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27 January 2016

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

Quorum: 5

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

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** on **THURSDAY, 4 FEBRUARY 2016** at **6.00 p.m.**

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

Yours faithfully
JEAN HUNTER
Chief Executive

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AGENDA

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| 1. | Apologies
To receive apologies for absence from committee members. | |
| 2. | Declarations of Interest | |
| 3. | Minutes of Previous Meeting
To authorise the Chairman to sign the Minutes of the meeting held on 5 November 2015 as a correct record. | 1 - 4 |
| 4. | Public Questions | |

5.	Business Improvement and Efficiency Programme - Commercialisation	5 - 26
6.	Customer Contact Service Annual Performance 2015 - Performance Review	27 - 32
7.	Medium Term Financial Strategy (General Fund budget 2016/17 including Council Tax setting), Housing Revenue Account (including housing rents), Capital Programme 2016/17-2020/21 and Treasury Management Strategy This report will follow when the February 2016 Cabinet agenda is published on 3 February 2016.	
8.	Corporate Plan 2016-2021	33 - 38
9.	Quarterly Position Report on Finance, Performance and Risk	39 - 94
10.	Work Programme For the committee to consider its work programme for future meetings.	95 - 108
11.	Monitoring the Executive Scrutiny monitors are invited to report to the Committee regarding Portfolio Holder meetings attended since the last meeting and specifically raise any issues challenged and the result and/or issues where the Committee could add further value. The meetings were as follows:	
12.	To Note the Dates of Future Meetings Thursday 7 April 2016 at 6pm.	

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

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

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 5 November 2015 at 6.00 p.m.

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

Councillors: David Bard Henry Batchelor
Grenville Chamberlain Jose Hales
Philippa Hart Bunty Waters

Councillors Simon Edwards, Lynda Harford, Mark Howell, Mick Martin and Peter Topping were in attendance, by invitation.

Officers: Gemma Barron Sustainable Communities & Partnerships
Manager
John Garnham Principal Accountant (General Fund & Projects)
Jean Hunter Chief Executive
Mike Hill Health and Environmental Services Director
Richard May Policy and Performance Manager
Victoria Wallace Democratic Services Officer

1. APOLOGIES

Apologies for absence were received from Councillor David Whiteman-Downes.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 3 September 2015 were agreed as a correct record.

Matters arising were:

- Members were still to receive a breakdown of the savings in the Shared Legal Services Business case that was discussed at the 7 July 2015 meeting of the committee. In addition to this, information relating to the 2014/15 spend across the three Councils involved in the Legal Shared Service was also still to be provided to Members. The Chief Executive would ensure Members received this information following the meeting.

4. PUBLIC QUESTIONS

There were no public questions.

5. QUARTERLY POSITION REPORT ON FINANCE, PERFORMANCE AND RISK

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

It was clarified that the Cambourne office rent was received from space rented out within

the building to other organisations. The Principal Accountant (General Fund and Projects) would provide further clarification to the committee following the meeting, regarding the rent figure in the report.

The Corporate and Customer Services Portfolio Holder informed the committee that a soft launch of benefits e-forms had started on 5 October 2015. This was to live test the e-forms system so that any issues could be rectified before fully launching the system and publicising e-forms widely. User feedback of the system had been positive so far.

The Council's Key Performance Indicators were discussed:

- The Finance and Staffing Portfolio Holder informed the committee of the work being done to improve Planning performance and the reasons for poor performance. Members were informed that new Planning Officers had been recruited, which included graduate trainees.
- Missed bins were discussed. Members were assured that the report did not reflect a dip in performance but a change in how performance was measured. The committee was informed that the target would be changed to more accurately reflect performance.

The Scrutiny and Overview Committee **NOTED** the report and requested that a revised structure chart of the Planning Department be circulated to Members.

6. REVIEW OF THE CORPORATE PLAN

The Corporate and Customer Services Portfolio Holder presented the Corporate Plan.

The Housing Portfolio Holder updated the committee on the significant negative implications for the Council, of the Government's budget announcements with regards to housing. The committee was informed that negotiations were ongoing with the Housing Minister. Members were informed that the Council wanted to build new council housing but due to the Government's budget announcements and the implications of the 1% drop in rents, the situation had changed drastically with regards to this. The Corporate Plan would be amended to reflect this.

The committee advised that it should not be involved in the Corporate Plan consultation as its role was to scrutinise this. The Corporate Plan would be presented to the committee again in February 2016.

The Scrutiny and Overview Committee **NOTED** the report and **RECOMMENDED** the following wording for sections of the Corporate Plan:

- At section (7) of the Corporate Plan, which referred to commercialisation, the committee recommended the wording to 'Move to a commercial approach to service delivery and to seek out and pursue new commercial opportunities'.
- Under 'Wellbeing', section (9) should refer to both physical and mental health.

7. DRAFT MEDIUM TERM FINANCIAL STRATEGY

The Finance and Staffing Portfolio Holder presented the Medium Term Financial Strategy (MTFS) that would be presented to Cabinet at its November 2015 meeting. Members were informed that more detail would be built into the MTFS following the Government's Autumn budget statement.

The Portfolio Holder commended the Health and Environmental Services directorate for its savings achievements.

The Housing Revenue Account (HRA) Medium Term Financial Strategy was discussed:

- The impact of Right to Buy on the Council was likely to be significant.
- The Finance and Staffing Portfolio Holder commended Ermine Street Housing and the way officers had diversified their approach to being more commercial.
- The committee was informed that the Council may put together a development team to look at developing housing.

The committee **NOTED** the report.

8. REVIEW OF LESSONS LEARNED FROM ORCHARD PARK

Councillor Lynda Harford presented the report which outlined the findings of the Working Group set up to review the lessons learned from Orchard Park.

Councillor Harford presented the 20 recommendations. Recommendation four was highlighted and the City Council's charging strategy for pre-application advice was explained.

The report and recommendations were discussed:

- Members and officers who had been involved in this work were thanked.
- The realism of recommendation 17 was queried as it concerned the involvement of and working relationships with the health sector. The committee was informed that the Council had a good working relationship with health partners.
- The need for a cost analysis of the recommendations was queried. Members were informed that the recommendations were based on things that were already being done and it was not felt that a cost analysis was necessary.
- The recommendation regarding road adoption was discussed. This continued to be a challenging area and it was felt that a review of what could be adopted from a technical point of view, was needed as there was no national criteria for road adoption.

The Scrutiny and Overview Committee **AGREED** the final recommendations of the Orchard Park Working Group and **RECOMMENDED** their endorsement in full to Cabinet.

9. WORK PROGRAMME 2015/16

The committee's work programme was noted.

Housing was added to the work programme for January 2016.

10. MONITORING THE EXECUTIVE

Councillor Henry Batchelor had attended the Corporate and Customer Services Portfolio Holder meeting as Scrutiny Monitor, on behalf of Councillor Chamberlain.

11. TO NOTE THE DATES OF FUTURE MEETINGS

The dates of future meetings were noted. The next meeting would take place on Thursday 7 January at 6pm.

The Meeting ended at 7.40 p.m.



Report To: Scrutiny and Overview Committee
Lead Officer: Executive Director, Corporate Services

4 February 2016

Business Improvement & Efficiency Programme (BIEP) – Commercialisation

Purpose

1. To provide the Scrutiny and Overview Committee with an overview of a 'Commercialisation' Programme approach to deliver co-ordinated business change initiatives around a move to a commercial approach to service delivery to generate income for the Council and identify further savings.
2. This is not a key decision but provides information for the Scrutiny and Overview Committee to confirm support for the programme.

Recommendations

3. It is recommended that that Scrutiny and Overview Committee notes the content of this report, the aim to successfully deliver the programme and the projects within it and particularly the following programme documents:
 - Vision Statement – To communicate the end goal of the programme and articulate a desired future state (**Appendix 1**).
 - Programme Mandate – Describes the context for the programme and required outcomes, linked to organisational objectives (**Appendix 2**).
 - Programme Brief – Provides an outline of benefits, assumptions and constraints, the basis for a fuller assessment of viability and deliverability at business case stage (**Appendix 3**).
 - Outline of Programme and Project Structure – Setting out individuals' roles and responsibilities (**Appendix 4**).
 - Proposed Project Dossier – Outlining how each individual Project meets the Business Benefits (**Appendix 5**).

Reasons for Recommendations

4. This approach is based on Managing Successful Programmes (MSP) principles which are recognised as best practice in coordinating a programme and delivering benefits. Successful programme management aligns the Corporate Plan, change management and the business as usual environment. It provides a structured framework in order for us to achieve our goals.

Background

5. Initially arising from the Business Improvement and Efficiency Programme (BIEP), it is a requirement to deliver a specific corporate objective through a clearer focus on entrepreneurialism and cultural change. This justifies the creation of a separate commercialisation programme in its own right.

6. We are establishing clear and effective programme governance ensuring the programme meets the needs of the organisation. A successful programme requires the effective combination of defined roles, clear responsibilities within these roles, management structures and reporting arrangements in order to deliver the programme's desired outcomes.

Considerations

7. The Sponsoring Group is our Executive Management Team (EMT). It represents the senior managers. They have overarching authority over the programme leading by example to implement the change and associated values. The Senior Responsible Owner is appointed by the Sponsoring Group and is accountable for the programme ensuring it meets its objectives and realises the expected benefits.
8. The process for programme management will be adopted for all current and future programmes

Options

9. Individual projects could continue without a programme approach but without the added value such an approach brings in terms of:
 - Identifying and managing inter-dependencies
 - Enabling economies of scale, particularly around support functions e.g. HR, Procurement
 - Preventing business benefits from being double-counted
 - Minimising operational disruption
 - Delivering a coherent capability
 - Providing a mechanism for control, reporting and clear accountability
 - Articulation of a shared Vision and common goals

Implications

Financial

10. No budget has been set aside for the programme. Any expenditure required will be identified and assessed in the Project Initiation Document (PID) and therefore be brought forward to members at that stage. The main aim, and the difference between this programme and the BIEP, is that it is concentrating on Income Generation. The programme also relates to our emerging corporate priority around becoming a more entrepreneurial Council.

Risk Management

11. A Programme Risk Register will be completed and each individual project will have its own Risk Register.

Equality and Diversity

12. The programme and each individual project will complete the Equalities Impact Assessment screening tool and a full Impact Assessment if required.

Consultation responses (including from the Youth Council)

13. None

Effect on Strategic Aims

Aim 1 - Improve efficiency and value for money within a viable financial strategy

14. Programmes and projects deliver savings and service improvements.

Aim 2 - Move to a commercial approach to service delivery

15. Commercialisation initiatives generate targeted income.

Background Papers

None

Report Author: Phil Bird – Corporate Programme Manager
Telephone: (01954) 713309

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Appendix 1

Commercialisation Programme – Creating the Entrepreneurial Council Vision Statement

Vision:

South Cambridgeshire District Council is a commercially-minded organisation at the forefront of civic enterprise, delivering outstanding local public service, creating prosperity, opportunity and local resilience.

The need for an entrepreneurial approach:

The national austerity agenda means continuing reductions in central government funding for local government. Our Medium Term Financial Strategy forecasts the complete disappearance of government grant by 2020; in order to balance the books and achieve independence from government grant, we're redesigning services to improve efficiency, sharing services with strategic partners to achieve economies of scale whilst improving services and building resilience and maintaining historically low council tax.

This approach has generated significant savings without requiring service cuts; however, it's not enough to ensure our long-term viability as an organisation capable of meeting the needs of a growing population and economy, so more radical changes to the way we operate are required. Already, front-line services such as Building Control and Land Charges compete for business with the private sector, whilst our Trade Waste service generates substantial income and continues to grow. It's time to learn from these successes to build a wider entrepreneurial framework which brings together the best of the public, private and voluntary sectors to deliver excellent public services through a variety of delivery models.

What the future will look like:

The Council leads the delivery of exceptional public services using a mix of business types and models to best suit each set of circumstances. These include, but are not confined to:

- In-house and services;
- Shared services with strategic partners;
- Commissioned services, including outsourcing to the private sector, third sector, community interest companies and social enterprise;
- Internal and external trading companies;
- Employee mutuals.

Individual services will be built around customer need, focussing on early prevention and not reliant on a traditional menu of support.

Service provision is self-sufficient and subject to ongoing challenge to ensure they remain aligned with business need.

Regulation will be proportionate and enable customers to take advantage of standard and premium services, including one-stop access to the advice and support they need.

Support services will be shared and marketed.

Entrepreneurial staff constantly review processes to identify and take advantage of opportunities, open to change, confident and trusted to take calculated risks. Cultural and communication barriers to success are addressed by inspired and committed managers who lead by example, recruiting and retaining staff who will embody the Council's values.

The Council delivers its corporate objectives through enterprises which generate social, environmental and financial benefit.

Version	Date	Author/Modified by
1.0	30 June 2015	Richard May
2.0	29 September 2015	Kirsty Human

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Appendix 2

Commercialisation Programme: Creating the Entrepreneurial Council - Mandate

Programme title:
Commercialisation: Creating the Entrepreneurial Council
The strategic objectives of the programme:
Corporate Plan 2015-2020 Objective (7): Move to a commercial approach to service delivery to generate income for the council and identify further savings: <ul style="list-style-type: none">• Develop a commercial framework to deliver market core and value-added services.• Review current activities and skills.• Invest in further developing commercial skills.
The programme's context:
Initially arising from the Business Improvement and Efficiency Programme (BIEP), it is considered that the requirement to deliver a specific corporate objective through a clearer focus on entrepreneurship and cultural change justifies the creation of a separate commercialisation programme in its own right.
Organisations involved/affected:
<ul style="list-style-type: none">• SCDC• Ermine Street Housing• Shared Service and City Deal public and private sector partners• The voluntary and community sectors (including parish councils)
Critical success factors (against which the programme will be assessed):
Hearts and Minds <ul style="list-style-type: none">• Recognition, allowing realisation, of business benefits, career development opportunities <p>To reduce the annual draw on the council's general fund account through the reduction of expenditure and/or an increase in revenue generation.</p> <p>Improved direct and commissioned service delivery – delivering positive outcomes.</p> <p>The retention of important local services which, without new approaches, we may be unable to sustain.</p> <p>The effective coordination of priorities and resources will enable the council to deliver more for less and make best use of taxpayer money.</p> <p>Economic development (local job creation)</p> <p>Environmental Benefits (Energy Generation)</p> <p>Enhanced reputation of SCDC as an innovative community leader.</p>

Income generation from taking advantage of commercial opportunities:

- Protection of front-line services
- Avoid redundancies
- Enhanced partnership working
- Viable MTFS

What the programme is intended to deliver in terms of organisational improvements:

- Hearts and Minds - Staff embrace cultural change, understanding and buying into the Vision
- Increased resilience
- Giving the council a more commercial and entrepreneurial outlook.
- Innovative approaches to business operations and service delivery
- The programme will strengthen the ability of the council to meet the financial challenges of the future.

Programme boundaries:

The programme's scope will initially be restricted to the specific projects identified as commercial opportunities as part of the BIEP, bringing together work to stimulate the cultural change required to make this a reality, and that underway to review commissioning.

Work to deliver other major corporate programmes will be out of scope, subject to inter-dependencies being identified and managed by the Corporate Programme Hub / Programme Manager, particularly:

- Shared services (Business Hub *in scope*);
- BIEP
- Working Smarter
- Organisational Development Strategy

Also out of scope:

- Major procurement and commissioning exercises arising from service plans and contract expiries (although such exercises should incorporate emerging best-practice principles arising from the programme).
- Taking forward successful commercialisation pilots through normal operations, once they have become 'business as usual'.

Strategies & approaches for delivery:

Commercial opportunities (in progress): Develop from concept/existing service/pilots to outline and full business cases to determine viability; market testing, trial and full implementation.

Cultural change: Deliver through leadership, communication, training and demonstration of the Council's Values.

Commissioning: Research project identifying new models of commissioning and how they might be applied by SCDC.

Assurance arrangements:

- Programme documentation

- SCDC Project Management toolkit
- EMT as the Sponsoring Group
- Alex Colyer as the Senior Responsible Owner
- Internal Audit
- MSP/PRINCE2 methodology

Expectations in terms of timescales/deadlines, costs, benefits and constraints:

Commercialisation projects some of which have a lifespan of around two years.

Ermine St: Pilot review report to Cabinet and Council in November 2015

Cultural change project: At least twelve months. Align with OD Strategy review timetable

Reviewing how we commission services into the future (PQ)

Project costs: Explored as part of project business cases

Programme costs: Within existing? Review at definition stage

Benefits: Commercialisation projects benefits delivered during trials. Impacts of cultural change activities measured through demonstrable project outcomes, staff survey, 1:1 meetings etc. Commissioning benefits realised in the medium term following the agreement of a revised framework.

Constraints: Statutory limits on the commercial approach, and on which bodies can exercise particular functions.

Traditional mindsets, which need to be influenced by cultural change – both internally, and by external stakeholders viewing local government services in a particular light (manage expectations through proactive communications).

SCDC has significantly scaled back its discretionary activities already, so there is very little low-lying fruit left to pick.

Current initiatives that will be included in the programme:

- Trade Waste expansion (shared service with Cambs City)
- Business Hub Pilot with County and Fire (Primary Authority Agreements)
- In-house Enforcement Agent
- Supported Housing
- Energy Company
- Hearts and minds, building an entrepreneurial culture (training and communication)
- Ermine Street Housing
- Strategic review of commissioning
- Housing Delivery/Development Vehicle

External drivers or pressures:

- Cuts to Government grants – the need to make financial savings and generate income
- Meeting customer expectations of consistently high quality services.

Summary of “as-is” state – the starting point of the programme:

The Council's Business Improvement and Efficiency Programme (BIEP) was set up in 2013/14 to identify ways of reducing Council expenditure and generate income, improve the quality and efficiency of services and support a cultural change in service delivery.

Moving to a commercial approach to service delivery was agreed as a strategic priority within the Council's Corporate 2014-2019, in response to which a series of internal workshops were held to identify potential commercial opportunities. These workshops narrowed a 'long list' of over 20 projects into six priorities to be developed into full business cases for pilot and implementation. These projects were initially included within the BIEP; however, given increasing pressures on the Council's finances, following the establishment of the corporate programme hub and need for commercialisation to develop its own brand, focussed on income generation and entrepreneurship as well as efficiency, it is now appropriate to take forward the work via a stand-alone programme.

