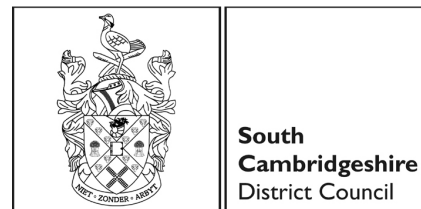


South Cambridgeshire Hall  
Cambourne Business Park  
Cambourne  
Cambridge  
CB23 6EA

t: 03450 450 500  
f: 01954 713149

[www.scambs.gov.uk](http://www.scambs.gov.uk)



25 August 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 A&B, GROUND FLOOR** on **THURSDAY, 3 SEPTEMBER 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

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

---

## AGENDA

## PAGES

- |  |              |
|--|--------------|
| <b>1. Apologies</b><br>To receive apologies for absence from committee members.  |              |
| <b>2. Declarations of Interest</b>   |              |
| <b>3. Minutes of Previous Meeting</b><br>To authorise the Chairman to sign the Minutes of the meeting held on 7 July 2015 as a correct record. | <b>1 - 4</b> |
| <b>4. Public Questions</b>   |              |

5. **Quarterly Position Report on Finance Performance and Risk** 5 - 60
6. **Orchard Park Task and Finish Group update**
7. **Appointment of Scrutiny Monitors and Monitoring the Executive** 61 - 62
- a) The committee is required to appoint Scrutiny Monitors to the Corporate and Customer Services portfolio, Economic Development portfolio and the Environmental Services portfolio.
- 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.
8. **Work Programme 2015/16** 63 - 76
- To enable the committee to consider its work programme for future meetings.
9. **To Note the Dates of Future Meetings**
- Thursday 5 November 2015 at 6pm
  - Thursday 7 January 2016 at 6pm

### **Exclusion of Press and Public**

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

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

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

### **OUR LONG-TERM VISION**

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

### **OUR VALUES**

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

- Working Together
- Integrity
- Dynamism
- Innovation

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

### **Notes to help those people visiting the South Cambridgeshire District Council offices**

While we try to make sure that you stay safe when visiting South Cambridgeshire Hall, you also have a responsibility for your own safety, and that of others.

#### **Security**

When attending meetings in non-public areas of the Council offices you must report to Reception, sign in, and at all times wear the Visitor badge issued. Before leaving the building, please sign out and return the Visitor badge to Reception.

Public seating in meeting rooms is limited. For further details contact Democratic Services on 03450 450 500 or e-mail [democratic.services@scambs.gov.uk](mailto:democratic.services@scambs.gov.uk)

#### **Emergency and Evacuation**

In the event of a fire, a continuous alarm will sound. Leave the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the assembly point at the far side of the staff car park opposite the staff entrance

- **Do not** use the lifts to leave the building. If you are unable to use stairs by yourself, the emergency staircase landings have fire refuge areas, which give protection for a minimum of 1.5 hours. Press the alarm button and wait for help from Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

#### **First Aid**

If you feel unwell or need first aid, please alert a member of staff.

#### **Access for People with Disabilities**

We are committed to improving, for all members of the community, access to our agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you. All meeting rooms are accessible to wheelchair users. There are disabled toilet facilities on each floor of the building. Infra-red hearing assistance systems are available in the Council Chamber and viewing gallery. To use these, you must sit in sight of the infra-red transmitter and wear a 'neck loop', which can be used with a hearing aid switched to the 'T' position. If your hearing aid does not have the 'T' position facility then earphones are also available and can be used independently. You can get both neck loops and earphones from Reception.

#### **Toilets**

Public toilets are available on each floor of the building next to the lifts.

#### **Recording of Business and Use of Mobile Phones**

We are open and transparent about how we make decisions. We allow recording, filming and photography at Council, Cabinet and other meetings, which members of the public can attend, so long as proceedings at the meeting are not disrupted. We also allow the use of social media during meetings to bring Council issues to the attention of a wider audience. To minimise disturbance to others attending the meeting, please switch your phone or other mobile device to silent / vibrate mode.

#### **Banners, Placards and similar items**

You are not allowed to bring into, or display at, any public meeting any banner, placard, poster or other similar item. Failure to do so, will result in the Chairman suspending the meeting until such items are removed.

#### **Disturbance by Public**

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

#### **Smoking**

Since 1 July 2008, South Cambridgeshire District Council has operated a Smoke Free Policy. No one is allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

#### **Food and Drink**

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. You are not allowed to bring food or drink into the meeting room.

# Agenda Item 3

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on  
Tuesday, 7 July 2015 at 6.00 p.m.

PRESENT: Councillor Roger Hickford – Chairman  
Councillor Kevin Cuffley – Vice-Chairman

Councillors: Anna Bradnam  
Grenville Chamberlain  
Graham Cone  
Lynda Harford

Councillors Simon Edwards, Ray Manning , Peter Topping and Nick Wright were in attendance, by invitation.

Officers: Alex Colyer  
Richard May  
Victoria Wallace  
Graham Watts  
Executive Director (Corporate Services)  
Policy and Performance Manager  
Democratic Services Officer  
Democratic Services Team Leader

### 1. APOLOGIES

Apologies for absence were received from Councillors Henry Batchelor, David Bard, Philippa Hart, Bunty Waters and David Whiteman-Downes. Councillor Lynda Harford was in attendance as a substitute for Councillor Bard, Councillor Anna Bradnam was in attendance as a substitute for Councillor Hart and Councillor Graham Cone was in attendance as a substitute for Councillor Bunty Waters.

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 30 April 2015 were agreed as a correct record.

### 4. PUBLIC QUESTIONS

No public questions had been received.

### 5. SHARED SERVICES

The Leader and Deputy Leader of the Council presented the Shared Services reports and business cases which would be presented to Cabinet. The Scrutiny and Overview Committee Chairman raised concern that these were being presented to the committee with such short notice before the Cabinet meeting. The Leader of the Council apologised for this and made the committee aware that attempts had been made to reschedule the Cabinet meeting to allow more time between the two meetings, however this had not been possible due to coordination required between all Councils involved in the shared services.

The Deputy Leader of the Council presented the Shared Services Overview report. Discussion and questions ensued:

- It was clarified that Internal Audit was not a shared service with Huntingdonshire District Council; this was an option for the expansion of the shared service.

- Members were informed that a lead authority ethos was being applied to shared services. It was noted that South Cambridgeshire District Council was not acting as the lead authority for ICT, Building Control or Legal shared services.
- The Executive Director (Corporate Services) clarified that the Head of Service for each shared service, was accountable to all Councils.
- Concern was raised that the reduction in economies of scale and savings would lead to the loss of staff through restructuring. The committee was informed that a number of posts had been held vacant in anticipation of a rationalisation of posts.
- The cost of rebranding was queried. The Leader of the Council informed members that there was no cost to the rebranding as this would be done in-house. Council brands from the public's point of view would not be changing. The rebranding was to give shared service teams a sense of common identity and staff had been involved in the rebranding exercise.
- Staff involvement in the development of the shared services was queried. The Portfolio Holder for Corporate and Customer Services confirmed that there had been a good level of engagement with staff with a detailed communications plan having been developed and staff involved in shared services discussions through workshops and brainstorming sessions. Formal engagement with staff began in May 2015.

The Portfolio Holder for Corporate and Customer Services presented the Legal Shared Services report and business case. Issues raised by members of the committee were:

- Savings on external legal costs across the three councils were slim. Members were informed that the savings on external legal costs were just one component of where savings were expected. Other savings would come from elements such as shared structures, libraries and systems.
- A breakdown of the savings outlined at 3.1 of the Shared Legal Services Business Case was requested.
- The Leader of the Council highlighted that shared services was not only about savings but about providing quality of service and increasing the resilience of services.
- Concern was raised regarding potential implications of staff being required to travel more, staff becoming isolated through home working and losing touch with best practice as a result of this. This concern was acknowledged by the Portfolio Holder for Corporate and Customer Services who assured members that this would be managed by the heads of service. Shared service working practices would be more flexible, with flexible working facilitated.
- Members were informed that the location of the legal shared services hub had not yet been decided.
- Members were informed that potential opportunities for the shared service to offer legal services to other public sector partners were being looked at.
- Concern was raised regarding existing roles changing significantly with the move to shared services and existing staff being unable to cope with new roles. Members were assured that TUPE would be followed so members of staff would have to apply for jobs if job descriptions changed significantly.
- 2014/15 spend across the three Councils was requested, to ensure that the projected savings were achievable. The Executive Director (Corporate Services) would provide this information to committee members following the meeting.
- The committee was informed that Members would have the opportunity to participate in the recruitment of heads of service.

The Corporate and Customer Services Portfolio Holder presented the shared ICT services report and business case:

- Members were informed that significant savings would come from the collective hosting of services and being part of a larger cross Council shared service would offer members of ICT staff better career prospects.
- An ICT requirement catalogue had been collated from those services which relied upon ICT.
- Members were informed that a Corporate and Customer Services Portfolio Holder meeting had been arranged for September 2015.
- Members requested that any future shared ICT helpdesk should mirror the South Cambridgeshire District Council helpdesk.

The Shared Building Control Service report and business case was presented:

- The Economic Development Portfolio Holder, as the former Portfolio Holder for this service, explained the principles behind its development.
- Members were informed that by joining with those who would otherwise have been competitors, the service would be more robust.
- Members were informed of the disadvantages that Council Building Control services faced, which included the requirement to publish their fees publicly. As a result the private sector were aware of the fees and undercut them, meaning that the service had always had to provide added value in order to compete in the market.
- Members were informed that other Councils would be welcome to join the shared service in future, but that costs to join would be higher as time went on.
- The committee was informed that the Council had statutory Building Control functions and that savings would be against the non-fee earning part of the service. The business case was predicated on the statutory service.
- Members queried who would scrutinise any conflicts of interest of the service. It was suggested that the Partnerships Review Committee would have a remit in terms of partnership working and the Scrutiny and Overview Committee would have a remit in terms of service delivery.

The Scrutiny and Overview Committee **ENDORSED** the recommendations to Cabinet as set out in the Shared Services Overview report and in the shared Legal, Building Control and ICT services reports.

The Committee also **RECOMMENDED**:

- a) That performance of the Legal, Building Control and ICT shared services be monitored monthly at the Partnership Board for Shared Services and the Joint Committee, for the first six months of the shared services.
- b) That the Legal Practice Business Plan for 2016/17 be available for scrutiny by February 2016.

## 6. **QUARTERLY POSITION REPORT ON FINANCE, PERFORMANCE AND RISK**

The Deputy Leader and Portfolio Holder for Finance and Staffing presented the Quarterly Position Report on Finance, Performance and Risk alongside the Corporate and Customer Services Portfolio Holder.

The committee thanked the Deputy Leader and Portfolio Holder for Corporate and Customer Services for the new reporting structure and **ENDORSED** the recommendations to Cabinet.

## 7. **ORCHARD PARK TASK AND FINISH GROUP UPDATE**

Councillor Lynda Harford provided a verbal update on the work of the Scrutiny

Committee's Orchard Park Task and Finish Group. The committee was informed of recent changes to the membership of the Task and Finish Group, with Councillors Kevin Cuffley, Janet Lockwood and Bunty Waters joining the group. Councillor Harford updated the committee on the Task and Finish Group's most recent meetings with officers from South Cambridgeshire District Council and Cambridge City Council, a workshop held with Parish Councils and a meeting that would take place in July with County Council Officers.

The group was on track to present its recommendations to the committee in September 2015.

The Scrutiny and Overview Committee Chairman thanked the members of the Task and Finish Group for their work.

#### **8. WORK PROGRAMME 2015/16**

The Work Programme was noted.

The potential for the Scrutiny Committee to consider the Local Plan was discussed. The committee was informed that the Local Plan examination would start again in February 2016. The Committee agreed to monitor proceedings and once it was known how the Council was going to proceed and what would be submitted, it was thought that the committee may be able to look at this in the New Year.

#### **9. APPOINTMENT OF SCRUTINY MONITORS AND MONITORING THE EXECUTIVE**

Scrutiny Monitors were appointed as follows:

<b>Description and/or Portfolio</b>	<b>Scrutiny Monitor</b>
Leader	Cllr Lynda Harford
Deputy Leader Finance and Staffing	Cllr Roger Hickford
Corporate and Customer Services	To be appointed
Economic Development	To be appointed
Environmental Services	To be appointed
Housing	Cllr Bunty Waters
Planning	Cllr Kevin Cuffley
Strategic Planning and Transportation	Cllr Grenville Chamberlain

Due to some Members being unable to attend the committee meeting, a number of Scrutiny Monitors were still to be appointed, as outlined above.

#### **10. TO NOTE THE DATES OF FUTURE MEETINGS**

The dates of future meetings were noted. The next meeting would take place on 3 September 2015 at 6pm.

