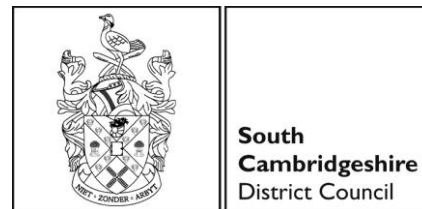


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27 June 2016

To: Chairman – Councillor Tony Orgee
Vice-Chairman – Councillor Grenville Chamberlain
Members of the Scrutiny and Overview Committee – Councillors David Bard,
Henry Batchelor, Grenville Chamberlain, Graham Cone, Jose Hales,
Philippa Hart and Bunty Waters

Quorum: 5

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

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **MONKFIELD ROOM, FIRST FLOOR** on **TUESDAY, 5 JULY 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

PAGES

- | | |
|---|--------------|
| 1. Apologies
To receive apologies for absence from committee members. | |
| 2. Declarations of Interest | |
| 3. Minutes of Previous Meeting
To authorise the Chairman to sign the Minutes of the meeting held on 7 April 2016 as a correct record. | 1 - 6 |
| 4. Public Questions | |

- | | | |
|-----------|---|----------------|
| 5. | Development Management Performance and Progress in Service Improvements | 7 - 16 |
| 6. | Quarterly Position Report on Finance, Performance and Risk | 17 - 82 |
| 7. | Work Programme 2016/17
For the committee to consider its work programme for 2016/17. | 83 - 96 |
| 8. | Appointment of Scrutiny Monitors and Monitoring the Executive
a) The Committee is required to appoint monitors to each Cabinet Portfolio, which are attached for information.

b) Scrutiny monitors are invited to report to the Committee regarding Portfolio Holder meetings attended since the last meeting and specifically raise any issues challenged and the result and/or issues where the Committee could add further value. | 97 - 98 |
| 9. | To Note the Dates of Future Meetings <ul style="list-style-type: none">• Tuesday 6 September 2016 at 6pm• Tuesday 8 November 2016 at 6pm• Tuesday 7 February 2017 at 6pm• Tuesday 11 April 2017 at 6pm | |

Exclusion of Press and Public

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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

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 7 April 2016 at 6.00 p.m.

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

Councillors: David Bard Grenville Chamberlain
Jose Hales Graham Cone
Philippa Hart Bunty Waters

Councillors Ray Manning, Mick Martin, Peter Topping and Robert Turner were in attendance, by invitation.

Officers: Victoria Wallace Democratic Services Officer
Julie Baird Head of Development Management
Richard May Policy and Performance Manager
Alex Colyer Executive Director, Corporate Services
Mike Hill Health and Environmental Services Director
Jean Hunter Chief Executive

1. APOLOGIES

Apologies of absence were noted from Councillors Kevin Cuffley and Henry Batchelor. Councillors Christopher Cross and Anna Bradnam were in attendance as substitutes for them.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 4 February 2016 were agreed as a correct record subject to the following amendment:

- Under Agenda Item 6, the wording would be amended from 'Not all customers were self-serving' to 'Not all customers were able to use the self-service facilities'.

4. PUBLIC QUESTIONS

There were no public questions.

5. SHARED SERVICES BUSINESS PLANS AND TERMS OF REFERENCE FOR THE JOINT GROUP

The Leader of the Council and the Executive Director (Corporate Services) presented the Business Plans for the ICT, Legal, Building Control and Waste Shared Services, and the Terms of Reference for the Shared Services Joint Group.

The following points were discussed and noted regarding the shared services:

ICT Shared Service

- The committee was informed that the ICT management structure was in place and many of the officer posts had been appointed. There was an Interim Head of Service and the remaining vacant posts would be advertised externally later in the month.
- Some concern was raised that the structure was potentially top heavy and as such savings from this were questioned. The committee was assured that the structure was not top heavy and that the savings as outlined in the report were significant. Overall there was a headcount saving of 10-14 posts.
- The structure of the service had been informed by the needs of the service and it was felt that this reflected best practice in the industry.
- Concern was raised over the language used in the ICT Shared Service Business Plan, particularly in relation to the term 'roadmap'. It was suggested that this be replaced with the word 'plan'. Concern was also raised over the term 'thought management' and 'technical architect'.

Building Control Shared Service

- Concern was raised over the number of staff vacancies in the Building Control Shared Service and the ability to deliver the service as a result. The Executive Director confirmed that this was a concern and that a pay supplement was being put in place for existing and future Building Control staff, as the Council had struggled to recruit to vacancies at the current pay grade. A more permanent mechanism to encourage staff retention was being worked on, as legally the pay supplement could only be in place for one year.
- It was acknowledged that Building Control was competing with commercial businesses and that this service was dependant on income generated. An advantage of the shared service was that the Council was no longer competing with Cambridge City Council and Huntingdonshire District Council Building Control services.
- It was clarified that the Council had a statutory duty to provide some building control services but it did not have a duty to employ a service.
- It was confirmed that a number of agency staff were in post to cover vacancies.
- Concern was raised over the two Building Control hubs being in Huntingdon and Cambridge City and that none would be in Cambourne. Members were informed that the main interaction for Building Control surveyors with the customer was on the customer's site and not at these hubs. These hubs were felt to be the best places from which the surveyors could travel to clients' sites.

Legal Shared Service:

- Only two permanent posts had been recruited to in the Legal Shared Service and work was ongoing to fill the vacancies. Interviews were taking place at the end of April 2016 for a head of the shared service.

Governance arrangements were discussed:

- It was clarified that the Head of Service was responsible for delivery of the service and reported to the Management Board, which consisted of Executive Directors and met on a monthly basis. The Management Board reported to the Senior Officer Board on which the three Councils' Chief Executives sat. The Senior Officer Board met every six weeks. The Shared Services Joint Group consisted of the three Council Leaders. The Joint Group was meeting in shadow form until it was formally constituted. It would meet formally and in public from September 2016.

Concern was raised over shared service staff morale. Members were informed that it

was felt that staff morale was positive in ICT and Waste services, however more work was to be done with Building Control and Legal shared services. It was recognised that the shared services had created uncertainty and staff had been displaced and some made redundant. As a result some other staff had taken up employment opportunities elsewhere or taken the opportunity to retire.

The Scrutiny and Overview Committee **SUPPORTED**:

- The business plans for the ICT, Legal, Building Control and Waste Shared Services
- The Terms of Reference for the Shared Services Joint Group.

The committee requested a further shared services update in July 2016. In particular an update on recruitment in building control and legal services was requested.

6. PLANNING PERFORMANCE AND PROGRESS IN SERVICE IMPROVEMENTS

The Planning Portfolio Holder and Head of Development Management presented an update on planning performance and service improvements. The committee was informed of the following:

- There was a high number of complex planning applications.
- The upgrade of the Planning ICT system had caused a backlog of applications.
- Five new members of staff had been recruited. These staff members had been recruited externally and would work across the whole Planning Department. Senior Planner vacancies would increase to two as a Senior Planner was retiring.
- A member of staff had been recruited externally in order to clear old applications.
- The five day target to process validations was being met.
- The Planning Portfolio Holder confirmed that the drop in performance in December 2015 was seasonal. Prior to this, staff recruitment had led to performance improvements.
- In December 2015 there were around 900 out of time applications, which included pre-applications. These were being cleared at a rate of about 50 per month.
- Members were informed that around 70% of planning applications were householder applications. There were more complex planning applications due to issues of the five year land supply. The Head of Development Management was confident that progress and improvements were being made. The revised Scheme of Delegation for planning would make a significant difference to workload with fewer applications having to go to formal Planning Committee.
- The target of determination of a planning application within 13 weeks, was a national government standard.
- A checklist with which every planning application received had to comply was in place. If an application did not comply then it was rejected. It was suggested that this application checklist be provided to the customer so that applications that were not fit for purpose would not be submitted.
- Planning training for Parish Councils would be provided after the local elections in May 2016.
- The Planning Portfolio Holder would like to visit parish councils in order to discuss planning issues and would also like to hold a planning open day at the Council offices, for parish council members to visit the planning department in order to see what officers did.

Members expressed concern about the high workload of planning officers, with most

officers having around 30 live applications on their case load. It was hoped this could be reduced to 20 applications per officer. The committee was informed that staff morale had improved.

Members requested a organogram of the Planning service, to include officer names and telephone numbers. The Planning Portfolio Holder assured members that this would be produced and circulated to them.

The Scrutiny and Overview Committee **NOTED** the Planning Performance update and requested a further update at its meeting in July 2016.