A degree of commercial activity at SCDC is already underway. Building Control and Land Charges have always competed with the private sector for business, whilst we have run a successful Trade Waste service for several years. More recently, the establishment of a pilot housing company is intended to deliver a long-term income for the council.

The business change required by this programme is therefore to build on the strengths and experience of commercial operations in specific services towards a corporate approach in which the commercial mindset is the norm rather than the exception.

Links to corporate and service plans:

As above, the Corporate Plan 2015-2020 commits SCDC to developing a commercial approach to service delivery. The programme will bring together a number of commercialisation projects which are included in 2015/16 service plans.

Initial budget:

No budget has been specifically identified to support the programme.

Specific project budgets e.g. HES Business Hub?

Version History

Version	Date	Author/Modified by
1.0	17 Sept 2015	Richard May
2.0	22 Sept 2015	Kirsty Human

Appendix 3

Programme Brief – Commercialisation: Towards the Entrepreneurial Council

Purpose:					
The purpose of this brief is to provide an initial assessment of whether a programme approach to developing commercialisation is viable and likely to be achievable.					
Outline Vision statement:					
South Cambridgeshire District Council is a commercially-minded organisation at the forefront of civic enterprise, a beacon for outstanding local public service delivery creating wealth, opportunity and local resilience.					
Current state:					
<p>The accompanying Programme Mandate describes the identification of commercialisation opportunities by EMT and Cabinet and provides examples of current commercial activities. SCDC has an excellent track record of maintaining service levels through the implementation of service efficiencies, achieving over £5 million savings over the past five years. Continuing pressure on public finances means that we need to go beyond efficiencies to fundamentally rethink how we deliver services, and on what basis. Our MTFS already anticipates the complete removal of central government revenue funding by 2020, and the front-loading of further cuts during the first two years of the new parliament and accompanying policy announcements on welfare reform and social housing have increased the urgency of finding new and innovative ways to maintain a balanced financial strategy.</p> <p>Do nothing will have an detrimental impact on the council's performance and financial viability, through:</p> <ul style="list-style-type: none"> - An increased risk of service cuts and compulsory redundancies; - Missed opportunities to take advantage of new models of service delivery. - Failure to embrace new ways of working; - Reputational damage as an organisation not willing or able to embrace change. <p>Not adopting a programme approach runs the risk of:</p> <ul style="list-style-type: none"> - Failure to effect the behavioural change required to operate as an entrepreneurial council; - The lack of a shared Vision; - The duplication of business benefits; - Failure to achieve economies of scale and ineffective resource planning, particularly in HR, Finance and Procurement; - Missed opportunities for sharing learning and best practice. 					
Outline description of benefits:					
Projects	Outputs	Capability	Outcome	Business Benefits	Measureable
In-house Enforcement Agents	Business Case Recruitment, Certification and Training Process review and map Market research Monitoring existing Bailiff contract	Skilled in-house enforcement agents and approved procedures	Self-financing, high-quality, competitive, resilient service	Income stream for the council (surplus/profit) Efficiencies from shared service Enhanced customer service Staff skills / knowledge /	Profit targets. Target efficiencies Market share Customer satisfaction Staff survey / PDR

Appendix 3

				career development	
Expanded Trade Waste Service	Analysis of existing service Market research Business case and performance metrics	Service model for expansion	Expanded service, sharing with partners as appropriate	Income for the Council Leaner model generates efficiencies Enhanced customer service	Profit targets. Target efficiencies Market share Customer satisfaction
Expanded Sports Activity Programme	Increased number of chargeable sports activities delivered across the district	Resources to staff, administer, deliver and promote activities	Expanded sports activity programme	Income and profit for the council enhancing reputation Improving health outcomes deriving from increased participation	£ Increase in participation Health improvements
Business Hub	Scoping and development of business and financial model Market research Implementation and resource plan	One-stop advice to other organisations Virtual business hub and re-charging mechanism	Pilot scheme	Income stream for the council (surplus/profit) Efficiencies from shared service Enhanced customer service and reputation Staff skills / knowledge / career development	Profit targets. Target efficiencies Market share Customer satisfaction and wider positive feedback Staff survey / PDR
Supported Housing	Business case	Operational business model	Delivery of expanded specialist housing service	Savings and income Quality of life: safe and independent older people Reduced bed-blocking	Savings and Income targets Customer feedback and satisfaction Hospital discharge rates
Hearts and minds – Building an entrepreneurial culture	Programme of training and briefings: specification, development with procurement as required. Delivery, feedback and monitoring Review PDR	Training programme and revised PDR framework and OD Strategy in place	Staff training and briefed, then demonstrate new skills and behaviours	Staff skills / knowledge / career development; specifically, capacity to identify and deliver new ways of working	Staff survey PDR and 1:1 Successful programme delivery

Appendix 3

	framework Feed into revised OD Strategy				
Commissioning	Review of approaches to commissioning – report and recommendations	Wider menu of commissioning options	Services commissioned in new and innovative ways which maximise benefits for the Council	Enhanced or protected services resulting from the arrangements	Profit, loss, performance, customer satisfaction
Ermine Street Housing	Managing the Councils investment	Mechanisms and resources to manage the investment and review the process	Ensuring a return on investment	Profit on investment	£
HDV	Business model for a county wide housing strategy	Building affordable homes	Meeting local affordable housing need	Delivery of affordable housing	Income generation

Estimated Costs:

The programme is being managed by officers who are currently employed in roles within the council. Project managers are also employees. Time given to the programme is within existing staff budgets.

There is one full time Corporate Programme Manager who will oversee the programme along with other workloads. Meetings with the Project Managers working within the programme will take place monthly and highlight reports will be presented to the sponsoring group by exception.

There will be costs for the projects within the programme and these will have fully developed business cases showing cost benefit analysis before being given approval to proceed by the sponsoring group.

Overview of headline risks, constraints and assumptions:

Risks	Constraints	Assumptions
Inadequate stakeholder engagement	Statutory limits on the commercial approach, and on which bodies can exercise particular functions.	SCDC has experience of a number of successful commercial services upon which it can build
Conflicting operational priorities	Traditional mindsets, which need to be influenced by cultural change – both internally, and by external stakeholders viewing local government services in a particular light (manage expectations through proactive communications).	A 'one size fits all' approach will not work for a diverse range of functions, services and policy initiatives.
Impact of programme on day to day service delivery	SCDC has significantly scaled back its discretionary activities already, so there is very little low-lying fruit left to pick.	Traditional approaches to service delivery must be reviewed due to the council's financial situation
Programme and or Project Managers long term unavailability		

Appendix 3

The Projects on the commercialisation programme are not completed in a timely fashion		
A change in internal political strategy		
The Projects on the Commercialisation Programme do not realize the savings identified		

Options for delivery:

Commercialisation opportunities are being explored through a common process involving the development of outline and full business cases following analysis of current service provision, stakeholder engagement and market research. Projects will incorporate pilots and full implementation, subject to evaluation.

Cultural change will be delivered through bespoke training, coaching and leadership linked to the refreshed Organisational Development Strategy and delivered through our Performance Development Review framework.

A review of how the Council traditionally commissions its services will lead to a wider menu of service delivery options being available to the council.

Ermine Street Housing has been set up to deliver a pilot scheme buying and letting properties to South Cambs residents and offering a property management solution for landlords eg. MOD.

The Housing Delivery Vehicle (HDV) will in partnership build affordable housing to meet the ever increasing need of local people.

Project list:

	Project title	Description	Project manager
1	In-house Enforcement Agents	Income stream for the council Provide service to SCDC and other local authorities in the future More awareness of safeguarding and vulnerability issues	Katie Brown
2	Expanded Trade Waste Service	Following the principles of the shared waste project, this will look to share trade waste activities across the two authorities.	Myles Bebbington
3	Expanded Sports Activity Programme	Increasing the availability of sessions to increase income and profit	Kirsty Human
4	Business Hub	Setting up Business Hub	Myles Bebbington

Appendix 3

		One-stop advice service to other organisations	
5	Supported Housing	Specialist Housing Support for Voluntary Sector – including community Alarms, lifeline plus and any further social enterprises (handyman, gardening, painting and care)	Tracey Cassidy
6	Hearts and Minds	Training, coaching and leadership to develop entrepreneurial mind-sets	<i>Susan Gardner-Craig</i>
7	Ermine Street Housing	Managing the Councils investment in the company	Stephen Hills
8	Commissioning	Exploring a wider menu of service delivery options for the council.	Paul Quigley
9	HDV	Provision of affordable homes	Gill Anderton

Document Version History

Version	Date	Author/Modified by
1.0	17 Sept 2015	Richard May
2.0	22 Sept 2015	Kirsty Human
3.0	29 Sept 2015	Kirsty Human

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Appendix 4

Programme Management Roles and Responsibilities	
Sponsoring Group	Represents the senior managers who are responsible for: The investment decision; Defining the direction of the Business; Ensuring the ongoing overall alignment of the programme with the strategic direction of the organisation. They will appoint the SRO who is likely to be a peer of the other members.
Senior Responsible Owner	Accountable for the success of the programme and for enabling the organisation to exploit the new environment resulting from the programme, meeting the new business needs and delivering new levels of performance, benefit, service delivery, value or market share.
Programme Board	Established by and reports to the SRO (and often coming in to existence following approval of the programme mandate or possibly the brief) the prime purpose is to drive the programme forward and deliver the outcomes and benefits.
Programme Manager	Responsible for leading and managing the setting up of the programme through to delivery of the new capabilities.
Programme Office	The nerve centre and information hub of a programme is the programme office. All information, communication, monitoring and control activities for the programme are coordinated through the programme office.
Business Change Manager	Responsible for realising the benefits when the capability is embedded into business operations and facilitating business changes to exploit the capability. Integral to their role is an intimate knowledge of and credibility in the operational business.
Project Manager	Responsible for delivering one or more business outputs according to a specified business case.
Project Delivery Team	Responsible for delivering one or more business outputs according to a specified business case, working to the Project manager.
Business Change Authority	An individual who represents a group of BCMS, similar to a senior BCM or business change sponsor
Business Change Team	Can be formed to help the BCMS take their stakeholders in the operational areas through the change cycle.

Version	Date	Author/Modified by
1.0	17 September 2015	Kirsty Human

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Appendix 5

Commercialisation Programme – Project Dossier			
Projects	Business Benefits		
	Income Generation/Surplus/Profit	Improved Performance/Customer Satisfaction	Staff motivation/ Culture of engagement and fulfilment
Trade Waste Expansion	Output of Project is to review the current process and make recommendations on how to improve and generate income. The review includes identifying the current cost and what's included in the Service with recommendations on income generation, efficiencies and future opportunities. No financial targets have been set as yet. This project won't deliver financial business benefits in itself but will put in place the capability to do so in future.	The project will develop a marketing strategy for future opportunities, identify customers who currently cost the Council money and redefine their contracts and ensure all other services provided cover the cost of provision. Identify AND redefine as part of this project? A Business Case will be created for a Shared Trade Waste Service and will include details of the best customer service available and a complete back office process from quote to delivery. Capability – implementation the next project?	The project offers: <ul style="list-style-type: none"> • Clarity of purpose As should all projects / staff objectives! • Clear direction for the future – internal and sales processes • Engagement & empowerment of staff • Staff to help shape to new Service
Business Hub Pilot with County and Fire (Primary Authority Agreements)	Income target for 1 st year (including pilot) is 20% (£300K) of combined SCDC & CCC TS staffing budget. An annual income surplus of £150K by 2019/20 (Year 4?)	A multi agency business hub is better positioned to serve the needs of businesses by creating a single point of contact for advice. Greater intelligence across partner organisations allows for a	The project offers: <ul style="list-style-type: none"> • Clarity of purpose As above • Clear direction for the future – internal and sales processes

Appendix 5

		<p>more efficient and streamlined approach to rogue traders. Alignment of enforcement and inspection protocols. The hub provides an opportunity to sell further services and advice adopting a one stop shop approach for regulatory advice. Measurables: Target income surplus Customer satisfaction Rogue trader prosecutions (?)</p>	<ul style="list-style-type: none"> • Engagement & empowerment of staff • Staff to help shape to new Service • Measurables: income target and customer satisfaction (as such this is a 'sub-benefit') • Staff satisfaction, recruitment and retention, reduced sickness absence
In-house Enforcement Agent	<p>£212K projected surplus over 5 years Business case has been established, so this is an implementation project?</p>	<p>SCDC officers in control of workload and prioritisation of debt collection. Enforcement Agent employed by SCDC resulting in more controlled management and decision making leading to effective collection with fewer complaints.</p>	
Supported Housing			
Ermine Street Housing	<p>Projected to provide the council with approximately £600,000 income p.a by the end of year 2 of operations 5-year project to deliver this income?</p>	<p>Provide customers with choice No exorbitant agency fees as charged by other high street agents Ability for homeless team to make referrals High level of customer satisfaction (?)</p>	<p>Very emotional journey for staff involved – peaks and troughs Very challenging getting other services to engage and buy into the project, but skilled staff used experience and negotiations to work through issues These are risks and constraints, not business benefits. Upskilling staff</p>

Appendix 5

			in commercial activities raises morale, ownership and performance.
Strategic Review of Commissioning	More about savings from smarter commissioning. Review will identify options.	Better services through 'best fit' model for each service.	Possible options may include employee mutual and other models of staff empowerment, leading to enhanced performance and outcomes
Housing Development Agency/Housing Delivery Vehicle (HDA)	The HDA is set up to be self sustaining and not profit making (initial idea to create a profit making Development Services Company, but this was shelved). If the HDA were to borrow from SCDC via the PWLB to develop housing and payback at a % above lending rates there may be the capacity for income generation for the General Fund. So there may or may not be commercial opportunities?	The HDA is a shared service working towards a full company model in 2017. It is part of the Business Case that the HDA will utilise the shared expertise of the City and SCDC staff working with the County to provide a more cost effective and efficient development service to promote the delivery of a mixed housing portfolio across Cambridgeshire. Additional business benefits around affordable housing delivery	The staff involved are already working very closely, building a team culture beginning with regular meetings, events, and showcasing the HDA to the CIH, ARCH etc. The Team is sharing best practice, processes and the relationship building with partners and potential partners essential to a successful pipeline of schemes going forward that will sustain the HDA into the future. A culture of transparency and collaboration is being fostered between City and SCDC. Outcomes and measurable?
Equity Share Investment	For an initial investment of £200K. If an average of 10 properties became vacant requiring an average of £10k investment to achieve a profit that would be expected would range between	By selling quality properties the Council's reputation is enhanced. Build quality / energy efficiency	

Appendix 5

	<p>£10k and £60k per property. This would equate to £100k to £600k profit annually. If investment = £10k and 'profit' = £10k then return = zero????</p> <p>Based on a lower number of 5 properties being bought back requiring the same level of investment and profit margins is expected to realise £50k to £300k annually</p>		
<p>Hearts and minds, building an entrepreneurial culture (training and communication) Delivers capability, not business benefits directly.</p>	<p>Staff engagement is positively related also to the delivery of business objectives e.g. surpluses</p>	<p>Staff engagement is positively related to job performance.</p>	<p>Studies show that engaged workers perform better than non-engaged workers:</p> <ul style="list-style-type: none"> • Engaged workers experience positive emotions (gratitude, joy & enthusiasm) • Engaged workers experience better health • Engaged workers create their own job and personal resources • Engaged workers transfer their engagement to others <p>Measurables: Staff satisfaction, turnover etc</p>



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

4 February 2016

Customer Contact Service Annual Performance 2015 – Performance Review

Purpose

1. To present to Scrutiny and Overview Committee an update on performance for the customer contact service, and annual performance for 2015 (**Appendix A**) for information and comment.

Recommendations

2. It is recommended that the report be noted.

Reasons for Recommendations

3. The report provides a review of the operational performance of the customer contact service from its outset in December 2013 until 25 December 2015 inclusive, and a review of the annual performance for 2015.

Background

4. Scrutiny and Overview Committee conducted the 2014 annual review of the operational performance of the customer contact service in February 2015; and confirmed that an annual review should be conducted in February 2016 for 2015.
5. The customer contact service was launched in December 2012 and, whilst performance in terms of volume of calls answered at first point of contact has been consistently good, the performance for number of calls answered has been variable.
6. There is an improvement plan which is being implemented within the service to improve the overall performance. This improvement plan has a number of elements which means the performance of the team will improve incrementally as each part of the project is completed.
7. The introduction of support being provided by the back office teams (Council Tax, Benefits and Elections) from September 2014, during periods of high demand for these specific service areas has improved the performance of the team with the number of abandoned calls reduced.

Considerations

8. During the last year a number of the actions from the improvement plan have been completed which include the following:
 - a) Corporate Induction – meeting all new staff and making them aware of our service and the position our service holds within the organisation; inviting staff

to visit our service to observe our practices and listen in on customer calls. This has proved to be very successful.

- b) Additional back office support being provided by the Rents team; training has been completed and now taking calls at peak times for their specific service.
 - c) Secondment of team member to Building Control which will enable specific service calls to be handled by Building Control admin team at peak times.
 - d) Reactive call messages can now be recorded and uploaded to the system by members of the customer contact service management team on specific individual service lines and main general enquiries service line; these can now have individual messages which can be added as part of call management processes to inform the customer of service specific issues to help manage customer expectations. For example, changes to green bin collection dates for December 2016-February 2016.
 - e) Implementation of a solution to offer residents the option on both general enquiries line and revenues service line to opt to make a payment directly without the need to speak to an advisor; the customer is automatically forwarded to the automated payment line.
 - f) Implementation of new dedicated specific service line for Rents to help monitor and manage customer expectations during peak demand. For example, to assist (if required) following mail out of summons.
 - g) Introduction of electronic forms via our website for Benefits and issues relating to change of circumstances.
 - h) Review and monitoring of reception service. Currently looking at options to improve the experience for visitors to the Council; making sure the customer reaches their final destination as quickly as possible and to reduce queuing and waiting times at reception. Workshop with our partner organisations and internal service areas to be arranged. This project is on-going.
 - i) Review of Reception and Public Meeting Room Accommodation. Currently looking at options to make the best use of the space to ensure effective and efficient handling of customers resolving their enquiries at first point of contact. Ensuring that visitors can be encouraged to use self-serve kiosks, and create a suitable environment to discuss their personal circumstances, this project is on-going.
 - j) Improved information is available on the website following the launch of the new website in December 2015.
 - k) Updates provided and installed on BT Cloud Contact software and support received from back office ICT service.
9. There are a number of actions included in the improvement plan which will enable continuing improvement in the performance of the customer contact service to be sustained; these actions will be completed during the 2016/17 financial year. The list of remaining actions are shown below:-

- a) Digital by Default project is an integral part of the customer contact service improvement plan; there is a significant amount of work to be undertaken to enable residents to access self-service options - this project is ongoing.
- b) Working with high volume users of customer contact service to reduce the number of calls being presented and to look at options to reduce customer contact further or self-serve. Liaising with specific service area to look at options for on-line forms.
- c) Improvements to the website is being looked at by the Web Officer Working (WOW) Group and individual service areas will be looking at their individual service areas web pages and making the necessary changes.
- d) Extending the back office support for the customer contact service by expanding the back office teams who are able to provide staff to answer/handle calls during periods of peak demand. For example, Housing, Health and Environmental Service and Planning.
- e) Working closely with our back office staff, through regular service review meetings to ensure that customers receive an efficient and effective service from both the back office and contact centre service.
- f) Liaising with specific service areas to assist in managing customer expectations and giving guidance to suggest a process could be better managed through designing an on-line form or recording a reactive message to be played on a specific service line. Thus, reducing call wait times, handling times and enhancing the customer contact service/performance.
- g) Review of current staffing structure to continue the improvement in the operational performance of the customer contact service, taking into consideration succession planning, training and development opportunities for existing staff.