---

**The Meeting ended at 8.00 p.m.**

---



# Agenda Item 5



South  
Cambridgeshire  
District Council

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

3 September 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 10 September 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.

**Report Author:** Richard May – Policy and Performance Manager  
Telephone: (01954) 713366  
E-mail: [Richard.may@scambs.gov.uk](mailto:Richard.may@scambs.gov.uk)

This page is left blank intentionally.



**Report To:** Leader and Cabinet

10 September 2015

**Lead Officer:** Alex Colyer – Executive Director, Corporate Services

---

## 2015-16 FIRST QUARTERLY POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

### Purpose

1. To provide Cabinet with a statement on the Council's position with regard to its General Fund, Housing Revenue Account (HRA) and Capital budgets, corporate objectives, performance indicators and strategic risks. Integrated reporting in this way gives Members the opportunity to examine any areas of concern and decide on the appropriate action.
2. To approve the Strategic Risk Register and to endorse the suite of Key Performance Indicators, previously agreed by EMT in consultation with Portfolio Holders and attached at **Appendix B**.

### Recommendations

3. Cabinet is invited to:
  - (a) consider, comment on and note the Council's provisional financial outturn position, together with the performance and risk matters and contextual information set out in the report and appendices A-C;
  - (b) endorse the suite of Key Performance Indicators, previously agreed by EMT in consultation with Portfolio Holders and attached at Appendix B, and
  - (c) approve the Strategic Risk Register and Matrix set out in Appendices D-E and the allocation of risks to Members (i.e. portfolio holders) as well as officers, as Risk Owners.

### Reasons for Recommendations

4. These recommendations are required to enable Members to maintain a sound understanding of the organisation's financial position, performance and risk, and the local context in which it operates. 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.

### Background

5. This is the first quarterly position statement for 2015/16, providing updates in respect of:
  - The Financial Position at 30 June 2015, showing variance between 2015/16 working budgets and the provisional Outturn;
  - The Corporate Plan 2015-2020, agreed by Council in February 2015;
  - Key monthly, quarterly and annual Performance Indicators at 30 June 2015; agreed by EMT in consultation with Portfolio Holders, and
  - The Strategic Risk Register.

6. The Strategic Risk Register and Matrix form the record of corporate risks the Council currently faces in the achievement of strategic aims delivery of services, together with control measures to address / sources of assurance over the risks.
7. There are a number of strategic factors creating overall pressure on the organisation, including, for example: City Deal; shared services; Government announcements; devolution; July 2015 Budget; and Local Plan. The effect of these on resources and capacity to deliver is compounded by the authority not being able to recruit in certain key areas. Overall performance should be viewed in the context of these pressures and constraints.

### ***Corporate Plan 2015-2020***

8. The Corporate Plan 2015-2020 sets 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.'
9. We are working to attain our Vision through three Strategic Aims around the themes of Engagement, Partnerships and Well-being. 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. Whilst many of the aims and objectives within the plan reflect ongoing long-term priorities, we have reached significant milestones during the year to date, including:
  - Agreed business cases for shared ICT, Building Control and Legal Services, due to be implemented on 1 October 2015;
  - Taking forward City Deal initiatives, preparing a consultation on bus priority measures along the A428/A1303 corridor and agreeing proposals for a Housing Development Agency, Skills Service and Smarter Cambridgeshire digital connectivity workstream;
  - Obtaining the Gold Award of the Investors in People standard;
  - The Joint Development Control Committee resolving to grant planning permission for 3,500 homes and associated infrastructure at Northstowe (Phase 2);
  - Preparing a revised timetable for the additional work required to address the concerns of the Planning Inspector following the suspension of the Local Plan process.

### ***Key Performance Indicators (KPI)***

10. Management team members, in consultation with Portfolio Holders, have provisionally agreed a suite of 35 key performance indicators (KPIs) to provide 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 these indicators is set out in **Appendix B** attached. Cabinet is requested to endorse the revised suite of KPIs for 2015-2016, identifying any alterations or additions which may be deemed appropriate.
11. The data in **Appendix B** shows 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 interventions 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**

12. This position statement is reporting on the variance between the 2015/16 working budgets and the projected Outturn at the end of June 2015. Below is a summary of the provisional outturns.

	June's Projected Outturn	
	Compared to Working Budget	
	£	%
General Fund	49,900	0.31
Housing Revenue Account (HRA)	(23,100)	(0.08)
Capital	0	0.00

13. The General Fund June variance is mainly because of the balance of savings still to be identified.
14. The HRA variances relate to apportionment of Departmental Account variations.
15. Within the Capital programme the Housing Portfolio Holder has given approval to fund £500,000 of additional work from Commuted Sums.
16. A Summary position statement is provided at **Appendix C**. Significant items are listed in **Appendix D**.

**Income**

17. With declining resources from Government funding, ensuring that income targets are met becomes more important. Itemised below is the current position on major income sources.

	Budget 2015/16 £	Period Budget For June £	Actuals For June £	Forecast Outturn Variance £
Land Charges – Fees	(297,360)	(54,090)	(49,786)	0
Trade Waste – Income	(635,000)	(635,000)	(677,411)	(42,400)
Refuse Recycling – Credits	(660,000)	0	(299)	0
Paper Recycling – Income	(384,000)	(32,000)	0	0
Taxi Licensing - Fees & Charges	(155,230)	(24,660)	(31,007)	0
Licences under Acts - Fees & Charges	(113,650)	(5,170)	(11,865)	0
Travellers Sites – Rents	(109,420)	(24,280)	(26,018)	0
Development Control – Fees	(900,000)	(225,000)	(343,258)	(120,000)
Development Control - Pre-App Fees *	(160,000)	(15,000)	(44,413)	(20,000)
Building Control – Fees	(340,000)	(85,000)	(102,640)	0
New Communities - Charges for Services	(195,000)	(45,000)	(12,195)	0

\* The Budget figure here includes £100,000 additional income from increased Pre-App fee, approved as a contribution towards the 2015/16 additional income/savings target

18. Work is ongoing to be able to identify the costs associated with the above income streams as not all of this data is captured at the moment.

### **Risk Management**

19. Risk management best practice is that the executive and governance roles should be carried out separately. These roles were therefore allocated between the Executive and Corporate Governance Committee in February 2010, as follows:
- agreement and ownership of the strategic risks facing the Council - the executive role - to the Executive, led by the appropriate portfolio holder;
  - approval of the risk management strategy; advice and assurance regarding the adequacy and effectiveness of risk management - the governance role - to Corporate Governance Committee.
20. Cabinet, led by the designated portfolio holder for risk management, therefore takes executive responsibility for management of the strategic risks facing the Council, including review of the Strategic Risk Register.
21. The Strategic Risk Register has been reviewed with the nominated officer risk owners and other members of EMT, and considered at EMT's meeting on 12 August 2015. Changes proposed to risk descriptions, control measures / sources of assurance, timescales to progress or likelihood / impact scores are highlighted in the draft Strategic Risk Register, attached as **Appendix E**. The draft Strategic Risk Matrix, attached as **Appendix F**, shows risk impact and likelihood scores in tabular form.
22. Particular risks to note are:
- STR15, Welfare Reform.** Officers are assessing the potential effects of the Government's July 2015 Budget and will consider whether the risk score needs to be increased in the light of that review.
  - STR24, HRA Business Plan.** The 1% rent cut announced in the July 2015 Budget will effectively take £134m out of the HRA Business Plan and have a significant impact on the Council's build programme. It is therefore suggested that the Likelihood score be increased from 2 (Unlikely) to 4 (Likely).

- (c) **STR25, Increase in numbers in Bed & Breakfast accommodation.** The combined impacts of the welfare benefit changes announced in the July 2015 Budget will impact here. The authority needs to prepare for a surge in homeless applications with the potential risk of paying out £500k to £1m in Temporary Accommodation / B&B costs. It is therefore proposed that the Impact score be increased from 3 (Medium) to 4 (High) and the Likelihood score be increased from 2 (Unlikely) to 4 (Likely).
  - (d) **STR28, Recruitment & Retention.** Difficulties in recruitment and retention, especially in some professional areas, have led to reduced staffing capacity, with associated potential corporate issues. It is therefore proposed that this be included on the Strategic Risk Register, with initial assessments of Impact and Likelihood of 3 (Medium) and 5 (Almost certain), respectively.
  - (e) **STR03, Illegal Traveller encampments or developments.** As additional planning consents have been granted, addressing the identified need from the Gypsy & Traveller Area Needs Assessment, it is suggested that the Impact score be reduced from 4 (High) to 3 (Medium).
23. In reviewing the Strategic Risk Register and Matrix Cabinet could:
- (a) add to, delete from, or make other changes to risks, in terms of either the title or detail of the risks or control measures / sources of assurance;
  - (b) alter the assessment scores of risks, in terms of either their impact or likelihood.
24. EMT also considered whether risks should be allocated to Members (i.e. portfolio holders) as well as officers, as Risk Owners, similar to the Corporate Plan, which names portfolio holders and lead directors. EMT recommend that Cabinet approves the Strategic Risk Register and Matrix, and that Cabinet and Corporate Governance Committee approve allocating risks to Members (i.e. portfolio holders) as well as officers, as Risk Owners.

### **Feedback and Complaints**

25. The Council received 28 complaints between 1 April – 30 June 2015, compared to 62 during the corresponding period of 2014-2015. The reduced volume of complaints reflects the introduction of improved work processes, through which customers' concerns can be resolved without escalation into the formal complaints procedure, for example the e-form to report missed bin and assisted collections. 57% of registered complaints were responded to within timescale, substantially below the target of 80%. The lowest response rate within target timescale was in Planning and New Communities, which has undergone restructuring and continues to experience difficulties and recruiting staff. The improvement programme described elsewhere in this report should generate improved complaints response performance. A full report on feedback, complaints and customer satisfaction will be submitted to the Corporate and Customer Services Portfolio Holder's meeting on 4 September 2015.

### **Implications**

26. 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**

27. 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***

28. 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)**

29. 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.
30. This report was considered by Executive Management Team on 12 August 2015 and will be considered by Scrutiny and Overview Committee on 3 September 2015. Any recommendations by the committee will be reported at the Cabinet meeting.

### **Effect on Strategic Aims**

31. 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**

32. The Council has reached some important milestones against Corporate Plan objectives during the first quarter of 2015-2016, and its revenue, capital and HRA budgets are projected to remain within acceptable variation levels (albeit at an early stage in the financial year). Strong performance has been maintained in key frontline and support areas of the business, (Council Tax and housing rent collection, percentage of waste diverted from landfill) and, whilst significant performance issues remain within the Development Control service, plans are underway to address these. Recent government announcements and legislation around affordable housing and welfare reform could have major implications for the future delivery of key objectives, and we have prepared updates to the Strategic Risk Register to reflect these.

### **Background Papers: None**

**Report Authors:** Richard May – Policy and Performance Manager  
Telephone: (01954) 713366  
[Richard.may@scambs.gov.uk](mailto:Richard.may@scambs.gov.uk)

John Garnham – Principal Accountant (General Fund and Projects)  
Telephone: (01954) 713101  
[John.garnham@scambs.gov.uk](mailto:John.garnham@scambs.gov.uk)

Graham Smith – Management Accountant  
Telephone: (01954) 713077  
[graham.smith@scambs.gov.uk](mailto:graham.smith@scambs.gov.uk)



APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<b>AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money</b>			
<b>Objective (1) - Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income</b>			
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>Additional properties have been leased from the MoD at Basingbourn.</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>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 plans 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 November 2015.</p>
<b>Objective (2) - Improve efficiency and value for money within a viable financial strategy</b>			
Implement recommendations and new ways of working arising from:			
Completed Business Improvement and	Following the Post Room review we re-examined the outsourcing option through a trial involving Revenues's	The revised contract fro agency staff arising from	A new role in HR will include support for recruitment and selection, as well as the