The committee requested that additional information be included in the performance report, such as information regarding the wellbeing of officers, the number of planning applications per officer, the number of staff and the number of staff vacancies.

7. CORPORATE PLAN OUTCOMES AND KEY PERFORMANCE INDICATORS FOR 2016-2017

The Corporate and Customer Services Portfolio Holder and Policy and Performance Manager presented the Corporate Plan outcomes and Key Performance Indicators for 2016-2017.

The Policy and Performance Manager informed the committee that:

- The 'Living Well' outcome measures of the Corporate Plan had been updated, and an updated version would be circulated before the Corporate and Customer Services Portfolio Holder and Leader would be asked to agree this.

The Scrutiny and Overview Committee **RECOMMENDED** the Leader of the Council approve:

- a) Key Performance Indicators for 2016-2017 as set out at Appendix A of the report presented to the committee.
- b) Corporate Plan Outcome Measures as set out at Appendix B of the report presented to the committee, identifying for each action what success looked like and how this would be measured.

8. SCRUTINY ANNUAL REPORT 2015-2016

Members of the committee were asked to email the Democratic Services Officer with any suggested amendments to the 2015-2016 Scrutiny Annual Report.

9. WORK PROGRAMME

The Committee's work programme was noted.

10. MONITORING THE EXECUTIVE

There were no updates from Scrutiny Monitors.

11. TO NOTE THE DATES OF FUTURE MEETINGS

The dates of future meetings would be confirmed as soon as possible. Dates for 2016-17 Cabinet meetings were awaited before these could be confirmed. The next Scrutiny and Overview Committee meeting would take place some time in July 2016.

Councillor Hickford informed members that he would be standing down as Chairman of the Scrutiny and Overview Committee as he would not be standing again at the local elections. He thanked members for their support and contributions to the work of the committee. The Chief Executive thanked the Chairman on behalf of officers and the Leader of the Council thanked him on behalf of the Cabinet.

The Meeting ended at 8.05 p.m.

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Agenda Item 5



Report To: Scrutiny and Overview Committee
Lead Officer: Planning and New Communities Director

July 2016

Development Management Performance and Progress in Service Improvements

Purpose

1. To update the Scrutiny and Overview Committee on performance and service improvement within the Development Management Service.
2. This is not a key decision.

Recommendations

3. It is recommended that the Portfolio Holder notes progress in performance and also the service improvement measures for the Development Management Service.

Reasons for Recommendations

4. To enable Members to monitor performance of the Service

Background

5. Performance was reported previously on 7th April 2016, this included a summary of performance figures for the last quarter in 2015 and also a 6 month improvement plan from February- July 2016. At this meeting Members expressed concern about the high workload of officers and asked that performance is reported again in July 2016, including numbers on applications per officer and staff vacancies.

Performance Highlights

6. The service is measured against national targets, which focus on the speed of processing applications. The dashboard in Appendix 1 shows performance in 2015/16 and to date in 2016/17.
7. Performance in 2015/16 overall fell short of national requirements with a year end outturn of 59% major (60% national target), 46% small major (60% target), 56% minor (65% target), 65% Other (80%).
8. 2015/6 was a year of change in management, organisational structure and ICT as well as an increasing complexity of applications due lack of 5 year land supply for housing. All when combined with staff shortages and retention contributed to reduced performance, particularly from August 2015 to February 2016, with the exception of December 2016.

9. Recent figures from the last three months indicate that the Service is now benefitting from some of the changes put in place, including those outlined in the last report to Scrutiny and Overview in April 2016 In May 2016 the team achieved and in some instances exceeded national targets Major 67% (target 60%), small major 100% (target 65%), Minor 65 % (target 65%) and Other 81% (65%)

Improvement Planning

PAS Quality Framework

10. The Service is improving however it is important that this is sustained, we are progressing discussions with the Government's Planning Advisory Service (PAS) to develop further insights on how we can achieve this including benchmarking with other authorities.
11. We have signed up to be a part of the PAS quality framework, which will provide us with a series of data about our planning applications and from people who use our service.
12. It differs from measuring purely the speed of application and aims to also "focus Councils on the things that matter to customers" and therefore includes online customer surveys.
13. We have provided PAS with the relevant information set and are waiting on confirmation when we will receive the first quarterly report. This will provide detail on applicant numbers and fee profiles, approval rates, how well resources are matched to work volumes and efficiency of our processes.
14. A customer survey will ask customers how helpful we are, how well we manage time, how well we use information and clarity of our decisions.

Improvement Measures

15. The service improvement measures we have and are continuing to put in place focus on getting the right balance between customer satisfaction for our residents and businesses, quality decisions and speed of processing
16. Appendix 2, outlines the measures and timeframes. We have actively engaged our teams and have used feedback from our customers to date including lessons learned from complaints, agents and parish forums to help inform and deliver them.
17. We recognise that monitoring success of measures we are putting place is essential both to enable us to promote achievements of the team and improve the reputation of the service and also review were further changes may needed.

Team and staffing

18. Members have raised concerns about the workload for the Development Management Service.
19. Development Management establishment has 15 case officer posts varying from project officers to Principals but not including lead officers or other management. There are also 7 technical support officers. Last year the service received 1967 applications and 573 pre-applications.
20. The traditional benchmark for planning cases per officer is 150 per annum, based on our application case loads, this equates to 131 cases per officers. If however we include our pre-applications the number of overall cases per officer is 169.
21. PAS is now basing its resource benchmark on headcount including case officers and technical officers but not management. From an OPDM study the figure was less than 100. Based on a head account of 22, we are dealing with 89 applications and 115 with pre-applications.
22. As the benchmarks above are based on planning applications our resources are currently within the acceptable levels. However factoring in pre-applications it would suggest that there is limited resiliency in the service to deal with reductions in resources at peak holiday time and should staff leave the organisation.
23. Due to limited resiliency the team will also be more greatly affected by changes which could affect their capacity to do their role, for example new legislation and high court decisions which affect how we assess applications. Other issues which can significantly impact on performance of the team, causing delays include invalid applications and poor quality applications.
24. Lead officers review reports on officer's caseloads on a weekly basis and when allocating applications to ensure we manage our resources effectively, including any unnecessary pressure on the team. Workload is also reviewed at monthly one to one meetings.
25. Should volumes of applications increase it would be important to put additional resources in place to sustain performance. Similarly this may also be required depending on the amount we engage the team in helping develop and implement future service improvement measures.
26. The team has recently recruited to one of the vacant principal roles and has an agency member of staff in place covering the other vacant principal role, which we did not successfully manage to recruit to. We have recently appointed to the remaining two vacant TSO posts, which were previously being covered by temporary staff.

Processing of backlog applications

27. In April we reported in December 2015 there were 977 backlog applications. Delays in validation as the TSO upskilled has resulted in a new backlog building up (See Appendix 1). The out of time applications increased significantly in March over the Easter period which echoes the conclusions drawn above about the risk that there is not sufficient resiliency in the team to deal with issues such as peak holiday periods.
28. We have created a temporary backlog team of an additional 4 case officers who have been successful in reducing the overall backlog of applications to 595. All out of time applications were transferred to this team by start of June 2016. We originally set a target for the backlog to be cleared by end of July but due to the new backlog building this is not likely to be September/ October 2016.
29. Processing out of time applications will also affect performance figures, although we are negotiating extensions of time where appropriate.

Implications

30. 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

31. The costs are contained within budgeted resources for this financial year.

Legal

32. There are no specific legal implications arising from this report.

Staffing

33. All improvements to process and working arrangements are being made with involvement of staff and training will be included as an integral part of implementation.

Risk Management

34. Whilst improvement has improvement in the last quarter there is still room for further improvement, the measured outlined above to be implemented in the next 6 months are essential to enable the team to build on what have recently been achieved.

Equality and Diversity

35. The recruitment campaign and working arrangements allow for full flexibility to meet specific requirements of current staff and candidates.