10. There are a number of challenges that may affect the operational performance of the customer contact service as follows:

a) Recruitment-

- Customer contact service vacancies currently are: x1 Team Leader, x3 Advisors.
- Senior Customer Contact Advisor replacing customer contact advisor.
- Combined role of Customer Contact Advisor/Post Room Admin Assistant. (This role has evolved following a review of central administration functions and post room duties and responsibilities of all service areas).

11. The customer contact service operational performance is improving which can be seen in **Appendix A**. This table shows all performance for all reporting periods, from outset to present day.

- a) That the average percentage of all calls answered has improved year on year. Our team performance is 84% compared with 76% for 2014
- b) Call abandonment rates have decreased by 40%
- c) Average call answer times have improved by 50 seconds (27% decrease)

d) Average call handling times reduced by 28 seconds compared with 2014

	Average Calls Answered	Average Monthly Calls Handled
2013	77% Calls answered	10411 (3163 Abandoned)
2014	76% Calls answered	10226 (3228 Abandoned)
2015	84% Calls answered	10367 (1955 Abandoned)

	Average call answer times	Average Handling Time
2013	00:02:57	00:07:55
2014	00:03:04	00:07:51
2015	00:02:14	00:07:23

12. Whilst there is and has been an ongoing improvement in performance of the customer contact service, there are still opportunities to improve performance further and expand the scope and complexity of transactions taken.
13. The Digital by Default project and remaining actions detailed in the customer contact service improvement plan should enable further improvements to performance and are a realistic reflection of team workloads.

Implications

14. 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: -

Effect on Strategic Aims

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

15. The customer contact service is providing a service to residents at substantially reduced cost; the current changes to the contact centre and reception are providing an improving service to resident with an increase in the percentage of calls being handled. The service will look to build on this improvement further and promote self-service options to residents.

Report Author: Dawn Graham – Benefits Manager
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Rachael Fox-Jackson, Customer Contact Manager
Telephone: (01954) 713017

Overview

	2013*	2014	2015
Total calls	162889	161547	148265
Handled	77%	76%	84%
Average monthly number of calls handled	10411	10226	10367
Average call answer time	00:02:57	00:03:04	00:02:14
Average call duration	00:05:02	00:04:59	00:04:47
first time resolution	82%	82%	82%
Average Wrap Time	00:02:53	00:02:24	00:01:49
Average Handling Time	00:07:55	00:07:51	00:07:23

* 2013 reporting period started 28/01/2013 and therefore only includes 12 rather 13 lunar months

Appendix A

Report Period		1	2	3	4	5	6	7	8	9	10	11	12	TOTAL	
Period Start		28/01/2013	23/02/2013	25/03/2013	22/04/2013	20/05/2013	17/06/2013	15/07/2013	12/08/2013	09/09/2013	07/10/2013	04/11/2013	02/12/2013	2013	Average
Period End		22/02/2013	22/03/2013	19/04/2013	17/05/2013	14/06/2013	12/07/2013	09/08/2013	06/09/2013	04/10/2013	01/11/2013	29/11/2013	27/12/2013		
Total calls		13386	14963	15481	13504	13523	14189	13789	12860	13324	14044	14481	9345	13574	TOTAL
Calls Lost		2945	3292	2787	1756	2840	3831	3034	3086	2665	4354	5503	1869	3163	Average Monthly
Handled		78.00%	78.00%	82.00%	87.00%	79.00%	73.00%	78.00%	76.00%	80.00%	69.00%	62.00%	80.00%	76.70%	Average Monthly
Number of calls handled		10441	11671	12694	11748	10683	10358	10755	9774	10659	9690	8978	7476	10411	Average Monthly
Average call answer time		00:02:32	00:02:18	00:01:59	00:01:42	00:02:30	00:03:32	00:02:47	00:03:19	00:02:51	00:04:08	00:05:32	00:02:11	00:02:57	Average Monthly
Average call duration		00:05:09	00:04:51	00:05:04	00:05:00	00:04:58	00:04:59	00:04:57	00:05:00	00:05:11	00:05:10	00:05:29	00:04:30	00:05:02	Average Monthly
first time resolution		81.00%	82.00%	82.00%	84.00%	83.00%	83.00%	82.00%	83.00%	81.00%	82.00%	84.00%	82.00%	82%	Average Monthly
Average Wrap Time		00:02:40	00:02:38	00:02:45	00:02:56	00:02:54	00:02:54	00:02:45	00:02:40	00:02:48	00:03:19	00:03:29	00:02:51	00:02:53	Average Monthly
Average Handling Time		00:07:49	00:07:29	00:07:49	00:07:56	00:07:52	00:07:53	00:07:42	00:07:40	00:07:59	00:08:29	00:08:58	00:07:21	00:07:55	Average Monthly
Number of calls resolved at first point of contact		8457	9570	10409	9869	8867	8597	8819	8112	8634	7946	7542	6130		
Number of Calls Transferred		1984	2101	2285	1880	1816	1761	1936	1662	2025	1744	1437	1346		

Report Period		13	14	15	16	17	18	19	20	21	22	23	24	25	TOTAL	
Period Start		30/12/2013	27/01/2014	24/02/2014	24/03/2014	21/04/2014	19/05/2014	16/06/2014	14/07/2014	11/08/2014	08/09/2014	06/10/2014	03/11/2014	01/12/2014	2014	
Period End		24/01/2014	21/02/2014	21/03/2014	18/04/2014	16/05/2014	13/06/2014	11/07/2014	08/08/2014	05/09/2014	03/10/2014	31/10/2014	28/11/2014	26/12/2014		
Total calls		13372	12598	15287	15405	14030	13498	12429	12758	14339	15341	13696	12419	9747	13455	TOTAL
Calls abandoned		3477	2394	4433	5084	3788	3240	1864	2169	4445	4624	3981	1546	920	3228	Average Monthly
Handled		74%	81%	71%	67%	73%	76%	85%	83%	69%	70%	71%	88%	91%	76.01%	Average Monthly
Number of calls handled		9895	10204	10854	10321	10242	10258	10565	10589	9894	10714	9701	10870	8825	10226	Average Monthly
Average call answer time		00:03:03	00:02:25	00:03:39	00:04:25	00:03:16	00:03:20	00:01:51	00:02:13	00:04:02	00:04:34	00:04:18	00:01:38	00:01:05	00:03:04	Average Monthly
Average call duration		00:05:08	00:05:17	00:05:18	00:05:02	00:04:46	00:05:17	00:05:04	00:04:55	00:04:45	00:04:53	00:05:02	00:05:06	00:04:19	00:04:59	Average Monthly
First time call resolution		79.00%	83.00%	82.00%	82.00%	82.00%	81.00%	81.00%	83%	85.00%	86.00%	84.00%	82.00%	82.00%	82%	Average Monthly
Average wrap time		00:02:57	00:03:08	00:03:01	00:02:54	00:02:32	00:02:48	00:02:38	00:02:45	00:02:55	00:03:00	00:03:09	00:03:04	00:02:26	00:02:24	Average Monthly
Average handling time		00:08:05	00:08:25	00:08:19	00:07:56	00:07:18	00:08:05	00:07:42	00:07:41	00:07:39	00:07:52	00:08:11	00:08:10	00:06:45	00:07:51	Average Monthly
Longest call wait										00:23:13	00:23:13	00:21:42	00:18:23	00:17:25		
Number of calls resolved at first point of contact		7817	8470	8900	8464	8398	8309	8557	8789	8410	9214	8149	8913	7237		
Number of calls transferred		2078	1735	1954	1858	1844	1949	2007	1800	1484	1500	1513	1957	1589		

Report Period		26	27	28	29	30	31	32	33	34	35	36	37	38	TOTAL	
Period Start		29/12/2014	26/01/2015	23/02/2015	23/03/2015	20/04/2015	18/05/2015	15/06/2015	13/07/2015	10/08/2015	07/09/2015	05/10/2015	02/11/2015	30/11/2015	2015	
Period End		23/01/2015	20/02/2015	20/03/2015	17/04/2015	16/05/2014	13/06/2014	11/07/2014	07/08/2015	04/09/2015	02/10/2015	30/10/2015	27/11/2015	25/12/2015		TOTAL
Total calls		11930	11630	14453	15417	14436	11231	11471	11534	11050	12939	12428	12010	9666	12323	Average Monthly
Calls abandoned		1355	1336	3019	5055	3932	1654	1157	965	1006	1857	1593	1715	767	1955	Average Monthly
Handled		89%	88%	79%	67%	73%	85%	90%	92%	91%	86%	87%	86%	92%	84%	Average Monthly
Number of calls handled		10575	10286	11434	10362	10504	9577	10314	10569	10044	11082	10835	10292	8896	10367	Average Monthly
Average call answer time		00:01:29	00:01:41	00:02:52	00:04:57	00:04:17	00:02:13	00:01:32	00:01:06	00:01:25	00:02:15	00:01:54	00:02:11	00:01:05	00:02:14	Average Monthly
Average call duration		00:04:42	00:04:55	00:04:52	00:04:46	00:04:56	00:04:42	00:04:49	00:04:35	00:04:43	00:05:01	00:04:52	00:04:38	00:04:39	00:04:47	Average Monthly
First time call resolution		84.00%	82.00%	84.00%	85.00%	84.00%	81.00%	81.00%	83%	81.00%	79.00%	78.00%	80.00%	82.00%	82%	Average Monthly
Average wrap time		00:02:47	00:02:31	00:02:40	00:02:54	00:02:47	00:02:31	00:02:30	00:02:16	00:02:30	00:02:36	00:02:26	00:02:35	00:02:39	00:01:49	Average Monthly
Average handling time		00:07:29	00:07:26	00:07:40	00:07:40	00:07:43	00:07:14	00:07:19	00:06:51	00:07:13	00:07:37	00:07:18	00:07:13	00:07:18	00:07:23	
Number of calls resolved at first point of contact		8900	8435	9605	8808	8823	7757	8354	8772	8136	8755	8451	8234	7295		
Number of calls transferred		1675	1851	1829	1554	1681	1820	1960	1797	1908	2327	2384	2058	1601		

Agenda Item 8



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee
Lead Officer: Executive Management Team

4 February 2016

CORPORATE PLAN 2016 - 2021

Purpose

1. This report proposes a refreshed Corporate Plan, prepared following consultation, and requests a Cabinet recommendation to Council that the plan be approved.

Recommendations

2. That **Cabinet:**
 - (a) recommend to Council that the Corporate Plan setting out the Council's vision, objectives and actions for 2016–2021, be approved as set out at **Appendix 1**, subject to consideration of any recommendations by the Scrutiny and Overview Committee,
 - (b) endorse the indicative performance measurements set out in the draft plan and authorise the Executive Director, in consultation with Portfolio Holders, to prepare a detailed suite of Key Performance Indicators for subsequent agreement (in April 2016), and
 - (c) Authorise the Chief Executive to make any minor wording changes required to final drafts, in consultation with the Corporate and Customer Services Portfolio Holder.
3. This is a key decision as it involves the development of a revised policy framework containing actions which will affect customers throughout the district. It was first published in the October 2015 Forward Plan.
4. This report will be submitted to the Scrutiny and Overview Committee for consideration at its meeting on 4 February 2016. The Committee's recommendations will be reported to Cabinet.

Background

5. The Corporate Plan attached at **Appendix 1** is the document that sets out the Council's vision and strategic objectives.
6. The Council's current Corporate Plan, agreed in February 2015 for 2015-2020, set out an approach to strategic delivery based around:
 - Our Vision for the district;
 - Three Strategic Aims setting out how the Vision will be achieved, delivered through 12 key Objectives;
 - What we will do to achieve each objective, and what success will look like;
 - Key performance measures.

7. The Corporate Plan informs the subsequent agreement of annual service plans setting out service, team and individual objectives, aligned to the Vision and Corporate Aims. Progress against plan objectives is monitored through quarterly reports to senior management and Members.

Considerations

8. The Corporate Plan needs to reflect the needs and aspirations of our communities, taking account of the local and national context of increasing demand on core services and diminishing central government funding.
9. Cabinet, in November 2015, taking account progress towards current Corporate Plan objectives, emerging national policies, demographic trends and the anticipated financial settlement, agreed the following priority themes for consultation:

Living Well

Creating healthy, sustainable and resilient communities. To include addressing the needs created by an ageing population and early intervention to support improved mental health and emotional wellbeing.

Homes for our Future

Securing the delivery of a wide range of housing to meet the needs of existing and future communities. To include a broad range of tenures, self-build, direct delivery and more consumer choice.

Connectivity

Ensuring connectivity, collaboration and infrastructure delivery to support our world class economy. To include digital and transport infrastructure.

An Entrepreneurial Council

Adopting a commercial and business-like approach to delivering the best possible services for residents at the lowest possible cost. To incorporate maximising opportunities for external funding and income generation, whilst minimising demands on local council tax payers.

10. The priority themes have been developed into a final draft plan, which is recommended for Cabinet endorsement and subsequent Council approval, at **Appendix A attached**. The plan retains the four priority themes as objectives, refocussing 'Entrepreneurship' as 'An Innovative and Dynamic Organisation' to reflect business efficiency as well as commercialisation and income generation aims, and to align with the Council's Corporate Values.
11. We have set out key actions under each objective, intended to provide a strategic focus on the issues of greatest significance to the Council, residents and businesses in the district and key partners. Many of the priorities are ongoing but, this year, have been articulated to provide more focus on outcomes for our communities around health, transport and strategic housing. As in previous years, we have set out what success will look like under each objective, and identified indicative performance measures which, subject to Cabinet endorsement, will be worked up for presentation as a suite of strategic Key Performance Indicators for subsequent agreement and publication.

12. The Corporate Plan does not exist in isolation. The Medium Term Financial Strategy (also subject to a recommendation to Council on this agenda), Strategic Risk Register (set out in the Position Report on this agenda), and People and Organisational Development Strategy (revised draft under development) also support the delivery of the Council's priorities and the allocation of resources. The significant financial constraints faced by the Council make it even more important that there is a priority-led approach to spending in order to make sure the Council focuses its resources in the right areas.
13. Actions and outcomes are expressed in necessarily general terms within a strategic document, but will be developed into realistic, achievable and measurable projects and actions as part of the service planning process. Delivery of key actions and performance against key indicators will be closely monitored via quarterly Position Reports to Scrutiny and Overview Committee, providing opportunities for the Council to be held publicly to account.
14. Due to the cross-cutting nature of plan actions, it is proposed that Cabinet and Executive Management Team (EMT) assume collective responsibility for ensuring the delivery of strategic objectives.

Consultation

15. The draft plan was available for comment between 1 December 2015 – 25 January 2016 on the council's website, intranet, councillors' bulletin and in paper copy, publicised through press releases and an article in the Winter 2015 edition of the residents' magazine. Members of the Consultation Panel, were contacted and workshop sessions held with the Youth Council to hear young people's views. We also communicated our priority themes to key partners and held an internal staff event at the monthly managers' briefing.
16. 73 completed consultation questionnaire responses were received. Feedback was broadly supportive of the proposed priority themes. Many issues raised around housing availability and affordability, congestion, public transport, local amenities and health reflect, and therefore endorse, the themes themselves, although a number of concerns were expressed about the perceived negative longer term impacts of housing, business and associated infrastructure growth upon the character and environment of the district.
17. Whilst many of the Corporate Plan proposals for 2015-2016 are expressed in general terms at this stage, the Council continues to undertake specific engagement on service proposals with communities who will be affected by them. For example, we have recently completed consultations on City Deal transport infrastructure themes and proposed modifications on our Local Plan, and have Locality 'Patch' officers in place for specific segments of the district to facilitate the identification and delivery of local priorities.

Options

18. Cabinet may recommend the Corporate Plan to Council as presented, or agree changes.

Implications

Financial

19. The priorities in the Corporate Plan are reflected in the Medium Term Financial Strategy 2016-2021 and Budget for 2016-17.

Legal and Staffing

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

Risk Management

21. The risks in the Strategic Risk Register have been taken into account in developing the draft Corporate Plan. Without such a plan in place, the risk of failing to deliver for our stakeholders increases.

Equality and Diversity

22. The draft plan has been subject to an initial screen, as a precursor to updated and new impact assessments which will be required as part of the implementation of Council Actions during 2016-2017. By continuing to support more vulnerable sections of our community through initiatives such as Localised Council Tax Support and Community Transport, it is anticipated that the plan will provide a number of positive equality impacts in pursuance of its Statutory Public Sector Equality Duty.

Climate Change

23. The Council's Vision commits us to maintaining residents' quality of life in an exceptionally beautiful, rural and green environment. This will be delivered through a combination of strategic growth projects focussing on quality design, community-led initiatives and 'business as usual' responsibilities for environmental protection and enhancement.