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>Efficiency Programme (BIEP) projects</p>	<p>post with Huntingdonshire District Council.</p> <p>The Document and Space Management hot-desking pilot scheme in Health and Environmental Services is complete and subject to evaluation. We are developing a 'Working Smarter' programme to bring together related projects to achieve co-ordinated business change – see Objective (6) below..</p> <p>The Financial Management Transformation project has identified and delivered a number of 'quick win' improvements in finance procedures to reduce paper usage and remove unnecessary levels of authorisation.</p> <p>Key Account Management and Business-Friendly projects: See Objective (3) below.</p> <p>Resource and Support review of administration capacity and need delayed due to capacity issues.</p>	<p>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 during 2014/15, 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. A 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>The Open for Business Project has overseen the launch of a bi-monthly newsletter and development of a Key Account Management</p>	<p>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> <p>The Financial Management Transformation project will review monthly reporting procedures.</p> <p>Design and issue corporate survey of usage of Design and Print service.</p> <p>Agility through empowerment project underway seeking new ways of empowering staff; workstreams reviewing delegation scheme and shaping cultural change.</p> <p>Systems Contact Terminus Review project will review existing ICT contracts to assess viability, identify legacy systems and create a strategy for future management. Any savings accruing from this work will be incorporated as part of the ICT shared service (see objective 6 below).</p> <p>We will be undertaking a strategic view of the programme to assess the extent to which business benefits have been achieved.</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		framework – see objective (3) below.	
Digital by Default business change project	The Digital by Default e-form initiative has been delayed due to contractor issues, which have now been resolved. We have developed a self-service on-line Facilities Management tool and are developing a new website.		Reinvigorate e-forms initiative following resolution of contractor issues. Test Facilities Management self-service system. Web re-launch scheduled for Autumn 2015.
Customer Contact Service improvement plan	<p>We have implemented a new staffing rota providing more flexible capacity to manage periods of peak demand, and have also introduced arrangements whereby 'back office' staff in the Revenues and Benefits Section are able to receive calls, following the dispatch of periodic billing and payment letters.</p> <p>We have launched a dedicated payment line to reduce the volume of calls requiring to be dealt with by handling agents.</p> <p>We have introduced three generic roles able to provide flexible support to the Contact Centre, Revenues and Benefits Teams. These roles will enable performance to be maintained during future periods of peak demand.</p>	<p>We maintained full time call resolution performance over 80% between 23 March – 12 June 2015.</p> <p>We met the target of 85% of all calls not abandoned between May - June 2015..</p>	<p>The next phase of the Improvement Plan is being prepared. It will include a number of new initiatives, including:</p> <ul style="list-style-type: none"> <li>- A dedicated rents line, training additional back office staff to assist during peak demand periods</li> <li>- Call coaching and shadowing</li> <li>- Increasing the volume and menu of automated payment facilities available (linked to the Digital by Default project – see above)</li> <li>- Improving the flexibility of the software to enable auto-messages to notify customers of key service messages without requiring them to speak to an agent.</li> </ul>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
			<ul style="list-style-type: none"> <li>- Participation in corporate induction events to communicate the work of the contact service and the support and engagement expected from back office staff.</li> </ul>
<p>Development Control Improvement Programme</p>	<p>We have completed a review of resource and support arrangements and will be implementing a new structure during August.</p> <p>We have launched a recruitment campaign for planning officers of all grades. Should this be successful, then new starters will join the Council in the autumn.</p> <p>The programme is very carefully managed as a result of resource constraints.</p>		<p>In autumn 2015 we will introduce a series of process and system upgrades that will improve the ease with which customers may use the web pages, and gain information or progress, plan amendments and consultations. These will assist in working towards a paperless planning office and bring considerable productivity gains and efficiencies in the processing of pre-applications and applications.</p> <p>We will transfer the duty planner service to an appointment system to help manage customer expectations, provide tracking of enquiries and reduce the number of lost and repeat calls.</p> <p>We will review how planning decisions are delegated to officers and referred to members.</p>
<p>Deliver Organisational and Member Development Strategies</p>	<p>We have issued the latest staff survey seeking feedback on leadership and management.</p> <p>Third tranche of Leadership Development Programme underway – delegates undertook forward Action Learning projects exploring reward and recognition, remote working and employee protection.</p>	<p>We have received notification that we have achieved the Gold Standard of the Investors in People (IIP) accreditation.</p>	<p>Following receipt of the final report from the IIP assessor, we will put in place an action plan to deliver recommendations and ensure continuing evidence of best practice can be captured.</p> <p>Recurring factors, identified in the first staff</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Recommendations presented to EMT in June 2015.</p> <p>The 2015/16 Member Development Programme is underway; we have carried out general induction for new Members elected in May 2015, and specific training for Members sitting on planning and licensing committees. We also held an event on social media and public speaking, also attended by parish councillors.</p>	<p>74% of all employees responded to the first 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>The second survey also provided valuable feedback and identified a number of improvements, including:</p> <ul style="list-style-type: none"> <li>- A review of the staff benefits package;</li> <li>- The creation of a dedicated page on InSite profiling all staff benefits;</li> <li>- More comprehensive information on benefits for new starters;</li> <li>- A dedicated benefits noticeboard at the Waterbeach Depot</li> <li>- A review of the training and development page on Insite.</li> </ul>
<p>Publish a financial strategy for 2016-2021</p>	<p>Cabinet endorsed a Corporate Plan Forward Look report which provided the strategic context for the forthcoming review of the financial strategy.</p>	<p>Outturn for 2014-15 showed a favourable General Fund variance of £1,196,000 (7.38%), without detriment to service delivery.</p>	<p>A draft revised Medium Term Financial Strategy will be submitted to Cabinet in November 2015.</p>
<p><b>Objective (3) Make the district an even more attractive place to do business</b></p>			
<p>Complete implementation of SCDC 'Working with</p>	<p>We have established an internal task group to ensure that all services apply the Corporate Enforcement,</p>	<p>Positive feedback on success of Key Account</p>	<p>Key account managers will continue to build relationships with key businesses across SCDC. We will analyse and learn lessons</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>Business' Plan across the Council.</p>	<p>Inspection and Better Regulation Policy consistently, reviewing detailed enforcement procedures by directorate as required. The policy provides for a proportionate approach to these activities, focussing on prevention and risk, so as to minimise the burden on businesses.</p> <p>Key Account Management (KAM) arrangements have 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. There are 430 businesses on our register. Membership of the register enables businesses to access a variety of information around funding, support and promotion.</p>	<p>trial with IWM Duxford, and support to businesses accessing rural rate relief.</p>	<p>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>Implement a joint “Business Support Hub” with Cambridgeshire County Council and partners</p>	<p>Cabinet endorsed work towards developing a joint ‘Business Hub’ partnership with the County Council (Supporting Businesses and Communities) and Fire and Rescue Service. The start-up phase will draw together key business advice services across the partners to promote joint Primary Authority Arrangements and associated commercial activities</p>		<p>The pilot Business Hub service will launch in 2015 as a 12 month trial, with an ambition to add other regulatory and business support services wherever possible.</p>
<p>Continue targeted support for businesses in the rural economy.</p>	<p>We held a community pub event at The Plough, Shepreth (10 June 2015). The event was attended by both landlords and parishes interested in setting up their own community pub and protecting it through the</p>	<p>The District Place Profile showed South Cambridgeshire continuing to perform</p>	<p>We will refresh our Economic Strategy to ensure that it underpins Corporate Plan objectives.</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>community asset register.</p>	<p>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>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 for any potential business’ and ‘a fantastic opportunity to learn.’</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 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>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		<p>One of the businesses participating in the workshop programme has grown to employ 15 people.</p> <p>Destination Digital Connection vouchers have provided capital grants for hardware to enable 61 South Cambridgeshire businesses to connect to broadband.</p>	
<p>Develop action plan for the Northstowe Economic Strategy.</p>	<p>The Northstowe Economic Strategy was submitted with the planning application for Phase 2, which the Joint Development Control Committee recently resolved to grant permission (see objective 11 below).</p>		<p>The Economic Strategy will be developed as part of the town centre strategy, using regional growth funding.</p>
<p>Work with strategic partners to ensure effective collaboration on funding bids, allocations, and projects.</p>	<p>We continue to participate 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, and we are also participating in work to explore the potential for an Oxford to Cambridge rail link.</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</p>		<p>Develop the role of the LEP senior officer liaison group to include oversight of the delivery of European funding initiatives.</p> <p>We will submit an expression of interest to the local enterprise partnership (GC_GPEP: see below) to explore the possible designation of Northstowe as an Enterprise Zone.</p>



APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	Place Fund, which provides affordable loan funding to overcome key barriers to growth, and improvements to the motorway junction at Stansted Airport.		
<b>Objective (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages</b>			
Continue to engage and empower local communities through the:			
Sustainable Parish Energy Partnership (SPEP) and community energy initiatives	<p>Work to install solid wall insulation to private homes through the cross county Action on Energy scheme, with funding from DECC's Green Deal Communities Fund, is progressing well. 771 quotes for work have been accepted countywide as of 29 July. The target for the end of September is 1000. In South Cambridgeshire, 134 quotes have been accepted, representing grant funding of £718,954. 85 jobs in the district have been passed for install with 51 of these now completed.</p> <p>Uptake for a parallel scheme to install energy saving measures in the Private Rented Sector, also funded by Green Deal Communities, is proving slow with landlords generally reluctant to undertake work which is not fully funded.</p> <p>Green Deal finance is no longer available to new applicants, following a recent review of energy efficiency policy at DECC. This is not expected to impact significantly on the Cambridgeshire schemes. Existing plans and approved applications, (including at least 17 in South Cambridgeshire through the Action on Energy scheme) will not be affected.</p>	<p>Properties with installation complete benefitting from warmer homes, fewer draughts and lower fuel bills.</p> <p>The eCoton group discount scheme resulted in 75 solar panel installations. The supplier also completed a cost-price installation of solar panels for Oakington Primary School.</p> <p>We have installed solar panels on over 2,000 Council homes, cutting fuel bills for tenants by up to half.</p>	<p>We are reviewing the operation of the SPEP initiative and will present an interim report to the Leader's Portfolio Meeting in September 2015.</p> <p>We are promoting a scheme run by the eCoton Solar Savers Group for South Cambs home owners to have their properties assessed for suitability to install solar panels, and then have them installed at a lower price that has been negotiated by the SPEP solar savers scheme.</p> <p>We will continue to work with the Action on Energy provider and carefully monitor the contract to sustain improved performance.</p> <p>1,000 more Council homes will be fitted with solar panels.</p>
Community Assets Register	We have put in place an updated protocol for listing local amenities as Assets of Community Value to provide a single point of clarification for staff, Members and local		Continue to promote the scheme through regular communication channels and work with local communities to maximise opportunities to use the Community Right to

**APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16**

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>communities around the process.</p> <p>We are undertaking engagement work with parish councils to communicate the impacts of changes to government legislation governing the process.</p>		<p>Bid to protect important local amenities.</p>
<p>Implementation of the SCDC Localism Action Plan, including locality 'patch-based' working</p>	<p>Localism priorities and action areas agreed by Cabinet on 10 July 2014. Work underway to develop action plan.</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 &amp; Partnerships Team, Locality Development Officers for the North and South West areas have been appointed. An officer for the South-East area is being recruited.</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>We have made available Environmental Improvement Grant of £50,000 during 2015/16 for tenants to bid for to lead schemes within their communities.</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>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<b>AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation</b>			
<b>Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities</b>			
Develop refreshed Housing Strategy	This project has been delayed due to other priorities and staff recruitment.		Agree scope by October 2015, and aim to complete remaining March 2016.
Deliver actions from the New Build Strategy 2015-16 and prepare updated Strategy for adoption in 2016	<p>Construction of an exception site scheme at Swavesey providing 20 council homes for local people has begun.</p> <p>Planning permission for the construction of 15 properties at Hill Farm in Foxton has been granted. Land purchase is underway. Work 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>Development Project Officer post advertised and appointed to. Aim to deliver exception and windfall sites and ongoing project management of same.</p> <p>We are exploring the likely implications of the Chancellor's recent announcements on social rents on the delivery of the New Build Strategy. The Strategic Risk Register has been updated accordingly.</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 standard. I feel very lucky and look forward to building a new life for myself here.'</p>	<p>Work with County Council and regional developers ongoing to bring forward a number of exception sites and windfall sites. 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 application 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>
Provide and refurbish Gypsy and Traveller	Following delays arising from contaminated land issues requiring additional planning conditions, preparatory		All phases of the Whaddon site enhancement project are anticipated for