Climate Change

36. No specific implications.

Effect on Strategic Aims

37. The recommendation seek to achieve the Council's three A's

Background Papers – Appendix 1: Speed of determining applications

Appendix 2: Service Improvements

Report Author: Julie Baird – Head of Development Management
Telephone: (01954) 713144

Appendix 1

Application speed of determining applications against National Targets

National Targets	% in time
Large Major	60%
Small Major	60%
Minor	65%
Other	80%

5% and over from meeting target
Within 5% of target
Hit Target

2015/16 Performance: percentage of applications in Time

	% in time												
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Total
Lg Major	33	100	50	100	0	n/a	100	0	100	n/a	50	33	59%
Small Major	71	80	50	71	0	33	25	0	50	20	0	100	46%
Minor	47	61	55	57	55	55	53	50	80	49	45	88	56%
Other	73	83	74	81	60	57	61	42	73	50	57	83	65%

2016/2017 Performance: percentage of applications in Time

	% in time		
	Apr	May	Total
Lg Major	67	67	67
Small Major	n/a	100	100
Minor	59	65	62
Other	75	81	77

Out of Time Backlog Application Figures: January – June 2016

	Jan	Feb	Mar	Apr	May	June	Total
Backlog c/forward	977	892	725	590	486	430	430
New backlog	+ 25	+ 41	+82	+17	0		165
							595

Appendix 2: Service Improvements

Implemented Improvements

Measure	Outcome	Timeframe	Improvement Type
Making consultation responses available on line	Transparency	May 2016	Speed Customer
Consultation response guidance for public	Higher quality consultation Reduce need for redaction Reduce risk of complaint	June 2016	Speed Customer Quality
Calls to application at key stages in application process	To keep customer up to date Reduce risk of complaint	May 2016	Customer
Process to allow Decision in week 5 if no issues	Speedy decisions on straightforward applications	May 2016	Quality
TSO Validation training and processes	Speedy decisions Quality submissions	June 2016	Speed Quality Customer
Agreed approach on lack of 5 year land support	To develop staff Sound planning decisions	April & June 2016	Quality
Timetable for committee preparation	To manage impact of last minute To ensure we are prepared for committee	April 2016	Quality Customer
Early briefings for committee with officers presenting cases	Empower and develop the team To ensure we are prepared for committee	December 2015	Quality
New performance management process	Empower and develop the team Improve and manage performance	December 2015	Quality Customer Speed
Case conference	To develop the team To enable the team to share experiences and discuss cases To coach staff in making high quality and decisive decisions	December 2015	Quality Speed
Significant case list with target dates	To forward manage performance To develop a shared understanding of all significant cases To grow partnership working with Policy	March 2016	Quality Speed
Weekly application lists with target dates for each officer	To forward manage work To manage resources effectively	January 2016	Speed
Backlog team with weekly monitoring and target setting	To close down out of time applications	January 2016	Speed Customer
Complaint analysis	To draw lessons learned from complaints	March 2016	Customer

Revised scheme of delegation	To reduce the number of applications going to committee and provide a more efficient service for customers	April 2016	Speed Customer
Team customer charter	To development commitment from staff to achieve good customer service	June 2016	Customer
Duty householder service	To ensure customers are provided with a more responsive service	May 2016	Customer Quality
Traffic light issues log for significant pre-apps	To provide clear guidance for applicants on what issues need to be resolved prior to an application being submitted	March 2016	Customer Quality Speed
Pre-application protocol	To engage members, the parishes and the public in the early application stages	April 2016	Quality Customer
Members training	To develop Members and support them in making good decisions	March 2016	Quality Customer
ICT workflow to support new application process	To support new application process	May 2016	Speed

Improvements In progress

Measure	Outcome	Timeframe	Improvement Type
Appeal process and mapping of roles and responsibilities & staff training	Transparency More effective management of appeal process	June 2016	Speed Customer Quality
Review Appeal contract	More effective management of appeal process More effective use of resources	July 2016	
PAS Quality Framework	Higher quality consultation Reduce need for redaction Reduce risk of complaint	June 2016	Speed Customer Quality
Committee roles and responsibilities and PAS peer review	To keep customer up to date Reduce risk of complaint	September 2016	Customer
Mapping of service ICT requirements	Speedy decisions on straightforward applications	September 2016	Quality
Recording of duty service calls to inform scripts & training for contact centre	To improve customer experience ensuring they have access to information they need	August 2016	Customer
Staff development programme	To improve the confidence of staff	August 2016	Quality Speed Customer
Reduce volume of paper information being prepared	To make most efficient use of time and ensure parishes are getting	July 2016	Speed Customer

for parishes	information they need in the best way Will enable staff to spend more time on validation		
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Agenda Item 6



South
Cambridgeshire
District Council

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

5 July 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 14 July 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.

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

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Report To: Leader and Cabinet

14 July 2016

Lead Officer: Alex Colyer – Executive Director, Corporate Services

2015-16 YEAR-END POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

Purpose

1. To provide Cabinet with:

- A provisional 2015-16 outturn position statement on General Fund, Housing Revenue Account (HRA) and Capital expenditure and income, including requests for budget rollovers from 2015-16 to 2016-17;
- a statement on the 2015-16 year-end position with regard to the Council's corporate objectives and performance indicators, and
- the Strategic Risk Register.

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

Approval of capital and revenue budget rollovers constitutes a key decision, notice of which was first published in the March 2016 Forward Plan.

Recommendations

2. EMT is requested to;

- (a) Consider, comment on and note the Council's provisional financial outturn position, together with the overview of Corporate Plan 2015-2020 achievements and performance against key performance indicators set out in the report and appendices **A-E attached**;
- (b) request Cabinet to approve the capital and revenue budget rollovers totalling £9,370,180 (including approval for £3,869,485 of revenue resource required to finance rephrased capital expenditure), as listed in **Appendices E(1) General Fund Revenue, E(2) HRA Revenue and E(3) Capital**, to be carried forward into the 2016-17 financial year, and
- (c) Approve the Strategic Risk Register at **Appendix F attached**.

Reasons for Recommendations

3. These recommendations are required to enable Cabinet to understand the organisation's financial position and performance. This contributes to the evidence base for the ongoing review of priorities and enables, where appropriate, redirection of resources to reflect emerging priorities and address areas of concern.
4. Rollovers are required to be submitted to Cabinet as, subject to approval, they will result in increases in 2016-17 budget estimates for specific, exceptional items that were originally included in the 2015-16 estimates but will now fall in 2016-17. Rolling over revenue and capital budgets will allow the re-phasing of specific expenditure into 2016-2017 as stated in the proposal forms, summarised in **Appendices E(1), E(2) and E(3) attached**.

5. 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.

Background

6. This is the final position statement for 2015/16, providing updates in respect of:
 - The financial position at 31 March 2016, showing the original budget for 2015/16, and variance between the working budgets and the provisional outturn;
 - The Corporate Plan 2015-2020, agreed by Council in February 2015;
 - Key Performance Indicators at 31 March 2016; endorsed by Cabinet in September 2015, and
 - The Strategic Risk Register.

Corporate Plan 2015-2020

7. The Corporate Plan 2015-2020 set out the following Vision for the Council:

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

8. We worked to attain our Vision through three Strategic Aims around the themes of Engagement, Partnerships and Well-being. Detailed commentary on achievements and outcomes against each of the 12 objectives, 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 a number of significant milestones during the year. For example, we:

- Launched an on-line form for benefits applications and a new public website;
- Completed major consultations on transport improvements schemes 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 modifications to our draft Local Development Plan within a challenging timescale, submitting modifications for Public Examination in March 2016
- Agreed ‘Primary Authority’ arrangements to provide regulatory support and advice to Aldi and John West Tuna Co.
- Introduced Key Account Management arrangements with major businesses and organisations in the district;
- Obtained the Gold Award of the Investors in People standard
- Resolved to grant planning permission for 3,500 homes and associated infrastructure at Northstowe (Phase 2); we have since received a planning application for 92 units from the first housebuilder seeking to develop the site.
- 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 and put in place a shared management team, which will save £140k per annum;
- Launched shared ICT, Building Control and Legal Services.

Key Performance Indicators (KPI)

9. Cabinet has endorsed 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 Outturn

11. This position statement is reporting on the variance between the 2015/16 working budgets and the provisional outturn at the end of March 2016. A summary is below; October 2015's figures are included for comparative purposes, with the HRA October 2015 position restated to reflect that a projected favourable capital variance directly impacts the use of revenue resources as funding*:

Projected / Provisional Outturn compared to Working Budget	October 2015		March 2016		Movement (Appendix C)
	Adverse (Favourable)				
	£	%	£	%	£
General Fund	(231,490)	(1.43)	(357,778)	(2.20)	(126,288)
Housing Revenue Account (HRA)*	(3,999,000)	(13.68)	(5,149,964)	(17.62)	(1,150,964)
Capital	(4,460,000)	(20.87)	(8,161,152)	(37.07)	(3,701,152)

12. The favourable variance in the provisional General Fund outturn as at March 2016 is mainly because of additional Planning Fee Income, which was higher than had previously been forecast. It should be noted that budget holders actively manage costs down, leading to favourable variances, either one-off in-year, or that continue to have an ongoing effect in future years. Services continue to be delivered and performance maintained, as described elsewhere in this report.