Effect on Strategic Aims

24. The Corporate Plan will enable effective delivery of the Council's Vision and strategic objectives.

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Background Papers:

Available from the Contact Officer:

- (1) Strategic Risk Register
- (2) Equality Impact Assessment of the Corporate Plan: Screening Tool
- (3) People and Organisation Development Strategy
- (4) Consultation response summary

Our Long Term Vision

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



Corporate Plan 2016-2021

Page 37

	Corporate Plan 2016-2021			
Objectives	LIVING WELL Support our communities to remain in good health	HOMES FOR OUR FUTURE Secure the delivery of a wide range of housing to meet the needs of existing and future communities	CONNECTED COMMUNITIES Ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity	AN INNOVATIVE AND DYNAMIC ORGANISATION Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost
What we will do to achieve these objectives	<ul style="list-style-type: none"> i. Proactive intervention to improve mental health and emotional wellbeing for all ii. Support our residents to stay in good health as they grow older, with access to the services they need iii. Ensure our new and established communities provide thriving, healthy and attractive places to live iv. Support local businesses to improve the health of their employees v. Work with other councils, the NHS and public sector partners, to make sure families with the most complex needs are supported to improve their own health, prospects and prosperity vi. Improve existing private rented housing standards to ensure everyone can be safe and healthy at home 	<ul style="list-style-type: none"> i. Influence developers to increase the pace of housing and infrastructure construction ii. Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes iii. Continue to progress the Local Plan to adoption iv. Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities v. Find solutions for people facing homelessness vi. Secure a viable future programme for our Council houses 	<ul style="list-style-type: none"> i. Deliver the "City Deal", investing in transport, housing, technology and skills to ensure the area continues to be recognised for its economic success and world-leading innovation ii. Work with partners to bring forward strategic transport improvements, with particular regard to A14 and A428 improvement proposals, the M11 corridor and an East-West rail link iii. Continue to sell the South Cambs economic success story, leading strategic partnerships and influencing investment partners in Government and Business, both nationally and internationally iv. Support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community-led services and targeted support for the rural economy 	<ul style="list-style-type: none"> i. Take forward commercial activities such as Ermine Street Housing (our ethical lettings company) ii. Reduce black-bin rubbish and increase income from selling recycled blue-bin waste and paper to keep Council Tax low and reduce waste disposal costs iii. Place greater emphasis on sharing services and information to improve resilience and customer service whilst reducing costs iv. Deliver an Organisational Development Strategy that ensures that we recruit and retain staff with the skills and behaviours required to embrace new ways of working and address the challenges ahead v. Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them

What success will look like	Living Well <ul style="list-style-type: none"> - The district is a healthy place to live for all - New and established communities are thriving and attractive and have the facilities they need - Businesses report improved employee health outcomes and associated business benefits - Together for Families partnership initiatives contribute to positive outcomes for residents with the most complex needs 	Homes for our Future <ul style="list-style-type: none"> - Households have a broader choice of housing in South Cambridgeshire - Parishes adopt Neighbourhood Plans - Businesses are able to recruit and retain employees who can afford to live in the travel to work area. - Residents are helped to avoid homelessness - The Council has a viable long-term business plan for its homes - A Local Plan is adopted - The desired pace of housing delivery is met or exceeded 	Connected Communities <ul style="list-style-type: none"> - City Deal generates local funding to secure improvements to transport infrastructure, creating wider transport choices, leading to reduced congestion, better quality of life and enhanced economic growth. - New apprenticeships created by City Deal skills initiative - Major global organisations continue to be attracted to, and thrive within, the district - Rural businesses not only survive but prosper - Community transport provides vital links to services and amenities for isolated residents in rural communities - All residents and businesses have access to Superfast Broadband - The Cambridge Sub-Region is a super-connected 'Smart City Region' of the future. - Parish councils and local communities feel engaged with, and report increased satisfaction with, SCDC's local approach. 	An Innovative and Dynamic Organisation <ul style="list-style-type: none"> - Commercial activities deliver service enhancements and income surpluses for the Council - Landfill waste is minimised as residents take increasing advantage of the recycling opportunities available to them. - Shared services, the exploration of new commissioning models and business efficiency initiatives generate targeted savings, customer service enhancement and increased resilience - The Council maintains a balanced Medium Term Financial Strategy - Staff are motivated and equipped to maintain and enhance performance levels and deliver corporate objectives.
Measurables	Indicative subject areas are provided here. Specific key performance indicators and other outcome measures will be developed by Management Team (EMT) in consultation with Portfolio Holders, and presented to Scrutiny and Overview Committee and Cabinet for consideration in April 2016.			
	Public health indicators Families helped by partnership initiatives Social Value generated from family support interventions Satisfaction with aspects of local environmental quality	Households in temporary accommodation No. of households helped to prevent homelessness Council Tax and Housing Rent collection rates / Benefits claims processing Affordable homes delivered Local Plan housing delivery targets and development control performance/customer satisfaction Tenant satisfaction and re-let times	Average journey and commute times Public transport usage Number of apprenticeships created Number of employee jobs and other labour market health indicators Business start-up and survival rates Invoice payment speed NNDR collection rates and receipts	Ermine Street Housing performance General Fund, Capital and HRA budget variance Shared service KPI performance and customer satisfaction % of household waste diverted from landfill / missed bins Staff sickness, turnover and satisfaction Customer feedback and complaints handling Customer Contact Service Performance

The Cabinet and Executive Management Team (EMT) have collective responsibility for ensuring Corporate Plan delivery

Cabinet Portfolio Holders:

Leader of the Council
 Deputy Leader & Finance and Staffing Portfolio Holder
 Corporate and Customer Services Portfolio Holder
 Economic Development Portfolio Holder
 Environmental Services Portfolio Holder
 Greater Cambridge City Deal Portfolio Holder
 Housing Portfolio Holder
 Planning Portfolio Holder
 Strategic Planning and Transportation Portfolio Holder

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

Executive Management Team:

Jean Hunter Chief Executive
 Alex Colyer Executive Director (Corporate Services)
 Mike Hill Health and Environmental Services Director
 Stephen Hills Housing Director
 Jo Mills Planning and New Communities Director
 Susan Gardner Craig Head of Human Resources

Agenda Item 9



South
Cambridgeshire
District Council

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

4 February 2016

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 11 February 2016.
2. The Committee is invited to note the report. Questions and comments relating to specific issues raised in within it should be notified in advance of the meeting, in order to allow sufficient time for additional clarification to be prepared, and relevant Portfolio Holders invited to attend as appropriate. The Committee may decide that specific issues require further consideration, in which case it may make recommendations to the Cabinet meeting at which the Position Report will be presented, or commission detailed investigation as part of its evolving work programme.

Considerations

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

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Report To: Leader and Cabinet

11 February 2016

Lead Officer: Alex Colyer – Executive Director, Corporate Services

2015-16 THIRD 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 EMT and Members the opportunity to examine any areas of concern and decide on the appropriate action.
2. To approve the Strategic Risk Register.

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-D, and:
 - (b) approve the Strategic Risk Register and Matrix set out in Appendices E-F.

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 third quarterly position statement for 2015/16, providing updates in respect of:
 - The Financial Position at 31 October 2015, showing variance between 2015/16 original budgets and the provisional Outturn;
 - The Corporate Plan 2015-2020, agreed by Council in February 2015;
 - Key monthly, quarterly and annual Performance Indicators at 31 December 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.

Corporate Plan 2015-2020

7. 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.'
8. 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:
 - Launched an on-line form for benefits applications and a new public website;
 - Completed a consultation on bus priority measures along the A428/A1303 corridor as part of the Greater Cambridge City Deal;
 - Begun work on the construction of new Council homes at Swavesey, Foxton and Linton.
 - Completed, and agreed to extend, a successful housing company trial, providing much-needed local housing for rent whilst generating financial returns;
 - Completed, and began consultation upon, modifications to our draft Local Development Plan
 - Agreed 'Primary Authority' arrangements to provide regulatory support and advice to Aldi and John West Tuna
 - Roll-out of Key Account Management arrangements with major businesses and organisations in the district;
 - Obtaining the Gold Award of the Investors in People standard
 - The Joint Development Control Committee resolved to grant planning permission for 3,500 homes and associated infrastructure at Northstowe (Phase 2);
 - Submitted a successful application for an Enterprise Zone including key sites in the district, which would further stimulate the local economy.
 - Co-located Cambridge City Council waste operations at the Waterbeach Depot;
 - Launched shared ICT, Building Control and Legal Services;

Key Performance Indicators (KPI)

9. Cabinet has agreed a suite of 36 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**.
10. 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

11. This position statement is reporting on the variance between the 2015/16 working budgets and the projected Outturn at the end of October 2015. Below is a summary of the provisional outturns. September's figures are included for comparison purposes

	September's Projected Outturn		October's Projected Outturn		Movement
	Compared to Working Budget		Compared to Working Budget		Appendix C
	£	%	£	%	£
General Fund	(413,090)	(2.54)	(231,490)	(1.43)	161,600
Housing Revenue Account (HRA)	(13,200)	(0.05)	15,500	0.06	28,700
Capital	(4,460,000)	(20.87)	(4,460,000)	(20.87)	0

12. The General Fund projected outturn as at October 2015 is mainly because of additional Planning Fee Income; the movement from the previous month is because of delays in receiving an outline planning application and in a development.
13. The HRA movement relates to changes in Administration and Rent Income projected outturn.
14. The Capital outturn relates to Housing Capital spending that will not occur this year as programmes have had to be delayed because of factors outside SCDC control.
15. A summary position statement is provided at **Appendix C**. Significant items are listed in **Appendix D**.

Income

16. 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 and where appropriate further details are provided in **Appendix D**.

	Budget 2015/16 £	Budget to 30.10.15 £	Actual £	Forecast Outturn Variance £
Refuse Recycling – Credits	(660,000)	(165,000)	(173,060)	0
Trade Waste – Income	(635,000)	(635,000)	(682,326)	(44,090)
Paper Recycling – Credits	(384,000)	(160,000)	(169,479)	0
Development Control – Fees	(900,000)	(525,000)	(1,018,123)	(500,000)
Development Control - Pre-App Fees	(160,000)	(93,330)	(103,025)	0
Building Control – Fees	(340,000)	(190,000)	(195,042)	0
Land Charges – Fees	(297,360)	(183,500)	(188,946)	0
New Communities - Charges for Services	(195,000)	(120,000)	(48,440)	115,000
Taxi Licensing - Fees & Charges	(155,230)	(95,370)	(98,110)	0
Licences under Acts - Fees & Charges	(113,650)	(26,330)	(62,247)	0
Travellers Sites – Rents	(109,420)	(58,400)	(40,281)	0
Cambourne Offices – Rent	(60,000)	(45,000)	(32,152)	0

Risk Management

17. The Strategic Risk Register has been reviewed with the nominated risk owners and other members of EMT, and considered at EMT's meeting on 27 January 2016. Changes proposed to risk descriptions, control measures / sources of assurance or timescales to progress are shown as **highlighted text** 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.
18. A particular risk to note is:
- (a) **STR25, Increase in cost of managing Homelessness.** None of the potential causes seem to be going away, and nearly all of our mitigation factors are being undermined by national policy developments:
- King St is not taking on any more private landlords and there is a real prospect of losing those we do have – Local Housing Allowance (LHA) rates do not match rents that landlords can achieve in the market;
 - Our new build programme is essentially over following the 1% rent cut;
 - New affordable housing coming through the system from providers will slow right down and Starter Homes are unusable for our homeless cases;
 - The rent deposit scheme is essentially redundant as private sector rents are so high compared with the LHA rate;
 - Forced council house sales will reduce our stock further – possibly 40% of all relets each year;
 - The proposed introduction of LHA rate only for supported housing could see the closure of our newly built hostel (it would revert to general needs tenancies).
- (b) The only two measures we have left are an ever stretched Discretionary Housing Payment and the ability to use our new relets only for homeless households at the expense of everyone else, which in turn may have an impact on some of our preventative work;
- (c) It is therefore recommended that the Likelihood score is increased from 4 (Likely) to 5 (Almost certain).

19. 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.

Implications

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

Financial

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

Risk Management

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

Consultation responses (including from the Youth Council)

23. Corporate Plan aims and actions, and the allocation of resources to deliver them, are based on assessed need and priorities and are subject to consultation each year prior to adoption.
24. This report was considered by Executive Management Team on 27 January 2016 and will be considered by Scrutiny and Overview Committee on 4 February 2016. Any recommendations by the committee will be reported at the Cabinet meeting.

Effect on Strategic Aims

25. 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

26. The Council has reached further important milestones against Corporate Plan objectives during the third quarter of 2015-2016, and its revenue and HRA budgets are projected to remain within acceptable variation levels at the mid-point of 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, Customer Contact Service), whilst improvement measures within the Development Control service, have begun to show positive impacts on performance. We have reviewed the impact of recent government announcements and legislation on the future delivery of key objectives, and are reflecting these in concurrent reviews of our corporate and financial strategies, as well as within the Strategic Risk Register.

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

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money			
Objective (1) - Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income			
Complete and evaluate pilot scheme	The pilot scheme is complete and an evaluation report, recommendations and future Business Plan reported to Cabinet in November 2015.	Much-needed housing provided, with local families prioritised. ESH has acquired 41 properties on the open market. During the course of the pilot, the Council received interest payments from the company providing returns over £100,000.	Cabinet agreed the expansion of the company to invest £100 million over five years to buy up to 500 additional properties in accordance with the agreed Business Plan. Handover for the lease of 92 properties at Brampton is 1 March 2016 (reduced from 104 properties following surveys and negotiations).
Use lessons learnt to inform business plans for consultation and agreement	As above	Viable business case agreed by Cabinet	Undertake review meetings to capture lessons learnt from pilot scheme.
Objective (2) - Improve efficiency and value for money within a viable financial strategy			
Implement recommendations and new ways of working arising from:			
Completed Business Improvement and Efficiency Programme (BIEP) projects	Discussions are ongoing with Huntingdonshire District Council to discuss a pilot postal service using Council Tax post in the first instance. We are gathering business intelligence to inform ICT installation work. The Document and Space Management hot-desking pilot scheme in Health and Environmental Services is complete and	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	Audio and visual delivery of Corporate Brief will be trialled as a result of the Internal Communications review. The Financial Management Transformation project has been incorporated into work to develop a Finance Shared Service – see Objective (6) below.

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

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>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>Key Account Management and Business-Friendly projects: See Objective (3) below.</p> <p>A Recruitment Co-ordinator is in post to support for recruitment and selection.</p> <p>A review is underway of the Graphics Team, identifying work currently undertaken and that currently outsourced which could be done in-house.</p>	<p>and assisted collections to be reported, has been completed over 900 times since its launch (updated figures will be reported when they are received)</p> <p>The Open for Business Project has overseen the launch of a bi-monthly newsletter and development of a Key Account Management framework – see objective (3) below</p>	<p>Agility through Empowerment work will be taken forward by the Organisation Development / Investors in People Steering Group.</p> <p>Any savings accruing from the Systems Contract Terminus Review 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>
<p>Digital by Default business change project</p>	<p>With a new supplier in place, the Benefits Application form has gone live successfully.</p> <p>The new external website has launched in December 2015, initial feedback to which has been very positive. 60 staff have received training on updating the new site.</p> <p>The Facilities Management service desk will be tested following training, and we have successfully integrated the meeting room bookings facility with Microsoft Outlook.</p>	<p>302 benefits new claim forms and 135 change in circumstances forms were submitted between October – December 2015.</p> <p>The Missed Bin form was completed 443 times during this period.</p>	<p>We are establishing a more detailed programme to exploit new technology through, using our new and improved website and aligned with Customer Contact Service improvement work (see below).</p> <p>A review of web content will be undertaken over the next year.</p> <p>The HR team has reviewed its internal forms with a view to digitisation.</p>
<p>Customer Contact Service improvement plan</p>	<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</p>	<p>The percentage of all calls handled increased from 76% in 2014 to 84% in 2015.</p> <p>87% of all calls were handled during the last four monitoring periods (7 September – 25 December 2015).</p>	<p>The next phase of the improvement plan is focussing on improving the Reception area at South Cambridgeshire Hall, including exploring automation options and optimising meeting room and public space. We are also exploring the potential for the new website to</p>

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

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>letters.</p> <p>Other improvements include:</p> <ul style="list-style-type: none"> - dedicated payment option added to general, revenues and rents lines to reduce the volume of calls requiring to be dealt with by handling agents. - three generic roles are providing flexible support to the Contact Centre, Revenues and Benefits Teams. These roles will enable performance to be maintained during periods of peak demand. - Improving the flexibility of our software to enable auto-messages to notify customers of key service messages without requiring them to speak to an agent. - Participation in corporate induction events to communicate the work of the contact service and the support and engagement expected from back office staff. 	<p>Average call answer time was 2 minutes 13 seconds during this period.</p>	<p>increase demand for self-service portals.</p>
<p>Development Control Improvement Programme</p>	<p>We have completed a review of resource and support arrangements and implemented a new structure for support staff.</p> <p>We transferred 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>Planning income is forecast to be £500k more than originally budgeted because of a number of large fees received.</p> <p>Pre-application fee income is anticipated to meet target levels of £160k for 2015/16. Actual income at 31 October 2015 was £103,025.</p>	<p>We are consulting on potential changes to the system of delegation of planning decisions to officers, with a view to putting in place a simpler and more efficient scheme.</p> <p>This should increase the percentage of delegated decisions from approximately 90% to 95% and assist Planning Committee in</p>