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
sites	<p>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 were unsuccessful; however, we have employed a new officer to a Gypsy and Traveller role within the Affordable Homes directorate who will help identify potential new sites.</p>		completion in December 2015.
<b>Objective (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working</b>			
Deliver City Deal in accordance with implementation programme	<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 and consider potential measures to address Cambridge city centre congestion. Detailed project and consultation plans will now be developed.</p> <p>At this meeting the board also agreed to adopt a Skills Service for the Greater Cambridge area to facilitate connections between schools, colleges and employers, towards the City Deal objective to create an additional 420 apprenticeships in key areas of need of the first five years of the deal period and increase the general employability of young people.</p> <p>In August 2015 the board agreed a proposed route option for the Chisholm cycle trail for consultation, approved the choice of proposed strategic cross-Cambridge cycle schemes and the establishment of a Smarter Cambridgeshire workstream to enable innovative digital technologies to support the delivery of</p>	<p>The first tranche of government grant funding of £20 million 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>Consultation on six options for the A428/A1303 bus priority will commence in September 2015.</p> <p>A consultation will begin on the Chisholm Trail cycling route through Cambridge in late Autumn.</p> <p>The Smarter Cambridgeshire workstream will develop a number of digital projects, overseen by City Deal governance arrangements.</p> <p>The Skills Service will be launched at the start of the next academic year in September 2015.</p> <p>A target date to achieve a shared Housing Development Agency (HDA) service is April 2016. In the interim an HDA Board has been established, made up of senior officers from the partner local authorities, to oversee the</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>housing, skills and transport improvements and stimulate further economic growth.</p> <p>SCDC’s Cabinet agreed the establishment of a Housing Development Agency to pool City Deal partners’ skills and resources to deliver 4,000 new homes.</p>		transition to the full shared service.
Implement, monitor and review shared ICT, Building Control and Legal Services.	Cabinet agreed business cases for shared ICT, Building Control and Legal Services. Consultation with affected teams has begun.		These shared services will be implemented from 1 October 2015. They will collectively save SCDC, Cambridge City and Huntingdonshire councils £1.1 million, provide a seamless transition for customers and improve performance and resilience.
Review existing and explore new opportunities for shared services	<p>We are working towards a shared waste service with Cambridge City Council (see item (8) below).</p> <p>A number of other services have potential for future collaboration and are being explored:</p> <ul style="list-style-type: none"> <li>- Growth and planning</li> <li>- Internal Audit</li> <li>- Finance and Procurement</li> <li>- Strategic Housing</li> <li>- Regulatory Services.</li> </ul>	Existing shared service arrangements, including Payroll and the Home Improvement Agency (HIA), have increased service resilience and generated savings for the council and partners, whilst maintaining service levels.	<p>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>Implement shared waste service with Cambridge City Council – see objective (8) below.</p>
Agree accommodation strategy for South	The accommodation strategy is being developed through a ‘Working Smarter’ programme, which will	Existing partnership office space rental	EMT will be requested to endorse a Vision, Mandate and Programme Brief in August

**APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16**

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Cambs Hall	oversee co-ordinated business change. The programme, which is currently being identified, brings together a number of current and planned initiatives relating to office accommodation, space sharing with partners, remote working and car park management.	agreements are generating income for the Council whilst improving collaboration between partners.	2015, following which the programme can be defined in detail.
<b>Objective (7) Move to a commercial approach to service delivery</b>			
Deliver commercialisation programme	<p>EMT approved business cases for six commercialisation projects, which are now underway:</p> <ul style="list-style-type: none"> <li>- Business Hub: see objective (3) above</li> <li>- In-house enforcement agents: cost-benefit work underway.</li> <li>- Trade waste expansion – see objective (8) below.</li> <li>- Housing Development Vehicle – Re-shaped as a shared service with city and county councils as a result of City Deal funding – see objective (6) above.</li> <li>- Energy company: Solar roof panel contract awarded to Mears.</li> <li>- Specialist Housing Support – see Objective (9) below.</li> </ul> <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</p>		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.
Review current commercial activities and skills.			
Invest in further developing commercial skills.			

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	Development Programme, to introduce commercial principles and explore how they can be reflected in everyday behaviours.		
Implement the SCDC Trade Waste Business Plan and Strategy	<p>A project is underway, as part of the Commercialisation Programme, to expand trade waste commercial opportunities.</p> <p>We have carried out a weighing programme to identify types of products and customers that may incur excess waste.</p> <p>Mapping of the data is now being undertaken and cross matched to provide statistical information to complete the second stage of the project.</p>		We will explore route optimisation via new Powersuite programme and agree a customer mapping programme.
<b>Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill</b>			
Lead the implementation of a single, shared waste service with Cambridge City Council	<p>A Single Shared Waste Service based at Waterbeach, with a single management structure and workforce, aims to cut costs by 15% over three years.</p> <p>Cambridge City &amp; SCDC have appointed a Waste Operations Manager and Waste Policy, Change and Innovation Manager for the single service.</p> <p>The Head of Shared Waste position has been re-advertised.</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.
Work with partners to ensure 65% or more of the waste we collect in your bins is diverted	We are preparing an options report for a wholly-owned local authority Joint Delivery Vehicle.	Overall recycling and composting performance has been	Options for a Joint Delivery Vehicle will be submitted to the Shared Waste Board in

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
from landfill.		maintained – see Appendix B for details.	<p>December 2015.</p> <p>Detailed route optimisation proposals across county waste partners will be considered by the senior officer steering group.</p> <p>We will continue to promote recycling through the residents' magazine and other initiatives.</p>
<b>AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents</b>			
<b>Objective (9) Work with GPs and partners to link health services and to improve the health of our communities</b>			
Continue to deliver Community Transport initiatives	We are carrying out a marketing and communication exercise to increase Bikebus usage further prior to a review of the scheme's funding in Autumn 2015.	<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>We will develop a transport strategy for the council.</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 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	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>Work with GPs and the Local Health Partnership to begin implementation of the SCDC Health &amp; Well-being Plan.</p>	<p>Work has continued to develop the Active &amp; 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 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.</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>Continue work to deliver and review action plans.</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		resident benefiting from the GP referral scheme explained how it had 'given me the motivation to improve my health'.	
Begin implementation of the SCDC Ageing Well and Children, Young People & Families plans.	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.
Investigate options for a tenure neutral service supporting older and vulnerable people within the district.	This project has been delayed due to the unavailability of key staff.		Project to resume from September 2015. Revised target completion date March 2016.
<b>Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively</b>			
Continuously monitor the impact of the government's welfare reform programme	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 £200.	The annual review of the Localised Council Tax Support Scheme will take place in Autumn 2015.
Implement Universal Credit and plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2016/17	The Housing and Benefits teams are undertaking preliminary analysis of the implications for the council and its customers of the Welfare Bill.	The Council maintained	Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be affordable.  The Council is planning for the implementation of Universal Credit, which

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		performance in respect of key indicators relating to rent and Council Tax collection between April – June 2015 – see Appendices B-C for full details.	will be fully implemented by the end of 2019.
<b>Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14</b>			
Work with development partners to ensure delivery of major developments and A14, A428 and other transport improvements:			
Northstowe Phase 1	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>We have received the Discharge of Conditions schedule for key elements of Phase 1 including the local centre, green separation, sports strategy and signage. Major elements of the schedule will be presented to the Joint Development Control Committee for agreement.</p> <p>The Primary School and Sports Hub will be completed in 2016/17 and 2017/18 respectively, and we anticipate 325 cumulative occupations during this period.</p>
Northstowe Phase 2	The joint development control committee resolved to grant Outline planning application for Northstowe Phase 2 on 24 June 2015 and agreed Section 106 Heads of Terms on 29 July 2015. The legal agreement will ensure the delivery of essential items of community infrastructure totalling £75.5 million, with provision for		<p>A consent will be issued later in 2015.</p> <p>We will conclude a Planning Performance Agreement by December 2015.</p> <p>Construction of Phase 2 is expected to</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	20% affordable housing.		commence in 2018.
Northstowe Delivery Vehicle proposal	This proposal is not being taken forward.		Northstowe will be developed using alternative models other than a Joint Delivery Vehicle
'Wing' (Cambridge East) application Cambourne, Darwin Green and other major sites: delivery of new homes and jobs.	Development of sections of the Trumpington Road site within SCDC is underway. Walking and cycling routes are in place across the southern fringe sites.	There were 129 housing completions at Cambourne during 2013-2014, 31 north of Impington Lane, Impington, 24 at Powells Garage, Great Shelford, and 16 at Orchard Park.	<p>We will negotiate a new Planning Performance Agreement for the Darwin Green 2 development.</p> <p>An outline planning application for the Cambridge East (Wing) development is expected to be determined during 2015, subject to issues around the viability of the site being addressed.</p> <p>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>
Continue to progress the Local Plan to adoption	<p>Following notification of the proposed suspension of the SCDC and Cambridge City draft local plans, we have submitted a joint response to the Planning Inspector outlining a proposed schedule of additional work to address the concerns raised. The Inspector has replied that the proposed work provides a sound rationale and has formally suspended the Local Plan process to enable this additional work to take place.</p> <p>We have commissioned independent advice on how we</p>	636 net additional dwellings were completed over the last monitoring period (2013-2014).	<p>The outline timetable for the further work envisages additional work being undertaken ready for public consultation between November 2015 – January 2016, and submitting the outcome to the Inspector in February 2016.</p> <p>The Inspector has agreed the Councils' proposed timetable and indicated that she will publish an outline timetable for the</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>can best manage the speculative planning applications which we are likely to continue to have to deal with following a previous Inspector's view that the council cannot demonstrate a five-year housing supply and subsequent suspension of the Local Plan process. Information on actions the Council is undertaking in response to this issue is set out in a report to the <a href="#">Planning Portfolio Holder</a>. Following an Issues and Options consultation for the future development of the Cambridge Northern Fringe (East) site, we are developing a Vision for an employment-led, mixed-use neighbourhood.</p>		<p>remainder of the Local Plan examinations in autumn 2015 with a full programme to follow as soon as possible after February 2016.</p> <p>We intend to carry out a revised Gypsy and Travellers Accommodation Needs Assessment with adjoining authorities, which would be completed in 2016.</p>
<p>A14 and A428 upgrades</p>	<p>The Development Consent Order for the A14 Cambridge to Huntingdon improvement scheme was accepted for examination by the Planning Inspectorate in January 2015. A six-month examination of the Development Consent Order for the scheme is now underway and must be completed by 13 November 2015.</p> <p>The Department for Transport Road Investment Strategy includes an A428 Black Cat to Caxton Gibbet improvement scheme, linking the A421 to Milton Keynes with the existing dual carriageway section of the A428 to Cambridge. It envisages that the scheme would commence late in the period 2015 to 2020.</p>		<p>The A14 inquiry is under way and the Council is making representations as appropriate.</p> <p>Network Rail has submitted a new planning application for Cambridge North Station, which the Joint Development Control Committee resolved to grant planning permission on 19 August 2015.</p>
<p><b>Objective (12) Increase the range and supply of temporary accommodation to help minimise the use of bed &amp; breakfast accommodation for homeless households</b></p>			
<p>Implement actions in Homelessness Strategy</p>	<p>Performance has been affected by the closure of the Homefinder Scheme, which assisted single homeless people not in priority need. The sub-regional Single</p>	<p>The Council helped 36 households to prevent homelessness during</p>	<p>Consider the likely impacts of the Welfare Bill and government announcement on social rent reductions on the homelessness</p>

**APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16**

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Homeless Service is now being used and work is underway to ensure this meets the needs of the district. An increase in preventions is anticipated once this is established.</p>	<p>the first quarter of 2015/16. 53 households were in temporary accommodation at 30 June 2015.</p> <p>Average monthly expenditure on Bed &amp; Breakfast accommodation reduced from £2,075 during 2013/14 to £919 for 2014/15.</p>	<p>service (the Strategic Risk Register has been updated accordingly).</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 indicated some continuous improvement that we could make, including changing the way we provide written information to clients and improvements to web pages.</p>

## Appendix B - Key Performance Information

KPI reference and description (C) = Cumulative (L) =Low is good	Target (Intervention)	Quarter 1			Previous period RAG	Lead Portfolio Holder	Points of note
		2014/15 figures included in brackets					
		Apr	May	Jun			
<b>Finance and Staffing Portfolio - Simon Edwards</b>							
FS101 - % General Fund variance (C,L)	3 (4)	1.1 (-3.6)	1.1 (-3.6)	0.3 (-5.7)	G	Simon Edwards	Corporate plan indicator, linking to the 'engagement' objective.
FS102 - % rent collected	Apr - 83 (74) May - 90 (81) Jun - 93 (84)	86.06 (86.4)	92.72 (92)	95.8 (95.5)	G	Simon Edwards	Corporate plan indicator, linking to the 'engagement' objective.
FS104 - % NNDR collected (C)	Apr - 14 (12.5) May - 24(21.6) Jun - 34 (30.7)	12.4 (12.3)	21.2 (22.7)	30.8 (32.2)	G	Simon Edwards	Early 2015/16 rates appear low due to the introduction of 12 month payments in 2014/15, resulting in a greater spread of payments. Target review will take place in April.
FS105 - % Council Tax collected (C)	Apr - 11 (10) May - 21 (19) Jun - 31 (28)	16.3 (11)	25.6 (20.7)	34.5 (30.4)	G	Simon Edwards	
FS106 - % HRA variance (C,L)	3 (4)	-0.1 (-0.2)	-0.1 (-0.2)	-0.1 (-0.1)	G	Simon Edwards	
FS107 - % Capital variance (C,L)	3 (4)	1.9 (0)	1.9 (0)	0 (0)	G	Simon Edwards	
FS108 - % invoices paid in 10 days	80 (70)	82.5 (84.5)	72.1 (85.1)	72.5 (78)	A	Simon Edwards	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.
FS109 - % invoices paid in 30 days	98.5 (96.5)	96.6 (98.2)	97.9 (98.7)	97.3 (98.5)	A	Simon Edwards	
FS110 - Staff sickness days per employee (C,L)	Q1 - 1.5 (2.1) Year end - 7 (10)	2.34 (1.69)			A	Simon Edwards	When viewed individually, Q1 figures are a decrease on last quarter, but an increase compared to Q1 in 2014/15. HR continue to work with managers to address sickness absence issues and ensure that a proactive approach is adopted to promptly identifying sickness absence patterns. Training for Depot Supervisors is planned, focusing on the informal stage of the process, as the DSO accounts for 30% of working days lost.

