Improve efficiency and value for money within a viable financial strategy			
<p>Implement recommendations from 2013-14 Business Improvement and Efficiency Programme (BIEP) projects</p>	<p>The Corporate Service Desk and Self-Service projects have been combined into the Digital by Default project, which aims to maximise opportunities for customers with electronic means to self-serve from a menu of information and forms on the council's website. The project involves three interlinked work streams covering internal and external communication and the Customer Contact Service.</p> <p>Following the Post Room review we re-examined the outsourcing option through a trial involving Revenues's post with Huntingdonshire District Council.</p>	<p>Adoption of Remote Working culture has enabled Business Case to be developed for generating income through expanding office space hire.</p> <p>The revised contract from agency staff arising from the Goods and Services review undertaken during 2013-14 resulted in services paying over £74k (7%) less on agency staff as a result of lower hourly rates, and avoiding employment fees of £36,000 for seven permanent members of staff.</p> <p>Revised waste collection working arrangements launched in September 2014, have delivered annual ongoing savings of £400k and also reduced the number of bin lorries on the road and consequent emissions – see also objective (8) below. A</p>	<p>We hope to launch e-forms for Benefits (new claims and change of circumstances), and are redeveloping our website to improve usability. It is hoped that this will be launched in late Summer 2015.</p> <p>A new role in HR will include support for recruitment and selection, as well as the implementation of other recommendations from this review.</p> <p>Audio and visual delivery of Corporate Brief will be trialled as a result of the Internal Communications review.</p> <p>We are preparing a business case for a shared post room service with Huntingdonshire District Council.</p>

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Action	What we did	Outcomes we achieved	What is still left to do
		<p>new e-form, developed to enable missed bins and assisted collections to be reported, has been completed over 900 times since its launch.</p>	
<p>Deliver 2014-15 BIEP, Organisational and Member Development strategies</p>	<p>Programme progressing on schedule. Savings target identified in MTFS as part of wider corporate savings requirement of £670k in 2015/16. The following BIEP projects are underway:</p> <ul style="list-style-type: none"> • Digital by Default (see above) • Systems Contracts Terminus – Schedule produced. Review underway to identify duplicate contracts, ceased contracts and possible cancellations • Agility through empowerment – Project underway seeking new ways of empowering staff • Document and Space Management hot-desking pilot scheme in Health and Environmental Services complete and subject to evaluation. Developing a ‘Working Smarter’ programme to bring together related projects to achieve co-ordinated business change. • Resource and Support review of administration capacity and need delayed due to capacity issues. • Finance, Culture and Value for Money project re-launched as Financial Transformation following appointment of shared Head of 	<p>The Open for Business Project has overseen the launch of a bi-monthly newsletter and development of a Key Account Management framework – see objective (3) below.</p> <p>74% of all employees responded to the first</p>	<p>The 2015-2020 Corporate Plan commits us to implementing recommendations and new ways of working arising from completed BIEP projects and retains a commitment to delivering actions within the Organisational and Member Development strategies.</p> <p>We have recently launched the 2015/16 Member Development Programme and will continue to work with neighbouring Councils to share resources and opportunities where possible. The new Portfolio Holder for Corporate and Customer Services is keen to raise the profile of Member Development, which will add value to implementation of the Strategy.</p> <p>Recurring factors, identified in the first staff</p>

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Action	What we did	Outcomes we achieved	What is still left to do
	<p>Finance with Cambridge City Council</p> <ul style="list-style-type: none"> Design and Print services review underway, evaluating current work, time and resources. <p>Member Development Strategy 2014-2017 adopted by Council. We implemented the strategy through a comprehensive programme of training on induction, planning and licensing, and briefings on key policy issues such as the City Deal and Local Plan.</p> <p>Organisational Development Strategy: Refreshed draft considered and supported by Scrutiny and Overview Committee.</p> <p>Staff surveys undertaken, relating to general satisfaction and the employee benefits package. Results communicated via Corporate Brief, Scene magazine and Leadership Forum.</p> <p>Third tranche of Leadership Development Programme underway – delegates undertook forward Action Learning projects exploring reward and recognition, remote working and employee protection. Recommendations presented to EMT in June 2015.</p>	<p>survey. Overall job satisfaction was 64% and dissatisfaction 23%. Contributing factors to job satisfaction included management support, opportunities for training and development and being able to achieve positive outcomes for customers.</p> <p>The response rate to the second survey was 48%. 59% of respondents said they had a good understanding of the benefits offered to staff. Overall satisfaction with the benefits package was 78%.</p>	<p>survey, that could improve job satisfaction included improved management consistency, reward and recognition and ICT systems. The Council has actions in place to address these and other priority areas identified.</p> <p>Headline results from the second survey are still being analysed by EMT; following evaluation, results and next steps will be communicated. As part of this process, the HR team will be reviewing the staff benefits package during 2015-2016.</p> <p>The next staff survey will be circulated in summer 2015.</p>
Publish an MTFS for 2015-2020	Revised Medium Term Financial Strategy 2015-2020 agreed by Council in February 2015. At the same meeting, Council agreed a 1.99% Council Tax increase for 2015/16. This represents an average rise of £2.45 a year from £122.86 to £125.31, still one of the lowest charges in the country.	Outturn for 2014-15 showed a favourable General Fund variance of £1,196,000 (7.38%), without detriment to service delivery.	2015-2020 Corporate Plan retains priority to agree revised MTFS for 2016-2021.
Deliver ICT Strategy	ICT strategic priorities agreed by EMT to inform service planning and shared service discussions with partners – see also objective (6) below.		Deliver ICT service plan and take forward shared service business case – see also objective (6) below.

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Action	What we did	Outcomes we achieved	What is still left to do
Objective (3) Make the district an even more attractive place to do business			
<p>Deliver economic development objectives based around business-friendly working across the council's operations, attracting inward investment and employment growth.</p>	<p>Cabinet agreed a new Corporate Enforcement, Inspection and Better Regulation Policy in September 2014, setting out in one place what residents, communities and businesses can expect from SCDC when we consider and undertake enforcement and inspection activities. It seeks a proportionate approach to these activities, focussing on prevention and risk, so as to minimise the burden on businesses.</p> <p>We have participated in delivering economic development benefits through partnership working with strategic partners such as the Greater Cambridge Greater Peterborough Local Enterprise Partnership (GC_GPEP) and the London Stansted Cambridge Consortium (LSCC). The LSCC has undertaken work on the Life Sciences sector and lobbied government for investment in the West Anglia rail line.</p> <p>The LEP has secured an additional £38 million of investment to support economic growth initiatives in the region, including a £16.6 million boost to the Growing Place Fund, which provides affordable loan funding to overcome key barriers to growth, and improvements to the motorway junction at Stansted Airport.</p>	<p>The District Place Profile showed South Cambridgeshire continuing to perform strongly on all economic indicators (Cabinet report on 9 July 2015 refers)</p> <p>The Council has supported TWI, located on Granta Business Park, secure an award of £60m growth funding. SCDC supported the funding bid and has facilitated the planning process for the delivery of new headquarters and a training academy for the company.</p>	<p>Our Corporate Plan 2015-2020 retains the strategic objective to make the district an even more attractive place to do business.</p> <p>We have established an internal task group to ensure that all services apply the policy consistently, reviewing detailed enforcement procedures by directorate as required.</p> <p>Develop the role of the LEP senior officer liaison group to include oversight of the delivery of European funding initiatives.</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 (KAM) arrangements have</p>	<p>Positive feedback on</p>	<p>We have committed to complete the implementation of the 'Working with Business' Plan, as part of our Corporate Plan for 2015-2020.</p> <p>Key account managers will continue to build</p>

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Action	What we did	Outcomes we achieved	What is still left to do
	<p>been developed to deliver a joined-up approach to regulation and communication. We have key account managers in place for a number of local businesses and organisations, and have trained account managers from across directorates to provide a single point of contact for services, advice and partnership with SCDC.</p> <p>The Business Register and Newsletter continue to be supported by SCDC.. At the time of writing there were 430 businesses on our register. Membership of the register enables businesses to access a variety of information around funding, support and promotion.</p>	<p>success of Key Account trial with IWM Duxford, and support to businesses accessing rural rate relief.</p>	<p>relationships with key businesses across SCDC. . We will analyse and learn lessons from feedback with a view to expanding this approach..</p> <p>We will continue to improve and promote the bi-monthly Business Newsletter in order to increase the value of the Business Register as an information and support tool for local firms.</p>
<p>Begin implementation of a joint “Business Support Hub” with Cambridgeshire County Council and partners</p>	<p>Following endorsement of the Business Hub approach by all partners, an outline business case has been prepared, as part of our Commercialisation Programme (see also Objective (7) below) for a service which will deliver more joined up and improved services providing better outcomes for economic growth. The ‘Business Hub’ model is designed to move from a cost-recovery pilot to become a self-financing commercial unit that provides businesses with access to quality advice and support services, that are streamlined and efficient.</p>		<p>The pilot Business Hub service will launch in Summer 2015 as a 12 month trial. As the pilot progresses, an updated business case will be developed and submitted to partners’ decision-making bodies for agreement. Implementation of a Business Support Hub has been retained as an action within our Corporate Plan for 2015-2020.</p>
<p>Roll out a package of targeted support for the rural economy.</p>	<p>We held community pub events at the Plough and Fleece, Horningsea, attended by over 30 local businesses, and at The Plough, Shepreth (10 June 2015). The events were attended by both landlords and parishes interested in setting up their own community pub and protecting it through the community asset register.</p> <p>We consulted on the appropriateness of using Article 4 legislation to protect rural pubs from demolition and</p>	<p>Positive feedback from attendees of community pub event.</p> <p>Feedback from attendees of business support workshops has been very positive; they have been described as ‘a valuable opportunity</p>	<p>We will continue to provide targeted support for businesses in the rural economy as part of our Corporate Plan for 2015-2020, as part of which we will refresh our Economic Strategy to ensure that it underpins this approach.</p> <p>The Economic Development Portfolio Holder has requested a report to Planning Committee identifying specific pubs to which Article 4 legislation could usefully be</p>

Action	What we did	Outcomes we achieved	What is still left to do
	<p>closure in certain circumstances.</p> <p>Our selected partner Exemplas has delivered targeted information, advice and guidance service, including business support workshops focussed on key skills for businesses setting up, struggling or trying to grow. The workshops now include a webinar version, accessible via our website.</p>	<p>for any potential business' and 'a fantastic opportunity to learn.'</p> <p>One of the businesses participating in the workshop programme has grown to employ 15 people.</p>	<p>applied, though recent changes to the rules around Assets of Community Value may reduce the expediency of this option.</p> <p>We are exploring development of a business support programme across adjoining Local Authority areas to launch in Autumn 2015, to complement the City Deal and strategic shared service partnership (see Objective (6) below).</p> <p>Continue to deliver locality working with communities to enhance the vitality of village centres: Waterbeach (complete) and Gamlingay (work underway, with a proposed focus on economic development in the Neighbourhood Plan)</p>
<p>Objective (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages</p>			
<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>The Sustainable Parish Energy Partnership (SPEP) has:</p> <ul style="list-style-type: none"> - Involved 11 new parishes in its activities - Developed an area meeting structure, linked to locality patch working (see below) - Lent thermal imaging cameras to 22 parishes - Held nine events - Facilitated 13 energy surveys on community buildings (using external funding). <p>Our application for an extension to the DECC Green Deal Communities funded solid wall insulation scheme was successful, allowing us to continue to offer, through</p>	<p>Around 71,000 premises reached with superfast broadband, out of the target of 90,000.</p> <p>A new public WiFi network, CambWifi, launched and has been made available in over 100 buildings across the county, including council offices and some sheltered housing schemes within the district.</p> <p>Destination Digital</p>	<p>Our Corporate Plan 2015-2020 commits us to continuing to engage and empower local communities through partnership working; this will include a strategic review of SPEP in consultation with residents and parish councils.</p> <p>Outreach programme to currently-involved and new parishes, as part of Action on Energy promotion.</p> <p>We will continue to work with the Action on Energy provider and carefully monitor the contract to deliver improved performance.</p> <p>In recognition that certain areas remain with below optimal broadband coverage, a</p>