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

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>A permanent Head of Development Management has taken up post.</p> <p>A successful recruitment campaign has enabled us to appoint five Planning Project Officers; a two-year training programme is underway.</p> <p>During October 2015 we introduced a series of process and system upgrades resulting in planning data moving to an external, 'cloud-based' solution. This will assist work towards a paperless planning office and bring considerable productivity gains and efficiencies in the processing of pre-applications and applications as well as providing enhanced shared service capabilities.</p>		<p>taking more strategic decisions. Consultation outcomes will be reported to the Planning Portfolio Holder on 14 March 2016.</p> <p>We are preparing the next phase for the paperless planning office project, informed by learning from the recent upgrade.</p>
<p>Deliver Organisational and Member Development Strategies</p>	<p>We have completed the latest staff survey seeking feedback on leadership and management.</p> <p>Third tranche of Leadership Development Programme completed – delegates undertook forward Action Learning projects exploring reward and recognition, remote working and employee protection. Recommendations were 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</p>	<p>We have achieved the Gold Standard of the Investors in People (IIP) accreditation.</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</p>	<p>The IIP assessment identified three key opportunities for future development:</p> <ul style="list-style-type: none"> - Developing management capabilities. - Extending values and behaviours into all parts of the Council - Consolidating the improvements being made at Waterbeach. <p>These recommendations are being progressed by a staff working group, which is developing a refreshed Organisational Development Strategy which also takes account of staff survey results around</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Members sitting on planning and licensing committees. Recent events have included Member briefings on Welfare Reform, and a risk management workshop.</p> <p>We have extended the coaching programme and now have 3 trainee Level 7 Executive coaches going through the programme.</p> <p>We have introduced measures to recruit and train HGV drivers to address the shortages across this sector.</p>	<p>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>72% of respondents to the latest survey were satisfied with their line manager. 44% were extremely satisfied. Only 16% were dissatisfied.</p> <p>A number of employees have benefitted from workplace coaching by a team of trained staff, helping them to explore new goals, improve performance and achieve their potential.</p>	<p>general satisfaction, staff benefits, leadership and management, and the emerging commercialisation agenda.</p>
<p>Publish a financial strategy for 2016-2021</p>	<p>Cabinet agreed a draft revised Medium Term Financial Strategy in November 2015, receiving a further update in January 2016 to reflect the implications of the Autumn Settlement from central government.</p>	<p>Outturn for 2014-15 showed a favourable General Fund variance of £1,196,000 (7.38%).</p>	<p>A final draft revised Medium Term Financial Strategy will be submitted to Cabinet and Council in February 2016.</p>
<p>Objective (3) Make the district an even more attractive place to do business</p>			
<p>Complete implementation of SCDC 'Working with Business' Plan across the Council.</p>	<p>We have established an internal task group to ensure that all services apply the Corporate Enforcement, Inspection and Better Regulation Policy consistently, reviewing detailed enforcement procedures by directorate as required. The policy provides for a proportionate approach to</p>	<p>Positive feedback on success of Key Account trial with IWM Duxford, and support to businesses accessing rural rate relief.</p> <p>Positive feedback on the Open for Business newsletter received from the Cambridge and Peterborough</p>	<p>Key account managers will continue to build relationships with key businesses across SCDC. We will analyse and learn lessons from feedback with a view to expanding this approach. We will promote the Sharepoint website strongly, showing who the key account managers are, and which businesses they cover.</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>these activities, focussing on prevention and risk, so as to minimise the burden on businesses.</p> <p>Key Account Management (KAM) arrangements have been launched 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 460 businesses on our register. Membership of the register enables businesses to access a variety of information around funding, support and promotion.</p>	<p>Local Enterprise Partnership.</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 12-month pilot is underway, drawing together key business advice services across the partners to promote joint Primary Authority Arrangements and associated commercial activities.</p> <p>We are working with the Local Enterprise</p>	<p>Primary authority arrangements have been agreed with Aldi and John West Tuna.</p>	<p>The pilot Business Hub service review is underway and will be complete by April 2016. The service is actively seeking new business opportunities as the pilot continues – negotiations with three major national companies are underway.</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	Partnership to ensure alignment with the Signpost to Growth initiative.		
Continue targeted support for businesses in the rural economy.	<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 community asset register.</p> <p>There has been a recent increase in the number of public houses being nominated as ACVs in the district. Feedback from the last community pubs event we hosted suggested that working more closely with the British Institute of Innkeeping (BII) would likely attract more engagement from existing publicans who could benefit from hearing about the positive changes other pubs have made to improve their viability.</p> <p>The ‘Visit Cambridge and Beyond’ official tourism service for Cambridge City and South Cambridgeshire district launched, in collaboration with public and private partners, in January 2016.</p> <p>The Council is promoting the ‘Women and Broadband’ initiative through which financial support has been made available by government to continue providing practical help for women-led businesses to make the most of technology through the Destination Digital project. As part of our work to promote the initiative, we will be hosting a</p>	<p>The District Place Profile showed South Cambridgeshire continuing to perform strongly on all economic indicators (Cabinet report on 9 July 2015 refers)</p> <p>The Council has supported TWI, located on Granta Business Park, secure an award of £60m growth funding. SCDC supported the funding bid and has facilitated the planning process for the delivery of new headquarters and a training academy for the company.</p> <p>Positive feedback from attendees of community pub event.</p> <p>Feedback from attendees of previous 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>One of the businesses participating in the workshop programme has grown to employ 15 people.</p> <p>One hundred South</p>	<p>We will refresh our Economic Strategy to ensure that it underpins Corporate Plan objectives and takes into account strategic partnerships and delivery arrangements.</p> <p>The tourism service will commence trading as Visit Cambridge and Beyond from 1 February 2016. This will be a public/private partnership aimed at maximising the benefits of business and leisure tourism to the area.</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 requirement for this option.</p> <p>Officers will work to develop relationships with the BII, with a view to holding further engagement events with local publications</p> <p>The business support programme will run from January – April 2016 and consist of 28 workshops, including the offer of free follow-up 1-2-1 advice with a specialist business advisor. Around 50 have already signed up to attend.</p> <p>The Council will continue to work in close partnership with ‘Connecting Cambridgeshire’ to achieve the best</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>working on 5 February 2016.</p> <p>Following the success of the previous workshop series and the need for further support, the Council has entered into partnership delivery of Business Support workshops with Huntingdonshire District Council, procuring services of NWES, an Enterprise Agency with over 30 years' experience.</p> <p>Following engagement work with local businesses in Gamlingay, the first facilitated specialist workshop took place on 21 January 2016, aimed at helping businesses become part of local supply chains and set up local networks.</p>	<p>Cambridgeshire businesses have received Destination Digital grants for equipment and training and 126 have been awarded connection vouchers up to £3,000 to install superfast broadband.</p> <p>Through the Connecting Cambridgeshire initiative, more than 27,000 residents and businesses are now able to access high speed fibre broadband, which they would otherwise have been unable to do.</p>	<p>superfast broadband delivery for the District.</p> <p>A further facilitated session will be held with Gamlingay businesses.</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, funded by, and in partnership with, the Homes and Communities Agency and aligned to the timetable for Phase 2 delivery.</p>
<p>Work with strategic partners to ensure effective collaboration on funding bids, allocations, and projects.</p>	<p>The 'Cambridge Compass' bid for Enterprise Zone status was announced as successful in the government's Comprehensive Spending Review in November 2015. South Cambridgeshire sites make up three fifths of the Enterprise Zone: Cambourne Business Park, Northstowe and Cambridge Research Park.</p> <p>The London Stansted Cambridge</p>		<p>Council officers are working in partnership with the Local Enterprise Partnership (LEP) and other stakeholders to develop the Enterprise Zone towards a start date on 1 April 2016. A report will be submitted to Cabinet to discuss a Memorandum of Understanding, Investment Plans, governance and business rate retention issues.</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Consortium (LSCC) launched a Growth Commission in December 2015, outlining a 30-year vision for the area, to which stakeholders, partners and interest groups have been invited to submit evidence.</p> <p>The LSCC has agreed a draft three-year operations plan setting out key objectives to promote the corridor, make the case for infrastructure and support key sectors, identifying growth spaces for expansion, supporting labour mobility and encouraging skills development.</p>		<p>LSCC enquiry events focussing on Understanding and Building the Potential will be held during January-February 2016. It is anticipated that the final report will be issued in June 2016.</p> <p>Subject to consultation, the LSCC operations plan will be agreed in March 2016.</p>
<p>Objective (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages</p>			
<p>Continue to engage and empower local communities through the:</p>			
<p>Sustainable Parish Energy Partnership (SPEP) and community energy initiatives</p>	<p>We continue to deliver solid wall insulation (SWI) to privately owned homes through the cross county Action on Energy scheme using funding from DECC’s Green Deal Communities. As reported previously, our procured delivery partner on the scheme, Climate Energy Ltd, went into administration in October 2015. We have worked to minimise the impact of this to the 81 residents in the district who had entered into contracts for SWI with Climate Energy and where work had not been completed. Most residents affected have made arrangements with one of the companies originally working for Climate Energy as subcontractors.</p>	<p>Work has been completed on 42 properties in S Cambs under the new arrangements, bringing the total number of completed installations under the scheme to 108.</p> <p>Properties with installation complete benefiting from warmer homes, fewer draughts and lower fuel bills.</p> <p>The eCoton group discount scheme supplier also completed a cost-price installation of solar panels for Oakington Primary School.</p> <p>We have installed solar panels on</p>	<p>The SWI scheme reopened for new applications on 18 January, (having been suspended in October) and will remain open until 31 March 2016, or until all funds have been allocated if earlier.</p> <p>Following the presentation of a review report to the Leader’s Portfolio Meeting in September 2015, we continue to work with groups actively involved in SPEP to reflect the outcomes of the public consultation, including working with the SPEP network to empower communities to run their own initiatives.</p> <p>We are promoting a scheme run by the eCoton Solar Savers Group for South Cambs</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>We are negotiating with DECC with the aim of reimbursing deposits from Green Deal Communities funding to a small number of residents where it will not be possible to complete work at the price originally agreed, and who have decided not to go ahead.</p> <p>Two training sessions have been held on the use of thermal imaging equipment to monitor residents' energy usage, with a third scheduled, and we are taking bookings for hire of the equipment.</p> <p>An SPEP Facebook group has been set up to facilitate networking amongst those interested in local sustainability. Interest has been good with 28 members joining in the first 10 days.</p>	<p>over 2,000 Council homes, cutting fuel bills for tenants by up to half.</p>	<p>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; 85 residents have registered their interest.</p> <p>1,000 more Council homes will be fitted with solar panels.</p>
Community Assets Register	<p>Officers continue to work closely with local pubs and communities to encourage their inclusion on the list of Assets of Community Value (ACV) where appropriate and also to support communities to enable them to bid for assets should this become an option.</p> <p>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 communities around the process.</p> <p>15 assets were nominated by communities between 1 October and 31 December 2015 (11 accepted, one refused and three yet to be determined). The assets listed include public houses and a village shop/post office.</p>		<p>Continue to promote the scheme through regular communication channels and work with local communities to maximise opportunities to use the Community Right to Bid to protect important local amenities.</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	The patch-based Development Officers have been supporting various parish councils in understanding their community rights.		
Implementation of the SCDC Localism Action Plan, including locality 'patch-based' working	Locality Development Officers for the district are in place and the Locality patch working model, aligned to partners' delivery arrangements, is now in operation.	Examples of early successes include supporting Hardwick to establish a village plan steering group and host a well-attended meeting about developing a plan, and information gathering and signposting for Cottenham Parish Council regarding drainage issues.	Continue to develop and implement the Localism Action Plan, rolling out and embedding the patch working model. We are working with Hardwick and Gamlingay Parish Councils to provide mechanical sweeping equipment.
Work with tenants to improve estate inspections and promote the Tenants' Community Chest project	As a result of the Grounds Maintenance Scrutiny review we have made available an Environmental Improvement Grant of £50,000 for 2015/16 and intended for this to be repeated for future years, enabling tenants more say towards how the funds are spent on schemes in their communities.	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.	Continue to promote the scheme through our regular communications such as at Tenant Participation Group meetings and Tenant Newsletters.
AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation			
Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities			
Develop refreshed Housing Strategy	Given the continuing uncertainty brought about by government policy and subsequent legislation, it would be premature to commit to a full strategy refresh at this stage.		A Housing Strategy Statement will be submitted to the Housing Portfolio Holder for agreement in March 2016, setting out key policy challenges for the next five years.
Deliver actions from the New Build Strategy 2015-16 and prepare	We are currently on site building 20 new council homes at Swavesey, 15 at Foxton	New tenant on the Chalklands, Linton, scheme, Katy Lester, said:	Future schemes within the SCDC New Build Strategy will be difficult to finance following

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
updated Strategy for adoption in 2016	<p>and a further four in Linton.</p> <p>In addition, we have funds available for one more exception site scheme under the HRA funded development programme as yet to be allocated although we have a site in mind. We are redeveloping a non-traditional property site to create five new homes and we are looking to redevelop a site at Gamlingay.</p> <p>Work continues to develop a joint Housing Development Agency (HDA) with the City and County Councils to bring together land in public ownership, expertise in delivering and managing housing and the skills needed to secure investment.</p>	<p>'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>the Government's cut in social rents and at this stage are unlikely to progress as planned.</p> <p>The ambition is for the HDA to find suitable sites and take them through every step from planning and consultation, to construction and handing over the keys.</p> <p>We are leading Right to Build Vanguard work to promote self-build and custom build and are working on making a sub-regional self-build/custom build offer to other local authorities ahead of the new requirements that will be embedded within the Housing & Planning Act. This sub-regional self-build hub would meet statutory requirements and generate potential returns and ensure we have a self-sustaining self-build function. HRA plots to be sold with receipts reinvested in affordable housing.</p>
Provide and refurbish Gypsy and Traveller sites	A revised Gypsy and Traveller Accommodation Needs Assessment is underway.	Refurbishment work at the Whaddon site is complete.	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 is identifying potential new sites.
Objective (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working			
Deliver City Deal in accordance with	The City Deal Executive Board, at its meetings in December 2015 and 15 January	The first tranche of government grant funding of £20 million was	From now until March, the Assembly and

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>implementation programme</p>	<p>2016, has:</p> <ul style="list-style-type: none"> - Approved the process and timescales for agreeing the Tranche 2 prioritised infrastructure investment programme. - supported, in principle, the production of an Environmental Design Guide for City Deal City transport infrastructure schemes, as recommended by the Joint Assembly - considered a report on the call for evidence on tackling congestion in the City Deal area, agreeing criteria for assessing proposals, which is scheduled to be brought back to the Board in June <p>Consultation is underway on cross-Cambridge cycle improvements, and Histon Road and Milton Road bus priorities.</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> <p>The HDA Shadow Board held its inaugural meeting in September.</p>	<p>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 been filled.</p>	<p>Board will:</p> <ul style="list-style-type: none"> - agree the 2016/17 City Deal budget - review the outcome of options development work for the A1307 corridor for faster and more reliable bus journeys between Haverhill and Cambridge - consider public consultation outcomes for A428/M11 bus route options and the proposed Chisholm Trail cycle route. - establish a group to produce a 2016/17 business plan for the Housing Development Agency - review progress of the Skills Service - consider the business case for investment into the Smarter Cambridge programme, including key companies giving presentations on how technology could benefit people <p>During 2016, the City Deal will move from consultation and planning to on the ground practicalities</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>The Skills Service was launched in September 2015.</p>		
<p>Implement, monitor and review shared ICT, Building Control and Legal Services.</p>	<p>Shared ICT, Building Control and Legal Services, to be known and branded as 3C Shared Services, commenced on 1 October 2015.</p> <p>Full Business Plans for 2016/17 are being prepared.</p> <p>A brand identity and logo has been developed and we are now working on how these will work for the range of communication channels, including web and e-mail.</p> <p>Consultation has taken place on a proposed management structure and workplace locations for Building Control and on a proposed structure for ICT.</p> <p>A case management system for the shared legal service is in place, with training being carried out.</p>		<p>Finalise and adopt business plans for 2016/17.</p> <p>Complete organisational restructuring exercises, informed by feedback received during consultations.</p> <p>A consultation on the management structure for Legal Services concludes on 8 February 2016.</p> <p>Appointment processes for shared Heads of Service post are progressing.</p> <p>These shared services will collectively save SCDC, Cambridge City and Huntingdonshire councils £1.1 million, provide a seamless transition for customers and improve performance and resilience.</p>
<p>Review existing and explore new opportunities for shared services</p>	<p>We are working towards a shared waste service with Cambridge City Council (see item (8) below).</p> <p>Cabinet has agreed to make the interim arrangements of sharing the Head of Finance and other housing finance staff</p>	<p>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</p>	<p>The commercialisation programme and shared services initiatives are required to deliver savings of £50k in 2015/16 and £150k ongoing from 2016/17. 2015/16 savings have yet to be identified.</p> <p>Implement shared waste service with</p>

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>permanent, to support the development of a future shared service.</p> <p>A number of other services have potential for future collaboration and are being explored:</p> <ul style="list-style-type: none"> - Growth and planning - Internal Audit - Procurement - Strategic Housing - Regulatory Services. <p>Cabinet approved the renewal of the shared services agreement for the Cambridgeshire Home Improvement Agency for three years from 2016/17 to 2018/19.</p>	<p>maintaining service levels.</p> <p>The shared HIA service has reduced the average time for requests by service users to be completed and implemented from 42 to 18 weeks. Annual revenue savings of £40,000 have also been achieved.</p>	<p>Cambridge City Council – see objective (8) below.</p> <p>The final structure of any finance shared service will be determined after the implementation of a replacement financial management system.</p>
<p>Agree accommodation strategy for South Cambs Hall</p>	<p>The accommodation strategy is being developed through a 'Working Smarter' programme, which will oversee co-ordinated business change. The programme, which is currently being defined, brings together a number of current and planned initiatives relating to office accommodation, space sharing with partners, remote working and car park management.</p>	<p>Existing partnership office space rental agreements are generating income and reducing overheads for the Council whilst improving collaboration between partners.</p>	<p>Cabinet will be requested to endorse detailed Blueprint and programme plans.</p>
<p>Objective (7) Move to a commercial approach to service delivery</p>			