PI reference and description (C) = Cumulative (L) = Low is good	Target (Intervention)	Quarter 1			Previous period RAG	Lead Officer	Points of note		
		2014/15 figures included in brackets							
		Apr	May	Jun					
FS111 - % Staff turnover (C,L)	2.5 (3.8)	3.3 (2.56)			G	Simon Edwards	A certain level of turnover is healthy, creating opportunities for reviewing job purpose and the skills and attributes needed for the future. Exit interviews continue to be conducted, the findings of which are reported quarterly within the EMT Leavers Report. HR plan to re-iterate the importance of completing exit interviews to improve the return rate and quality of information.		
FS112 - Days to process new HB and CTS claims	20 (27)	31 (17)	24 (22)	15 (19)	R	Simon Edwards	Corporate plan indicators, linking to 'wellbeing' objective.	Recruitment to three generic Revenues and Benefits roles has recently taken place to provide more flexible capacity to meet peaks of demand. It is expected that Benefits processing performance will continue to improve as staff become increasingly established within these roles.	
FS113 - Days to process HB and CTS change events	10 (15)	18 (15)	19 (17)	16 (14)	A	Simon Edwards			
FS114 - HB overpayments recovered as % of recoverable overpayments created	100 (80)	68 (157)	91 (81)	92.8 (95)	G	Simon Edwards	April's low figures are thought to be an anomaly, possibly caused by the timing of payments, from which overpayments are recovered. Target and intervention have been reduced from 120 (100), as fluctuations and the increase in overpayments due to targeting of overpayment creation, have made the former target increasingly unachievable on a consistent basis.		
FS115 - % Sundry (other) Debts in arrears	Apr - 18 (27) May - 35 (53) Jun - 25 (38)	23.8	43.5	12.5	New KPI	Simon Edwards	Target and intervention are currently being trialled for this new KPI. These were established from Sundry Debt arrears trends over the past 4 financial years.		
<b>Housing Portfolio - Mark Howell</b>									
AH201 - Number of households helped to prevent homelessness (C)	Q1 - 50 (45) Year end - 200 (180)	36 (43)			G	Mark Howell	Corporate plan indicator, linking to the 'wellbeing' objective.	Performance has been affected by the closure of the Homefinder Scheme, which assisted single homeless people not in priority need. The sub-regional Single Homeless Service is now being used and work is underway to ensure this meets the needs of the district. An increase in preventions is anticipated once this is established.	



PI reference and description (C) = Cumulative (L) = Low is good	Target (Intervention)	Quarter 1			Previous period RAG	Lead Officer	Points of note	
		2014/15 figures included in brackets						
		Apr	May	Jun				
AH203 - Number of households in temporary accommodation (L)	50 (60)	53 (48)			G	Mark Howell	Corporate plan indicator - 'wellbeing'	The current economic climate creates increasing challenges for Homeless Prevention, particularly in relation to high rents and the on-going impacts of welfare reform.
AH204 - % Tenant satisfaction with responsive repairs	95 (90)	97.1 (96.6)			G	Mark Howell	Target has been exceeded each quarter since quarter 1 of 2013/14.	
AH205 - Average days to re-let General Needs Housing (L)	17 (25)	19 (13)	16 (15)	16 (14)	G	Mark Howell	Target has been reduced from 20 from 2015/16 onwards.	
AH206 - Council new-build homes started on site	Year end - 35 (25)	0			New KPI	Mark Howell	Corporate plan indicators, linking to 'partnerships'	All new-build council homes are scheduled to be started on-site later during the year. 20 new-build council homes have begun on-site during quarter 2 and 15 more will commence during quarter 4.
AH207 - Affordable homes started on exception sites	Q1 - 10 (0) Year end - 61 (50)	0			New KPI	Mark Howell		Performance has been affected by the expiry of the 2011-15 HCA Funding Programme, which resulted in developers focusing on completion of developments before year-end and the subsequent delivery of 257 affordable homes in Q4 of 2014/15. At present, 100 affordable homes on exception sites are scheduled for 2015/16.
<b>Corporate and Customer Services Portfolio - Peter Topping</b>								
CCS302 - % first time resolutions	80 (70)	85 (81.4)	84 (81.4)	81 (81.4)	G	Peter Topping	Apr = 23/3-17/4 May = 20/4-15/5 Jun = 18/5-12/6.	Corporate plan indicator, linking to 'engagement'.
CCS303 - % calls to contact centre not abandoned	85 (80)	67	73	85	New KPI	Peter Topping		Improvement measures continue, including the fielding of calls by other departments during busy periods and close monitoring of performance.

PI reference and description (C) = Cumulative (L) = Low is good	Target (Intervention)	Quarter 1			Previous period RAG	Lead Officer	Points of note
		2014/15 figures included in brackets					
		Apr	May	Jun			
CCS304 - % calls to the contact centre answered in 2 mins	TBC once this data is available (see points of note).	4m57s	4m17s	2m13s	New KPI	Peter Topping	Managers are liaising with the software provider to create a report containing this information. Average call answer times have been recorded in the absence of KPI data. The number of calls received was significantly lower in June.
<b>Environmental Services Portfolio - Mick Martin</b>							
ES401 - % business satisfaction with regulation service	90 (80)	90.3			A	Mick Martin	Corporate plan indicator, linking to the 'engagement'
ES402 - % satisfaction with waste services	90 (80)	Reported yearly. 81% during 2014/15			-	Mick Martin	Corporate plan indicator, linking to the 'partnerships' objective. No RAG due to low response rate following trial of online survey.
ES403 - % satisfaction with environmental quality	85 (75)	Reported yearly. 77% satisfaction in 2014/15			-	Mick Martin	
ES404 - % of household waste diverted from landfill	58 (56)	61.2 (59.7)	61.7 (61.1)	63.4 (61.7)	G	Mick Martin	
ES406 - % major non-compliances resolved	90 (80)	89.3 (90)			A	Mick Martin	
ES407 - Missed bins per 100,000 (L)	50 (55)	70.8 (39.2)	56.4 (36.1)	64.8 (47.9)	R	Mick Martin	Performance decreased following service changes in 2014/15. Figures continue to be managed down, with measures such as performance data for individual refuse crews.
<b>Planning Portfolio - Robert Turner</b>							
PNC501 - % 'Major' applications determined in 13 weeks or within PPA terms	60 (50)	67 (0)	20 (67)	20 (75)	A	Robert Turner	Corporate plan indicator, linking to the 'engagement' objective.
PNC502 - % 'Minor' applications determined in 8 weeks or within PPA terms	65 (55)	38 (60)	55 (46)	44 (41)	R	Robert Turner	Performance continues to be hindered by an increase in speculative residential applications on sites not allocated or likely to be allocated in approved plans, and by difficulties experienced in recruiting staff. See Appendix A (Objective 2) for commentary on steps we are taking to improve performance as part of a Development Control Improvement Programme.

PI reference and description (C) = Cumulative (L) = Low is good	Target (Intervention)	Quarter 1 2014/15 figures included in brackets			Previous period RAG	Lead Officer	Points of note
		Apr	May	Jun			
PNC503 - % 'Other' applications determined in 8 weeks or within PPA terms	80 (70)	73 (84)	80 (68)	72 (70)	G	Robert Turner	
PNC504 - % 'Major major' applications determined in 16 weeks or within PPA terms	60 (50)	33 (100)	100 (50)	0 (33)	G	Robert Turner	See note on previous page regarding Planning performance.
PNC505 - % satisfaction with Planning and New Communities	70 (60)	62 (67)	76 (64)	63 (66)	A	Robert Turner	
PNC506 - % of appeals allowed against the authority's decision to refuse planning applications (L)	35 (45)	53.8 (55)			G	Robert Turner	The higher percentage of appeals allowed may be partly attributable to Inspectors being increasingly minded to grant planning permission for smaller new developments in isolated rural locations, in accordance with new guidance which became effective in April.

## Key

■	Performance met or exceeded target
■	Performance did not meet the target, but exceeded the intervention point
■	Performance was below intervention point
-	Performance information not currently available for this period





This page is left blank intentionally.

**APPENDIX C**

	Original Budget 2015/16	Working Budget 2015/16	Actual Income & Expenditure	Projected (Favourable)/ Adverse Variance Compared to Working Budget
	£	£	£	£
<b>General Fund</b>				
<b>Portfolio</b>				
Leader	425,910	432,290	147,524	0
Finance & Staffing	2,474,360	2,690,660	4,037,003	0
Corporate & Customer Services	1,911,060	1,917,690	591,009	(87,800) a
Economic Development	183,150	181,300	50,496	0
Environmental Services	6,179,610	6,046,430	1,123,985	(98,200) a,b
Housing (General Fund)	1,305,760	1,285,670	253,316	(34,500) a
Planning	1,939,950	1,788,020	198,168	(248,600) a,c,d
Strategic Planning & Transport	1,608,250	1,731,490	352,291	2,800 a,e
Un-Allocated				
Other	1,781,240	1,735,240	88,220	(22,800) f,g
Savings	(1,120,000)	(970,000)	0	618,500 a,h
Total	16,689,290	16,838,790	6,842,012	129,400
Interest on Balances	(590,500)	(590,000)	(154,692)	(79,500) i
Net District Council General Fund Expenditure	16,098,790	16,248,790	6,687,320	49,900
<b>Funding</b>				
Council Tax	(7,478,550)	(7,478,550)	0	0
Retained Business Rates	(3,462,350)	(3,462,350)	0	0
Revenue Support Grant	(1,829,920)	(1,829,920)	(831,754)	0
New Homes Bonus	(4,154,400)	(4,154,400)	(1,059,774)	0
Collection Fund Surplu[s]/Deficit[s]	1,299,540	1,299,540	0	0
Funding Total	(15,625,680)	(15,625,680)	(1,891,528)	0
Appropriation to/(from) General Fund Balance	(473,110)	(623,110)	4,795,792	49,900
<b>Usable Reserves (at year end)</b>		<b>31 March 2015</b>		<b>31 March 2016</b>
General Fund		(12,121,844)		(11,448,834)
Earmarked Reserves		(5,703,851)		(5,692,150) j

**Housing Revenue Account**

	Original Budget 2015/16	Working Budget 2015/16	Actual Income & Expenditure	Projected (Favourable)/ Adverse Variance Compared to Working Budget
	£	£	£	£
Housing Repairs - Revenue	4,145,200	4,145,200	552,461	0
Sheltered Housing	477,640	461,530	322,743	0
Administration	3,441,120	3,399,920	636,304	0
Other Alarm Systems	3,360	1,150	6,291	0
Flats - Communal Areas	44,040	43,300	27,051	0
Outdoor Maintenance	99,930	99,060	43,551	0
Sewage	2,580	2,500	5,707	0
Tenant Participation	378,500	375,440	44,348	0
Reprovision & New Homes Programme	155,790	154,390	47,709	0
Other [including Transfer to Reserves & Capital Charges]	20,476,720	20,542,390	(58,061)	(23,100) a
Income	(28,970,000)	(28,970,000)	(4,062,142)	0
	=====	=====	=====	=====
Housing Revenue Account Total	254,880	254,880	(2,434,038)	(23,100) k
	=====	=====	=====	=====

**HRA Working Balance**

**31 March 2015**  
(2,495,159)

**31 March 2016**  
(2,263,379)



**Capital****Capital Expenditure****HRA Capital**

	Original Budget 2014/15	Working Budget 2014/15	Actual Income & Expenditure	Projected (Under)/ Over Spend Compared to Working Budget
	£	£	£	£
New Homes Programme	4,500,000	4,500,000	46,056	0
Reprovision of Existing Homes	1,200,000	1,200,000	0	0
Repurchase of HRA Shared Ownership Homes	300,000	300,000	191,471	0
Housing Repairs - Capital	9,074,970	9,074,900	638,622	0
Other	630,380	630,380	3,877	0

**GF Capital**

Housing Company Advanced Funding	0	0	0	0
Cambourne Offices	545,000	545,000	5,223	0
ICT Development	674,000	649,000	32,911	0
Waste Collection & Street Cleansing	544,000	544,000	157,938	0
Repurchase of GF Sheltered Properties	1,100,000	1,100,000	0	0
Travellers Sites	1,400,000	1,400,000	278,400	0 l
Improvement Grants	770,000	770,000	64,296	0
Other	630,000	655,000	78,530	0

Capital Expenditure Total

21,368,350	21,368,280	1,497,324	0
------------	------------	-----------	---

**Capital Receipts**

Right to Buy Sales	(3,100,000)	(3,100,000)	(326,747)	(2,400) a
HRA Equity Share & Other Sales	0	0	2,485	0
GF Equity Share & Other Sales	(1,110,000)	(1,110,000)	(541,654)	0
Other Capital Receipts	(350,000)	(350,000)	(212,255)	(212,300) m
Other Grants & Allowances	(16,657,400)	(16,657,400)	(395,470)	0
Borrowing	0	0	0	0

Capital Receipts Total

(21,217,400)	(21,217,400)	(1,473,641)	(214,700)
--------------	--------------	-------------	-----------

Capital Net Receipts

150,950	150,880	23,683	(214,700)
---------	---------	--------	-----------

**31 March 2015****31 March 2016**

Usuable Capital Receipts Reserve

(7,046,911)

(7,110,731)

Usuable Earmarked Reserves

(441,781)

(441,781)

Capital Grants Unapplied

(432,722)

(471,070)

This page is left blank intentionally.