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Action	What we did	Outcomes we achieved	What is still left to do
	<p>the council endorsed Action on Energy scheme, up to £6,000 towards solid wall insulation for privately owned homes until the end of September. A parallel scheme for private sector landlords offers up to £2,000 for two energy improvements, one of which needs to be insulation; or up to £8,000 if the insulation measure is solid wall insulation.</p> <p>At 3 June 2015 , 350 Green Deal Assessments (the first step in the process) had been completed in the district (compared with 2045 countywide). 113 quotes had been accepted, representing grant funding of £610,102. 69 jobs in SCDC had been passed for installation and 29 installations completed. We continue to work closely with the other district councils and with our commercial partner, Climate Energy, on the scheme.</p> <p>Localism priorities and action areas agreed by Cabinet on 10 July 2014. Work underway to develop action plan.</p> <p>15 Assets of Community Value were listed in South Cambridgeshire during 2014-2015.</p>	<p>Connection vouchers have provided capital grants for hardware to enable 61 South Cambridgeshire businesses to connect to broadband.</p> <p>Properties with installation complete benefitting from warmer homes, fewer draughts and lower fuel bills.</p> <p>Volunteers in Gamlingay have taken advantage of SPEP opportunities, organising thermal imaging surveys, lending out electricity monitors and holding a successful awareness-raising 'Green Day' event.</p>	<p>Superfast Extension Programme is underway, as are discussions to consider options for areas not optimised.</p> <p>Continue to develop and implement the Localism Action Plan.</p>
<p>Work with tenants to improve estate inspections and promote the Tenants' Community Chest project</p>	<p>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 tenant scrutiny panel will work with Geoff Clark (Neighbourhood Services Manager) to achieve agreed actions.</p>	<p>Community Chest grant scheme has funded local improvement projects, including planting at Barton and Cottenham, and additional tools and materials for a residents' association to carry out voluntary gardening work in Impington.</p>	<p>Continue to promote the scheme through our regular communications such as at Tenant Participation Group meetings and Tenant Newsletters (due to go out again in the Summer edition).</p> <p>We have been awarded an Environmental Improvement Grant to support this work of £50,000 during 2015-2016.</p>

Action	What we did	Outcomes we achieved	What is still left to do
<p>Continue roll-out of locality “patch” working and implementation of joint Police and SCDC Neighbourhood Panels across South Cambridgeshire</p>	<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 SCDC front-line directorates.</p> <p>Following reorganisation of the Sustainable Communities & Partnerships Team, Locality Development Officers for the North and South West areas have been appointed. An officer for the South-East area will be recruited.</p> <p>We have worked with the police through Neighbourhood Panels to engage with residents on issues relating to community safety. We have recently met with Neighbourhood Watch Co-ordinators with a view to taking advantage of established local networks in responding to emergency incidents. As a result of this work, additional community buildings have identified for potential use as emergency rest centres.</p> <p>Guidance has been issued to taxi drivers to raise awareness of human trafficking.</p>	<p>The latest crime figures continue to show that the district continues to be a very safe place to live. Feedback from partners at the annual strategic community safety meeting praised SCDC for delivered improvements in working to combat anti-social behaviour.</p>	<p>Our Corporate Plan for 2015-2020 commits us to implementing the Localism Plan, including patch-based working.</p> <p>Begin communications with Parishes & Partners on patch-working arrangements.</p> <p>The Crime and Disorder Reduction Partnership has identified new priorities for 2015/16, focusing on protecting vulnerable residents around child sexual exploitation, domestic abuse between adults, crimes targeted at the elderly and other vulnerable members of the communities, and human trafficking. Work on continuing community concerns around burglary and anti-social behaviour will continue. The Tasking and Co-ordination group will review trends and intelligence to identify and focus on additional issues that need to be focussed on during the year.</p>
<p>AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation</p>			
<p>Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities</p>			
<p>Deliver actions from the New Build Strategy 2014-15</p>	<p>An exception site scheme at Swavesey providing 20 council homes for local people will start on site in Summer 2015 after a delay to relocate an endangered species off site. Land purchased and contract signed. Pre site work underway.</p> <p>The planning application for the construction of 15 properties at Hill Farm in Foxton has been granted. Land purchase underway and expected by July 2015. Work</p>	<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>	<p>This objective has been retained as a priority in our 2015-2020 Corporate Plan.</p> <p>Ground breaking ceremony planned for Swavesey site in late Summer 2015.</p> <p>Work with County Council and regional developers ongoing to bring forward a number of exception sites and windfall sites.</p>

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Action	What we did	Outcomes we achieved	What is still left to do
	<p>towards tendering building contract via a partnering contract ongoing. Start on site expected January 2016.</p> <p>A call for sites has resulted in four potentially viable sites via the landowning public. Enabling advice being sought. Looking at 10 sites with major regional developer that would yield around 150 new homes over 2-6 years.</p> <p>Appraising 10 county owned exception sites with a view to take the most viable forwards.</p> <p>Head of Housing Development (New Build) appointed January 2015 to help take new build programme forward</p> <p>Development Project Officer post advertised and appointed to. Expected start July 2015. Aim to deliver exception and windfall sites and ongoing project management of same.</p>	<p>standard. I feel very lucky and look forward to building a new life for myself here.'</p>	<p>three sites in particular are ongoing.</p> <p>Finalise a robust financial viability and governance model to move a pipeline of schemes forward under the HRA Business Plan</p> <p>Submit Planning for Batch 1 of garage sites (four sites – 11 homes) Begin appraising batch 2 (four sites – 10-homes) potential to provide up to 21 council homes over the next 3-4 years. Existing council homes at Gamlingay that are not fit for purpose to be demolished, providing 14 new energy efficient homes. Decanting underway and planning application imminent</p> <p>Provision of 20 homes as part of the first homes at Northstowe.</p>
<p>Provide and refurbish Gypsy and Traveller sites</p>	<p>Following delays arising from contaminated land issues requiring additional planning conditions, preparatory work has now been completed at Whaddon and the site improvement project began in March 2015.</p> <p>Negotiations with the landowner for an additional site have stalled.</p>		<p>Subject to confirmation of funding, the project to undertake site improvements at Whaddon (phase one) is anticipated for completion in December 2015</p>
<p>Objective (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working</p>			
<p>Take forward City Deal proposal (subject to negotiations with government)</p>	<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</p>	<p>The first tranche of government grant funding of £20 million</p>	<p>City Deal delivery is a continuing priority in the refreshed Corporate Plan for 2015-2020.</p>

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Action	What we did	Outcomes we achieved	What is still left to do
	<p>potential impact than any other across the country.</p> <p>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, has begun work to deliver the Deal, agreeing priority transport infrastructure projects to be delivered during its first five years, and a first budget which will fund work towards the delivery of up to 8,000 affordable homes, improved digital connectivity and skills, inward investment, assessment of economic impact and capacity to ensure leadership and successful programme delivery.</p>	<p>was received in April 2015.</p> <p>City Deal grant funding has helped to create a Chief Executive post for the Cambridge Promotions Agency, which will promote the Greater Cambridge area to attract inward investment. The post has now been filled.</p>	<p>The Executive board met in June 2015 to agree the next steps with regard to improvements to the A428/A1303 junction into central Cambridge to improve traffic flow and public transport access, potential measures to address Cambridge city centre congestion. Details project and consultation plans will now be developed.</p>
<p>Implement joint delivery vehicle (Transformation Fund) to oversee shared assets</p>	<p>The Making Assets Count partnership decided not to pursue a joint delivery vehicle at this stage, but to focus on specific projects and revisit a possible joint venture when appropriate.</p>		
<p>Review existing and explore new opportunities for shared services</p>	<p>SCDC and Huntingdonshire District Council (HDC) formally agreed the development of a strategic partnership at their Cabinet meetings on 10 July 2014.</p> <p>SCDC’s Cabinet agreed in principle the establishment of shared services for Building Control, Legal and Democratic Services and ICT, identifying 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, including the</p>	<p>The shared Home Improvement Agency service broke even in 2013/14. Operational resilience and customer satisfaction have improved, with the staff team being able to provide cover for each other at times of sickness and annual leave.</p>	<p>The monitoring of existing, and identification of new, shared service opportunities, is a continued priority within the Corporate Plan for 2015-2020. The commercialisation programme and shared services initiatives are required to deliver savings of £50k in 2015/16 and £150k ongoing from 2016/17.</p> <p>We are continuing to develop full business cases and implementation plans for shared services with a view to seeking formal decisions by the councils’ executives in July 2015, consultation with affected staff during</p>

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Action	What we did	Outcomes we achieved	What is still left to do
	<p>appointment of a Shared Services Programme Manager on a fixed term contract.</p> <p>We are also working towards a shared waste service with Cambridge City Council (see item (8) below), and have begun to explore the potential to work more closely with the County Council and Local Enterprise Partnership on planning and transport issues.</p> <p>The shared Payroll service with Cambridge City Council began on 1 April 2014.</p>		<p>the Summer and implementation in October 2015.</p> <p>Implement shared waste service with Cambridge City Council – see (8) below.</p>
<p>Objective (7) Move to a commercial approach to service delivery</p>			
<p>Develop a commercial framework to deliver and market core and value-added services.</p>	<p>EMT approved business cases for six commercialisation projects, which are now underway:</p> <ul style="list-style-type: none"> - Business Hub: see objective (3) above - In-house enforcement agents: discussions being held with current enforcement partners to review current fee and collection levels - Trade waste expansion – Weighing operation carried out to identify types of products and customers that may incur excess waste. Mapping of data now underway. - Housing Development Vehicle – Re-shaped as a shared service with city and county councils as a result of City Deal funding. - Energy company: Procurement exercise 		<p>The Corporate Plan 2015-2020 retains moving to a commercial approach to service delivery as a strategic objective. We will continue to progress the six projects towards full business cases, in order to inform future service and financial planning. The commercialisation programme and shared services initiatives are required to deliver savings of £50k in 2015/16 and £150k ongoing from 2016/17.</p> <p>Finalise, adopt and implement 2014-2017 Organisational Development Strategy.</p>
<p>Review current commercial activities and skills.</p>			
<p>Invest in further developing commercial skills.</p>			

Action	What we did	Outcomes we achieved	What is still left to do
	<p>completed for supplier of solar roof panels</p> <ul style="list-style-type: none"> - Lifeline Plus (Supported Housing) – Stepping Out organisation has provided an options analysis and proposal to inform the developing business case <p>The project to install Solar PV at the Cambourne offices is on hold following the refusal of planning permission and changes to the eligibility criteria for connecting schemes to the National Grid.</p> <p>The draft Organisational Development Strategy contains actions to ensure staff are equipped with the skills to deliver a commercial approach. To this end we are preparing a training proposal, linked to our Leadership Development Programme, to introduce commercial principles and explore how they can be reflected in everyday behaviours.</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 (OSD) full business case considered and accepted by RECAP Board. SCDC implementing via shared single service with Cambridge City Council. County-wide partnership manager appointed to take forward OSD.</p>		<p>Our Corporate Plan for 2015-2020 commits us to leading the implementation of the single, shared waste service with Cambridge City Council, and working with partners to ensure 65% or more of the waste we collect in residents' bins is diverted from landfill.</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>Work is underway to model optimum waste collection routes across all Districts in the county. The target completion date for this</p>

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

Action	What we did	Outcomes we achieved	What is still left to do
	<p>Cambridge City & SCDC have appointed a Waste Operations Manager and Waste Policy, Change and Innovation Manager for the single service.</p>		<p>work is November 2015.</p> <p>The shared waste project is proceeding 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 recruitment process will be complete in Autumn 2015, with implementation of the new service around October 2015..</p> <p>The recruitment of the Head of Shared Waste is currently underway with an appointment anticipated in July 2015.</p>
<p>Deliver agreed waste efficiencies and improvements.</p>	<p>Major changes to the waste service, involving revised routes and the reduction of winter green bin collections, were successfully implemented during the year.</p> <p>As anticipated with changes of this magnitude, missed bins per 100,000 initially increased as a consequence of the changes, before reducing in subsequent months against a target of 50. The figure for May 2015 was 54 / 100,000. 163 complaints were received about the changes ,representing less than 1% of residents.</p> <p>We have launched an e-form to make it easier for residents to report missed bins and assisted collections. The form has been completed over 900 times to date (during which time the service has collected over 2.3m bins)</p>	<p>The waste efficiencies programme delivered over £200k of savings during 2014/15 and is on course to deliver further savings of £400k per year from 2015/16.</p> <p>Overall recycling and composting performance has been unaffected, with an improvement on the previous year's performance from 57% to 58% of waste</p>	<p>We are continuing to monitor the implementation of the revised collection round schedule and have undertaken a full evaluation of the reduced green waste Winter service. This review identified some important lessons for future projects around understanding the wider impact of changes on other council services, especially the Contact Centre, and the need for earlier and closer engagement with frontline staff to gather operational knowledge.</p> <p>We are continuing to work to improve missed bin performance back to its pre-implementation level of below 50 per 100,000.</p>

Action	What we did	Outcomes we achieved	What is still left to do
		<p>recycling and composted.</p> <p>Changes also achieved environmental benefits equating to 56 tonnes to CO2 savings in a full year through reduction in fuel use.</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 in July 2014. Ridership is increasing, we are carrying out a marketing and communication exercise to increase usage further prior to a review of the scheme's funding in Autumn 2015.</p> <p>We have updated and launched an updated Community Transport leaflet for the district, and carried out regular promotions to encourage volunteering.</p> <p>We have awarded £8,500 service support grant for Community Transport providers.</p>	<p>Demand is rising for Community Transport schemes addressing rural transport problems:</p> <p>Royston and District Community Transport has secured funding, partly from SCDC, to purchase a new minibus to help local people get out and about via pre-booked journeys and group outings. Such services provide a lifeline for many isolated people, helping them to get out and about and to retain their independence.</p>	<p>Our Corporate Plan for 2015-2020 commits us to continuing to deliver community transport initiatives, as part of which we will be refreshing our strategy.</p> <p>Area M (villages north of Royston) – we were involved in the community engagement and support for parishes during the consultation between January - March. The outcome of this work is being finalised by the county council.</p> <p>Area G (Cambridge city and villages South-west of Cambridge) – we worked with the villages to come up with solutions. The alternative routes have been tendered by CCC.</p>