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>Deliver commercialisation programme</p> <p>Review current commercial activities and skills.</p> <p>Invest in further developing commercial skills.</p>	<p>EMT approved business cases for six commercialisation projects:</p> <ul style="list-style-type: none"> - Business Hub: see objective (3) above - In-house enforcement agents: initial cost projection completed. Further models to be explored include self-employed Agents, shared and hosted services. Two staff members have become Certified Bailiffs. - Trade waste expansion – see objective (8) below. - Housing Development Vehicle – Reshaped as a shared service with city and county councils as a result of City Deal funding – see objective (6) above. - Specialist Housing Support – see Objective (9) below. <p>Due to changes in the Feed-in Tariff, the Energy Company project is no longer viable and has been closed.</p>	<p>Increased Trade Waste surplus – see below.</p>	<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>Take forward commercialisation opportunities using a programme approach. Programme Vision Statement, Mandate and Brief have been endorsed by EMT.</p> <p>The draft Organisational Development Strategy contains actions to ensure staff are equipped with the skills to deliver a commercial approach. To this end we are preparing a training proposal, linked to our Leadership Development Programme, to introduce commercial principles and explore how they can be reflected in everyday behaviours.</p>
<p>Implement the SCDC Trade Waste Business Plan and Strategy</p>	<p>Cabinet agreed to the creation of a shared Trade Waste service with Cambridge City Council at its meeting in November 2015. Work is progressing to put in place a shared</p>	<p>The Trade Waste service is projected to generate annual income of £682k, a surplus of £44k.</p>	<p>The shared service will be implemented from 1 April 2016.</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	team and take advantage of growth opportunities.		
Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill			
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>The shared management team structure is in place, with the Head of Service taking up post on 15 February 2016.</p> <p>The City Council successfully moved all vehicles to the Waterbeach depot from Monday 9 November.</p>	The single shared waste service and other waste initiatives have identified £52k savings during 2015/16.	Operational level structuring and round reviews are underway as part of the next stage of the shared service programme
Work with partners to ensure 65% or more of the waste we collect in your bins is diverted from landfill.	<p>We have developed a single Waste Education Team and associated communications strategy as part of the developing shared service with Cambridge City Council.</p> <p>We launched a New Year pledge in our Winter 2015 residents' magazine, asking residents and businesses to commit to do more recycling during 2016.</p>	<p>Overall recycling and composting performance has been maintained – see Appendix B for details.</p> <p>140 residents have signed the pledge.</p>	<p>We will continue to promote recycling through the residents' magazine and other initiatives.</p> <p>We will review the pledge initiative to achieve higher take-up in future years.</p>
AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents			
Objective (9) Work with GPs and partners to link health services and to improve the health of our communities			
Continue to deliver	In spite of additional publicity, growth in	In the last year, car schemes in the	Parishes will be offered the opportunities to

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Community Transport initiatives	ridership has not continued to grow at a rate adequate to justify continued subsidy, therefore it is proposed not to extend the pilot beyond the current last day of operation of 27 March 2016.	<p>district made 30,000 journeys possible for local people, travelling over 215,000 miles.</p> <p>Since 2012, the number of journeys made by community car schemes has increased by 20 per cent.</p> <p>There are currently 55 car scheme co-ordinators running 28 schemes across the district and 337 volunteer drivers.</p>	buy further days of Bikebus service.
Work with GPs and the Local Health Partnership to begin implementation of the SCDC Health & Well-being Plan.	<p>Work has continued to develop the Active & Healthy 4 Life exercise referral scheme, which operates in sports centres across the district, providing tailored exercise programmes for patients referred by health professionals registered with the scheme. Regular communication has been developed with centres through meetings, site visits, GP presentations, phone calls and emails.</p> <p>All 20 GP surgeries in the district have been contacted and updated on the scheme. A guide for health professionals has been produced, which incorporates the Annual Report 2014/15 and has been distributed to GP surgeries.</p> <p>A presentation toolkit has been developed for delivery to health professionals.</p> <p>63 additional health professionals have</p>	<p>More than 100 young people, aged 7-15, participated in our October half-term holiday camps. The annual programme has generated an additional £16k income above that originally estimated.</p> <p>We have awarded elite athlete funding to eight individuals totalling £3,300.</p> <p>Feedback from a resident benefiting from the GP referral scheme explained how it had 'given me the motivation to improve my health'.</p> <p>Eight schools and 70 students (aged 7-19) took part the Indoor Athletics Plus event at Cambourne Village College on 17 November 2015, for children and young people</p>	Continue work to deliver and review action plans.

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>registered with the scheme since April 2015.</p> <p>In response to demand, new evening sessions have been added at Melbourn and Sawston sports centres.</p> <p>We hosted a Leadership Event on Mental Health on 20 October 2015 on behalf of the Local Health Partnership. At the event, the Chairman of Council signed the Cambridgeshire and Peterborough Mental Health Crisis Concordat Declaration, setting out how we will work together with partners to support people experiencing mental health crisis.</p>	<p>with disabilities.</p>	
<p>Begin implementation of the SCDC Ageing Well and Children, Young People & Families plans.</p>	<p>Our Youth Council recently led the co-ordination of the UK Youth Parliament's national Make Your Mark campaign in Cambridgeshire, an annual ballot to determine issues for Members of the Youth Parliament to debate in the House of Commons.</p> <p>Youth councillors used a recent engagement event to provide input into the Council's draft Corporate Plan.</p> <p>The lead provider contract for older people's services in the county has been terminated. We await briefings on the next steps from the Clinical Commissioning Group (CCG).</p>		<p>The ballot showed the top three issues for young people in our county to be the living wage, transport and mental health. These and other issues will be explored in detail by the council.</p> <p>The council will help judge the forthcoming Community Awards and plan our annual Parklife event, and will continue to be involved in development and delivery of Corporate Plan objectives.</p>

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

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	SCDC has funded the Cambridgeshire Celebrates Age organisation which has produced updates listings of regular activities available for older people in the district.		
Investigate options for a tenure neutral service supporting older and vulnerable people within the district.	Following appraisal work this is not considered a viable commercial opportunity.		Further work will take place to explore how valued current services can be delivered in an efficient and cost-effective manner.
Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively			
Continuously monitor the impact of the government's welfare reform programme	The Finance and Staffing Portfolio Holder considered a report on the operation of the LCTS during 2014/2015 and has recommended to Council that the scheme be continued for 2016/17.	The amount of Council Tax support has reduced in each year of the LCTS's operation and has been consistently below estimate. The scheme is working well and is considered to be financially viable for 2016/2017.	Council will consider a recommend to retain the current LCTS scheme at its meeting in January 2016.
Implement Universal Credit and plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2016/17	<p>The Housing and Benefits teams continue to analyse the implications for the council and its customers of the Welfare Bill, and subsequent announcements arising from the Autumn Statement, having facilitated a Member briefing in September 2015.</p> <p>We are submitted a response to the government's consultation paper on the administration of the 'Pay to Stay' scheme</p>	<p>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.</p> <p>The Council maintained performance in respect of key</p>	<p>Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be affordable.</p> <p>Universal Credit (UC) is due to be implemented for working age residents from the end of February 2016. Implementation is presently restricted to job-seeking single claimants and couples without children, and it remains unclear as to the date UC will be fully implemented.</p>

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

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	for social tenants on higher incomes.	indicators relating to rent and Council Tax collection between October - December 2015 – see Appendix B for details.	Implementation of the Pay to Stay scheme is anticipated from 2017.
Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14			
Work with development partners to ensure delivery of major developments and A14, A428 and other transport improvements:			
Northstowe Phase 1	<p>Phase 1 earth works, improvements to the B1050 and construction of the first Primary School are progressing well.</p> <p>The landowner is seeking housebuilders to build out the first plots. We expect to provide pre-application advice in March 2016.</p> <p>Reserved matters applications have been received for the Greenways and Water Park. A reserved matters application is expected shortly for the Local Square.</p>		<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.</p> <p>The Primary School and Sports Hub will be completed in 2016/17 and 2017/18 respectively, and we anticipate 195 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 20% affordable housing.		<p>The Homes and Communities Agency is seeking to include starter homes within the Phase 2 application.</p> <p>We are hoping to issue a planning consent in April 2016. Construction of Phase 2 is expected to commence in 2018.</p>

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

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
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.	<p>Development of sections of the Trumpington Road site within South Cambridgeshire is underway. Walking and cycling routes are in place across the southern fringe sites.</p> <p>Cabinet has agreed Section 106 priorities for the Cambridge East (Wing) development.</p> <p>The primary school on the North West University site opened in September 2015. The first residential market housing application was received in August 2015 for 240 units (119 houses in South Cambridgeshire).</p> <p>Subject to final agreement on the upgrading of the maintenance track to a pedestrian/cycle route, planning permission will be granted for the new Chesterton Interchange Station in the very near future to allow the station to be constructed and opened in May 2017 (delayed due to funding issues, now secured by Network Rail).</p>	There were 240 housing completions at Cambourne during 2014-2015, 75 at Orchard Park, 68 dwellings at land south of Station Road, Gamlingay, 80 dwellings at the former EDF Energy Depot & Training Centre, Milton, and 121 dwellings at Summersfield, Papworth Everard.	<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 in early 2016, subject to issues around the viability of the site being addressed.</p> <p>We have received an Outline planning application for up to 2,350 dwellings, employment areas, schools, sports and community facilities, retail and associated infrastructure on land to the west of Cambourne, which we expect to determine in Spring 2016. Section 106 priorities for this development will be submitted to Cabinet in March 2016.</p>
Continue to progress the Local Plan to adoption	Following approval by Council, a consultation is underway on a series of limited modifications to the Local Plan, following the additional work requested by	869 net additional dwellings were completed over the last monitoring period (2014-2015).	Consultation on Local Plan modifications finishes on 25 January 2016, following which outcomes will be submitted to Council, and subsequently the Inspector in March 2016.

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>the Inspector.</p> <p>We have received independent advice on how we 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 <u>Planning Portfolio Holder</u>.</p> <p>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>The Inspector has agreed the Councils' proposed timetable but has yet to publish an outline timetable for the remainder of the Local Plan examinations, anticipated in autumn 2015 with a full programme to follow as soon as possible after February 2016.</p> <p>We have commissioned a revised Gypsy and Travellers Accommodation Needs Assessment with adjoining authorities, which will be completed in Spring 2016.</p>
A14 and A428 upgrades	<p>Examination of the A14 Cambridge to Huntingdon improvement scheme Development Consent Order (DCO) application ended on 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>Following examination, the examining authority, appointed by the planning inspectorate, now has three months to make its recommendation on the application to the Secretary of State. The Secretary of State will then have up to three months to review the recommendation and make a decision by 13 May 2016.</p>

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

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Through the City Deal programme, a consultation on enhanced bus routes into Cambridge from the A428 has been undertaken (see Objective (6) above).</p>		
<p>Objective (12) Increase the range and supply of temporary accommodation to help minimise the use of bed & breakfast accommodation for homeless households</p>			
<p>Implement actions in Homelessness Strategy</p>	<p>As part of this Position Report, EMT will be invited to review the strategic risk around homelessness and the cost of temporary accommodation due to concerns that mitigation measures in place have been undermined by government policy.</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 Homeless Service is being used to assist single homeless applicants and work is ongoing to ensure this meets the needs of the district, which will help us to prevent homelessness amongst this group.</p> <p>Joint training event with Cambridgeshire Social Care and Cambridge City Council regarding homeless young people.</p> <p>We have reviewed implications for the private sector leasing scheme, as a result of changes to government policy.</p>	<p>The Council helped 124 households to prevent homelessness between April – December 2015. 50 households were in temporary accommodation at 31 December 2015.</p> <p>Average monthly expenditure on Bed & Breakfast accommodation has risen to £1,777 so far this year.</p>	<p>Review the strategy once the full impacts of the government’s legislative programme relating to planning, housing and welfare reform are clarified and understood, including the impact on temporary accommodation and access to the private rented sector.</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 A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER THREE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do

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Appendix B - Key Performance Information

Corporate Key Performance Indicators (organised by link to Corporate Objective)		
Engagement	Partnerships	Wellbeing
FS101 - General Fund variance %	AH207 - Affordable homes started on exception sites	FS102 - % of rent collected
ES401 - % business satisfaction with regulation		FS112 - Days to process new HB/CTS claims
PNC501 - % Major planning applications determined in 13 weeks or PPA term	ES402 - % satisfaction with waste services	FS113 - Days to process HB/CTS change events
CCS302 - % first time resolutions	ES403 - % satisfaction with environmental quality	AH201 - Number of households helped to prevent homelessness
CCS303 - % calls to contact centre not abandoned	ES404 - % household waste diverted from landfill	AH203 - Households in temporary accom.

Key Performance Indicators by Portfolio									
KPI reference and description (C) = Cumulative (L) = Low is good	T&I Period	Target	Intervention	Quarter 3			Previous quarter RAG	Lead Officer	Points of note
				Oct	Nov	Dec			
Finance and Staffing Portfolio - Simon Edwards									
FS101 - % General Fund variance (C,L)		3	4	-1.43	-	-	G	John Garnham	Favourable variance was mostly due to additional Planning Fees (see main report). Nov and Dec not yet available.
FS102 - % rent collected	Oct	97.2	87.5	98.1	98.5	98.4	G	Katie Brown	Monthly collection rates have been consistently higher than those in 2014/15, with the exception of April only.
	Nov	97.3	87.5						
	Dec	97.7	87.9						
FS104 - % NNDR collected (C)	Oct	72.2	65	68.4	77.9	86.3	A	Katie Brown	Performance is -0.3% on last year, when year end actual was +0.3% on target. Impact continues from introduction of 12 monthly payment causing greater spread. Gap between actual and intervention increases monthly, showing improvement.
	Nov	81.5	73.4						
	Dec	90.2	81.2						
FS105 - % Council Tax collected (C)	Oct	69.3	62.4	71.0	80.1	89.1	G	Katie Brown	Performance is +1.2% on last year, during which SCDC achieved highest collection rates regionally and 5th highest nationally.
	Nov	79	71.1						
	Dec	88.5	79.7						
FS106 - % HRA variance (C,L)		3	4	0.06	-	-	G	John Garnham	Movement from Sep (-0.05) relates to changes in Administration and Rent Income projected outturn. Nov & Dec not yet available.
FS107 - % Capital variance (C,L)		3	4	-20.87	-	-	G	John Garnham	Outturn relates to Housing spending that has been delayed due to factors outside SCDC control. Nov & Dec not yet available.
FS108 - % invoices paid in 10 days		80	70	78.7	67.2	77.8	G	Sally Smart	Directors informed of Q3 invoice payment performance in their areas to allow discussions around processes where necessary. Local PIs around directorate invoice payment times is suggested.

Appendix B - Key Performance Information

KPI reference and description (C) = Cumulative (L) =Low is good	T&I Period	Target	Intervention	Quarter 3			Previous period RAG	Lead Officer	Points of note
				Oct	Nov	Dec			
FS109 - % invoices paid in 30 days		98.5	96.5	96.5	94.4	97.7	A	Sally Smart	See comment re FS108 on previous page.
FS110 - Staff sickness days per employee (C,L)	Q3	5	7.1	6.6			R	Susan Gardner Craig	Sickness figures are 1 day higher than at end of Q3 in 2014-15. Non-cumulative figures for Q3 (2.38) are 0.05 days higher than during the equivalent period last year and 0.48 days higher than in Q2.
	Year End	7	10						
FS111 - % Staff turnover (C,L)	Q3	7.5	11.25	9.7			A	Susan Gardner Craig	Staff turnover is 2.14% higher than at end of Q3 in 14-15. Non-cumulative figures for Q3 (3.39%) are 1.84% higher than during the equivalent period last year and 0.09% higher than in Q2.
	Year End	10	15						
FS112 - Days to process new HB and CTS claims (L)		20	27	19	14	14	A	Dawn Graham	New claim times have improved since the 22 days registered in Aug and Sep. Change events have started to follow this trend. This is due to a range of factors, including 3 generic Revenues and Benefits roles becoming increasingly established since recruitment in June, the appointment in Oct of a new Benefits Team Leader and broad efficiencies as a result of E-forms.
FS113 - Days to process HB and CTS change events (L)		10	15	17	12	11	R	Dawn Graham	
FS114 - HB overpayments recovered as % of recoverable overpayments created		100	80	86	81	91	A	Dawn Graham	
FS115 - % Sundry (other) Debts in arrears (L)	Oct	14.5	21.8	6.5	5.6	6.0	G	Katie Brown	Target and intervention are currently being trialled based on trends over the past 4 years. Natural fluctuations occur until stabilisation at year end.
	Nov	9	13.5						
	Dec	8.2	12.3						
Housing Portfolio - Mark Howell									
AH201 - Number of households helped to prevent homelessness (C)	Q3	150	135	124			R	Sue Carter / Heather Wood	44 households were helped to prevent homelessness in Q3, matching Q2's figures. Target and intervention increased following high numbers in 14/15, however figures are lower this year due to transition from the Homefinder Scheme to the Single Homeless Service and difficulties accessing private accommodation. Had target remained unchanged, performance would be green.
	Year End	200	180						

Appendix B - Key Performance Information

KPI reference and description (C) = Cumulative (L) = Low is good	T&I Period	Target	Intervention	Quarter 3			Previous period RAG	Lead Officer	Points of note	
				Oct	Nov	Dec				
AH203 - Number of households in temporary accommodation (L)		50	60	50			A	Sue Carter / Heather Wood	High rents and welfare reform create on-going challenges for Homeless Prevention.	
AH204 - % satisfaction with responsive repairs		95	90	97.5			G	Anita Goddard		
AH205 - Ave. General Needs re-let days (L)		17	25	15	15	15	G	Anita Goddard		
AH206 - Council new-build homes started on site	Q3	20	15	20			G	Julie Fletcher	20 council new-builds were started on site in Swavesey during Q2. Another 15 are planned to start on site in Foxton by the end of the year, with start dates anticipated for Q4.	
	Year End	35	25							
AH207 - Affordable homes started on exception sites	Q3	46	38	28			A	Julie Fletcher	No affordable homes were started on exception sites in Q3. Deviations from original projections due to planning and legal issues are not untypical of early phases of development and 63 homes are nevertheless anticipated to have started on site by year end	
	Year End	61	50							
Corporate and Customer Services Portfolio - Peter Topping										
CCS302 - % first time resolutions		80	70	4-weekly Period				G	Dawn Graham	418 fewer calls were received in period 37 than in period 36, before a further significant decrease in period 38 due to the start of the Christmas period. First time resolutions target was met in these periods, with the average for over quarter also meeting target. Calls not abandoned figures have remained above target throughout Q3. Work towards digital by default continues with the aim of increasing efficiency and reducing pressure on the contact centre. CCS304 data remains unavailable from the BT Cloud. Average call times are included in their place.
				35	36	37	38			
				79	78	80	82			
CCS303 - % contact centre calls not abandoned		85	80	86	87	86	92	G	Dawn Graham	
CCS304 - % contact centre calls answered in 2 mins		-	-	2:15	1:54	2:11	1:05	2m13s	Dawn Graham	
Environmental Services Portfolio - Mick Martin										
ES401 - % satisfaction with regulation service		90	80	-				Myles Bebbington	92.86% were satisfied during Q2, exceeding the target. Q3 data will be available at next EMT meeting.	
ES404 - % household waste diverted from landfill (C)		58	56	62.2	61.5	60.2*	G	Paul Quigley	Figures by end of Nov are approx. +0.2% on last year. *Dec figures are estimated based on the previous 2 year's. The rate will reduce before year-end due to reduced green waste; however based on 14/15 we're on course to achieve year end target.	