## **Appendix D Significant items of variances**

Listed below are significant items covering the variances identified in **Appendix C**.

### **General Fund**

- a. An analysis of Departmental & Overhead Accounts compared to the original budgets currently indicates an adverse position of £104,500. This figure is arrived at after allowing for a reduction of £500,000 for vacancies which was included in the budgets and after taking into account the use of temporary staff to manage turnover and cover vacancies. The £104,500 has been allocated to Portfolio's, the HRA and Capital in **Appendix C**;

### **Leader**

#### **Finance & Staffing**

#### **Environmental Services**

- b. **Refuse Collection & Recycling Service** Successful over-achievement of trade waste income is anticipated to generate an additional £42,400;

#### **Housing General Fund**

#### **Planning**

- c. **Planning Income** is £120,000 more than originally budgeted because of a number of large fees received;
- d. **Pre- Application fees** are expected to generate £100,000 and seem to be on course to generate at least this amount, This was included in the MTFS savings target and has now been incorporated in the working budget hence the movement from the previous month;

#### **Strategic Planning & Transport**

- e. Additional expenditure of £150,000 is anticipated to be incurred on the Local Plan as a result of the Planning Inspector's review. This was approved at the July's Cabinet meeting and has now been reflected in the working budget and so is now not included in the projection;

#### **Unallocated**

- f. Budget provision of £50,000 was included in the original budgets to support Council Actions. It has been agreed that £36,000 of this will be used on an invest to save basis to facilitate the re-organisation of the 2<sup>nd</sup> Floor at the Cambourne Offices and so release space to generate rental income in the future and £10,000 to be used for additional Community Chest Grants. This leaves a balance of £4,000;
- g. When the budget was set £75,000 was included for Precautionary Items a pro-rated sum of £18,900 has been assumed to not be required in the projected spending position;

- h. An Additional Income/Savings Target of £670,000 was included in the budget of which £295,000 was not allocated. Presently £50,000 has been found from fuel savings in Refuse and Street Cleaning, which leaves £245,000 still to be identified, which has been included in this financial position;

<b>Areas identified to meet additional income/savings target</b>	<b>Savings Target</b>	<b>Savings Identified</b>
Single Shared Waste Service and other waste initiatives	£125,000	£0
Increased Planning Pre-App fee income	£100,000	£100,000
Supplies & Services procurement	£50,000	£0
Systems Contract Terminus Review	£25,000	£0
Office Space Management	£25,000	£0
Shared Services/ Commercialisation Programme	50,000	£0
<b>Sub-total</b>	<b>£375,000</b>	<b>£100,000</b>
Other income/savings to be identified	£295,000	£50,000
<b>Total</b>	<b>£670,000</b>	<b>£150,000</b>

- i. The Interest on Balances is predicted to be £79,500 more than the budget. This is mainly because of increased balances. This could be used to offset the unidentified savings from Income/savings;
- j. 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)**

- k. As yet there are no significant variances to report. The £23,100 variance is the estimated proportion of vacancies that will be recharged at the end of the year to the HRA;

### **Capital**

- l. The original budget for the refurbishment of Whaddon Travellers Site was set in 2012 and included a £1.1m grant from the HCA to provide affordable accommodation. The project is now well underway with completion due in December 2015. Delays in starting on site, in part due to a delay in obtaining a key County Council decision and poor performance of the Council's initial project management consultants, have required the original budget to be revisited. Approval to meet the £500k shortfall in the project expenditure using Section 106 Commuted Sums has been given by the Housing Portfolio Holder: and

### **Capital Receipts**

- m. Two parcels of land have been sold which has generated receipts of £212,300. These receipts are ring-fenced for the HRA but will add to the resources available to fund capital expenditure.

**Appendix E  
Strategic Risk Register  
September 2015 – Draft**

The Strategic Risk Register reported to EMT and Cabinet only shows risks with a total score of 5 or more. (Risks scoring 4 or less are still on the Strategic Risk Register, but are not included in the report.) Proposed changes are shown as **highlighted text**.



Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR05 - Lack of land supply</b> (June 2007) While there is good progress on the Cambridge fringe sites and at Cambourne, the downturn in the housing market and delay in bringing forward major sites (eg Northstowe) has led to slow down in rate of progress against trajectory. In addition, the Council has lost two planning appeals for sites at Waterbeach based on the lack of 5 year land supply, leading to the authority being unable to deliver its housing needs, resulting in the Council having to meet the shortfall in the short term from developments that are not in the submitted Local Plan.</p> <p><b>Aims, Objectives:</b> 11</p> <p><b>Relevant PI(s):</b> BV 106 - % new homes on brown field sites PI 154 - Net additional homes provided, PI 159 - Supply of ready to develop housing sites</p>	<p><b>Cllr Robert Turner</b>  Jo Mills</p>	10	<b>20</b>	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5</p> <p><b>CONTROL MEASURES / SOURCES OF ASSURANCE:</b> A14 – Work is underway on ‘interim measures’ at Girton, a pinch point scheme. Funding package for the major scheme is progressing and six-month examination of the Development Consent Order for the scheme is now underway and must be completed by 13 November 2015. Work on site due to start 2016. Northstowe Phase 1 planning application decision issued April 2014 with start on site commenced 2015. Northstowe Phase 2 Planning Application submitted in August 2014 and Committee resolved to grant approval in June and July 2015. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels) and the latest update shows an improved position. Planning applications submitted for Wing (land north of Newmarket Road, Cambridge) and Cambourne West. Pre-application discussions continuing on NIAB 2. Construction for Cambourne 950 underway. Application for 199 homes granted consent at Barrington. Local Plan public examination started November 2014. Memorandum of Understanding on Five Year Land Supply agreed with Cambridge City Council on 9 September 2014. Fortnightly list of ‘significant cases’ is updated and circulated to departmental management team, listing informal enquiries, pre-applications, planning applications and appeals received each week. The departmental management team oversees major cases, with enhanced consultation with local and lead members and County Council officers. Management of major applications benefits from Site Delivery Fund award of £50,000 over two years, and a new Business Excellence Manager appointed May 2015.</p> <p><b>TIMESCALE TO PROGRESS:</b> Local Plan Hearings commenced on 4 November 2014. Inspectors’ letter received May 2015, timescale for further work presented to PFH on 9 July 2015 and response from the Inspector received 29 July. Northstowe Phase 2 planning permission due to be issued by December 2015.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR08 - Medium Term Financial Strategy (MTFS)</b> (June 2007)</p> <p>Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> <li>not achieving delivery of additional income / savings to meet targets, including from Business Improvement &amp; Efficiency and Commercialisation Programmes projects (and see STR26 below), shared services initiatives and the housing company;</li> <li>inflation exceeds assumptions;</li> <li>interest rates do not meet forecasts;</li> <li>employer's pension contributions increases exceed projections;</li> <li>changes in demand for some service areas could lead to pressures in the related budgets;</li> <li>unforeseen restructuring costs;</li> <li>retained business rates scheme – volatility of outstanding valuation appeals;</li> <li>major developments do not meet housing trajectory forecast;</li> <li>uncertainty re formula grant from 2016/17 on;</li> <li>cost of supporting development and meeting demand from growth;</li> <li>impact of welfare reform (and see STR15 below);</li> <li>availability of budget for Cabinet priorities;</li> <li>council tax strategy;</li> <li>national Government responds to the downturn in the economy by cutting local government expenditure faster than anticipated;</li> <li>material error in MTFS forecasts,</li> </ul> <p><i>leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</i></p> <p><b>Aims, Objectives:</b> 1, 2, 6, 10</p>	<p>Cllr Simon Edwards</p> <p>Alex Colyer</p>	10	20	<p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p><b>CONTROL MEASURES / SOURCES OF ASSURANCE:</b> Revised MTFS incorporates updated assumptions; approved by Cabinet in February 2015. Implement plans to deliver Council's programme in line with latest General Fund income and savings targets. Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates. Monitor inflation factors, effect of current economic climate on demand led services and budgets. Monthly financial report to Executive Management Team (EMT); EMT reviews progress in achieving budget targets. Treasury management reports to Finance &amp; Staffing PFH. Monitoring of business rates income, collection rates and appeals. Monitoring of council taxbase to identify financial implications of growth. Additional income/savings targets built in to Business Improvement &amp; Efficiency and Commercialisation Programmes projects, shared services and other initiatives. Reports to Cabinet on shared service opportunities in October 2014 (ICT, Legal and Waste) and November 2014 (Building Control). Autumn Statement and Local Government Finance Settlement: 2015/16 figures confirmed in February 2015.</p> <p><b>TIMESCALE TO PROGRESS:</b> Continue to explore opportunities for further savings beyond those in the MTFS. Commercialisation Programme being progressed. Review potential implications of the new Government's policy changes on RTB, social rents, and welfare reform. Autumn Statement and Local Government Finance Settlement, December 2015.</p> <p><b>Relevant PI(s):</b> SF 772 - The amount (£) of Overspend - General Fund SF 773 - The amount (£) of Overspend - Capital Programme SF 774 - The amount (£) of Overspend - Housing Revenue Account SF 707 - General Fund Budget Variation (%) SF 749 - Capital Budget (%) SF 748 - HRA Budget Variation (%)</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR15 - Welfare Reform</b> (December 2010) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system, leading to possible:</p> <ul style="list-style-type: none"> <li>increased IT cost due to required system changes;</li> <li>implementation costs not fully reimbursed by Government grant;</li> <li>increased workload for Benefits and Homelessness teams,</li> </ul> <p>resulting in potential for:</p> <ul style="list-style-type: none"> <li>adverse effect on service provision due to the number of changes;</li> <li>increased dissatisfaction with the service due to reduced amounts of benefit payable;</li> <li>impact on Medium Term Financial Strategy;</li> <li>devastating effect on people with mental health problems; and</li> <li>dislocation of private sector housing market.</li> </ul> <p><b>Aims, Objectives:</b> 10</p> <p><b>Relevant PI(s):</b> BV 078a - HB/CTB claims days BV 078b - HB/CTB changes days NI 181 - Benefit claims process days BV 079b i - Recoverable overpayments % BV 079b ii - HB Overpayments recovered % BV 079b iii - Overpayments written off %</p>	<p>Cllr Simon Edwards</p> <p>Alex Colyer</p>	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p><b>CONTROL MEASURES / SOURCES OF ASSURANCE:</b> Scoping work currently being undertaken by the Benefits Manager to assess the impact of the latest changes to welfare announced as part of the Summer 2015 budget. Amended Discretionary Housing Payments (DHP) policy for July 2015 Finance and Staff Portfolio Holder meeting; likely that a second revision of the policy will be required before start of the 2016/17 financial year. Department for Work &amp; Pensions (DWP) have confirmed increased DHP budget for 2016/17 following the announcement of the reduction in the level of the Benefit Cap (£20k). Local Council Tax Support (LCTS) scoping being undertaken to work out impact of changes to Tax Credits in 2016, tax threshold changes and Living Wage on the level of estimated level of LCTS for 2016/17. Welfare reform workshop for members will be held in September 2015 following some more detailed analysis of the impacts. Possible changes to LCTS may be required and if this is the case, modelling of revised schemes will be undertaken to consult with members, preceptors and public. Monthly ongoing monitoring of current LCTS scheme to assess current expenditure. Monitoring of roll out of Universal Credit to ensure lessons learnt are implemented at SCDC. Regular meetings with colleagues in housing advice and housing to assess impact of pay to stay proposals as well as the introduction of the £20k cap for those on out of work benefits.</p> <p><b>TIMESCALE TO PROGRESS:</b> Remainder fraud requirement to be tied into the Enforcement and Inspection Review outcomes to ensure solution can be found. Looking at options for remainder fraud during summer 2015; implement temporary solution prior to final decision being made in autumn 2015. DWP notified us of the intention to implement Universal Credit in February 2015 for single people. The DWP have indicated that the implementation date for Universal Credit within South Cambs is likely to be Autumn 2016. There are around 120 people who could claim Universal Credit. Monitoring of cases which would be universal credit cases is being undertaken to assess the impact of the impending changes.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR24 - HRA Business Plan</b> (March 2012)</p> <p>The HRA Business Plan has its own associated risk register. Of the risks included, it is considered that only one needs to be included in the Strategic Risk Register: The Government decides to reopen the debt settlement, <i>leading to</i> increased debt requirement, <i>resulting in</i> reduced housing programme.</p> <p><b>Aims, Objectives:</b> 1, 2, 4, 5, 6, 9, 12</p>	<p>Cllr Mark Howell</p> <p>Stephen Hills</p>	8	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4 (from 2)</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Capacity had been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they were required; however, the 1% rent cut announced in the Government's July 2015 Budget is the same as reopening the debt settlement - it takes £134m out of the HRA Business Plan and has a significant impact on the Council's build programme.</p> <p>TIMESCALE TO PROGRESS: Possible consultation response to budget ? Monitor progress of Budget through Parliament. Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing. Annual review of business plan, programme and resources; possible earlier report on Budget impacts to Cabinet or Council ?</p>
<p><b>STR25 - Increase in numbers in Bed &amp; Breakfast accommodation</b> (January 2013)</p> <p>Potential impacts from current economic downturn and instability in the housing market and changes to the benefits system, <i>leading to</i> not enough temporary accommodation available, <i>leading to</i> an increase in B&amp;B use, <i>resulting in</i> applicants not moved into permanent accommodation quickly enough and increased cost to the Council.</p> <p><b>Aims, Objectives:</b> 10, 12</p>	<p>Cllr Mark Howell</p> <p>Stephen Hills</p>	9	16	<p>SCORES - IMPACT: 4 (from 3); LIKELIHOOD: 4 (from 2)</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Close working partnership with King Street Housing who provide private sector leasing options. Use of Rent Deposit Scheme, Empty Homes Initiative, other homelessness prevention measures and New Build Programme. Improved supply of temporary accommodation achieved during 2013/14 and 2014/15 helped to alleviate the pressure. New hostel opened in April 2015 with increased capacity.</p> <p>TIMESCALE TO PROGRESS: The combined effects of the welfare benefit changes will now impact upon this. The authority needs to prepare for an increase in homeless applications with the potential risk of paying out £500k to £1m in Temporary Accommodation / B&amp;B costs. Review of temporary accommodation portfolio now underway to rationalise the supply held.</p>



Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR28 – Recruitment &amp; Retention</b> (September 2015) Reduced staffing capacity due to difficulties in recruitment and retention, especially in some professions, leading to loss of resources / experience / expertise in key services, increased workload and pressure on remaining staff to deliver services, increased sickness absence and stress, increased costs (including of repeat recruitment), resulting in lack of capacity to meet service delivery needs, loss of effectiveness/productivity, disruption to, or lower quality of, services provided, either internally or to the public, failure to comply with statutory processes or meet statutory deadlines; damage to the Council's reputation; legal challenge.</p>	<p>Cllr Simon Edwards  Susan Gardner Craig</p>	9	15	<p>SCORES - IMPACT: 3; LIKELIHOOD: 5.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Variety of actions in place, appropriate to service areas, including:</p> <ul style="list-style-type: none"> <li>• Internal development opportunities</li> <li>• Secondments, both internally and with partnering authorities</li> <li>• Shared services with partnering authorities</li> <li>• Market supplements on a fixed term basis</li> <li>• Use of temporary workers</li> </ul> <p>TIMESCALE TO PROGRESS: Ongoing: Additional actions being considered in some service areas.</p>
<p><b>STR03 - Illegal Traveller encampments or developments</b> (June 2007) Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, leading to illegal encampments or developments in the district, resulting in community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.</p> <p><b>Aims, Objectives: 5</b></p>	<p>Cllr Robert Turner  Jo Mills</p>	9	9	<p>SCORES - IMPACT: 3 (from 4); LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Ongoing routine monitoring of all district development. Government guidance issued, county wide needs assessment endorsed by PFH. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy &amp; Traveller planning policies included in draft Local Plan. In 2014 a total of 67 Gypsy and Traveller pitches gained permanent planning permission (three were granted on appeal). Between January and June 2015 five pitches were granted permanent planning permission on appeal at Smithy Fen, Cottenham, and temporary planning permission for 1 pitch was granted on appeal at Wimpole. There are four other pitches with temporary planning permission, which expire between 2015 and 2018. At June 2015 there was one pending application, and one outstanding planning appeal. The Affordable Homes departmental risk register includes delivering HCA funded projects, to ensure the supply of Gypsy &amp; Traveller pitches and sufficient investment in existing pitches.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2016. Gypsy &amp; Traveller Area Needs Assessment to be updated, led by Housing Directorate.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR27 – Shared Services initiatives with other authorities</b> (November 2014) Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> <li>• inadequate stakeholder engagement,</li> <li>• conflicting priorities, or</li> <li>• unavailability of key staff,</li> </ul> <p>leading to inadequate resources and support, resulting in a delay or failure in delivering the outputs, required additional income and savings targets, and associated benefits for the district's residents and businesses, including possible dilution in service levels initially.</p> <p><b>Aims, Objectives:</b> 2, 6, 8</p>	<p>Cllr Ray Manning</p> <p>Jean Hunter</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>Progress to be overseen by a joint steering group including Leaders and relevant portfolio holders. For SCDC, reports to Cabinet in October 2014 (re ICT, Legal and Waste) November 2014 (re Building Control) and July 2015 (re Building Control, ICT and Legal). Strong programme and project management provided by an overall programme Shared Services Board comprising senior managers from each authority, supported by individual project boards of lead officers and relevant support services officers from each authority. Prioritisation of projects within workloads. Dedicated external resources obtained for each projected, funded from Transformation Challenge Award grant. A dedicated risk register is being drawn up for the Shared Services Board to monitor; progress will be reported through Corporate Plan monitoring.</p> <p>TIMESCALE TO PROGRESS: A Joint Committee to be established to oversee the delivery of shared services. Dependent on the timeframe/milestones for each initiative – the proposed date for the shared arrangements to effectively go live is 1 October 2015. Performance to be monitored monthly at Partnership Board for Shared Services and the Joint Committee for the first six months of the shared services.</p>
<p><b>STR26 – Business Improvement &amp; Efficiency, Development Control Improvement, and Commercialisation Programmes</b> (November 2013) The Business Improvement Efficiency Programme (BIEP), Development Control Improvement Programme (DCIP) and Commercialisation Programme have their own associated risk registers. The risks included are summarised as follows:</p> <p>The Projects on the programmes are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> <li>• inadequate stakeholder engagement,</li> <li>• conflicting operational, programme and project priorities, or</li> <li>• long term unavailability of relevant and crucial staff,</li> </ul> <p>leading to inadequate programme and project resources and support, resulting in a delay or failure to deliver the outputs, associated benefits, and required income and savings targets.</p> <p><b>Aims, Objectives:</b> 2, 7</p>	<p>Cllr Simon Edwards</p> <p>Alex Colyer</p>	9	9	<p>SCORES, IMPACT: 3; LIKELIHOOD: 3</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>The Programme Manager identified programme and project resource requirements before the start of the tranches. The level of resource required is continually monitored by the Programme Manager as projects progress, close and new ones commence. The Senior Responsible Officer is responsible for securing the required resources. Regular 1:1s with Executive Director. Monthly Highlight Reports from each Project Manager to the Programme Manager. Monthly Highlight Reports to EMT from the Programme Manager. Regular update meetings with Project Managers &amp; Project Sponsors used to assess required resource levels. A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed. Stakeholder engagement activities place regularly throughout the programme.</p> <p>TIMESCALE TO PROGRESS: Throughout 2012-2017.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR20 – Partnership working with Cambridgeshire County Council</b> (September 2011) The failure of partnership arrangements (e.g. health &amp; wellbeing, economic development, transport, City Deal) with the County Council, <i>leading to</i> the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, <i>resulting in</i> adverse effects on the district's residents and businesses.</p> <p><b>Aims, Objectives:</b> 3, 6, 8, 11</p>	<p>Cllr Ray Manning</p> <p>Jean Hunter</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>TIMESCALE TO PROGRESS: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.</p>
<p><b>STR19 - Demands on services from an ageing population</b> (September 2011) The district's demography changes, with significant growth in the over 65 year old population, <i>leading to</i> additional demands on health and social care services, including to the Council's sheltered housing and benefits services, <i>resulting in</i> adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p><b>Aims, Objectives:</b> 1, 4, 5, 9</p>	<p>Cllr Mick Martin</p> <p>Mike Hill</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task &amp; Finish Group. SCDC is also engaged with the CCG Older People's Service procurement. Contract awarded to Uniting Care Partnership.</p> <p>TIMESCALE TO PROGRESS: Ageing Well implementation plan under development March – September 2015 to deliver Cabinet-agreed Ageing Well Plan. SCDC Housing staff contributing to CEPB projects including Data Sharing, 7-Day Working, Person-Centre System, and Ageing Healthily &amp; Prevention. SCDC Housing leading on development of sub-regional Older People's Housing Strategy and refresh of County Older People Strategy. Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR22 - Safeguarding the Council's services against climate change</b> (March 2012) The Council fails to develop measures to safeguard its services against climate change, <i>leading to</i> unacceptable vulnerability to the impact of climate shifts and other weather-related events, <i>resulting in</i> a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation.</p> <p><b>Aims, Objectives: 4</b></p>	<p>Cllr Ray Manning</p> <p>Mike Hill</p>	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Effective drainage plans required for planning consents. A range of Climate Change related policies have been included in the Submission Local Plan. Response to Flood Events reviewed by EMT in October 2014.</p> <p>TIMESCALE TO PROGRESS: SCDC Service Business Continuity Plans to be reviewed by September 2015.</p>
<p><b>STR02 – Equalities</b> (June 2007) The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to</i> decisions relating to service delivery being overturned and possible Commission for Human Rights and Equalities inspection, <i>resulting in</i> delays to the implementation of new service proposals causing detriment to customer service, preventing the timely delivery of policy and financial objectives, reduction in reserves available to support balanced MTFS, adverse publicity and effect on reputation.</p> <p><b>Aims, Objectives: 2</b></p>	<p>Cllr Mark Howell</p> <p>Alex Colyer</p>	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council has met its legal requirements to publish equality information and equality objectives on an annual basis. This information is incorporated into a revised draft Equality Scheme 2015-2020, which is currently subject to public consultation. The Council has embedded equality monitoring arrangements whereby new and revised policies and service delivery proposals are subject to screening for their likely equality implications. Where appropriate, timescales are agreed for full subsequent assessment prior to adoption of the new proposals, or as part of implementation, monitoring and review arrangements. EMT designed Stephen Hills, Director of Housing, to lead a self-assessment against the 'Excellent' standard of the government's equality framework in 2013. The assessment found evidence of broad compliance across the council's activities. The development and improvement areas identified will be incorporated in normal business activity through the draft Equality Scheme 2015-2020. EMT approved the Annual Equality Report 2014 on 10 December 2014.</p> <p>TIMESCALE TO PROGRESS: Following consultation, we anticipate submitting a final draft Equality Scheme to the lead Portfolio Holder (Cllr Mark Howell) in October 2015. In the meantime, work on the 2015-17 priorities and commitments identified in the scheme is underway.</p>

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

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

**Notes**

- The "Reference" is unique and retained by the risk throughout the period of its inclusion in the risk register.
- Risks are cross referenced to the relevant 2015/16 Aims and Objectives adopted by Council on 26 February 2015.
- Criteria and guidelines for assessing 'Impact' and 'Likelihood' are shown below.
- The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.
- The dotted line (- - - - -) shows the Council's risk tolerance line.
- The "Timescale to progress" is the date by which it is planned that the risk will be mitigated to below the line.