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

Action	What we did	Outcomes we achieved	What is still left to do
		<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>Begin implementation of Health & Well-being, Children, Young People & Families and Ageing Well Action Plans.</p>	<p>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.</p> <p>Work has continued to develop the Active & Healthy 4 Life exercise referral scheme, which operates in sports centres across the district, providing tailored exercise programmes for patients referred by health professionals registered with the scheme. Administration and co-ordination of the scheme has been undertaken in house since September 2014, and a programme of regular contact with sports centre staff and GP surgeries is</p>	<p>We have run successful children’s holiday camps in sports such as Athletics (average 97 attending per summer session), Netball (52) and Rounders (36).</p> <p>We have awarded elite athlete funding to eight individuals totalling £3,300.</p> <p>Feedback from a</p>	<p>Our Corporate Plan 2015-2020 commits us to begin implementation of the SCDC Health & Wellbeing, Ageing Well and Children, Young People & Families plans.</p>

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

Action	What we did	Outcomes we achieved	What is still left to do
	underway. An additional centre in Girton has been brought into the scheme, bringing the total to ten. The first phase of a transition to electronic registration of client details is complete.	resident benefiting from the GP referral scheme explained how it had 'given me the motivation to improve my health'.	
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.		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.
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. We are piloting the Lead Professional role in specific cases.	The project has helped turn around the lives of eight families across the district, and many more across Cambridgeshire.	Work is underway to begin implementation of the Phase II strategy to co-ordinate support for families through a multi-agency approach by public sector partners, including SCDC Neighbourhood Team and Benefits Service.
Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively			
Continuously monitor the impact of the government's welfare reform programme Plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2015/16	Council (29 January 2015) agreed to retain the current LCTS for 2015/16, subject to minor amendments required to comply with new Statutory Regulations.	The Benefits Team has received an unqualified audit report. Of £30 million paid in housing benefit to around 7,000 households last year, the adjustment required to the return was below	This objective has been retained as a priority within the Corporate Plan for 2015-2020. Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be

Action	What we did	Outcomes we achieved	What is still left to do
		<p>£200.</p> <p>The Council maintained performance in respect of key indicators relating to rent and Council Tax collection – see Appendices B-C for full details.</p>	<p>affordable.</p> <p>The Council is planning for the implementation of Universal Credit, which will be fully implemented by the end of 2019.</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 of Cambourne, Darwin Green and other major 	<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. Phase 1 earth works, improvements to the B1050 and construction of the first Primary School have commenced. We are continuing to work with the county council and developer on a community access agreement for the primary school and community centre design.</p> <p>The second phase planning application for Northstowe was granted Outline planning permission by committee on 24 June 2015. Section 106 Heads of Terms will be presented on 29 July 2015, and a consent issued later in 2015.</p> <p>Following the Autumn statement announcement of directly-commissioned development at Northstowe we</p>		<p>Our Corporate Plan 2015-2020 contains a continuing commitment to work with development partners to ensure the delivery of major developments and A14, A428 and other transport improvements.</p> <p>Following notification of the suspension of the SCDC and Cambridge City draft local plans, we are assessing the implications for additional work which may be required by the Planning Inspector, and for the determination of major planning applications following a previous Inspector's view that the council cannot demonstrate a 5-year housing supply.</p> <p>Network Rail has submitted a new planning application for Chesterton Station, which we</p>

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

Action	What we did	Outcomes we achieved	What is still left to do
<p>sites to deliver new homes and jobs.</p>	<p>have held extensive discussions with government to clarify the likely impacts and reiterate our mutual determination to work together to create a high quality new community through continued local engagement and appropriate infrastructure investment.</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>Development of sections of the Trumpington Road site within SCDC is underway. Walking and cycling routes are in place across the southern fringe sites.</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>We carried out an Issues and Options consultation for the future development of the Cambridge Northern Fringe (East) site and are now proposing a Vision for an employment-led, mixed-use neighbourhood.</p> <p>The Development Consent Order for the A14 Cambridge to Huntingdon improvement scheme was accepted for examination by the Planning Inspectorate in January</p>		<p>anticipate submitting to Committee for determination in July 2015.</p> <p>We will negotiate a new Planning Performance Agreement for the Darwin Green 2 development.</p> <p>The planning application for a primary school on the Darwin Green 1 site will be submitted to the Joint Committee in July 2015.</p> <p>An outline planning application for the Cambridge East (Wing) development is expected to determined during 2015, subject to issues around the viability of the site being addressed.</p> <p>We have received an Outline planning application for 3,250 dwellings, employment areas, schools, sports and community facilities, retail and associated infrastructure at Cambourne West, which we expect to determine in late 2015.</p>

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

Action	What we did	Outcomes we achieved	What is still left to do
	2015. A six-month examination of the Development Consent Order for the scheme is now underway and must be completed by 13 November 2015.		
Objective (12)) Increase the range and supply of temporary accommodation to help minimise the use of bed & breakfast accommodation for homeless households			
Implement actions in Homelessness Strategy	<p>During the year we have:</p> <ul style="list-style-type: none"> - Renewed our agreement with the Citizens Advice Bureau to provide advice and support during 2015-16 - Purchased ten empty homes for use as temporary accommodation - Worked with families/applicants to bid on vacant properties. - Helped families/single applicants to access the private rented sector. - Worked with County council social care and other district councils to review and improve the protocol for homeless 16-17 year olds. - Worked with King Street to provide a single homeless service for those who not in priority need. - Reviewed housing advice leaflets. - Undertaken a self assessment review using the Governments Gold Standard peer review guidance. 	<p>The Council helped 218 households to prevent homelessness during 2014/15.</p> <p>44 households were in temporary accommodation at 31 March 2015, which is a reduction since the start of the year.</p> <p>Average monthly expenditure on Bed & Breakfast accommodation has reduced from £2,075 during 2013/14 to £919 for 2014/15.</p>	<p>We have retained this strategic objective in our Corporate Plan 2015-2020.</p> <p>Consider options for moving hostel provision to the redeveloped site at Robson Court.</p> <p>Review the strategy.</p> <p>The Gold Standard self assessment did not indicate any major gaps or issues with the service but did indicate some continuous improvement that we could make, including changing the way we provide written information to clients and improvements to web pages.</p>

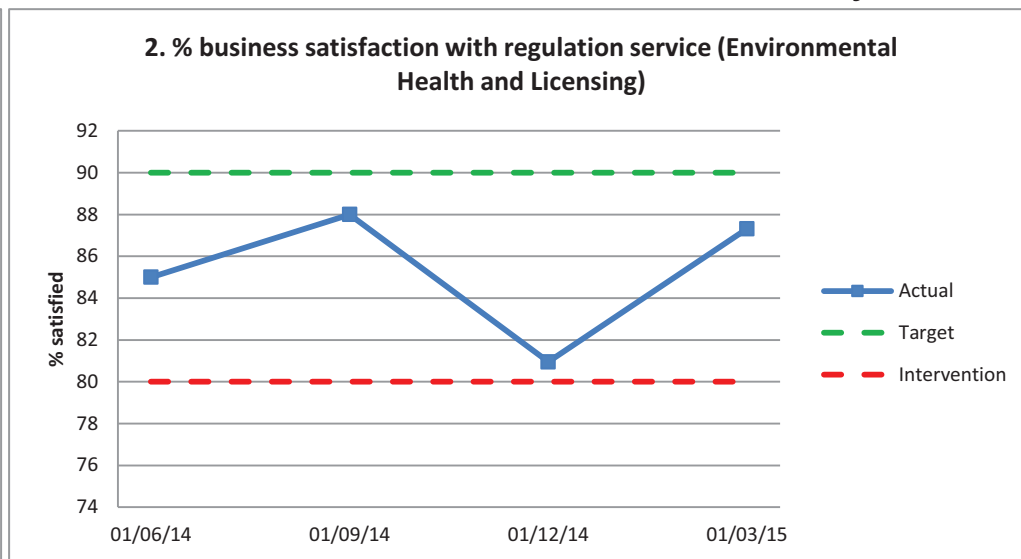
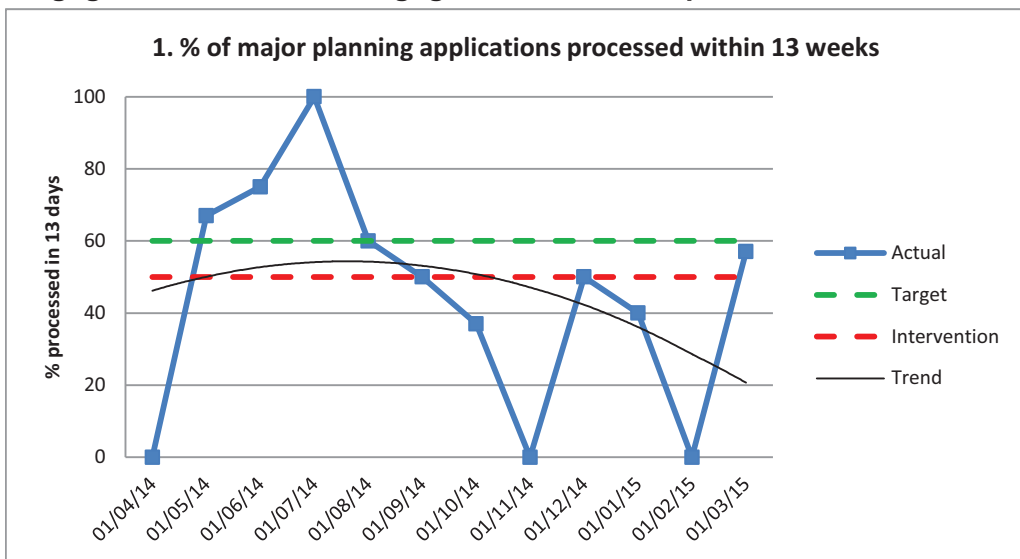
APPENDIX A – CORPORATE PLAN 2014-2019 – PROGRESS REPORT, YEAR-END 2014-15

Action	What we did	Outcomes we achieved	What is still left to do
Complete Robson Court hostel refurbishment project	Re-development of the site has been completed.	A new hostel providing 30 self contained accommodation units.	Complete.

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Appendix B - Position Report, June 2015 - Corporate Plan Indicators, Charts and Commentaries

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



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What does it show? Percentage of major planning applications determined in 13 weeks, or within a timetable agreed with developers under a Planning Performance Agreement. Major applications include those with between 10 and 100 residential units for construction, or if non-residential, where the floor space is 1,000 square metres or more, or the site area is 1 hectare or more.

How did we do? The 50% intervention figure was met or exceeded during 7 months of the year. Performance deteriorated during the second half of the year.

What was the context? Large fluctuations in performance occurred due to the small number of major applications determined each month. Performance was hindered by an increase in the number of speculative residential applications on sites not allocated or likely to be allocated in approved plans, and also by difficulties in recruiting staff.