Appendix B - Key Performance Information

KPI reference and description (C) = Cumulative (L) = Low is good	T&I Period	Target	Intervention	Quarter 3			Previous period RAG	Lead Officer	Points of note
				Oct	Nov	Dec			
ES406 - % major non-compliances resolved		90	80	78.6			A	Myles Bebbington	Q3 figures were below intervention for the first time since Q2 in 13/14. This was due to 3 incidents which were unresolvable by end of quarter. The first is pending prosecution, another was resolved 19/01/16 following appeal and a third commenced 11/12/15 and is subject to a 28 day appeal period.
ES407 - Missed bins per 100,000 (L)		50	55	63.9	76.8	84.8	R	Paul Quigley	85 per 100,000 equates to 99.92% collected on time. Target will be reviewed at year end to better represent success and change in calculation which now counts bins missed due to customer error.
Planning Portfolio - Robert Turner									
PNC501 - % 'Major' applications determined within 13 wks or PPA term		60	50	0	0	50	R	Julie Baird	Performance has improved during Dec through the agreement with applicants of extensions of time, allowing applications to be counted as having satisfied the appropriate time period provided the agreed extension is adhered to. This mechanism is being embedded within processes to improve processing time stats going forward. Had extensions of time not been agreed and adhered to, Dec figures would have been as follows: PNC501 - 0%, PNC502 - 61%, PNC503 - 56%, PNC504 - 100%. In addition to extensions of time, recruitment has taken place to clear the backlog in validating applications.
PNC502 - % 'Minor' applications determined in 8 wks or within PPA term		65	55	35	43	77	R	Julie Baird	
PNC503 - % 'Other' applications determined in 8 wks or within PPA term		80	70	53	38	73	R	Julie Baird	
PNC504 - % 'Major major' applications determined in 16 wks or within PPA term		60	50	100	0	100	R	Julie Baird	
PNC505 - % satisfaction with P&NC		70	60	56	54	53	A	Julie Baird	
PNC506 - % appeals allowed against refusal of planning permission (L)		35	45	33			R	Julie Baird	

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

APPENDIX C

Previously Reported (Favourable)/ Adverse Variance Compared to Original Estimate £		Original Budget 2015/16 £	Working Budget 2015/16 £	Actual Income & Expenditure £	Projected (Favourable)/ Adverse Variance Compared to Working Budget £	Movement from Previous Month's Position £
	General Fund					
	Portfolio					
(8,000)	Leader	425,910	432,290	224,987	(8,000)	0
30,000	Finance & Staffing	2,474,360	2,690,660	18,028,372	30,000	0 b
(136,200)	Corporate & Customer Services	1,911,060	1,917,690	776,924	(158,400)	(22,200) a
0	Economic Development	183,150	181,300	68,581	0	0
(147,890)	Environmental Services	6,179,610	6,037,630	2,227,970	(171,690)	(23,800) a,c,d
(30,900)	Housing (General Fund)	1,305,760	1,285,670	278,758	(23,000)	7,900 a
(690,200)	Planning	1,939,950	1,788,020	(572,297)	(625,200)	65,000 a,e,f
6,600	Strategic Planning & Transport Un-Allocated	1,608,250	1,731,490	291,756	147,500	140,900 a,g,h
(41,500)	Other	1,781,240	1,735,240	190,724	(47,700)	(6,200) i,j
704,500	Savings	(1,120,000)	(970,000)	0	724,500	20,000 a,k
(313,590)	Total	16,689,290	16,829,990	21,515,775	(131,990)	181,600
(99,500)	Interest on Balances	(590,500)	(590,500)	(404,014)	(99,500)	0 l
(413,090)	Net District Council General Fund Expenditure	16,098,790	16,239,490	21,111,761	(231,490)	181,600
	Funding					
0	Council Tax	(7,478,550)	(7,478,550)	0	0	0
0	Retained Business Rates	(3,462,350)	(3,462,350)	0	0	0
0	Revenue Support Grant	(1,829,920)	(1,829,920)	(1,275,328)	0	0
0	New Homes Bonus	(4,154,400)	(4,154,400)	(3,163,856)	0	0
0	Collection Fund Surplu[s]/Deficit[s]	1,299,540	1,299,540	0	0	0
0	Funding Total	(15,625,680)	(15,625,680)	(4,439,184)	0	0
(413,090)	Appropriation to/(from) General Fund Balance	(473,110)	(613,810)	16,672,577	(231,490)	181,600
	Usuable Reserves (at year end)		31 March 2015		31 March 2016	
	General Fund		(12,121,844)		(11,739,524)	
	Earmarked Reserves		(5,703,851)		(5,692,150)	m

Previously Reported (Favourable)/ Adverse Variance Compared to Original Estimate £		Original Budget 2015/16 £	Working Budget 2015/16 £	Actual Income & Expenditure £	Projected (Favourable)/ Adverse Variance Compared to Working Budget £	Movement from Previous Month's Position £
	Housing Revenue Account					
0	Housing Repairs - Revenue	4,145,200	4,145,200	1,646,656	0	0 n
0	Sheltered Housing	477,640	461,530	368,122	0	0
0	Administration	3,441,120	3,399,920	718,704	(150,000)	(150,000) o
0	Other Alarm Systems	3,360	1,150	(86,556)	0	0
0	Flats - Communal Areas	44,040	43,300	23,766	0	0
0	Outdoor Maintenance	99,930	99,060	101,369	0	0
0	Sewage	2,580	2,500	39,624	0	0
(10,000)	Tenant Participation	378,500	375,440	72,768	(20,000)	(10,000) p
0	Reprovision & New Homes Programme	155,790	154,390	89,215	0	0
(3,200)	Other [including Transfer to Reserves & Capital Charges]	20,476,720	20,542,390	3,539,619	65,500	68,700 a
0	Income	(28,970,000)	(28,970,000)	(16,738,500)	120,000	120,000 q
	=====	=====	=====	=====	=====	=====
(13,200)	Housing Revenue Account Total	254,880	254,880	(10,225,213)	15,500	28,700
	=====	=====	=====	=====	=====	=====
	HRA Working Balance					
			31 March 2015		31 March 2016	
			(2,495,159)		(2,224,779)	

Projected (Under)/ Over Spend Compared to Original Estimate £		Original Budget 2015/16 £	Working Budget 2015/16 £	Actual Income & Expenditure £	Projected (Under)/ Over Spend Compared to Working Budget £	Movement from Previous Month's Position £
	Capital					
	Capital Expenditure					
	HRA Capital					
(1,485,000)	New Homes Programme	4,500,000	4,500,000	1,126,930	(1,485,000)	0 r
(1,200,000)	Reprovision of Existing Homes	1,200,000	1,200,000	0	(1,200,000)	0 s
0	Repurchase of HRA Shared Ownership Homes	300,000	300,000	0	0	0 t
(1,775,000)	Housing Repairs - Capital	9,074,970	9,074,910	2,907,558	(1,775,000)	0 u
0	Other	630,380	630,380	8,220	0	0
	GF Capital					
0	Housing Company Advanced Funding	0	0	0	0	0
0	Cambourne Offices	545,000	545,000	5,223	0	
0	ICT Development	674,000	649,000	152,125	0	0
0	Waste Collection & Street Cleansing	544,000	544,000	430,128	0	0
0	Repurchase of GF Sheltered Properties	1,100,000	1,100,000	348,750	0	0
0	Travellers Sites	1,400,000	1,900,000	1,295,137	0	0
0	Improvement Grants	770,000	770,000	290,663	0	0
0	Other	630,000	655,000	78,780	0	0
	=====					
(4,460,000)	Capital Expenditure Total	21,368,350	21,868,290	6,643,514	(4,460,000)	0
	=====					
	Capital Receipts					
(2,400)	Right to Buy Sales	(3,100,000)	(3,100,520)	(1,307,247)	(1,800)	600 a
0	HRA Equity Share & Other Sales	0	0	(47,515)	0	0
0	GF Equity Share & Other Sales	(1,100,000)	(1,100,090)	(652,804)	0	0
(314,800)	Other Capital Receipts	(350,000)	(350,350)	(314,755)	(314,800)	0 v
0	Other Grants & Allowances	(16,657,400)	(16,657,400)	(420,971)	0	0
0	Borrowing	0	0	0	0	0
	=====					
(317,200)	Capital Receipts Total	(21,207,400)	(21,208,360)	(2,743,292)	(316,600)	600
	=====					
(4,777,200)	Capital Net Receipts	160,950	659,930	3,900,222	(4,776,600)	600
			31 March 2015		31 March 2016	
	Usable Capital Receipts Reserve		(7,046,911)		(11,163,581)	
	Usable Earmarked Reserves		(441,781)		(441,781)	
	Capital Grants Unapplied		(432,722)		(471,070)	

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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 £106,200. 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 £106,200 has been allocated to Portfolios, the HRA and Capital in **Appendix C**.

Finance & Staffing Portfolio

- b. Additional costs of £30,000 are estimated to be incurred because of a change in the way Debit Card Charges are calculated. The majority of this will fall on **Council Tax Collection**.

Environmental Services Portfolio

- c. **Refuse Collection & Recycling Service** Successful over-achievement of trade waste income is anticipated to generate an additional surplus of £44,090.
- d. **Sports Development** has generated £16,000 extra income from activities.

Housing Portfolio (General Fund)

Planning Portfolio

- e. **Planning Income** is projected to be £500,000 more than originally budgeted because of a number of large fees received relating to large applications that take up a considerable amount of staff time, which unfortunately has an adverse impact on performance indicators.
- f. **S106 Administration fees** are expected to generate £38,600 more than originally estimated.

Strategic Planning & Transport Portfolio

- g. Planning Fee income for **Growth Agenda/New Communities** is likely to be in the region of £80,000 for 2015/16 as compared to the £195,000 income budget. This reduced income level is because an outline planning application for Darwin Green had been expected, but has been delayed.
- h. **Northstowe** Planning Fee income is likely to be around £4,500 for 2015/16, as opposed to a budgeted £40,000. This is because an expected development has been delayed.

Unallocated

- i. Budget provision of £50,000 was included in the original budgets to support **Council Actions**. £36,000 of this has been used on an invest to save basis to facilitate the re-organisation of the 2nd Floor at the Cambourne Offices and so release space to

generate rental income in the future, and £10,000 has been used for additional Community Chest Grants. This leaves a balance of £4,000.

- j. When the budget was set £75,000 was included for **Precautionary Items**. A pro-rated sum of £43,700 has been assumed to not be required in the projected spending position.
- k. An **Additional Income/Savings Target** of £670,000 was included in the budget of which £295,000 was not allocated. Savings so far identified total £340,500 which leaves £329,500 still to find (see table below). It is now anticipated that savings from the Systems Contract Terminus Review will be delivered indirectly through the ICT shared service.

Areas identified to meet additional income/savings target	Savings Target	Savings Identified
Single Shared Waste Service and other waste initiatives	£125,000	£52,000
Increased Planning Pre-App fee income	£100,000	£100,000
Supplies & Services procurement	£50,000	£50,000
Systems Contract Terminus Review	£25,000	£0
Office Space Management	£25,000	£37,000
Shared Services/ Commercialisation Programme	50,000	£0
Sub-total	£375,000	£239,500
Other income/savings to be identified	£295,000	£101,500
Total	£670,000	£340,500

- l. **Interest on Balances** is predicted to be £99,500 more than the budget. This is mainly because of increased balances. This could be used to offset the unidentified additional income/savings.
- m. Amounts in Usable Earmarked Reserves include the following major items; there are plans in place for each of these over the period of the Medium Term Financial Strategy:
- New Homes Bonus Infrastructure Reserve £2,247,437;
 - Pension Deficit Reserve £1,433,168;
 - Parish Liaison & Site Development Reserve £580,305;
 - Planning Enforcement Reserve £500,000 (Capped);
 - Business Efficiency Reserve £240,000;
 - Northstowe Reserve £181,365;
 - Major Developments Fees Reserve £179,461; and
 - Shared Waste Service £126,000.

Housing Revenue Account (HRA)

- n. **Responsive Repairs** – There is an underspend of £430,000 against the profiled budget to date; however, as the impact of the winter weather is yet to be realised, and expenditure demands and patterns can be hugely variable from year to year, no adjustment has been made to the projected outturn figure at this stage.
- o. **Administration** – A net underspend / over-achievement in income of £150,000 possible due to reduced take up for the under-occupation incentive scheme, receipt of costs associated with decant of Fairview from the registered provider, where costs were incurred by SCDC in prior years, and other areas of minor underspending.
- p. **Tenant Participation** is now expected to generate savings of £20,000.

- q. **Rent Income** – Under-achievement of approximately £120,000 is anticipated due to void levels, no new build completions in 2015/16 and holding both Robinson Court and Fairview vacant when tenants moved out in anticipation of demolition and transfer to a registered provider respectively.

Capital

Capital Expenditure

- r. **Provision of New Homes** – Budget of £4.5 million, has anticipated spend of approximately £3 million in 2015/16, with the need to rollover £860,000 of the balance to meet the costs of a scheme in Pembroke Way, Teversham.
- s. **Re-provision of Existing Homes** – Budget of £1.2 million will not be used in 2015/16, but will be utilised in part in 2016/17 to meet the costs of the Robinson Court, Gamlingay scheme, subject to rollover.
- t. **Repurchase-HRA Shared Ownership** - £300,000 budget not expected to be fully utilised in 2015/16. This will be offset by an under-achievement in anticipated capital receipts, where reduced activity overall means that little recycling of properties has taken place.
- u. **Improvement of Housing Stock** – Underspending of £1.7 million across energy conservation, full refurbishments and improvements to non-traditional houses is anticipated, with the expectation that this will need to be rolled over in full unless alternative decisions are made as part of the year end / strategic financial planning processes.

Capital Receipts

- v. Three parcels of land have been sold which has generated receipts of £314,800. These receipts are ring-fenced for the HRA but will add to the resources available to fund capital expenditure.