**Impact**

- 5 Extreme
- 4 High
- 3 Medium
- 2 Low
- 1 Insignificant

**Likelihood**

- 5 Almost certain
- 4 Likely
- 3 Possible
- 2 Unlikely
- 1 Rare

**Direction of Travel**

- ↓ Priority reduced from last review (give the previous Total score in the brackets)
- Priority equal to last review
- ↑ Priority increased from last review (give the previous Total score in the brackets)
- new Risk included in the risk register for the first time

**Impact**

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

**Likelihood**

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

*\* including claim or fine*

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

**Appendix F  
Strategic Risk Matrix  
September 2015 - Draft**

Notes: Risk Tolerance Line - - - - -

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



		IMPACT					
		Insignificant	Low	Medium	High	Extreme	
		1	2	3	4	5	
LIKELIHOOD	Almost certain	5			28. Recruitment & Retention	5. Lack of land supply	
	Likely	4				15. Welfare Reform 24. HRA Business Plan 25. Increase in numbers in Bed & Breakfast accommodation	8. Medium Term Financial Strategy
	Possible	3			3. Illegal Traveller encampments or developments 27. Shared Services initiatives with other authorities 26. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes 20. Partnership working with Cambridgeshire County Council 19. Demands on services from an ageing population		
	Unlikely	2		21. Keeping up with technology development		22. Safeguarding the Council's services against climate change 2. Equalities	
	Rare	1					





**Cabinet Members and Responsibilities 2015-16**

<b>Description and / or Portfolio</b>	<b>Member</b>	<b>Services Covered</b>	<b>Lead Member for Cross Cutting Themes and / or Corporate Priorities</b>	<b>Lead Officer</b>	<b>Scrutiny Monitor</b>
<b>Leader</b>	Ray Manning	Lead on Strategic Policy, Partnerships, Grants Co-ordination and Delivery, Tackling the effects of Climate Change		Mike Hill	Cllr Lynda Harford
<b>Deputy Leader Finance and Staffing</b>	Simon Edwards	Finance, Staffing, Revenues and Benefits	Welfare Reform	Alex Colyer	Cllr Roger Hickford
<b>Corporate and Customer Services</b>	Peter Topping	Corporate Services (including Information and Communications Technology [ICT], Customer Service, Risk, Procurement, Value for Money [VfM] / Performance), Communications	Member Development	Alex Colyer	<b>To be appointed</b>
<b>Economic Development</b>	Nick Wright	Economic Development, the Local Enterprise Partnership, Business Support	Broadband delivery and Children and Young People	Jo Mills	<b>To be appointed</b>
<b>Environmental Services</b>	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	<b>To be appointed</b>
<b>Housing</b>	Mark Howell	Housing Strategy, Housing Advice and Options, Home Improvement Grants, Housing Landlord services	Equality & Diversity	Alex Colyer, Stephen Hills	Cllr Bunty Waters
<b>Planning</b>	Robert Turner	Development Control, Design and Conservation, Building Control, Planning Policy, Planning	Children and Young People	Mike Hill, Jo Mills	Cllr Kevin Cuffley
<b>Strategic Planning and Transportation</b>	Tim Wotherspoon	Strategic Transport, Community Transport, Development of new and existing Communities, Northstowe		Jo Mills	Cllr Grenville Chamberlain

This page is left blank intentionally.

# Agenda Item 8



**REPORT TO:** Scrutiny and Overview Committee

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

8. Members are encouraged to suggest items or topics for potential consideration at future meetings, which will be assessed using the criteria set out in the prioritisation tool.
9. Further items to consider at future meetings may be identified from the Council's Corporate Forward Plan, which is attached as **Appendix C**.

### **Implications**

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

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

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

### **Effect on Strategic Aims**

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

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

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

DRAFT WORK PROGRAMME 2015/2016

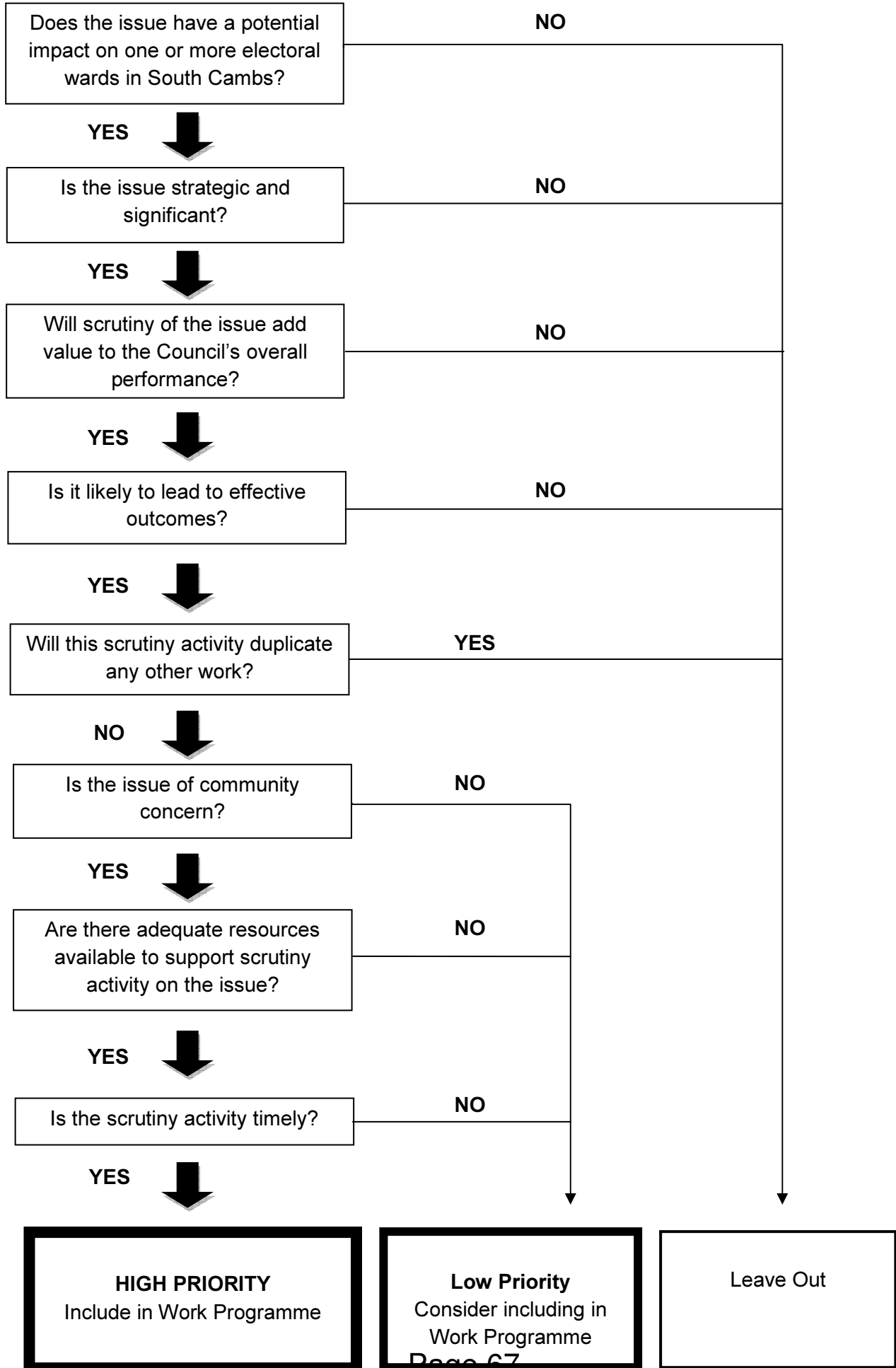
November 2015	January 2016	February 2015
<ul style="list-style-type: none"> <li>• Quarterly Position Statement on Finance, Performance and Risk</li> <li>• Draft Corporate Plan</li> <li>• Orchard Park Task and Finish Group recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Local Plan?</li> </ul>	<ul style="list-style-type: none"> <li>• Medium Term Financial Strategy</li> <li>• Quarterly Position Statement on Finance, Performance and Risk</li> <li>• Corporate Plan (Final)</li> <li>• Customer Contact Centre Annual Performance</li> </ul>

Items for future consideration:

- Mears contract review

This page is left blank intentionally.

Scrutiny Work Programme Prioritisation Tool



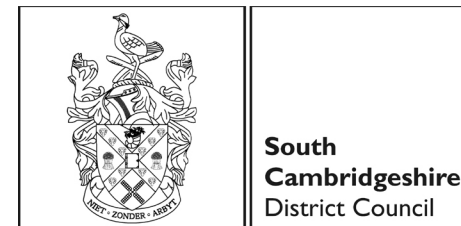
This page is left blank intentionally.



## APPENDIX C

### NOTICE OF KEY DECISIONS

#### To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 20 August 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](http://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  
Victoria Wallace on 01954 713026 or by e-mailing [Victoria.Wallace@scambs.gov.uk](mailto:Victoria.Wallace@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

Page  
70

**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 Policy and Localism  
Housing  
Environmental Services  
Corporate and Customer Services  
Northstowe  
Planning and Economic Development

**Key and non-key decisions expected to be made from 20 August 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
Shared Services: East Cambs DC and Cambs HIA  Key	Cabinet	10 September 2015		Housing Portfolio Holder  Stephen Hills, Affordable Homes Director	Report (publication expected 2 September 2015)
Mortgagee in Possession Clauses relating to exception schemes  Non-Key	Cabinet	10 September 2015		Housing Portfolio Holder  Julie Fletcher, Housing Performance Improvement Team Leader	Report (publication expected 02 September 2015)
Position Statement 2015/16: Finance, Performance and Risk  Non-Key	Cabinet  Cabinet  Cabinet	10 September 2015  12 November 2015  11 February 2016		Corporate and Customer Services Portfolio Holder  John Garnham, Principal Accountant (General Fund & Projects)  Richard May, Policy and Performance Manager	Q1 Report (publication expected 02 September 2015)  Q2 Report (publication expected 04 November 2015)  Q3 Report (publication expected 03 February 2016)

**Key and non-key decisions expected to be made from 20 August 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	July 2016		Graham Smith, Management Accountant	Q4 Report (publication expected in month of July 2016)
Procurement Report Non-Key  Page 72	Cabinet	10 September 2015		Corporate and Customer Services Portfolio Holder  John Garnham, Principal Accountant (General Fund & Projects)	Procurement Report (publication expected 02 September 2015)
Financial Management System (FMS)  Key	Cabinet  Council	10 September 2015  24 September 2015		Finance and Staffing Portfolio Holder  Caroline Ryba, Head of Finance	Report (publication expected 02 September 2015)
Appointment to the Independent Remuneration Panel  Non-Key	Council	24 September 2015		Leader of Council  Maggie Jennings, Democratic Services Officer	Report (publication expected 16 September 2015)
Write-offs 2015/16	Finance and Staffing Portfolio Holder	20 October 2015		Finance and Staffing Portfolio Holder	Report (publication expected 12 October)

**Key and non-key decisions expected to be made from 20 August 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
Key	Finance and Staffing Portfolio Holder  Finance and Staffing Portfolio Holder	19 January 2016  19 April 2016		Katie Brown, Revenues Manager	2015)  Report (publication expected 11 January 2016)  Report (publication expected 11 April 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)
Revenues and Benefits Performance Report Q1  Non-Key	Finance and Staffing Portfolio Holder	20 October 2015		Finance and Staffing Portfolio Holder  Katie Brown, Revenues Manager	Report (publication expected 12 October 2015)
Treasury Management Annual Report  Non-Key	Finance and Staffing Portfolio Holder	20 October 2015		Finance and Staffing Portfolio Holder  Alex Colyer, Executive Director, Corporate Services  Sally Smart, Principal	Report (publication expected 12 October 2015)

**Key and non-key decisions expected to be made from 20 August 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
				Accountant Financial & Systems	
Treasury Management Quarterly Investment Review  Non-Key	Finance and Staffing Portfolio Holder	20 October 2015		Finance and Staffing Portfolio Holder  Alex Colyer, Executive Director, Corporate Services	Report (publication expected 12 October 2015)
P S D 7 4 WILKINGHAM: Wilford Flood 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)
Review of Medium Term Financial Strategy including consideration of capital accounting policy  Non-Key	Finance and Staffing Portfolio Holder	12 November 2015		Finance and Staffing Portfolio Holder  John Garnham, Principal Accountant (General Fund & Projects)	Report (publication expected 04 November 2015)
Corporate Plan Priorities 2016-2021  Key	Corporate and Customer Services Portfolio Holder	12 November 2015		Corporate and Customer Services Portfolio Holder	Report (publication expected 04 November 2015)

**Key and non-key decisions expected to be made from 20 August 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
				Richard May, Policy and Performance Manager	
Business Case for Ermine Street Housing  Key	Cabinet  Council	12 November 2015  26 November 2015		Housing Portfolio Holder  Stephen Hills, Affordable Homes Director  Duncan Vessey, New Business Initiatives Manager (Housing)	Report (publication expected 04 November 2015)

This page is left blank intentionally.