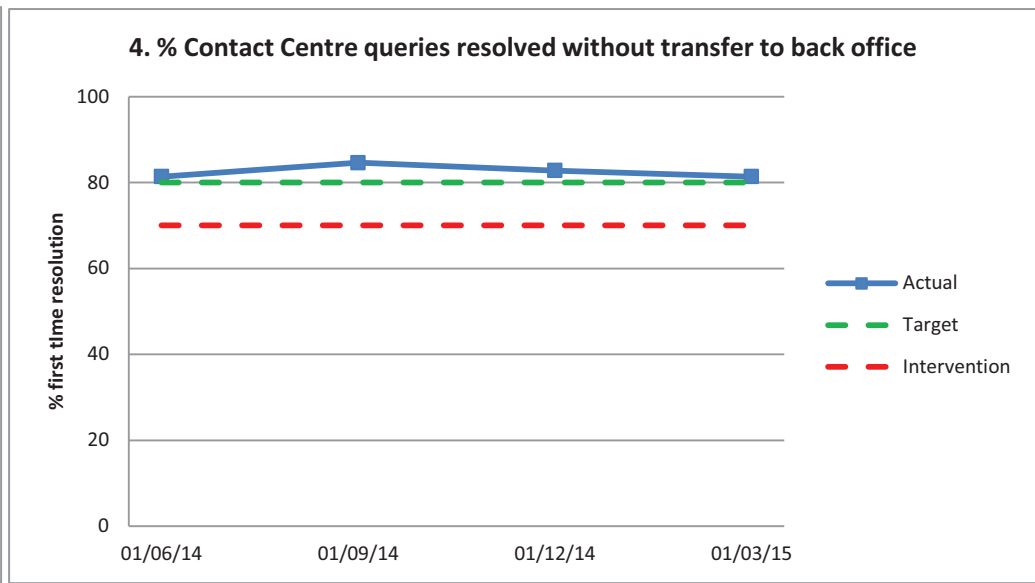
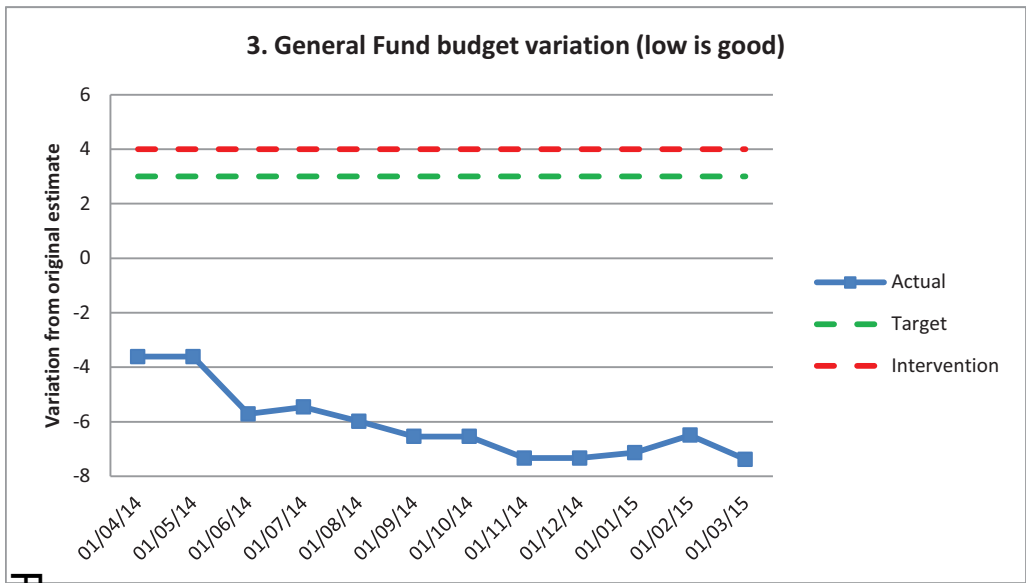
Outlook for 2015/16 These challenging conditions are expected to continue during 2015/16. Some measures have been tested, including outsourcing application processing. Other measures will be taken forward during the year such as creating a temporary staff bank, introducing a tailored training and development package for new planners; and exploring housing support measures to recruit and retain planning officers relocating from other parts of England.

What does it show? The percentage of Environmental Health and Licensing business customers who indicate on the council's business survey that they are satisfied with the contact that they have received. This contact can take the form of a request that has been submitted by the business or a visit/inspection from the council.

How did we do? Performance remained between the 90% target and 80% intervention point throughout the year.

What was the context? Surveys are sent to a collection of business customers, including those who may have had action taken against them. This ensures data is representative of all Environmental Health and Licensing business customers.

Outlook for 2015/16 The aim continues to be to achieve 90% satisfaction rates. The implementation of a new Enforcement, Inspection and Better Regulation Policy, that promotes a more risk-based and proportionate approach to regulation along with a wider package of business friendly initiatives, should enable us to do so.



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What does it show? The variation between General Fund expenditure (all expenditure paid for by Council Tax, the Revenues Support Grant from central government and Retained Business Rates) and the estimate set by council at the start of the financial year (known as the Original Estimate).

How did we do? Performance has significantly surpassed the target, with an underspend of approximately 7.38% compared to the target of no more than a 3% overspend. In monetary terms this equates to an underspend of £1,196,000 at year end.

What was the context? The favourable variance reflects the efforts of budget holders, who continue to actively manage costs down whilst maintaining service delivery and performance.

Outlook for 2015/16 This is largely unknown due to the nature of the measure as a comparison with the original estimate. However, we will continue to proactively monitor expenditure whilst seeking opportunities for efficiency and income generation in accordance with Corporate Plan objectives.

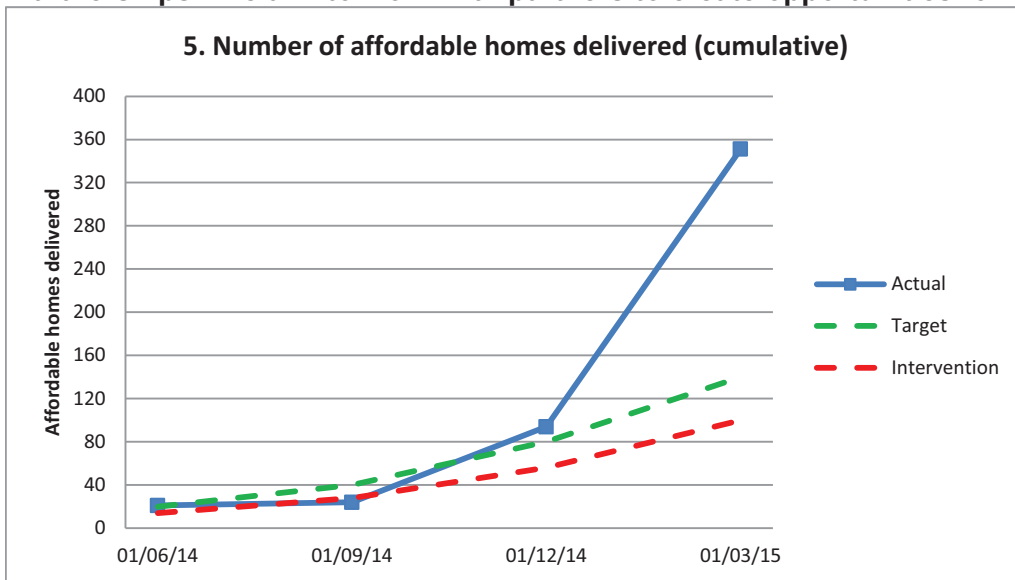
What does it show? Percentage of customer enquiries to the Contact Centre resolved without contact with, or transfer to back office staff.

How did we do? The 80% target has been achieved throughout the year, indicating that generally an effective 'one-stop' service is being provided.

What was the context? Since moving in-house, staff have been given greater access to systems and additional training to allow the current 80% target to consistently be met. Away from this measure, the contact centre has struggled to meet call handling targets due to high call volumes, resulting in a review by the Scrutiny and Overview Committee and production of an improvement plan. This identified that additional resources were required during peak times and support has since been received from the Revenues and Benefits departments and Electoral Services, who have fielded their own calls during busy periods.

Outlook for 2015/16 The aim will be to maintain performance above 80%, whilst adding two further indicators to ensure comprehensive reporting of all aspects of the service. The new performance indicators will be '% of all calls to the Contact Centre that are not abandoned' and '% of calls to the contact centre that are answered within 2 minutes'. These measures reflect current contact centre priorities and align with the contact centre improvement plan.

Partnerships - we aim to work with partners to create opportunities for employment, enterprise, education and world-leading innovation.



What does it show? The number of affordable homes delivered during 2014/15, including social rented housing (with target rents set through the national rent regime), affordable rent housing (with rents charged at up to 80% of market rent) and shared ownership housing.

How did we do? The target of 140, set at the start of the year based on known planned affordable home developments, was exceeded by 211 homes. A total of 351 affordable home developments were delivered in total.

What was the context? The increase in the final quarter is largely a result of planned developments being completed by the end of the 2011-15 Homes and Communities Agency funding programme. Figures for quarter 4 also include 42 homes at Trumpington Meadows, which fall within Cambridge City, but over which SCDC holds nomination rights.

Outlook for 2015/16 It is predicted that the number of affordable homes delivered during 2015/16 will reduce due to transition to the new funding programme. This measure will be replaced during 2015/16 by two new indicators that will allow the council greater control over performance. These will be 'number of council new-build homes started on-site' and 'number of affordable homes started on-site on exception sites.'

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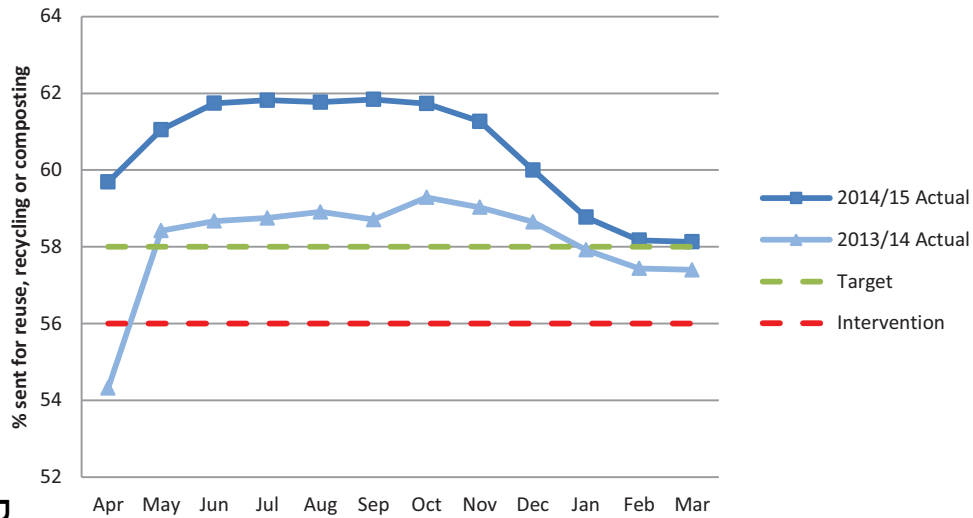
What does it show? The percentage of annual Environmental Services survey respondents who indicated that they are satisfied with waste services.

How did we do? Responses to the 2014/15 survey indicated a 81% satisfaction rate with waste services. This remains above the 80% intervention point.

What was the context? A package of changes to achieve yearly savings of £400k was introduced during 2014/15, including the reduction in household collection rounds, monthly green bin collections during winter, and Christmas collection changes. This year an online survey was trialled to reduce paper and costs, compared to a postal survey to 2,200 randomly selected residents in previous years. This resulted in 375 responses compared with 811 last year. This still provides a good indication of resident satisfaction, particularly given the timing, immediately following waste service changes; however due to the lower response rate and non-randomised nature of the sample, service managers advise that the results cannot be directly compared with previous years' KPI percentages.

Outlook for 2015/16 The aim remains to achieve 90% satisfaction with waste services. The Policy and Performance Team will undertake to reasearch and develop a statistically significant online survey methodology that will enable future results to be directly comparable with previous years.

7. % of household waste sent for reuse, recycling or composting



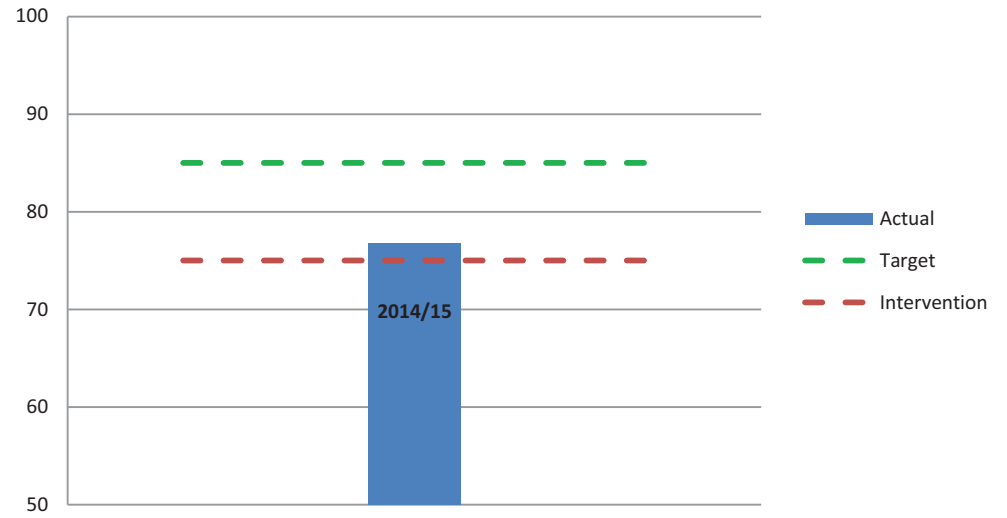
What does it show? The cumulative percentage of household waste diverted from landfill by SCDC. 2013/14 figures are included for comparison.

How did we do? Performance remained above the 58% target throughout 2014/15. The yearly percentage improved from 57.40% in 2013/14 to 58.18% in 2014/15. This compares with the 2013/14 UK local authority average of 42.49% (2014/15 UK average is currently unavailable).

What was the context? Improved performance has been achieved alongside the introduction of a package of changes to achieve yearly savings of £400k. These include the reduction from 210 to 180 household collection rounds, monthly green bin collections during winter, and collection changes over the Christmas period. The downward trend at the end of the year is largely due to seasonal variation, and is also evident in the 2013/14 figures.

Outlook for 2015/16 The Shared Waste Service with Cambridge City will be developed throughout 2015/16, including the establishment of the organisation and re-location of City operations to the Waterbeach Depot. The service will seek to maintain the current upward recycling performance trend throughout .