13. The Council delivered savings of £408,270 during 2015/2016. The resulting shortfall of £261,730 partially offset the favourable variance in respect of planning fee income. The overall target of £670,000 will be met and surpassed in a full year from 2016-2017, as shown in the table below and reflected in the current MTFS agreed by Council in February 2016.

Areas identified to meet additional income/savings target	Savings Target £	Savings in 2015-16 £	Full-year income / savings £
Single Shared Waste Service and other waste initiatives	125,000	125,000	125,000
Increased Planning Pre-App fee income	100,000	102,880	100,000
Supplies & Services procurement	50,000	50,000	50,000
Systems Contract Terminus Review *	25,000	0	0
Office Space Management	25,000	28,890	25,000
Shared Services / Commercialisation Programme **	50,000	0	150,000
Ermine Street Housing			250,000
Sub-total	375,000	306,770	700,000
Other income/savings to be identified	295,000		
Fuel savings in Refuse and Street Cleaning		100,000	100,000
Recruitment portal fee		1,500	1,500
Total	670,000	408,270	801,500

* It is now anticipated that savings previously expected from the Systems Contract Terminus Review will be delivered indirectly through the ICT shared service.

** Figures included within relevant portfolios.

14. The provisional HRA outturn is predominantly due to a reduced requirement for revenue funding of capital expenditure, which was £5,652,600 lower than estimated, due to:
- The need to re-profile expenditure in respect of new build activity, as schemes progress through the design, planning and delivery phases. The authority is developing a new build pipeline programme with the new Housing Development Agency, which should enable greater throughput of new build schemes should funding allow.
 - The need to reschedule expenditure in respect of the provision of existing homes, particularly in respect of a scheme in Gamlingay, where it has taken time to relocate residents and identify a scheme which the authority can afford to deliver on the site in light of the financial pressures facing the HRA at present.
 - Challenges faced in the delivery of improvements to the housing stock due to internal and contractor staffing capacity, coupled with a specialist contractor ceasing to trade part way through the year.

Any resources not utilised in 2015/16, or required to fund rollovers into 2016/17 have been transferred into HRA reserves, and will be available for reinvestment in future years, to offset some of the financial pressures currently facing the HRA.

15. The provisional Capital outturn relates to a combination of the Housing Capital spending that did not occur in the year, as identified above, combined with a number of General Fund capital schemes which were deferred or withdrawn in 2015/16. Investment in potential photovoltaic projects at the Cambourne offices is not anticipated to go forward as originally planned, grants for the provision of social housing were not awarded as anticipated in 2015/16, whilst investment in ICT has been deferred as a result of the introduction of the 3C ICT Shared Service to allow a consolidated approach to future ICT investment.
16. A summary position statement is provided at **Appendix C**. Significant items of variance against the working budget are listed in **Appendices D(1)** in respect of General Fund Revenue, **D(2)** in respect of HRA Revenue and **D(3)** for the Capital position for the authority as a whole.

Rollovers

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

“Rollover of unspent budget provision from the previous financial year to the current year will only be permitted in exceptional cases (excluding employees). A list of rollovers will be completed and reported for approval to the Finance (and Staffing) Portfolio Holder by 31 July each year. Rollovers may then only be used with the approval of the Section 151 Officer, approval being on an individual basis during the year, when the director/cost centre manager can demonstrate that the current year’s budget is fully spent/ committed and that there are no other sources of funding, including virement. Rollovers are for specific items and cannot be vired.”
18. The items in the 2015-16 budget, listed in **Appendices E(1), E(2) and E(3)**, were underspent at the end of the 2015-16 financial year, but the expenditure will now fall within 2016-17. If approved by the Finance and Staffing Portfolio Holder, the relevant estimate provisions will be rolled forward into 2016-17, only if, or when the S151 Officer is satisfied that the relevant 2016-17 budget has been fully committed. Each of these rollovers will have been approved by the relevant Director and Portfolio Holder before being presented to the Finance and Staffing Portfolio Holder.
19. The March 2016 provisional outturn figures need to be adjusted for rollovers requested. In addition to the rollover requests listed in **Appendices E(1), E(2) and E(3)**, which total £123,130 on General Fund revenue budgets, £3,968,345 on Housing Revenue Account revenue budgets (including £3,869,485 for revenue funding of capital rollovers) and £5,278,705 on the Capital Programme, Cabinet *is asked to note the following*:
 - (a) The 2015/16 Finance, Policy & Performance staffing budget was underspent by £127,000 (net of the cost of staff seconded from Cambridge City Council). The unused staffing budget will effectively have been returned to General Fund Reserves at the end of 2015/16 and the money is therefore available for Council use from 2016/17. The amount of the underspend is required to fund expected financial management system implementation costs in 2016/17. While not a rollover in the strict sense (unspent employee budgets cannot be rolled forward), it is considered appropriate to formally record it in this report.
 - (b) Following the implementation of the new 3C ICT Shared Service, there is a collective approach to streamlining ICT investment to generate shared

savings. Expenditure planned for 2015/16 has therefore prudently been deferred to ensure appropriate investment with our shared service partners. In addition, the Housing Management IT System will be fully re-tendered, as opposed to upgrading the existing application. This has resulted in £497,900 of expenditure not being incurred during 2015/16, of which £472,000 has been included as a rollover. The headline variances in 2015/16 were:

- £100k - Network Infrastructure Upgrade
- £ 35k - Windows Server Replacement
- £ 25k - Creation of 20TB Storage Array re Information at Work
- £180k - Replace VM Server Environment
- £ 20k - Active Directory Server Environment
- £ 20k - Wi-fi Network Expansion
- £ 92k - Replacement Housing Management System

20. The March 2016 provisional outturn figures need to be adjusted for rollovers and additional budget approvals requested. The table below shows the adjusted net March 2016 provisional outturn figures, taking rollover requests and the additional approval for finance system implementation costs into account:

Outturn compared to working budget	Provisional Outturn March 2016		Rollover requests and new approvals	Adjusted Outturn March 2016	
	£	%		£	£
General Fund	(357,778)	(2.20)	*250,130	(107,648)	(0.66)
Housing Revenue Account (HRA)	(5,149,964)	(17.62)	3,968,345	(1,181,619)	(4.04)
Capital	(8,161,152)	(37.07)	5,278,705	(2,882,447)	(13.09)

* Includes £127,000 additional approval request for finance system implementation costs

Income

21. 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(1)**.

	Budget 2015/16 £	Provisional Actual £	Variance £
Refuse Recycling – Credits	(660,000)	(745,817)	(85,817)
Trade Waste – Income	(635,000)	(677,447)	(42,447)
Paper Recycling – Credits	(384,000)	(345,368)	38,632
Development Control – Fees	(900,000)	(1,531,222)	(631,222)
Development Control - Pre-App Fees	(160,000)	(162,877)	(2,877)
Building Control – Fees	(340,000)	(307,116)	32,884
Land Charges – Fees	(297,360)	(293,337)	4,023
New Communities - Charges for Services	(195,000)	(83,159)	111,841
Taxi Licensing - Fees & Charges	(155,230)	(168,312)	(13,082)
Licences under Acts - Fees & Charges	(113,650)	(121,955)	(8,305)
Travellers Sites – Rents	(109,420)	(80,766)	28,654

Cambourne Offices – Rent	(60,000)	(88,891)	(28,891)
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Risk Management

22. The Strategic Risk Register has been updated for the new Cabinet Members and responsibilities and reviewed with the nominated officer risk owners and other members of EMT. Changes proposed to risk descriptions, control measures / sources of assurance, timescales to progress or likelihood / impact scores are highlighted in the draft Strategic Risk Register, attached as **Appendix F**. The draft Strategic Risk Matrix, attached as **Appendix G**, shows risk impact and likelihood scores in tabular form.

23. A particular risk to note is:

- **STR02, Consultation and Engagement.** It is proposed to re-designate this risk from the previous Equalities risk. This risk was originally included in the Register to reflect corporate governance concerns at the time around policy gaps in this area. Following the embedding of a corporate framework to enable the potential equality impacts of the Council's policies, both as an employer and service provider, to be proactively assessed, it is felt that the corporate risk has now reached a very low level.

It is recommended that the risk is re-designated to reflect the wider likelihood of key decisions being challenged on the grounds of insufficient or inadequate consultation, against which proactive equality impact assessment of policies and service delivery decisions provides an important mitigation.

24. EMT considered that following potential risk areas were reflected adequately in service and programme risk registers and therefore did not warrant inclusion in the Strategic Risk Register at this stage; Cabinet is invited to consider these recommendations:

- Increasing commercial / entrepreneurial working covering business planning, securing income / cost management, sales & marketing skills, commercial Terms & Conditions / contracts for commercial staff / ICT support for on-line transactions.
- ICT delivery risks to the Corporate Plan 2016-2021 Action D(v) 'Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them'.
- Personal and commercial cyber-security in a digital world.