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**Appendix E
Strategic Risk Register
January 2016 - 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>STR25 - Increase in cost of managing homelessness (January 2013) Potential impacts of combined welfare benefit changes, <i>leading to</i> an increase in the number of homelessness acceptances, <i>resulting in</i> significant increase in costs to the Council to meet its statutory obligations.</p> <p>Aims, Objectives: 10, 12</p>	<p>Cllr Mark Howell</p> <p>Stephen Hills</p>	<p>9</p>	<p>25</p>	<p>SCORES - IMPACT: 5; LIKELIHOOD: 5</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>However:</p> <ul style="list-style-type: none"> King St are not taking on any more PSL landlords and there is a real prospect of losing those we do have – LHA rates do not match rents landlords can achieve in market; Our new build programme is essentially over following the 1% rent cut; New affordable housing coming through the system from RPs will slow right down and Starter Homes are unusable for our homeless cases; The rent deposit scheme is essentially redundant as PRS rents are so high compared with the LHA rate; Forced council house sales will reduce our stock further – possibly 40% of all relets each year; The proposed introduction of LHA rate only for supported housing could see the closure of our newly built hostel (it would revert to general needs tenancies). <p>The only two measures we have left are an ever stretched DHP and the ability to use our new relets only for homeless households at the expense of everyone else, which in turn may have an impact on some of our preventative work.</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&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>STR08 - Medium Term Financial Strategy (MTFS) (June 2007)</p> <p>Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> not achieving delivery of additional income / savings to meet targets, including from Business Improvement & Efficiency and Commercialisation Programmes projects (and see STR26 below), shared services initiatives and the housing company; inflation exceeds assumptions; interest rates do not meet forecasts; employer's pension contributions increases exceed projections; changes in demand for some service areas could lead to pressures in the related budgets, especially Housing; unforeseen restructuring costs; retained business rates scheme – volatility of outstanding valuation appeals; retained business rates scheme does not meet forecast; retained business rates scheme tariff adjustments continue from 2020/21; major developments do not meet housing trajectory forecast; cost of supporting development and meeting demand from growth; impact of welfare reform (and see STR15 below); availability of budget for Cabinet priorities; council tax strategy (Government change rules); material error or omission in MTFS forecasts; outcome of New Homes Bonus scheme consultation leads to less resources than anticipated; increased uncertainty in budget setting due to commercial activities exposure to market competition and commodity price trends, leads to reduced income / increased costs above those forecast in MTFS, <p>leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</p> <p>Aims, Objectives: 1, 2, 6, 10</p>	<p>Cllr Simon Edwards</p> <p>Alex Colyer</p>	10	20	<p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Revised MTFS incorporates updated assumptions; approved by Cabinet in November 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 & 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 & Efficiency and Commercialisation Programmes projects, shared services and other initiatives. Report to Cabinet on shared service principles and business cases in July 2015. Spending Review / Autumn Statement and provisional Local Government Finance Settlement: implications to be modelled for February 2016 Cabinet report (2016/17 figures due to be confirmed in February 2016). Quarterly reports on commercial projects and market price trends to Cabinet. Use of reserves.</p> <p>TIMESCALE TO PROGRESS: 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. Report to Cabinet and Council on MTFS, council tax and housing rents, etc in February 2016.</p> <p>Relevant PI(s): FS 101 - % General Fund Budget variance FS 107 - % Capital variance FS 106 - % HRA variance</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR05 - Lack of land supply (June 2007)</p> <p>While there is good progress on the Cambridge fringe sites and at Cambourne, the 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, <i>leading to</i> the authority being unable to deliver its housing needs, <i>resulting in</i> the Council having to meet the shortfall in the short term from developments that are not in the submitted Local Plan.</p> <p>Aims, Objectives: 11</p>	<p>Cllr Robert Turner</p> <p>Jo Mills</p>	10	20	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: A14 – Funding package for the major scheme is progressing and six-month examination of the Development Consent Order for the scheme finished in November 2015. Work on site due to start 2016. Northstowe Phase 1 reserved matters housing applications due spring 2016. Committee resolved to grant Northstowe Phase 2 Planning Application approval in July 2015. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels) and the latest update shows an improved position. The AMR is being updated more regularly for the Local Plan, and completions monitored quarterly for City Deal. Planning applications submitted for Wing (land north of Newmarket Road, Cambridge) and Cambourne West. Pre-application discussions continuing on NIAB 2 and commenced for Waterbeach and Bourn Airfield. Construction for Cambourne 950 underway. Application for 220 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 Business Excellence Manager appointed May 2015.</p> <p>TIMESCALE TO PROGRESS: 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. Local Plan Modifications Consultation scheduled Dec-Jan 2016, with submission of modifications March 2016. Northstowe Phase 2 planning permission was due to be issued by December 2015, but will now be 2016.</p>
<p>STR15 - Welfare Reform (December 2010)</p> <p>Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system, <i>leading to</i> possible:</p> <ul style="list-style-type: none"> increased IT cost due to required system changes; implementation costs not fully reimbursed by Government grant; increased workload for Benefits and Homelessness teams, <p><i>resulting in</i> potential for:</p> <ul style="list-style-type: none"> adverse effect on service provision due to the number of changes; 	<p>Cllr Simon Edwards</p> <p>Alex Colyer</p>	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: 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 following on from passing of the Welfare to Work Bill 2015.</p> <p>Department for Work & Pensions (DWP) have confirmed increased DHP budget for 2016/17 following the announcement of the reduction in the level of the Benefit Cap</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<ul style="list-style-type: none"> increased dissatisfaction with the service due to reduced amounts of benefit payable; impact on Medium Term Financial Strategy; devastating effect on people with mental health problems; and dislocation of private sector housing market. <p>Aims, Objectives: 10</p> <p>Relevant PI(s): FS 112 – Days to process new HB and CTS claims FS 113 – Days to process HB and CTS change events FS 114 – HB overpayments recovered as % of recoverable overpayments created</p>				<p>(£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. Scoping complete; suggests impact of Tax Credit changes will not currently affect the financial viability of the scheme as current spend is less than estimate. Welfare reform workshop for members was held in October 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. Modelling of impact of welfare reforms suggests that current LCTS scheme is still financially viable for 2016/17.</p> <p>Monthly ongoing monitoring of current LCTS scheme to assess current expenditure. Monitoring of roll out of Universal Credit (UC) to ensure lessons learnt are implemented at SCDC. Information currently available indicates the rollout of UC will be a slow process during this current parliament with all new working age claims processing not available until 2020-21. .As yet pensioners not being considered for any change to DWP administering their housing costs.</p> <p>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. Cipfa Revenues and Benefit Service training undertaken October 2015: Welfare reforms and Universal Credit implementation. Working together with Housing Team to look at impact of pay to stay proposals and working on response to consultation.</p> <p>TIMESCALE TO PROGRESS: 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>STR24 - HRA Business Plan (March 2012) The HRA Business Plan has its own associated risk register.</p> <p>The score of the risk in this Strategic Risk Register is a composite score from the HRA Business Plan risk register, and reflects changes announced in the Government's July 2015 Budget on:</p> <ul style="list-style-type: none"> • 1% rent reduction for 4 years, • loss of relets to fund the extension of the RTB scheme to Registered Providers, • tenants earning over £30k required to pay market rents. <p>Aims, Objectives: 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</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>STR28 – Recruitment & Retention (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>Aims, Objectives: All</p>	<p>Cllr Simon Edwards</p> <p>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"> • Internal development opportunities • Funded professional development & qualifications • Secondments, both internally and with partnering authorities • Shared services with partnering authorities • Market supplements on a fixed term basis • Use of temporary workers • Changes to recruitment approaches, new jobs page on website, use of different media <p>TIMESCALE TO PROGRESS: Ongoing: Additional actions being considered in some service areas.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR26 – Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes (November 2013)</p> <p>The Business Improvement Efficiency Programme (BIEP), Development Control Improvement Programme (DCIP), Working Smarter and Commercialisation Programmes have their own associated risk registers. The risks included are summarised as follows:</p> <p>The Projects on the programmes are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> • inadequate stakeholder engagement, • conflicting operational, programme and project priorities, or • long term unavailability of relevant and crucial staff, <p>leading to inadequate programme and project resources and support, resulting in a delay or failure to deliver the outputs, associated benefits, and required income and savings targets.</p> <p>Aims, Objectives: 2, 7</p>	<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 Owner is responsible for securing the required resources. Regular 1:1s with Executive Director (Senior Responsible Owner). 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 & 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. Increasing emphasis on Lessons Learned from other projects will help the Sponsoring Group, Programme Manager and Project Managers mitigate this risk.</p> <p>TIMESCALE TO PROGRESS: Throughout 2012-2017.</p>
<p>STR27 – Shared Services initiatives with other authorities (November 2014)</p> <p>Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> • inadequate stakeholder engagement, • conflicting priorities, or • unavailability of key staff, <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>Aims, Objectives: 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 project, funded from Transformation Challenge Award grant, and additional resources allocated to ensure improved co-ordination and delivery. A dedicated risk register is overseen and monitored by the Shared Services Board and 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, to endorse shared business plans, to monitor performance and report through to Cabinet.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR20 – Partnership working with Cambridgeshire County Council (September 2011) The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council, <i>leading to</i> the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, <i>together with potential reputational impact, resulting in</i> adverse effects on the district's residents and businesses.</p> <p>Aims, Objectives: 3, 6, 8, 11</p>	<p>Cllr Ray Manning 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>STR03 - Illegal Traveller encampments or developments (June 2007) Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, <i>leading to</i> illegal encampments or developments in the district, <i>resulting in</i> community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.</p> <p>Aims, Objectives: 5</p>	<p>Cllr Robert Turner Jo Mills</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Ongoing routine monitoring of all district development. New Government guidance issued in August 2015. County wide needs assessment endorsed by PFH in 2012. Updated needs assessment is being commissioned, for completion Spring 2016. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy & Traveller planning policies included in draft Local Plan. In 2014 a total of 67 Gypsy and Traveller pitches gained permanent planning permission (three were granted on appeal). Between January and October 2015 six pitches have gained permanent planning permission and temporary planning permission for 1 pitch was granted on appeal at Wimpole. There are three other pitches with temporary planning permission, which expire between 2016 and 2018. At October 2015 there is one outstanding planning appeal. The Affordable Homes departmental risk register includes delivering HCA funded projects, to ensure the supply of Gypsy & Traveller pitches and sufficient investment in existing pitches.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2016. Gypsy & Traveller Area Needs Assessment to be updated, led by Housing Directorate, for completion in Spring 2016.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR19 - Demands on services from an ageing population (September 2011)</p> <p>The district's demography changes, with significant growth in the over 65 year old population, <i>leading to</i> additional demands on health and social care services, including to the Council's sheltered housing and benefits services, <i>resulting in</i> adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p>Aims, Objectives: 1, 4, 5, 9</p>	<p>Cllr Mick Martin</p> <p>Mike Hill / Stephen Hills</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 & Finish Group. SCDC Housing leading on development of sub-regional Older People's Housing Strategy and refresh of County Older People Strategy. SCDC Housing staff contributing to Cambridgeshire Executive Partnership Board projects including Data Sharing, 7-Day Working, Person-Centre System, and Ageing Healthily & Prevention. Issue and impact discussed by Cabinet / EMT.</p> <p>TIMESCALE TO PROGRESS: Ageing Well implementation plan under development September 2015 – March 2016 to deliver Cabinet-agreed Ageing Well Plan. Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.</p>
<p>STR22 - Safeguarding the Council's services against climate change (March 2012)</p> <p>The Council fails to develop measures to safeguard its services against climate change, <i>leading to</i> unacceptable vulnerability to the impact of climate shifts and other weather-related events, <i>resulting in</i> a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation.</p> <p>Aims, Objectives: 4</p>	<p>Cllr Peter Topping</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. Agreed emergency planning exercises and learning are focused on flooding response and recovery (February 2015 and November 2015).</p> <p>TIMESCALE TO PROGRESS: SCDC Service Business Continuity Plans to be reviewed jointly with Cambridge City by March 2016.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR02 – Equalities (June 2007)</p> <p>The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to decisions relating to service delivery being overturned and possible Commission for Human Rights and Equalities inspection, resulting in 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.</i></p> <p>Aims, Objectives: 2</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:</p> <p>The Council has met its legal requirements to publish equality information and equality objectives on an annual basis. This information is incorporated into a new Equality Scheme 2015-2020, which was endorsed by EMT on 14 October 2015.</p> <p>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.</p> <p>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 new Equality Scheme 2015-2020.</p> <p>EMT approved the Annual Equality Report 2014 on 10 December 2014.</p> <p>TIMESCALE TO PROGRESS:</p> <p>The new Equality Scheme will be presented to the lead Portfolio Holder (Cllr Mark Howell) on 21 October 2015 for formal adoption. 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"> the score has increased 	<ul style="list-style-type: none"> the score has not changed, or has decreased but stays above the line 	<ul style="list-style-type: none"> the score has decreased to below the line
for risks previously below the line:	<ul style="list-style-type: none"> the score has increased to above the line 	<ul style="list-style-type: none"> the score has increased but stays below the line 	<ul style="list-style-type: none"> the score has not changed, or has decreased

Notes

- 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:

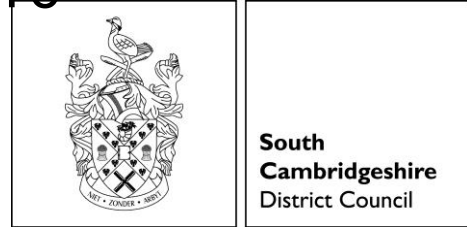
Likelihood

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

** including claim or fine*

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

Agenda Item 10



REPORT TO: Scrutiny and Overview Committee 4 February 2016
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

Scrutiny and Overview Committee – Work Programme

Date of meeting	Title of Report	Lead Officer / Report Author
7 April 2016	Shared Services Business Plans and Joint Group Terms of Reference	Alex Colyer
	Scrutiny and Overview Annual Report	Victoria Wallace
7 July 2016		

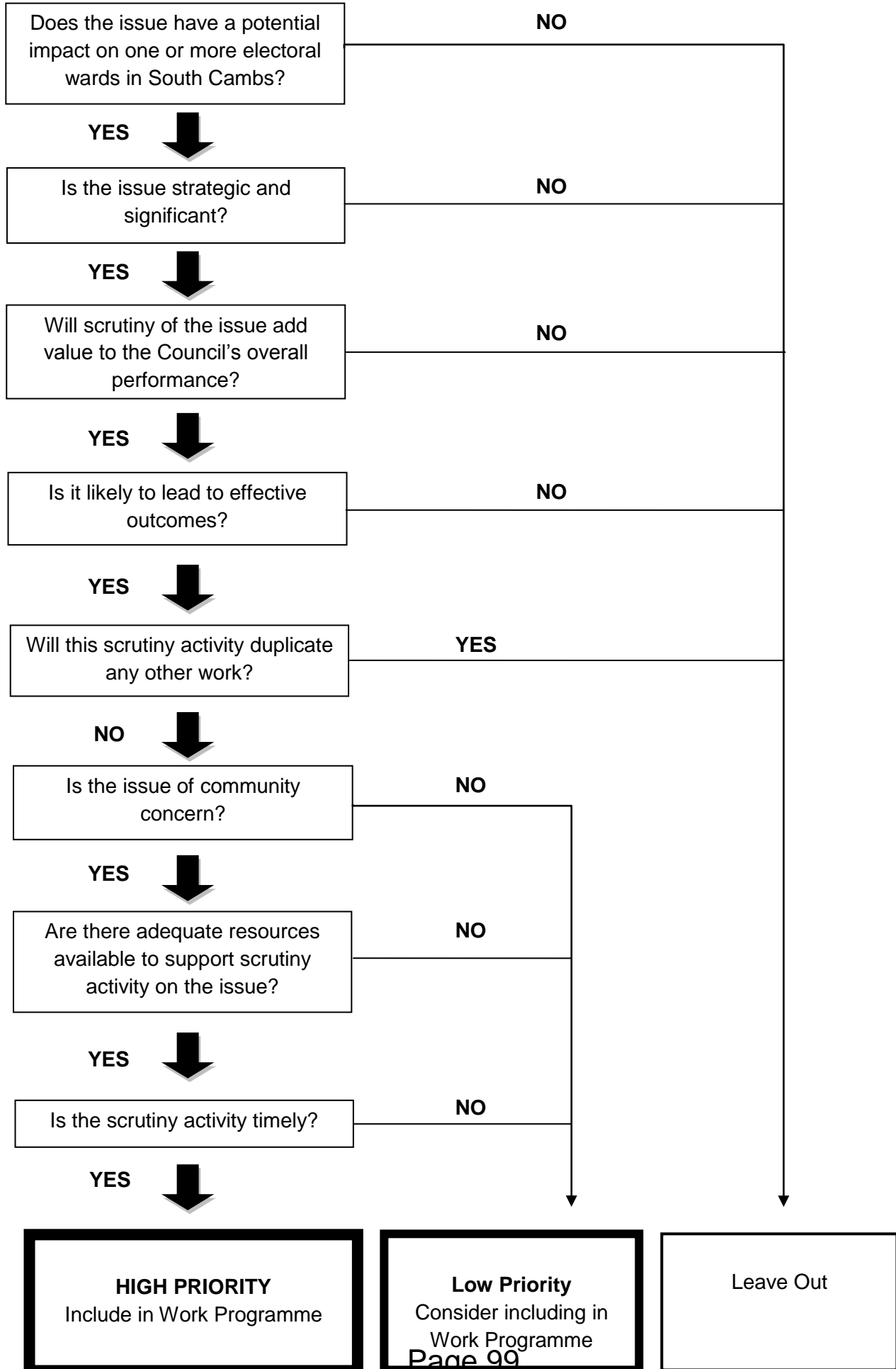
Items for potential future scrutiny:

- Mears Contract review

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Appendix B

Scrutiny Work Programme Prioritisation Tool



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Appendix C

NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 20 January 2016



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) On determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance).

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

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

*If you have any queries relating to this Notice, please contact
Victoria Wallace on 01954 713026 or by e-mailing 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

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

Cabinet

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

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

Appendix C

Key and non-key decisions expected to be made from 20 January 2016

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
Transfer/Sale of land at OSP 148, Church Lane, Great Eversden Non-Key	Housing Portfolio Holder	27 January 2016		Housing Portfolio Holder Julie Fletcher, Head of Housing Strategy	Report (publication 19 January 2016)
Localised Council Tax Support Scheme Non-Key	Council	28 January 2016		Finance and Staffing Portfolio Holder Dawn Graham, Benefits Manager	Report (publication expected 20 January 2016)
Gambling Act Statement of Principles Key	Council	28 January 2016		Environmental Services Portfolio Holder Myles Bebbington, Head of Service - Environmental Services & Licensing	Report (publication expected 06 January 2016)
Members' Allowances 2016/17 Non-Key	Council	28 January 2016		Leader of Council Graham Watts, Democratic Services Team Leader	Report (publication expected 20 January 2016)
Annual Pay Policy	Council	28 January 2016		Leader of Council	Report (publication

Key and non-key decisions expected to be made from 20 January 2016

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
Statement 2016/17 Non-Key				Susan Gardner Craig, Human Resources Manager	expected 20 January 2016)
Position Statement 2015/16: Finance, Performance and Risk Non-Key	Cabinet Cabinet	11 February 2016 July 2016		Finance and Staffing Portfolio Holder John Garnham, Principal Accountant (General Fund & Projects), Richard May, Policy and Performance Manager	Q3 Report (publication expected 03 February 2016) Q4 Report (publication expected in month of July 2016)
Medium Term Financial Strategy (General Fund budget 2016/17 including Council Tax setting), Housing Revenue Account (including housing rents), Capital Programme 2016/17- 2020/21 and Treasury Management Strategy (Revised 2015/16 and 2016/17) Key	Cabinet Council	11 February 2016 25 February 2016		Finance and Staffing Portfolio Holder John Garnham, Principal Accountant (General Fund & Projects)	Report (publication expected 03 February 2016)

Key and non-key decisions expected to be made from 20 January 2016

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
Treasury Management Quarterly Investment Review Non-Key	Finance and Staffing Portfolio Holder	11 February 2016		Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services Sally Smart, Principal Accountant Financial & Systems	Report (publication expected 03 February 2016)
Members Update Report Non-Key	Council	25 February 2016		Housing Portfolio Holder Anita Goddard, Housing Operational Services Manager	Report (publication expected 17 February 2016)
Swavesey Byways Rate Non-Key	Council	25 February 2016		Environmental Services Portfolio Holder Pat Matthews, Drainage Manager	Report (publication expected 17 February 2016)
Playing Pitch Strategy for South Cambridgeshire and Cambridge City	Planning Portfolio Holder	14 March 2016		Planning Portfolio Holder Gemma Barron, Sustainable	Report (publication expected 04 March 2016)

Key and non-key decisions expected to be made from 20 January 2016

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				Communities & Partnerships Manager	
Indoor Sports Facility Strategy for South Cambridgeshire and Cambridge City Key	Planning Portfolio Holder	14 March 2016		Planning Portfolio Holder Gemma Barron, Sustainable Communities & Partnerships Manager	Report (publication expected 04 March 2015)
Strategic Policies in the development plan for South Cambridgeshire - Response to consultation with Parish Councils Key	Planning Portfolio Holder	14 March 2016		Planning Portfolio Holder Alison Talkington, Senior Planning Policy Officer	Report (publication expected 04 March 2016)
WILLINGHAM: Wilford Furlong Project Non-Key	Housing Portfolio Holder	16 March 2016		Housing Portfolio Holder Gill Anderton, Head of Housing (New Build)	Report (publication expected 08 March 2016)
Risk Management Strategy Non-Key	Finance and Staffing Portfolio Holder	19 April 2016		Finance and Staffing Portfolio Holder John Garnham,	Report (publication expected 11 April 2016)

Key and non-key decisions expected to be made from 20 January 2016

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
				Principal Accountant (General Fund & Projects)	
Financial Management System Non-Key	Cabinet	14 April 2016		Finance and Staffing Portfolio Holder Caroline Ryba, Head of Finance	Report (publication expected 06 April 2016)
Write-offs 2015/16 Key	Finance and Staffing Portfolio Holder	19 April 2016		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 11 April 2016)
Revenues and Benefits Performance Report Q3 Non-Key	Finance and Staffing Portfolio Holder	19 April 2016		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 11 April 2016)
Flood and Water SPD Non-Key	Planning Portfolio Holder	June 2016		Planning Portfolio Holder Jennifer Nuttycombe, Senior Planning Policy Officer, Jonathan Dixon, Principal Planning Policy Officer	Report (publication date tbc)

Key and non-key decisions expected to be made from 20 January 2016

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
				(Transport)	
Rural Settlements List 2017-18 Non-Key	Finance and Staffing Portfolio Holder	18 October 2016		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 10 October 2016)