8. % satisfaction with environmental quality



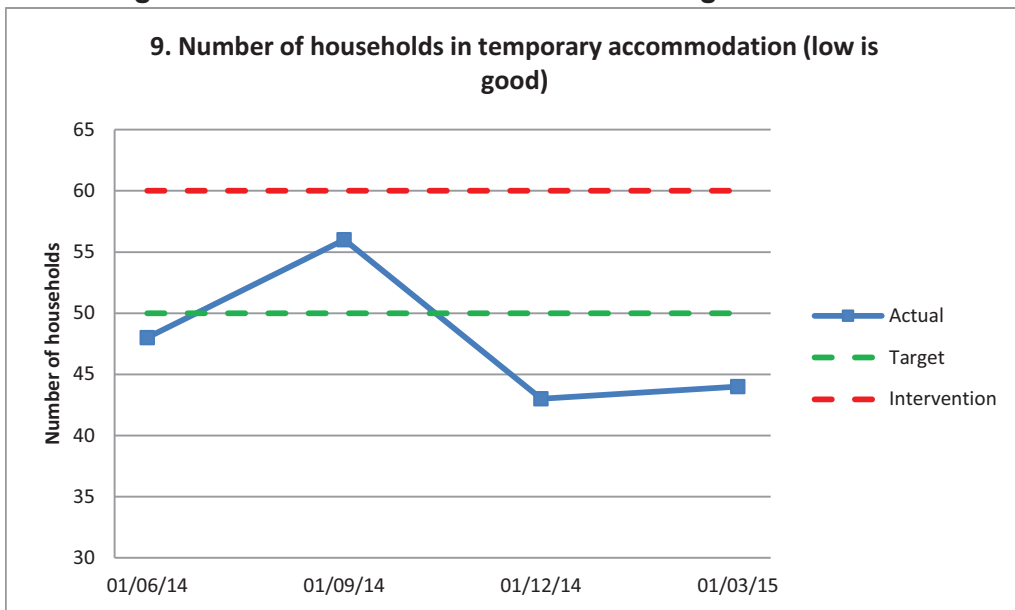
What does it show? The percentage of annual Environmental Services survey respondents who indicated that they are satisfied with local environmental quality.

How did we do? Responses to the 2014/15 survey indicated a 76.75% satisfaction rate with environmental quality. This remains above the 75% intervention point.

What was the context? This year an online survey was trialled to reduce paper and costs, compared to a postal survey to 2,200 randomly selected residents in previous year. This has resulted in 357 responses compared with 811 in previous years. This still provides a good indication of resident satisfaction; however due to the lower response rate and self-selecting nature of the sample, service managers advise that the results cannot be directly compared with previous years' KPI percentages.

Outlook for 2015/16 The aim continues to be the achievement of 85% satisfaction with local environmental quality. The Policy and Performance Team will undertake to reasearch and develop a statistically significant online survey methodology that will enable future results to be directly comparable with previous years.

Wellbeing - we aim to ensure that South Cambridgeshire continues to offer an outstanding quality of life for our residents.



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What does it show? The number of households housed within temporary accommodation (due to our statutory responsibilities under homelessness provisions) on the last day of each quarter, acting as a measure of local housing affordability and the impacts of welfare reform.

How did we do? The target of no more than 50 households in temporary accommodation has been met in 3 of the 4 quarterly reports. Although the target was exceeded in quarter 2, performance remained below the intervention point of 60 households.

What was the context? Good performance has been maintained despite pressure on Housing Advice services from welfare reform and high local rents. This has been achieved through widening and improving homeless prevention activities, by accessing the private rented sector, referring for money advice and working with applicants to bid on vacant properties through Home-Link or making direct lets when necessary (evident in graph 12, showing an increase during 2014/15 of the number of households helped to prevent homelessness).

Outlook for 2015/16 Continuation of good performance achieved in 2014/15.

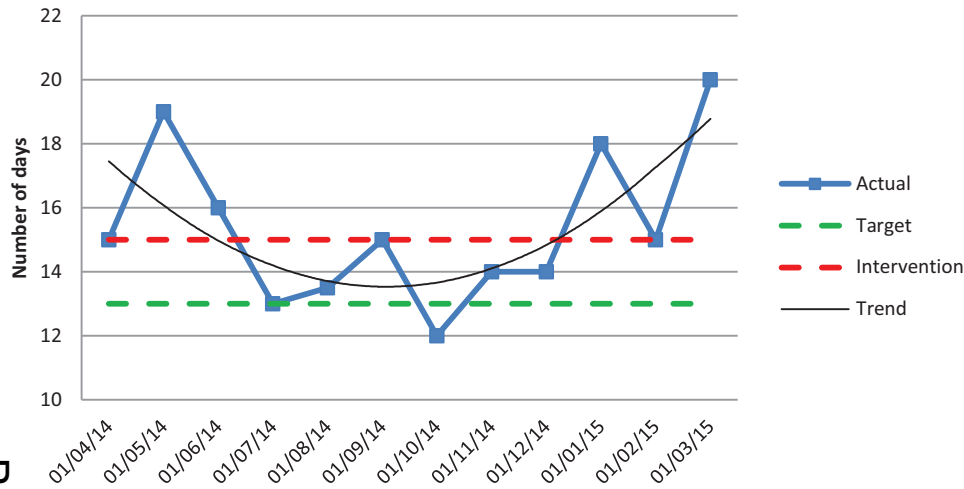
What does it show? The percentage of housing rent that is collected from SCDC housing stock (this does not include Ermine Street Housing) as a proportion of the amount payable each month (net of Housing Benefit).

How did we do? The rent collection target has been achieved throughout the year, indicating that collection activities have been undertaken efficiently and effectively, maximising rental income in order to maintain and improve the quality of housing stock. It should also be noted that year end council tax, non-domestic rates and sundry debt collection targets were also achieved during 2014/15.

What was the context? Good performance has been achieved through the consistent application of efficient collection activities. Tenants are kept regularly informed of the status of their rent accounts and are made aware of the various options that are available to them. There is also a significant amount of cooperation that takes place between the Rents Team and all other collection teams within the Revenues and Benefits Service

Outlook for 2015/16 Continuation of good performance through efficient and effective collection activities.

11. Average number of days taken to process benefit claims (low is good)



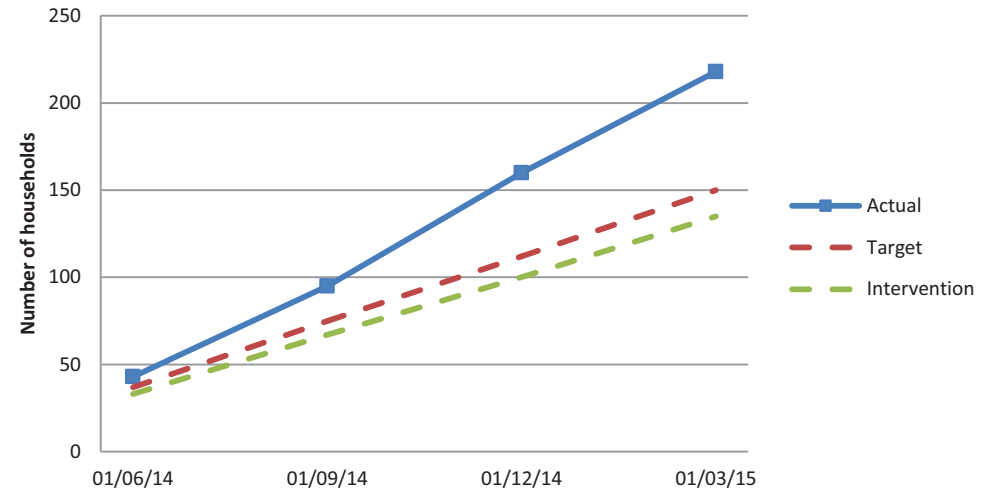
What does it show? The average number of days taken to process Housing Benefit and Council Tax Support claims and change events, acting as a measure of CDC’s ability to process claims efficiently, to support vulnerable customers and contribute towards the reduction of poverty and homelessness.

How did we do? The 15 days intervention figure was exceeded during 4 months of the year. Performance dropped towards the end of the year.

What was the context? The increase in processing days since January is largely a result of increased workload due to year end processes and an increase in the number of change events reported, following the introduction of Real Time Information (RTI) sent by HMRC and seasonal change events. The number of Discretionary Housing Payment (DHP) applications has also increased, involving in-depth assessment.

2015/16 outlook? A number of measures are being implemented to address the reduction in claims processing performance. Management is addressing these issues through a cessation of non-essential work and the recruitment of generic posts in the Revenues and Benefits section to provide more flexible capacity to meet peaks of demand.

12. Number of households helped to prevent homelessness (cumulative)



What does it show? A cumulative measure of the number of households that are helped to prevent homelessness in the year (where the council undertakes active casework to prevent homelessness for a period of at least 6 months). Preventing homelessness can include work to enable the household to remain where they are or securing alternative accommodation, but does not include the use of temporary accommodation.

How did we do? The year end target of 150 households helped to prevent homelessness was exceeded by the end of the third quarter, indicating an increasing demand on Housing Advice services. The 218 households helped to prevent homelessness during 2014/15 is an increase of 63 from the year end figure from 2013/14.




What was the context? Increased demand for Housing Advice services has been caused by factors such as welfare reform and high local rents. The range of homeless prevention activities undertaken has also widened to include work to access the private rented sector, referring for money advice and working with applicants to bid on vacant properties through Home-Link or making direct lets when necessary.



2015/16 outlook? Based on the increased demand and widening of Housing Advice activities during 2014/15, the target for 2015/16 will increase to 200.

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APPENDIX C - Position Report, Year-End 2014-2015 (presented to Cabinet, 9 July 2015)

Corporate Plan Indicators by link to Corporate Objective: 2014-15 performance (please read in conjunction with Appendix B, which provides graphical representation and more detailed commentary relating to the Corporate Plan Indicators).


	= Performance met or exceeded the target	↑	= Categorisation of performance (RAG) has progressed from red to amber, or amber to green.
	= Performance did not meet the target, but exceeded the intervention point	→	= Categorisation of performance (RAG) has remained unchanged.
	= Performance was below intervention point	↓	= Categorisation of performance (RAG) has deteriorated from green to amber, or amber to red.

PI reference and description (C) = Cumulative (L) =Low is good	Target (Intervention)	Q1 performance (divided into Apr, May, Jun where reported monthly)			Q2 performance (divided into Jul, Aug, Sep where reported monthly)			Q3 performance (divided into Oct, Nov, Dec where reported monthly)			Q4 performance (divided into Jan, Feb, Mar where monthly)			Q3/4 Direction of Travel	Lead Portfolio Holder
		A	M	J	J	A	S	O	N	D	J	F	M		
Engagement – we aim to engage with residents, parishes and businesses to ensure we deliver first class services and value for money														→	
FS101 - General Fund variance % (C,L)	3 (4)	-3.6	-3.6	-5.7	-5.5	-6.0	-6.5	-6.5	-7.3	-7.3	-7.1	-6.5	-7.4	→	Simon Edwards
ES401 - % business satisfaction with regulation	90 (80)	85			88			80.95			87.32			→	Nick Wright
PN501 - % 'Major' planning applications determined in 13 weeks or within PPA terms	60 (50)	0	67	75	100	60	50	37	0	50	40	0	57	→	Robert Turner
CCS301 - % first time resolutions	80 (70)	81.35			84.61			82.76			83.39			→	Peter Topping
Partnerships – we aim to work with partners to create opportunities for employment, enterprise, education and world-leading innovation														→	
AH202 – Affordable homes delivered (C)	140 (100) (year end)	21			24			94			351			→	Mark Howell

The next performance report will see this measure being replaced during 2015/16 by two new indicators that will allow the council greater control over performance. These will be 'number of council new-build homes started on-site' and 'number of affordable homes started on-site on exception sites.'