25. 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

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

Financial

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

Risk Management

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

EU Referendum

29. The result of the EU Referendum is likely to have implications for the Council's finance, performance and risk projections. These will be taken into account as part of review processes for the Corporate Plan, MTFs and Strategic Risk Register.

Consultation responses (including from the Youth Council)

30. 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.
31. The comments of the cost centre managers and directors were requested on the financial position and projected out-turn. Council Action and Performance Indicator updates have been prepared in liaison with lead officers in each directorate.
32. Risk owners and members of EMT have been consulted regarding the draft Strategic Risk Register and Matrix and their responses have been reflected and incorporated where appropriate.

Effect on Strategic Aims

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

Background Papers: None

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APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER FOUR 2015-16 AND YEAR-END REVIEW

Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money			
Objective (1) - Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income			
Complete and evaluate pilot scheme	The pilot scheme is complete and an evaluation report, recommendations and future Business Plan reported to Cabinet in November 2015.	<p>Much-needed housing provided, with local families prioritised.</p> <p>Ermine Street Housing (ESH) has acquired 41 properties on the open market.</p> <p>During the course of the pilot, the Council received interest payments from the company providing returns over £100,000.</p>	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.
Use lessons learnt to inform business plans for consultation and agreement	<p>Since the business expansion decision in November ESH has continued to acquire additional properties to grow the portfolio and the position at 31 May 2016 was:</p> <ul style="list-style-type: none"> - 86 Acquired - 81 actual properties for rent - Four resold, one more on the market - 39 more in the pipeline <p>ESH has also commenced another 5 year arrangement with the MoD at Brampton and is</p>	<p>It is estimated that income stream for the Council for 2016-17 will be in the region of £250,000 in addition to the appreciation of the capital asset.</p> <p>The profits generated from the MOD deals and the sold properties will ensure that ESH continues as a viable concern without short term loans from the Council.</p>	Continue delivery of business plan in pursuance of Corporate Plan Action D(i) 'Take forward commercial activities such as Ermine Street Housing (our ethical lettings company).

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER FOUR 2015-16 AND YEAR-END REVIEW

Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	leasing 101 further properties, in addition to the 28 in Waterbeach and 14 in Bassingbourn.		
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	<p>Document and Space Management Review – 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 recruitment and selection.</p>	<p>Revised waste collection working arrangements launched in September 2014, have delivered annual ongoing savings of £400k and also reduced the number of bin lorries on the road and consequent emissions.</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>	The Corporate Plan 2016-2021 sets out a strategic objective to adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost.
Digital by Default business change project	<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>We have successfully integrated the meeting room bookings facility with Microsoft Outlook and launched an internal self-service facility for the Graphics Team.</p>	<p>622 benefits new claim forms and 219 change in circumstances forms were submitted between October 2015 – March 2016.</p> <p>The Housing Benefit calculator was used 247 times between 1 January – 31 March 2016.</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>
Customer Contact Service improvement	The service has introduced a number of key improvements this year, including:	The percentage of all calls handled increased from 76% in 2014 to 84%	There are a number of actions included in the improvement plan which will enable

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER FOUR 2015-16 AND YEAR-END REVIEW

Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
plan	<ul style="list-style-type: none"> Improved Corporate Induction to build awareness and relationships with the back office Additional back office support being provided by the Rents team. Call messages can now be recorded and uploaded to the system by members of the customer contact service management team e.g. to advise of green bin collection dates for December 2016-February 2016. Offering residents direct payment options without the need to speak to an advisor. Implementation of new dedicated specific service line for Rents to help monitor and manage customer expectations during peak demand. Introduction of electronic forms via our website for Benefits and issues relating to change of circumstances. Improved information is available on the website. 	<p>in 2015. Performance remained above 80% in January-February 2016 (monitoring periods 39-41), before slipping to 73% during period 42 (see Appendix B for commentary).</p>	<p>continuing improvement in the performance of the customer contact service to be sustained; these actions will be completed during the 2016/17 financial year. These include:</p> <ul style="list-style-type: none"> 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 e.g. new e-forms and automatic caller messages. 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. 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.
Development Control Improvement Programme	<p>A number of significant improvements have been implemented:</p> <ul style="list-style-type: none"> Review of resource and support arrangements and implemented a new structure for support staff. Transfer of duty planner service to an 	<p>Planning application fee income was £631k more than originally budgeted because of a number of large fees received.</p> <p>Pre-application fee income of £162k exceeded the £160k target.</p>	<p>Key elements of the next phases of the improvement programme include:</p> <ul style="list-style-type: none"> Introducing Development Delivery Agreements to take major developments from inception stage

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER FOUR 2015-16 AND YEAR-END REVIEW

Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>appointment system to help manage customer expectations, provide tracking of enquiries and reduce the number of lost and repeat calls.</p> <ul style="list-style-type: none"> • Permanent Head of Development Management in post. • Successful recruitment campaign to appoint five Planning Project Officers; a two-year training programme underway. • Process and system upgrades resulting in planning data moving to an external, 'cloud-based' solution and improved planning application workflow. • A simpler and more efficient Delegation scheme for planning applications. This should increase the percentage of delegated decisions from approximately 90% to 95% and assist Planning Committee in taking more strategic decisions. 	<p>The volume and size of applications has continued to impact determination performance during the year; however, recent signs of improvement have seen the percentage of householder applications determined within eight weeks increase from 57% in January to 70% in March 2016.</p>	<p>through to delivery.</p> <ul style="list-style-type: none"> • Review and improve departmental training and customer service procedures. • Complete closedown of out of time applications. • Implement the Planning Advisory Service's Quality Framework. <p>Stephen Kelly took up post as Shared Head of Planning and Economic Development (with Cambridge City Council) in June 2016.</p>
<p>Deliver Organisational and Member Development Strategies</p>	<p>We have completed the latest staff survey seeking feedback on learning and development. Very positive feedback was received from staff and some good ideas and suggestions submitted on how we can improve.</p> <p>Third tranche of Leadership Development</p>	<p>We achieved the Gold Standard of the Investors in People (IIP) accreditation.</p> <p>Staff surveys have been carried out over a range of themes including communication, job satisfaction, leadership and learning and</p>	<p>Corporate Plan 2016-2021 action D(iv) commits us to delivering 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.</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER FOUR 2015-16 AND YEAR-END REVIEW

Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>Programme completed – delegates undertook forward Action Learning projects exploring reward and recognition, remote working and employee protection. Recommendations were presented to EMT, several of which have been implemented. Discussions are now taking place to review and revise the programme in readiness for a new cohort of managers and aspiring managers</p> <p>As part of the Member Development Programme we carried out general induction for new Members, technical training for Members sitting on planning and licensing committees and briefings on major initiatives including Devolution and the City Deal.</p> <p>We have extended the coaching programme and now have three trainee Level 7 Executive coaches going through the programme. The internal coaching pool has proved to be successful and we are now considering joining the regional pool to extend experience.</p> <p>We have introduced measures to recruit and train HGV drivers to address the shortages across this sector.</p> <p>We have delivered a wide-ranging Corporate training programme including: safeguarding, IT Bitesize skills, performance and attendance management; managing your own career; project management and, financial awareness.</p>	<p>development, flexible working. Good response rates (circa 70%), although more needs to be done to encourage submissions from the Depot. Generally high levels of satisfaction from staff. Contributing factors to job satisfaction included management support, opportunities for training and development, flexible working and being able to achieve positive outcomes for customers.</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>Successful recruitment of trainee HGV drivers.</p>	<p>The Strategy and Action Plan has been updated to; reflect the council's ambition to achieve IIP Platinum status; reflect the Council's Vision; incorporate Member Development; employee feedback and, the emerging commercialisation agenda.</p>
<p>Publish a financial strategy for 2016-2021</p>	<p>Council agreed a revised Medium Term Financial Strategy (MTFS) in February 2016.</p>	<p>Subject to the approval of Rollovers, we achieved an underspend of 0.66% (£107,648) against the original General Fund</p>	<p>A revised draft MTFS for 2017-2022 will be submitted to Cabinet in November 2016.</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER FOUR 2015-16 AND YEAR-END REVIEW

Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
		estimate.	
Objective (3) Make the district an even more attractive place to do business			
<p>Complete implementation of SCDC 'Working with Business' Plan across the Council.</p>	<p>We have established an internal tasking and coordination 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 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 over 500 businesses on our register. Membership of the register enables businesses to access a variety of information around funding, support and promotion.</p>	<p>A consistent approach to enforcement crossing departmental and partner agency boundaries.</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 Local Enterprise Partnership.</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> <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>The Tasking & Coordination group will continue to meet monthly to identify and address corporate enforcement issues and will contribute to multi agency locality panel groups.</p>
Implement a joint	We carried out a pilot 'Business Hub'	Primary authority arrangements	The pilot Business Hub service was

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER FOUR 2015-16 AND YEAR-END REVIEW

Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
<p>“Business Support Hub” with Cambridgeshire County Council and partners</p>	<p>partnership with the County Council trading standards (Supporting Businesses and Communities) and Fire and Rescue Service, providing comprehensive and detailed regulatory advice and consultancy services to businesses.</p> <p>We are working with the Local Enterprise Partnership to ensure alignment with the ‘signpost2grow’ initiative.</p>	<p>have been agreed with Aldi and John West Tuna and Food Co.</p>	<p>completed in April 2016. We will build on key lessons from the pilot to explore the development of a commercial model for the service.</p> <p>Primary authority negotiations are underway with a further three national companies.</p>
<p>Continue targeted support for businesses in the rural economy.</p>	<p>We held a community pub event at The Plough, Shepreth. 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>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>We promoted 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.</p> <p>We have delivered a further series of Business Support workshops with Huntingdonshire District Council, procuring services of NWES, an Enterprise Agency with</p>	<p>District Place Profiles showed South Cambridgeshire continuing to perform strongly on all economic indicators.</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 and an increase in the number of public houses being nominated as ACVs in the district.</p> <p>77 businesses across SCDC and Huntingdonshire have so far attended the latest round of workshops. Feedback has</p>	<p>Corporate Plan 2016-2021 Action C (iv) commits us to continuing targeted support for the rural economy.</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 Council will continue to work in close partnership with ‘Connecting Cambridgeshire’ to achieve the best superfast broadband delivery for the District.</p>

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	<p>over 30 years' experience.</p> <p>Following engagement work with local businesses in Gamlingay, we facilitated specialist workshops aimed at helping businesses become part of local supply chains and set up local networks.</p>	<p>continued to be very positive; a recent delegate said 'I could not have asked for better help.'</p> <p>One of the businesses participating in the workshop programme has grown to employ 15 people.</p> <p>One hundred South 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 113,000 premises are now able to access high speed fibre broadband.</p>	
<p>Develop action plan for the Northstowe Economic Strategy.</p>	<p>The Northstowe Economic Strategy was submitted with the planning application for Phase 2, which the Joint Development Control Committee 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 approved by the Government in November 2015 and officially launched in April 2016. South Cambridgeshire sites make up three fifths of the Enterprise Zone: Cambourne Business Park, Northstowe and Cambridge Research Park.</p>		<p>Corporate Plan 2016-2021 Action C(iii) commits us to continuing to sell the South Cambs economic success story, influencing strategic partners in Government and Business, both nationally and internationally.</p> <p>Council officers are working in partnership</p>

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	<p>We have continued to participate in the London Stansted Cambridge Consortium (LSCC), which 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>with the Local Enterprise Partnership (LEP) and other stakeholders to develop governance, business and investment plans for the Enterprise Zone. A report will be submitted to Cabinet in July 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>DECC has further extended the Green Deal Communities funded project to install solid wall insulation to privately owned properties in Cambridgeshire, and through the cross-county project board we have continued to manage the programme and provide grants for works. With permission from DECC we have set up an additional project targeting fuel poverty, installing fully funded solid wall insulation and other energy saving measures for low income households.</p> <p>Training sessions have been held on the use of thermal imaging equipment to monitor residents' energy usage, 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; the group currently has 40 members. We are working with SPEP volunteers and in partnership with a local charity, Cambridge Carbon Footprint, to set up</p>	<p>As of 24 May 2016, 129 solid wall installations had been completed, with 48 in progress.</p> <p>Properties with installation complete benefitting 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 over 2,000 Council homes, cutting fuel bills for tenants by up to half.</p>	<p>Work towards final completion of both the solid wall insulation project and the fuel poverty project (October 2016).</p> <p>Continue to work with SPEP volunteers to set up Repair Café events.</p>

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	<p>networks of Repair Cafes north and south of Cambridge. The first Repair Café event will take place on 18 June at Histon.</p>		
<p>Community Assets Register</p>	<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>We produced a social media animation to explain about what qualifies as an ACV, and how the process works.</p>	<p>Seven assets were nominated by communities between 1 January – 31 March (all were initially accepted, although one was later refused following an internal review). Assets listed this year included 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>
<p>Implementation of the SCDC Localism Action Plan, including locality 'patch-based' working</p>	<p>Locality Development Officers for the district are in place and the Locality patch working model, aligned to partners' delivery arrangements, is now in operation.</p> <p>We have supported Melbourn, Meldreth, Shepreth, Foxton and Fowlmere to develop a Service Level Agreement governing joint youth work initiatives.</p>	<p>Examples of recent 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.</p> <p>We hosted the annual Community Awards celebration of individuals' outstanding contributions to their communities.</p>	<p>Corporate Plan 2016-2021 Objective C(iv) commits us to supporting 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.</p> <p>We are working with Hardwick and Gamlingay Parish Councils to provide mechanical sweeping equipment, and with Hardwick, Cambourne and Croydon to develop and implement community-led plans.</p>

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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.		<p>The Corporate Plan 2016-2021 sets out a strategic objective to 'Secure the delivery of a wide range of housing to meet the needs of existing and future communities.'</p> <p>A Housing Strategy Statement will be submitted to the Housing Portfolio Holder for agreement in September 2016, setting out key policy challenges for the next five years.</p>
Deliver actions from the New Build Strategy 2015-16 and prepare updated Strategy for adoption in 2016	<p>We have taken handover of 20 new council homes at Swavesey in May 2016 as well as a further four Council new build in Linton. We are now on site with 15 new homes for affordable rent in Foxton and expect completion on these by Christmas 2016.</p> <p>We have funds available through the existing HRA committed programme for one large or</p>	The keys to a total of 39 new affordable council homes will be handed over to new occupants in 2016.	<p>Corporate Plan 2016-2021 Action B(ii) commits us to 'increase the range of housing and tenure options for residents, including Right to Build and Starter Homes.'</p> <p>Further schemes within the SCDC New Build Strategy will be difficult to finance following the Government's cut in social rents and at this stage are unlikely to</p>

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	<p>two smaller additional exception site/ windfall site schemes. An offer on 8 new council homes has been accepted by the developer (STC and STP) and we are seeking a further opportunity. We are about to submit a planning application to redevelop a non-traditional property site to create five new homes and we are looking to redevelop a site at Gamlingay to provide a further 14 new council homes, including some shared ownership housing.</p> <p>Work continues to develop a joint Housing Development Agency (HDA) with the City, South Cambs and County Council to bring together land in public ownership, expertise in delivering and managing housing and the skills needed to secure investment. The HDA is working on eight County owned sites, as well as a programme of HRA and General Fund sites. The HDA Managing Director is in post (April 2016) and the staff team is now working together to create and present an updated business plan for approval. The H DA is part of the joint offer the councils are making on devolution in respect of driving additional housing in the districts.</p>		<p>progress as planned. However a further income stream has been identified through the Self/Custom Build service hub business case. One key element of this is the sale of HRA owned land plots to facilitate our legal requirement to hold and promote a Land Register to energise self build. The receipt will go into the HRA and fund new build housing affordable schemes at 70% funding HRA receipt and 30% right to buy receipt. This should by year 3 finance additional 20-30 new affordable council homes per year.</p> <p>A business case to promote self-build and custom build and making a sub-regional self-build/custom build offer to other local authorities has been recommended to Cabinet by EMT and will be presented to Cabinet in July 2016. A regional manager is being recruited and a project officer is expected to follow.</p>
<p>Provide and refurbish Gypsy and Traveller sites</p>	<p>A revised Gypsy and Traveller Accommodation Needs Assessment has been prepared – see Objective (11) below.</p>	<p>Refurbishment work at the Whaddon site is complete.</p>	<p>Negotiations with the landowner for an additional site were unsuccessful; however, we have employed a new officer to a Gypsy and Traveller role within the Affordable</p>

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			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 implementation programme	<p>Significant progress has been made with the development stages of City Deal transport, housing and skills workstreams during the year, including:</p> <ul style="list-style-type: none"> • Consultations on transport infrastructure improvements options: A428/A1303 bus priority, Chisholm Trail cycle route, Histon Road and Milton Road bus priorities, M11 western corridor (initial options). • Establishment of Housing Development Agency (HDA) to pool City Deal partners' skills and resources to deliver 4,000 new homes. • Skills service 'Form the Future' launched in September 2015. • Exploration of 'Smart Cambridge' solutions such better travel planning tools and digital screens for visitors, making better use of data to improve people's daily lives <p>Following extensive negotiations with</p>	The Cambridge Promotions Agency has handled over 100 enquiries. Evidence shows at least 12 direct investments as a result, as well as a number of 'heads of terms' with start-ups and direct corporate collaborations with universities.	<p>Corporate Plan 2016-2021 Objective C(i) commits us to 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.</p> <p>During 2016, the City Deal will move from consultation and planning to on the ground practicalities, including:</p> <ul style="list-style-type: none"> - Selection of preferred options for improvements to the A428/M11 corridor; - Submission of planning application for Chisholm Trail cycle link and construction of other cross-city cycle improvements - Approval and delivery of Business Plan for the HDA, identifying specific schemes - Complete the £300k first stage 'smart technology city management platform' for Greater Cambridge.