PI reference and description (C) = Cumulative (L) =Low is good	Target (Intervention)	Q1 performance (divided into Apr, May, Jun where reported monthly)			Q2 performance (divided into Jul, Aug, Sep where reported monthly)			Q3 performance (divided into Oct, Nov, Dec where reported monthly)			Q4 performance (divided into Jan, Feb, Mar where monthly)			Q3/4 Direction of Travel	Lead Portfolio Holder
		A	M	J	J	A	S	O	N	D	J	F	M		
ES403 - % satisfaction with local environmental quality	85 (75)	77%* (274 satisfied out of 357 survey responses)									N/a			→	Mick Martin
ES402 - % satisfaction with waste services	90 (80)	81%* (304 satisfied out of 375 survey responses)									N/a			→	Mick Martin
*ES402 and ES403 are taken from responses to the annual Environmental Health survey. This year an online survey was trialled to reduce time, paper and costs, compared to a postal survey to 2,200 randomly selected residents in previous years. This has resulted in 375 responses compared with 811 in the previous year. This still provides a good indication of resident satisfaction, particularly in relation to ES402 given its timing, immediately following the implementation of waste service changes; however, given the lower response rate and self-selecting, non-randomised nature of the sample, service managers advise that the results are not as statistically robust and so cannot be directly compared with previous years' KPI percentages. The Policy and Performance team has undertaken to research and develop a statistically significant on-line survey methodology which will enable future on-line results to be directly comparable with previous years.															
ES404 - % household waste diverted from landfill (C)	58 (56)	59.7	61	61.7	61.8	61.8	61.8	61.7	61.3	60	58.8	58.2	58.1	→	Mick Martin
Wellbeing – we aim to ensure that South Cambridgeshire continues to offer an outstanding quality of life for our residents														↓	
FS102 - % of rent collected	98 (90) (year end)	86.4	92	95.5	96.1	96.9	97.5	97.7	98.1	98	98.3	98.6	98.8	→	Simon Edwards
FS103 - Average days to process benefit claims (L)	13 (15)	15	19	16	13	14	15	12	14	14	18	15	20	↓	Simon Edwards
The increase in processing days since January is largely a result of increased workload due to year end processes and an increase in the number of change events reported, following the introduction of Real Time Information (RTI) sent by HMRC and seasonal change events. The number of Discretionary Housing Payment (DHP) applications has also increased, involving in-depth assessment. Management is addressing these issues through a cessation of non-essential work and the recruitment of generic posts in the Revenues and Benefits section to provide more flexible capacity to manage periods of peak demand.															
AH201 – Number of households helped to prevent homelessness (C)	150 (135) (year end)	43			95			160			218			→	Mark Howell
AH203 – Households in temporary accommodation (L)	50 (60)	48			56			43			44			→	Mark Howell

APPENDIX C - Position Report, June - July 2015 Key Performance Indicators by Portfolio (please read in conjunction with Appendix Biii, which provides graphical representation and more detailed commentary with regard to the Corporate Plan Indicators - marked below in bold text).

PI reference and description (C) = Cumulative (L) =Low is good	Target (Intervention)	Q1 performance (divided into Apr, May, Jun where reported monthly)			Q2 performance (divided into Jul, Aug, Sep where reported monthly)			Q3 performance (divided into Oct, Nov, Dec where reported monthly)			Q4 performance (divided into Jan, Feb, Mar where monthly)			Q3/4 Direction of Travel	Lead Portfolio Holder
		A	M	J	J	A	S	O	N	D	J	F	M		
Finance and Staffing Portfolio												→			
FS101 - General Fund variance % (C,L)	3 (4)	-3.6	-3.6	-5.7	-5.5	-6.0	-6.5	-6.5	-7.3	-7.3	-7.1	-6.5	-7.4	→	Simon Edwards
FS102 - % of rent collected	98 (90) (year end)	86.4	92	95.5	96.1	96.9	97.5	97.7	98.1	98	98.3	98.6	98.8	→	Simon Edwards
FS103 - Average days to process benefit claims (L)	13 (15)	15	19	16	13	14	15	12	14	14	18	15	20	↓	Simon Edwards
Corporate Plan KPI – For commentary see page 2/7 of this appendix.															
FS104 - % of NNDR collected (C)	99 (90) at year end	12.3	22.7	32.2	40.7	50.3	58.9	69.2	77.9	86.6	95.8	97.1	99.3	↑	Simon Edwards
FS105 - % of Council Tax collected (C)	99 (90) at year end	11	20.7	30.4	40.1	49.6	59.2	68.9	78.3	87.9	97.4	98.4	99.2	↑	Simon Edwards
FS106 - HRA variance % (C,L)	3 (4)	-0.2	-0.2	-0.1	-0.3	-0.2	-0.3	-0.3	-0.6	-0.6	-0.9	-0.8	-1.3	→	Simon Edwards
FS107 - Capital variance % (C,L)	3 (4)	0	0	0	-3.9	-3.9	-3.9	-3.9	-9.7	-9.7	-9.9	-10.9	-8.6	→	Simon Edwards
FS108 - % Undisputed invoices paid in 10 days	80 (70)	84.5	85.1	78	77.6	80.9	68	73	67.5	77.3	66.7	75.2	75.8	→	Nick Wright
FS109 - % Undisputed invoices paid in 30 days	98.5 (96.5)	98.2	98.7	98.5	97.7	99.7	97.5	96.9	98	96.8	95.6	96.7	97.7	↓	Nick Wright
Service managers should be reminded that prompt payment of invoices directly supports the council's objective to make the district an even more attractive place to do business.															
FS110 - Staff sickness days per employee (C,L)	7 (10) at year end	1.69			3.28			5.61			8.07			→	Simon Edwards

The number of staff sickness days per employee has increased slightly from 2013/14, where 7.82 sickness days had been taken per employee by year end. The HR team continue to work closely with managers and employees to address sickness absence issues, and has recently attended team meetings to communicate the importance of continuing proactive management in this area.

PI reference and description (C) = Cumulative (L) = Low is good	Target (Intervention)	Q1 performance (divided into Apr, May, Jun where reported monthly)			Q2 performance (divided into Jul, Aug, Sep where reported monthly)			Q3 performance (divided into Oct, Nov, Dec where reported monthly)			Q4 performance (divided into Jan, Feb, Mar where monthly)			Q3/4 Direction of Travel	Lead Portfolio Holder
		A	M	J	J	A	S	O	N	D	J	F	M		
FS111 - % Staff turnover (C,L)	10 (15) at year end	2.56			5.72			7.56			9.11			↑	Simon Edwards
Housing Portfolio												→			
AH201 – Number of households helped to prevent homelessness (C)	150 (135) at year end	43			95			160			218			→	Mark Howell
AH202 – Number of affordable homes delivered (C)	140 (100) at year end	21			24			94			351			→	Mark Howell
The next performance report will see this measure being replaced during 2015/16 by two new indicators that will allow the council greater control over performance. These will be 'number of council new-build homes started on-site' and 'number of affordable homes started on-site on exception sites.'															
AH203 – Households in temporary accommodation (L)	50 (60)	48			56			43			44			→	Mark Howell
AH204 - % Tenant satisfaction with responsive repairs	95 (90)	95.42			96.05			95.41			96			→	Mark Howell
AH205 – Average days to re-let General Needs Housing (L)	20 (25)	13	15	14	15	16	17	16	16	18	18	18	18	→	Mark Howell
A revised target of 17 will be implemented during 2015/16. The intervention point of 25 is set to remain unchanged.															
Corporate and Customer Services Portfolio												→			
CCS301 - % first time resolutions	80 (70)	81.35			84.61			82.76			83.39			→	Peter Topping
CCS302 - % of customers satisfied with reception service	80 (70)	96.45			98.81			100			94.44			→	Peter Topping
The next report will see CCS302 replaced with two new KPIs detailing '% of all calls to the contact centre not abandoned' and '% of calls to the contact centre that are answered within 2 minutes', to better reflect current priorities and align with the contact centre improvement plan.															

PI reference and description (C) = Cumulative (L) =Low is good	Target (Intervention)	Q1 performance (divided into Apr, May, Jun where reported monthly)			Q2 performance (divided into Jul, Aug, Sep where reported monthly)			Q3 performance (divided into Oct, Nov, Dec where reported monthly)			Q4 performance (divided into Jan, Feb, Mar where monthly)			Q3/4 Direction of Travel	Lead Portfolio Holder
		A	M	J	J	A	S	O	N	D	J	F	M		
Environmental Services Portfolio												→			
ES401 - % business satisfaction with regulation service	90 (80)	85			88			80.95			87.32			→	Nick Wright
ES402 - % satisfaction with waste services	90 (80)	81%* (304 satisfied out of 375 survey responses)											→	Mick Martin	
ES403 - % satisfaction with local environmental quality	85 (75)	77%* (274 satisfied out of 375 survey responses)											→	Mick Martin	
For commentary, please see page 2/7 of this appendix above.															
ES404 - % of household waste sent for reuse, recycling or composting (C)	58 (56)	59.7	61	61.7	61.8	61.8	61.8	61.7	61.3	60	58.8	58.2	58.1	→	Mick Martin
ES405 - % of licensed premises adjudged to be compliant with the Licensing Act	90 (80)	99			99			99			99			→	Mick Martin
The next performance report will see the removal of ES405 – performance has been at 99% for the past 3 years, offering no real insight.															
ES406 - % of major non-compliances resolved	90 (80)	90			82			82			87			→	Mick Martin
ES407 – Missed bins per 100,000 (L)	50 (55)	39.2	36.1	47.9	48.2	45.3	183.8	97.6	95.4	98.2	88.6	60.4	96.4	→	Mick Martin
Performance levels decreased following service change implementation. Missed bin figures continue to be actively managed downwards, with the introduction of measures such as increased visibility of performance statistics for individual refuse crews.															

PI reference and description (C) = Cumulative (L) =Low is good	Target (Intervention)	Q1 performance (divided into Apr, May, Jun where reported monthly)			Q2 performance (divided into Jul, Aug, Sep where reported monthly)			Q3 performance (divided into Oct, Nov, Dec where reported monthly)			Q4 performance (divided into Jan, Feb, Mar where monthly)			Q3/4 Direction of Travel	Lead Portfolio Holder
		A	M	J	J	A	S	O	N	D	J	F	M		
Planning Portfolio														↑	
PNC501 - % 'Major' planning applications determined in 13 weeks or within PPA terms	60 (50)	0	67	75	100	60	50	37	0	50	40	0	57	→	Robert Turner
PNC502 - % 'Minor' planning applications determined in 8 weeks or within PPA terms	65 (55)	60	46	41	43	43	33	52	44	47	41	49	35	→	Robert Turner
PNC501 and PNC502 performance was hindered by an increase in the number of speculative residential applications on sites not allocated or likely to be allocated in approved plans, and by difficulties in recruiting staff. These challenging conditions are expected to continue during 2015/16. Some measures have been tested, and could be revisited, including outsourcing application processing. Other measures will be taken forward during the year such as creating a temporary staff bank, introducing a tailored training and development package for new planners; and exploring housing support measures to recruit and retain planning officers relocating from other parts of England															
PNC503 - % 'Other' planning applications or within PPA terms	80 (70)	84	68	70	67	70	56	67	77	74.5	73	66	80	↑	Robert Turner
PNC504 - % 'Major major' planning applications determined in 16 weeks or within PPA terms	60 (50)	100	50	33	50	100	0	86	100	75	100	100	67	→	Robert Turner
PNC505 - % satisfaction with Planning and New Communities	70 (60)	67	64	66	58	57	68	64	66	61	66	70	60	↑	Robert Turner
PNC506 - % of appeals allowed against the authority's decision to refuse planning applications (L)	35 (45)	55			20			16.7			29.1			→	Robert Turner

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APPENDIX D

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					
(17,300)	Leader	483,950	493,950	458,845	(25,100)	(7,800) a,b,c
0	Finance & Staffing	2,622,470	2,622,470	2,100,391	(522,100)	(522,100) a,d,e
(212,300)	Corporate & Customer Services	1,787,790	1,787,790	1,644,083	(143,700)	68,600 a
0	Economic Development	202,200	197,200	167,070	(35,100)	(35,100) a
(297,900)	Environmental Services	6,234,840	6,024,840	5,988,777	(246,100)	51,800 a,f,g
(13,500)	Housing (General Fund)	1,286,750	1,279,750	1,189,757	(97,000)	(83,500) a,h,i
(571,200)	Planning	2,082,720	2,089,720	1,468,505	(614,200)	(43,000) a,j,k,l
(89,200)	Strategic Planning & Transport	1,331,650	1,336,650	1,213,503	(118,100)	(28,900) a
	Un-Allocated					
(199,000)	Other	1,278,310	1,278,310	1,161,931	(116,400)	82,600 m,n,o,p
450,000	Savings	(750,000)	(550,000)	0	750,000	300,000 a
(950,400)	Total	16,560,680	16,560,680	15,392,862	(1,167,800)	(217,400)
(84,000)	Interest on Balances	(345,500)	(345,500)	(373,697)	(28,200)	55,800 q
(1,034,400)	Net District Council General Fund Expenditure	16,215,180	16,215,180	15,019,165	(1,196,000)	(161,600)
	Funding					
0	Council Tax	(7,155,680)	(7,155,680)	(7,155,676)	0	0
(486,000)	Retained Business Rates	(2,870,300)	(2,870,300)	(3,286,183)	(415,900)	70,100 r
1,000	Revenue Support Grant	(2,656,520)	(2,656,520)	(2,607,772)	48,700	47,700
0	New Homes Bonus	(3,201,180)	(3,201,180)	(3,200,997)	0	0
2,231,000	Collection Fund Surplu[s]/Deficit[s]	(65,050)	(65,050)	2,165,771	2,231,000	0 s
1,746,000	Funding Total	(15,948,730)	(15,948,730)	(14,084,857)	1,863,800	117,800
711,600	Appropriation to/(from) General Fund Balance	(266,450)	(266,450)	934,308	667,800	(43,800)
	Usable Reserves (at year end)		31 March 2014		31 March 2015	
	General Fund		(11,187,536)		(12,121,844)	
	Earmarked Reserves		(3,617,268)		(5,703,851)	t

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 £
<u>Housing Revenue Account</u>						
(95,000)	Housing Repairs - Revenue	3,994,400	3,994,400	3,708,267	(286,100)	(191,100) u
(30,000)	Sheltered Housing	367,280	367,280	236,444	(130,800)	(100,800) v
(100,000)	Administration	2,960,970	2,960,970	3,009,910	48,900	148,900 a
0	Other Alarm Systems	(400)	(400)	(1,895)	(1,500)	(1,500)
0	Flats - Communal Areas	62,830	62,830	71,748	8,900	8,900
0	Outdoor Maintenance	123,210	123,210	126,768	3,600	3,600
0	Sewage	1,460	1,460	8,048	6,600	6,600
(20,000)	Tenant Participation	310,350	310,350	294,867	(15,500)	4,500 w
0	New Homes Programme	125,890	125,890	194,338	68,500	68,500
26,100	Other [including Transfer to Reserves & Capital Charges]	20,777,930	20,777,930	20,714,754	(63,300)	(89,400) a,x
0	Income	(28,350,000)	(28,350,000)	(28,365,794)	(15,800)	(15,800)
		=====	=====	=====	=====	=====
(218,900)	Housing Revenue Account Total	373,920	373,920	(2,545)	(376,500)	(157,600)
		=====	=====	=====	=====	=====

HRA Working Balance

31 March 2014
(2,492,614)

31 March 2015
(2,495,159)

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						
0	New Homes Programme	2,750,000	2,750,000	2,315,753	(434,200)	(434,200) y
0	Reprovision of Existing Homes	500,000	500,000	22,710	(477,300)	(477,300) z
0	Repurchase of HRA Shared Ownership Homes	400,000	400,000	445,447	45,400	45,400
(303,700)	Housing Repairs - Capital	9,578,250	9,578,250	9,217,923	(360,300)	(56,600) a,aa
(500,000)	Other	788,590	788,590	113,655	(674,900)	(174,900) bb
GF Capital						
0	Housing Company Advanced Funding	7,000,000	7,000,000	0	(7,000,000)	(7,000,000) cc
50,000	ICT Development	154,000	154,000	170,700	16,700	(33,300)
0	Waste Collection & Street Cleansing	840,000	860,000	675,196	(164,800)	(164,800)
(300,000)	Repurchase of GF Sheltered Properties	1,100,000	1,100,000	724,190	(375,800)	(75,800) dd
(1,400,000)	Travellers Sites	1,400,000	1,400,000	51,269	(1,348,700)	51,300 ee
(60,000)	Improvement Grants	770,000	770,000	743,080	(26,900)	33,100 ff
(300,000)	Other	598,500	598,500	1,004,020	405,400	705,400 gg,hh
(2,813,700)	Capital Expenditure Total	25,879,340	25,899,340	15,483,943	(10,395,400)	(7,581,700)
Capital Receipts						
(7,200)	Right to Buy Sales	(2,500,000)	(2,500,000)	(2,034,771)	465,200	472,400 a
0	HRA Equity Share & Other Sales	(100,000)	(100,000)	(46,362)	53,600	53,600
0	GF Equity Share & Other Sales	(1,400,000)	(1,400,000)	(1,149,124)	250,900	250,900
(825,700)	Other Capital Receipts	(100,000)	(100,000)	(1,115,565)	(1,015,600)	(189,900) ii
1,700,000	Other Grants & Allowances	(14,951,340)	(14,971,340)	(13,692,939)	1,258,400	(441,600) y,ee
0	Borrowing	(7,000,000)	(7,000,000)	0	7,000,000	7,000,000 cc
867,100	Capital Receipts Total	(26,051,340)	(26,071,340)	(18,038,761)	8,012,500	7,145,400
(1,946,600)	Capital Net Receipts	(172,000)	(172,000)	(2,554,818)	(2,382,900)	(436,300)
		31 March 2014		31 March 2015		
Usuable Capital Receipts Reserve		(3,568,492)		(7,046,911)		
Usuable Earmarked Reserves		(531,270)		(441,781)		
Capital Grants Unapplied		(584,180)		(432,722)		

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Appendix E Significant items of variances

Listed below are significant items covering the variances identified in **Appendix D**. New items are underlined.

General Fund

- a. An analysis of **Departmental & Overhead Accounts** compared to the original estimates resulted in an adverse position of £250,800. This figure is arrived at after allowing for a reduction of £500,000 for vacancies which was included in the estimates and after taking into account the use of temporary staff to manage turnover and cover vacancies. This is a significant change from the previously reported position which has occurred because of changes to how staff were allocated at the year end and an energy bill back dated to 2009 for £107,000 for the Waterbeach Depot which is being disputed but has prudently been allowed for in the 2014/15 accounts. The £250,800 has been allocated to Portfolios, the HRA and Capital in **Appendix D**;

Leader

- b. **Sustainability** has received additional income of £16,800 from another authority in respect of staffing costs related to the Green Deal initiative. Additionally the Parish Energy Partnership Reserve has been released back to Revenue giving a saving of £11,700 and other costs makes up the total of £21,700;
- c. Cabinet has agreed to vire £20,000 from the additional Planning Income to the **Community Chest**. This together with other grants gives a total additional expenditure of £32,000 ;

Finance & Staffing

- d. Benefits Payments net of Government Grant was £273,100 less than the estimate. This was because of recovery of over-payments and the type of claimant moving more towards people claiming in-work benefits, because of the changing economic conditions;
- e. A Government Grant of £258,000 for NNDR was received in March which mainly related to the national reconciliation process for 2013/14;

Environmental Services

- f. Refuse Collection & Recycling Service A growth in revenue derived from the trade waste service, the development of new operational and working arrangements and lower fuel costs have been the main drivers behind a saving of £288,500. Of this, £200,000 was included within the £300,000 corporate savings target thus giving an additional £88,500 saving. It should be recognised that this saving has been achieved against the back drop of delivering an improvement and efficiency programme and developing a single shared waste delivery service, which together have required pump prime investment of £76,000. A further £95,000 has been transferred to earmarked reserves to fund future developments;
- g. The **Street Cleansing Service** supports the refuse collection service through the diversion of staff when there are vacancies and sickness and there is a lack of

availability of agency staff cover. This management of staff resources has resulted in savings against budget of £54,200;

Housing General Fund

- h. **Homelessness** has received additional income from Housing Associations because of changes to the private rental scheme this together with savings on prevention measures has given a favourable variance of £19,700;
- i. There has been savings of £42,500 on **General Fund Sheltered Properties** which have mainly been because of Service Charge Income being greater than originally estimated;

Planning

- j. **Planning Income** was £749,900 more than originally estimated because of a number of large fees relating to planning permission for solar panels developments. The tariffs for feeding into the national grid changed in April 2015 and to receive the enhanced tariffs developments had 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.
- k. **Planning Expenditure** on appeals legal costs was £38,600 more than the budgeted amount. This expenditure is dependent upon the number of appeals and their complexity and is outside the control of officers;
- l. Legal costs associated with the **Local Plan** process have been £50,000 higher than originally estimated but as Members have previously agreed to fund other costs associated with the Local Plan from New Homes Bonus (see paragraph r below), this has also been met from this source;

Unallocated

- m. Budget provision of £50,000 was included in the original estimates to support **Council Actions** this has been transferred to reserves to supporting the Shared Services initiative, for example Building Control project management and ICT feasibility study;
- n. When the budget was set £75,000 was included for **Precautionary Items** and has not been called upon in 2014/15;
- o. **Additional Expenditure** of up to £50,000 to invest in the Local Government Association's Bond Agency was agreed by Cabinet;
- p. Budgeted **Local Plan** Expenditure totalling £181,600 has been funded from New Homes Bonus;
- q. The **Interest on Balances** was £28,200 more than the budget. This is because of a combination of increase balance and managing the loans portfolio to achieve the most favourable rates;
- r. 2013/14 was the first year of the new **Retained Business Rates** (RBR) regime. Throughout the year, MTFS forecasts of RBR had been calculated on guidance from the Department for Communities and Local Government; however, year-end accounting requirements resulted in RBR being recorded £2.152m higher than forecast, but offset by a deficit on the Business Rates Collection Fund (BRCF) of £2.231m, which for accounting purposes is shown in the following (i.e. this) financial

year (see s). Similarly, in 2014/15, RBR is now £486k higher than originally estimated; but this is similarly offset by a deficit on the BRCF, to be shown in 2015/16;

- s. The deficit on the **Business Rates Collection Fund** in respect of 2013/14 attributable to SCDC was £2,231,000, which is shown in 2014/15, as above;
- t. There are significant amounts in Usable Earmarked Reserves totalling approximately £5.7m. Of this the major items are:-
 - New Homes Bonus Infrastructure Reserve £2,247,437;
 - Pension Deficit Reserve £1,033,648;
 - Parish Liaison & Site Development Reserve £580,305;
 - Planning Enforcement Reserve £500,000 (Capped);
 - Business Efficiency Reserve £240,000;
 - Major Developments Fees Reserve £179,461: and
 - Shared Waste Service £126,000.

Housing Revenue Account (HRA)

- u. Savings of £171,300 was achieved on **Housing Repairs** by managers' action in monitoring the repairs contracts and additional income;
- v. **Sheltered Housing** generate savings of £130,800 on salaries, communications and training ;
- w. Various items in the **Tenant Participation** budget generated £15,500 savings;
- x. By proactively engaging with tenants £42,000 of **Discretionary Benefit Payments** has not been required;

Capital

- y. Funding of £434,200 identified for investment in **New Build Homes Programme** was not spent in 2014/15 due to the lead in time required to facilitate new build projects. It is anticipated that these projects will instead be delivered in 2015/16. A rollover into 2015/16 has been requested ;
- z. Funding of £477,300 identified for investment in **Reprovision of Existing Homes Programme** was not spent in 2014/15 due to the lead in time required to facilitate new build projects. It is anticipated that these projects will instead be delivered in 2015/16. A rollover into 2015/16 has been requested;
- aa. **Housing Repairs** has generated a saving of £360,300. This is mainly by the management of work undertaken on empty properties;
- bb. **Communal Facilities upgrades** of £624,600 are not expected to be completed until 2015/16. As this was known before the 2015/16 budget was set this has been reflected in the revised 2015/16 programme;
- cc. £7m advance funding for South Cambs Ltd **Housing Company** pilot scheme should be rolled forward, as the refinance will be capital expenditure and should be in place before 31/3/16;

- dd. **Repurchases of General Fund Sheltered Properties** are £375,800 less than the budget. These are subject to properties becoming empty and thus not within the control of Officers;
- ee. When the Capital Programme was compiled in December 2013 it was expected that major refurbishments to the **Traveller's Sites** would be completed this year to be funded by Grants. This work did not take place in 2014-15 and consequently the grant will also not be received. As this was known when the 2015-16 budget was set, this was included in the 2015-16 budget and thus no rollover is required;
- ff. The **Improvement Grants** budget has not been fully utilised by £26,900. This expenditure is dependent upon demand and scheduling of work which is outside the control of managers;
- gg. There has not been any significant demand for **Affordable Housing Grants** and £308,000 of the budget has been not required but this is offset by a corresponding reduction in income. A rollover to bring these forward in 2015/16 has been requested;
- hh. Expenditure of £752,500 has been incurred on the provision of the Webb Holes Sluice. This was not included in the original estimates but approved later and is offset by Grant Funding: and

Capital Receipts

- ii. HRA Land/Property has been sold which has generated receipts of £1,015,600. This can only be used to fund HRA Capital expenditure it will remain in reserve to fund future year's expenditure.

APPENDIX F

DETAILS OF ROLLOVERS FROM 2014-15 TO 2015-16

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

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

The following items in the 2014-15 budget will be underspent at the end of the 2014-15 financial year, but the expenditure will now fall within 2015-16. If approved by the Finance and Staffing Portfolio Holder, the relevant estimate provisions will be rolled forward into 2015-16 ONLY IF or WHEN the S151 Officer is satisfied that the relevant 2015-16 budget has been fully committed. Each of these rollovers will have been approved by the relevant Director and Portfolio Holder before being presented to the Finance and Staffing Portfolio Holder.

GENERAL FUND REVENUE BUDGETS

1. Planning Portfolio (Cllr Robert Turner):

Planning Policy – Local Plan, £29,644

Budget for Local Plan Programme Officer. Examination started later than anticipated and the roll over is required to meet expenditure now expected in 2015-16; just under £20,000 of this will be from New Homes Bonus as previously approved.

2. Planning Portfolio (Cllr Robert Turner):

Planning Policy – Local Plan, £69,820

Budget for Local Plan Inspectors. Examination started later than anticipated and roll over of budget is required to meet expenditure now expected in 2015/16; this will be funded from New Homes Bonus as previously approved.

3. Strategic Planning & Transportation Portfolio (Cllr Tim Wotherspoon):

Transport Initiatives, £7,200

Extension to the BikeBus Explorer pilot project, allowing a continuation of the contract to continue operation of the service into 2015-16, will require rollover of some of the budget that was vired to fund this initiative in 2014-15.

Total General Fund revenue budget rollovers from 2014-15 to 2015-16, £106,664.

CAPITAL PROGRAMME

4. Finance & Staffing Portfolio (Cllr Simon Edwards):

Housing company pilot scheme, £7,000,000

£7m advance funding for South Cambs Ltd housing company pilot scheme should be rolled forward, as the refinance will be capital expenditure and should be in place before 31 March 2016.