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	<p>government, a deal for the devolution of central powers and responsibilities to East Anglia was announced. Local partners, including the County Council, agreed that these proposals were not acceptable, consequently a revision has been put forward for a Cambridgeshire and Peterborough Combined Authority with a directly-elected Mayor.</p>		<p>Further development work will include:</p> <ul style="list-style-type: none"> - Public consultation on the A1307 corridor transport improvement proposals (16 June – 1 August), - Assessment of ‘Tranche 2’ infrastructure investment options (for deliver between 2020-2025) - Award of contract to deliver a payment by results mechanism where Greater Cambridge is rewarded for prioritising and investing in projects that deliver the greatest economic benefit over 15 years. <p>The main features of the revised Devolution deal include £20 million per year for 30 years to support economic growth, local infrastructure development and jobs, and £170 million for affordable housing.. Council and Cabinet will consider the deal and agree a response to Government on 28 June 2016.</p>
<p>Implement, monitor and review shared ICT, Building Control and Legal Services.</p>	<p>Shared ICT, Building Control and Legal Services, branded as 3C Shared Services, commenced on 1 October 2015. Full Business Plans for 2016/17 are in place.</p> <p>A case management system for the shared</p>	<p>A shared ICT management team is now in place following successful recruitment from within the three councils.</p> <p>A Head of Legal Practice, Principal</p>	<p>A new single service desk system was launched on 22 June 2016. Other ICT priorities include the development of a service catalogue outlining key functions available to partners, a new resource booking system, 3C partnership website</p>

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	<p>legal service is in place, with training being carried out.</p> <p>Building Control teams are now working from office hubs in Cambridge and Huntingdon. Recruitment for a permanent Building Control Manager is underway.</p>	<p>Lawyer and Business Support Manager have been appointed.</p> <p>A Technical Support Manager for Building Control is in post.</p>	<p>and server room consolidation to reduce five data centres to two.</p> <p>Recruitment will take place to the remaining Principal Lawyer posts, and consultation on the final tier of the Shared Legal Practice. The 'Go Live' date for the final structure will be 1 September 2016. .</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 have launched a shared waste service with Cambridge City Council (see item (8) below).</p> <p>Cabinet agreed to make the interim arrangements of sharing the Head of Finance and other housing finance staff 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 	<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 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>Corporate Plan 2016-2021 Action D(iii) commits us to placing greater emphasis on sharing services and information to improve resilience and customer service whilst reducing costs.</p> <p>The successful delivery of this objective will be crucial to delivering ongoing MTFS savings targets.</p> <p>Continue to implement the shared waste service with 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. We have selected a</p>

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	<ul style="list-style-type: none"> - 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>		preferred supplier following procurement and have begun the implementation phase.
Agree accommodation strategy for South Cambs Hall	<p>During the year, we successfully completed space management reviews in the Finance, Revenues and Benefits teams, enabling more efficient use of space and creating additional 'hot-desking' capacity.</p> <p>The Shared Services Partnership Board has agreed accommodation principles setting staff:desks ratios for our offices and identifying which services should be located where.</p> <p>Modernised MFD printer/photocopiers were successfully introduced at South Cambridgeshire Hall. These have immediately improved flexibility and information security and are projected to reduce costs.</p>	Existing partnership office space rental agreements are generating income and reducing overheads for the Council whilst improving collaboration between partners.	<p>Detailed business cases and project plans for strategic accommodation options will be brought forward in alignment with the shared services, and individual partners', transformation programmes.</p> <p>We will review business benefits arising from the installation of new MFD devices.</p>
Objective (7) Move to a commercial approach to service delivery			
Deliver commercialisation programme	EMT approved business cases for six commercialisation projects:	Increased Trade Waste income and surplus – see below.	The Corporate Plan 2016-2021 Action D(i) commits us to taking forward commercial activities. The success of such initiatives will be crucial to delivering MTFS savings
Review current commercial activities	<ul style="list-style-type: none"> - Business Hub: see objective (3) above 		

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<p>and skills.</p> <p>Invest in further developing commercial skills.</p>	<ul style="list-style-type: none"> - In-house enforcement agents: Two staff members have become Certified Bailiffs. Preparatory work completed to a point where we can start to identify cases and send the first Notice of Enforcement to debtors. - 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>targets.</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>The SCDC commercial collection service continued to demonstrate modest year-on-year growth.</p> <p>The buildings blocks are in place for closer integration between the SCDC and City Council commercial services.</p>	<p>The SCDC trade waste collection service delivered a reasonable return in 2015/16 and provided a surplus to support other important SCDC services.</p>	<p>For 2016/17 the focus is on securing efficiencies, and improving operating surpluses, from the two councils trade waste services working together. This includes better use of vehicles on a cross-border basis, marketing interventions, sharing staff experience and capacity, and customer support.</p>

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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>The co-location of the two councils' vehicle fleets and staff at Waterbeach became effective on 9th November 2016.</p> <p>The senior management team for the Single Shared Waste Service (SSWS) was finalised with the Head of Waste Resources (in post Feb 2016) and the Operations Manager, and Policy, Change & Innovation Manager (in post July 2015).</p>	<p>Creation of a shared management team saved £120k in 2015/16.</p> <p>On target to achieve further savings of £300k in 2016/17 and again in 2017/18.</p> <p>Sharing experience, resources and capacity improved service resilience.</p>	<p>Continue delivery of the Single Shared Waste Service Programme and achieve full service integration and savings by October 2017. This includes: -</p> <ul style="list-style-type: none"> • Modelling cross-boundary working. • Restructure of Operations Management and the Policy Team. <p>The SSWS has been awarded around £40k to explore service issues and consistency.</p>
Work with partners to ensure 65% or more of the waste we collect in your bins is diverted from landfill.	<p>The SCDC recycling rate (57%) is a major contribution towards meeting this target. Higher landfill diversion requires closer working with Cambridgeshire County Council (CCC) in its role as the Waste Disposal Authority.</p> <p>Note: As CCC does not have access to energy from waste, as many other counties do, achieving 60%+ is extremely challenging. Counties with access to a combination of recycling and energy from waste often achieve diversion from landfill of 90%+ whilst ensuring recycling is their primary treatment option.</p>	<p>SCDC continued to achieve top quartile recycling performance comparable to all other Waste Collection Authorities in England.</p> <p>SCDC has exceeded the national target of 50% recycling by 2020 several years early.</p>	<p>Corporate Plan 2016-2021 Action D(ii) commits us to reducing black-bin rubbish and increasing income from selling recycled blue-bin waste and paper to keep Council Tax low and reduce waste disposal costs.</p> <p>Recycling performance for England as a whole has plateaued for some years around 44% and may actually decrease. As performance is based on mass, the following combination of factors nationally may impact locally, including:</p> <ul style="list-style-type: none"> • light-weighting of packaging products; • changes in packaging materials from