**5. Housing Portfolio (Housing Revenue Account) (Cllr Mark Howell):
New Homes Programme – New Build, £434,000**

Funding identified for investment in provision of new dwellings in the HRA was not spent in 2014-15 due to the lead in time required to facilitate new build projects – design, planning, procurement, consultation etc. It is anticipated that these projects will instead be delivered in 2015-16.

**6. Housing Portfolio (Housing Revenue Account) (Cllr Mark Howell):
Re-Provision of Existing Dwellings, £477,000**

Funding identified for investment in re-provision of existing dwellings in the HRA was not spent in 2014-15 due to the lead in time required to facilitate new build projects – design, planning, procurement, consultation etc. It is anticipated that these projects will instead be delivered in 2015-16.

**7. Housing Portfolio (Housing Revenue Account) (Cllr Mark Howell):
Other Housing Grants, £308,000**

Funding identified for re-investment to meet obligations under affordable housing S106 commuted sums was not fully utilised in 2014-15. It is anticipated that projects will be brought forward in 2015-16, to either grant funded registered providers, or finance the delivery of affordable housing directly through the Housing Revenue Account.

**8. Corporate & Customer Services Portfolio (Cllr Peter Topping):
ICT Capital Programme, £155,000**

To support the ongoing ICT projects programme for Shared Services and system improvement across a number of service areas, including the 'Modern Planning Office' project.

To provide funding for revised ICT Security in line with PSN, CPSN requirements and network infrastructure upgrades.

To provide interactive AV/SmartScreen technologies and improved environment for the South Cambs Hall meeting rooms.

Total Capital Programme budget rollovers from 2014-15 to 2015-16, £8,374,000.

Grand Total budget rollovers from 2014-15 to 2015-16, £8,480,664.

Agenda Item 8



REPORT TO: Scrutiny and Overview Committee

7 July 2015

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

WORK PROGRAMME 2015/2016

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. 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.

8. Further items to consider at future meetings may be identified from the Council's Corporate Forward Plan, which is attached as **Appendix C**.

Implications

9. 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)

10. No consultation has taken place on the content of this report.
11. Consultation with children and young people on the work of the Scrutiny and Overview Committee predominantly takes place through the South Cambridgeshire Youth Council.

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

12. 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.

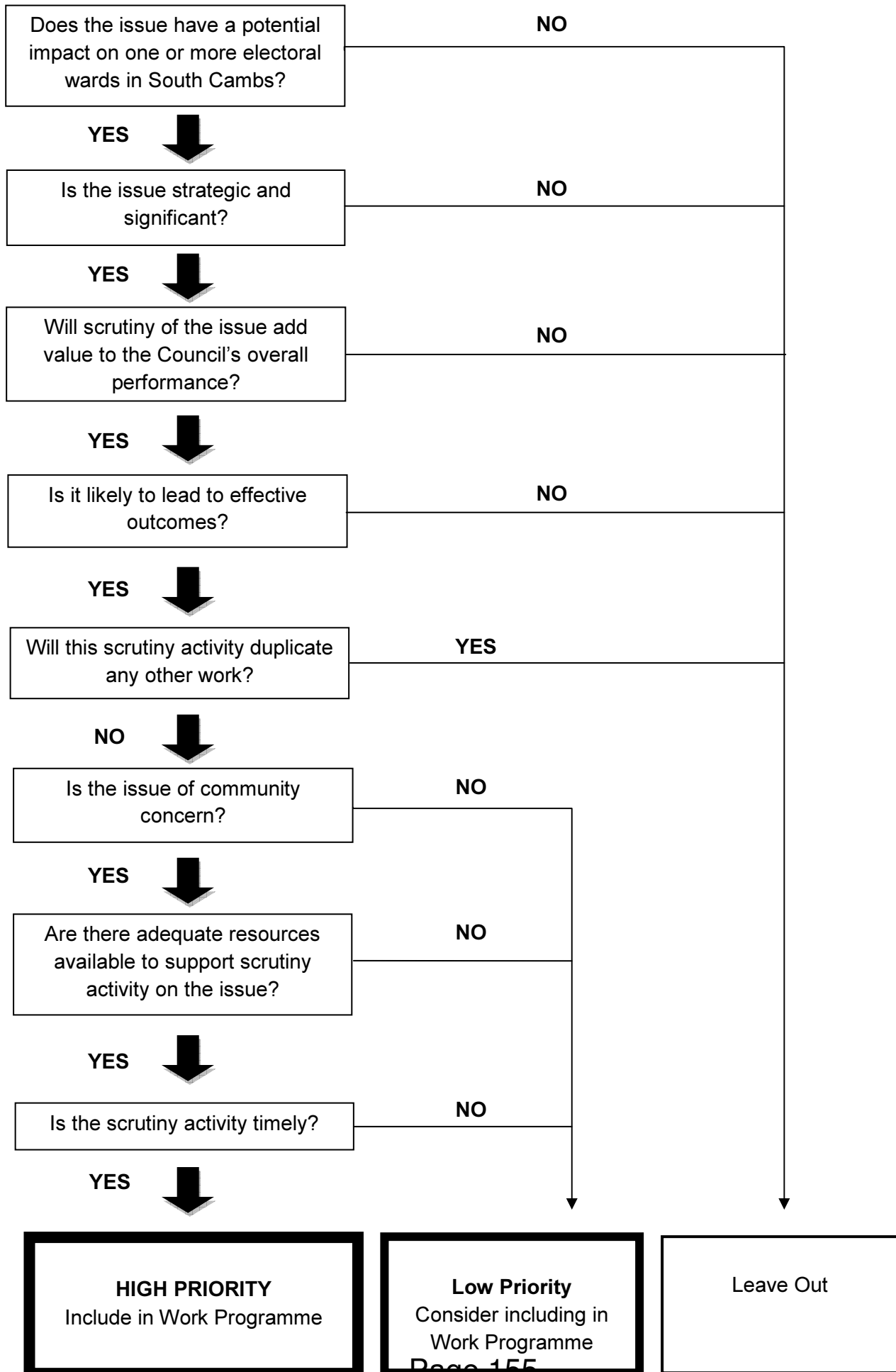
Report Author: Graham Watts – Democratic Services Team Leader
Telephone: (01954) 713030

DRAFT WORK PROGRAMME 2015/2016

September 2015	November 2015	January 2016	February 2015
<ul style="list-style-type: none"> • Quarterly Position Statement on Finance, Performance and Risk • Mears Contract review 	<ul style="list-style-type: none"> • Quarterly Position Statement on Finance, Performance and Risk • Corporate Plan (Draft) 		<ul style="list-style-type: none"> • Medium Term Financial Strategy • Quarterly Position Statement on Finance, Performance and Risk • Corporate Plan (Final) • Customer Contact Centre Annual Performance

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Scrutiny Work Programme Prioritisation Tool

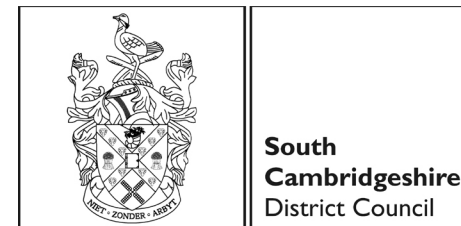


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APPENDIX C

NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 between 18 June and 21 October 2015



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

(b) 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)**

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
4. 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
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the authority proposes:
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

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

Cabinet

Councillor Ray Manning
Councillor Simon Edwards
Councillor Robert Turner
Councillor Mark Howell
Councillor Mick Martin
Councillor Peter Topping
Councillor Tim Wotherspoon
Councillor Nick Wright

Leader of the Council
Deputy Leader and Finance and Staffing
Planning
Housing
Environmental Services
Corporate and Customer Services
Strategic Planning and Transportation
Economic Development

APPENDIX C

Key and non-key decisions expected to be made from 18 June 2015

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
Position Statement: Finance, Performance and Risk (end of year report) Key	Scrutiny and Overview Committee Cabinet	07 July 2015 09 July 2015		Corporate and Customer Services Portfolio Holder John Garnham, Principal Accountant (General Fund & Projects)	Report and appendices with recommendations to Cabinet (publication expected 29 June 2015)
Local Plan update Key	Planning Portfolio Holder	09 July 2015		Planning Portfolio Holder Caroline Hunt, Planning Policy Manager	Report (publication expected 01 July 2015)
Affordable Housing Supplementary Planning Document - Consultation Non-Key	Planning Portfolio Holder	09 July 2015		Planning Portfolio Holder David Roberts, Principal Planning Officer	Report (publication expected 01 July 2015)
Flood and Water Management Supplementary Planning Document - Consultation	Planning Portfolio Holder	09 July 2015		Planning Portfolio Holder Jonathan Dixon, Principal Planning Policy Officer	Report (publication expected 01 July 2015)

Key and non-key decisions expected to be made from 18 June 2015

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
Non-Key				(Transport)	
Gypsy and Traveller Update Non-Key	Planning Portfolio Holder	09 July 2015		Planning Portfolio Holder Stephen Hills, Affordable Homes Director, Jo Mills, Planning and New Communities Director	Report for information (publication expected 01 July 2015)
Community Infrastructure Levy (CIL) Update Key	Planning Portfolio Holder	09 July 2015		Planning Portfolio Holder James Fisher, S106 Officer	Report (publication expected 01 July 2015)
Corporate Plan Forward Look and Strategic Risk Register Non-Key	Cabinet	09 July 2015		Corporate and Customer Services Portfolio Holder Richard May, Policy and Performance Manager	Report (publication expected 01 July 2015)
Joint Waste Collection Service with Cambridge City Council: Fleet and	Cabinet	09 July 2015		Environmental Services Portfolio Holder	Report (publication expected 01 July 2015)

Key and non-key decisions expected to be made from 18 June 2015

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
Maintenance Arrangements Key				Mike Hill, Health and Environmental Services Director	
Waterbeach: Depot Lease Agreement Key	Cabinet	09 July 2015		Environmental Services Portfolio Holder Mike Hill, Health and Environmental Services Director	Report (publication expected 01 July 2015)
NORTHSTOWE: s.106 Heads of Terms and Civic Hub Key	Cabinet	09 July 2015		Strategic Planning and Transportation Portfolio Holder Jo Mills, Planning and New Communities Director	Report (publication expected 01 July 2015)
Shared Services Key	Cabinet	09 July 2015		Leader of Council Alex Colyer, Executive Director, Corporate Services	Report (publication expected 01 July 2015)
Housing Development Agency Key	Cabinet	09 July 2015		Housing Portfolio Holder Alex Colyer, Executive	Report (publication expected 01 July 2015)

Key and non-key decisions expected to be made from 18 June 2015

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
				Director, Corporate Services	
Orchard Park Task & Finish Group Recommendations Non-Key	Cabinet	09 July 2015		Cllr Lynda Harford	Report (publication expected 01 July 2015)
Shared Services: East Cambs DC and Cambs HIA Key	Cabinet	09 July 2015		Housing Portfolio Holder Stephen Hills, Affordable Homes Director	Report (publication expected 01 July 2015)
Business Hub Project Business Case Report Key	Cabinet	09 July 2015		Environmental Services Portfolio Holder Myles Bebbington, Head of Service - Environmental Services & Licensing	Report (publication expected 01 July 2015)
Right to Build Vanguard Non-Key	Cabinet	09 July 2015		Strategic Planning and Transportation Portfolio Holder Jo Mills, Planning and New Communities	Report (publication expected 01 July 2015)

Key and non-key decisions expected to be made from 18 June 2015

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
				Director	
Write-offs 2015/16 Key	Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder	21 July 2015 20 October 2015 19 January 2016 19 April 2016		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 13 July 2015) Report (publication expected 12 October 2015) Report (publication expected 11 January 2016) Report (publication expected 11 April 2016)
Appointment to the Independent Remuneration Panel Non-Key	Council	23 July 2015		Leader of Council Maggie Jennings, Democratic Services Officer	Report (publication expected 15 July 2015)
Position Statement 2015/16: Finance, Performance and Risk Non-Key	Cabinet Cabinet	10 September 2015 12 November 2015		Corporate and Customer Services Portfolio Holder John Garnham, Principal Accountant (General Fund & Projects), Richard May,	Q1 Report (publication expected 02 September 2015) Q2 Report (publication expected 04 November 2015)

Key and non-key decisions expected to be made from 18 June 2015

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
	Cabinet Cabinet	11 February 2016 July 2016		Policy and Performance Manager, Graham Smith, Management Accountant	Q3 Report (publication expected 03 February 2016) Q4 Report (publication expected in month of July 2016)
Rural Settlements List 2016/17	Finance and Staffing Portfolio Holder	20 October 2015		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 12 October 2015)
WILLINGHAM: Wilford Furlong Project Non-Key	Housing Portfolio Holder	21 October 2015		Housing Portfolio Holder Gill Anderton, Head of Housing (New Build)	Report (publication expected 13 October 2015)

Cabinet Members and Responsibilities 2015-16

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

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