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			glass to plastic; <ul style="list-style-type: none"> seasonal impacts e.g. an especially wet or dry summer may reduce garden waste arising.
AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents			
Objective (9) Work with GPs and partners to link health services and to improve the health of our communities			
Continue to deliver Community Transport initiatives	We trialled a Bikebus scheme to encourage visits to local attractions by public transport. The pilot concluded in March 2016.	In the last year, car schemes in the district made 30,000 journeys possible for local people, travelling over 215,000 miles. Since 2012, the number of journeys made by community car schemes has increased by 20 per cent. There are currently 55 car scheme co-ordinators running 28 schemes across the district and 337 volunteer drivers.	Corporate Plan 2016-2021 objective C (Connected Communities) commits us to work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity. We are working with Hauxton Parish Council to progress plans for a shuttle bus service between Hauxton Meadows and the Park and Ride service.
Work with GPs and the Local Health Partnership to begin implementation of the SCDC Health & Well-being Plan.	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. All 20 GP surgeries in the district have been	Around 5,000 people took part in a wide range of free activities at the 2015 Parklife event. 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.	Corporate Plan Objective A (Living Well) commits us to supporting our communities to remain in good health whilst continuing to protect the natural and built environment. Produce Annual Report for Active and Healthy 4 Life scheme. Deliver Healthy New Town initiative at Northstowe. Plan and deliver Parklife 2016, our free

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	<p>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 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 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>We have awarded elite athlete funding to 16 individuals totalling £10,050.</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 with disabilities.</p>	<p>family fun day and sporting festival.</p>
<p>Begin implementation of the SCDC Ageing Well and Children, Young People & Families plans.</p>	<p>Youth councillors used an engagement event to provide input into the Council's draft Corporate Plan.</p> <p>The Youth Council participated in a consultation by UK Power Networks.</p> <p>The lead provider contract for older people's</p>	<p>The Our Youth Council 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</p>	<p>Corporate Plan Objective A (Living Well) commits us to supporting our communities to remain in good health whilst continuing to protect the natural and built environment.</p>

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	<p>services in the county has been terminated. We await briefings on the next steps from the Clinical Commissioning Group (CCG).</p> <p>SCDC has worked with the Cambridgeshire Celebrates Age organisation to produce listings of regular activities available for older people in the district.</p>	<p>of Commons.</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 taken forward as part of Corporate Plan 2016-2021 objectives.</p> <p>Youth Council input into the 'Stress Less' campaign led to some councillors volunteering as school champions.</p>	
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			
<p>Continuously monitor the impact of the government's welfare reform programme</p> <p>Implement Universal Credit and plan for the possible requirement to amend the Local Council Tax Support Scheme</p>	<p>Council agreed to retain the current LCTS scheme at its meeting in January 2016.</p> <p>The Housing and Benefits teams have continued to analyse the implications for the council and its customers of the Welfare Bill, and subsequent announcements arising from</p>	<p>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.</p>	<p>Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be affordable.</p> <p>Implementation of the revised Benefits Cap is anticipated in Autumn 2016 and Pay to Stay from 2017. Pay to Stay is likely to have</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER FOUR 2015-16 AND YEAR-END REVIEW

Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
(LCTS) for 2016/17	<p>the Government’s financial settlement.</p> <p>Universal Credit (UC) was implemented for working age residents from the end of February 2016. Implementation is presently restricted to job-seeking single claimants and couples without children, consequently only a limited number of residents are currently affected. It remains unclear as to the date UC will be fully implemented.</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 surpassed its targets again for rent and Council Tax collection during the year – see Appendix B for details.</p>	<p>the largest implications for SCDC residents due to higher employment rates, wage levels and market housing rents in the district.</p> <p>Corporate Plan 2016-2021 Objectives B(v) and (vi) commit us to finding solutions for people facing homelessness, and to securing a viable future programme for our Council homes.</p>
<p>Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14</p>			
<p>Work with development partners to ensure delivery of major developments and A14, A428 and other transport improvements:</p>			
Northstowe Phase 1	<p>Bloor Homes is the first housebuilder at Northstowe after an agreement was confirmed with developers Gallagher Estates. A planning application for the 92-home site has been received, and consultation underway.</p>		<p>Corporate Plan 2016-2021 objective B(i) commits us to influencing developers to increase the pace of housing and infrastructure construction, including the delivery of affordable housing.</p> <p>Subject to planning permission, building work on the 92-home site could start in Autumn 2016, with the first residents moving in during 2017.</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>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER FOUR 2015-16 AND YEAR-END REVIEW

Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
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.		We will issue a planning consent for the Phase 2 development following the conclusion of negotiations around the inclusion of starter homes within the proposal.
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 Meadows site within South Cambridgeshire is underway. Walking and cycling routes are in place across the southern fringe sites.</p> <p>The Joint Development Control Committee delegated authority to officers to approve the outline planning application for 1,300 homes on 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>Construction of the new Chesterton Interchange Station has begun.</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 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 Autumn 2016.</p> <p>Continue pre-application discussions regarding the Waterbeach and Bourn Airfield sites, prior to the submission of planning applications.</p>
Continue to progress the	We carried out extensive additional work and	869 net additional dwellings were	Corporate Plan 2016-2021 objective B(iii)

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Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
Local Plan to adoption	<p>consultation (over 1,000 responses were received) on a series of limited modifications to the Local Plan, in response to feedback from the Inspector. Council subsequently approved proposed modifications, which have been submitted to the Examination.</p> <p>A range of actions have been undertaken to 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. This includes obtaining legal advice regarding weight that can be given to plan policies.</p> <p>Following an Issues and Options consultation for the future development of the Cambridge Northern Fringe (East) site, we are developing an Area Action Plan for an employment-led, mixed-use neighbourhood.</p>	completed over the last monitoring period (2014-2015).	<p>commits us to progressing the Local Plan to adoption.</p> <p>Joint Local Plan examination hearings for SCDC and Cambridge City recommenced on 7 June 2016 and will run until 14 September 2016. Further hearings are likely to follow and the final Plan unlikely to be ready for adoption until late 2017.</p> <p>A revised new Gypsy and Travellers Accommodation Needs Assessment has been commissioned with adjoining authorities; it will be completed later in 2016.</p>
A14 and A428 upgrades	<p>The Secretary of State has granted development consent for the A14 Cambridge to Huntingdon Improvement Scheme.</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</p>		<p>Corporate Plan 2016-2021 objective C(ii) commits us to bringing forward strategic transport improvements.</p> <p>The A14 improvement scheme will open to traffic in 2020. SCDC has committed a £5 million to the upgrade as part of an overall contribution of £100 million by local partners.</p>

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Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>2020. 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>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>Cabinet has increased of the strategic risk around homelessness and the cost of temporary accommodation materialising due to concerns that mitigation measures in place have been undermined by government policy.</p> <p>We participated in a 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>At 31 March 2016, there were 55 households in temporary accommodation and 26 cases of successful homeless prevention. A total of 150 successful preventions were achieved through the year.</p> <p>Expenditure on B&B totalled £4,481 for the final quarter of 2015-2016, with an estimated annual spend of £20K</p>	<p>The Corporate Plan 2016-2021 Action B(v) commits us to finding solutions for people facing homelessness.</p> <p>Review the Homelessness 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> <p>A project has been initiated to identify different work strands and will be led by the Heads of Housing Advice and Options.</p>

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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
	ES403 - % satisfaction with environmental quality	
CCS302 - % first time resolutions	ES404 - % household waste diverted from landfill	AH201 - Number of households helped to prevent homelessness
CCS303 - % calls to contact centre not abandoned		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 4			Previous period result (RAG)	Lead Officer	Points of note
				Jan	Feb	Mar			
Finance and Staffing Portfolio - Simon Edwards									
FS101 - % General Fund variance (C,L)		3	4			-0.7	G	John Garnham	Variance at Jan and Feb unavailable. Favourable variance mainly due to greater than anticipated Planning Fee income.
FS102 - % rent collected	Jan	97.3	87.6	98.5	98.8	98.9	G	Katie Brown	2015/16 collection rates have been consistently higher than those in 2014/15.
	Feb	97.9	88.2						
	Mar	98	90						
FS104 - % NNDR collected (C)	Jan	98.1	88.3	95.5	98.4	99.4	A	Katie Brown	Year-end performance is +0.6% on last year. Performance has been amber until March due to greater payment spread following introduction of 12 monthly payment. 16/17 in-year target and intervention levels have been adjusted to account for this.
	Feb	98.5	88.7						
	Mar	99	90						
FS105 - % Council Tax collected (C)	Jan	97.8	88	98.1	99.2	99.4	G	Katie Brown	Year-end performance is +1.5% on last year, during which SCDC achieved highest rates regionally and 5th highest nationally.
	Feb	98.6	88.7						
	Mar	99.1	90						
FS106 - % HRA variance (C,L)		3	4			-4.0	G	John Garnham	Jan and Feb unavailable. Variance is due to maintenance and improvement works being deferred for various reasons.
FS107 - % Capital variance (C,L)		3	4			-13.1	G	John Garnham	Variance at Jan and Feb unavailable. Variance due to Housing Capital spending that did not occur for uncontrollable reasons.
FS108 - % invoices paid in 10 days		80	70	72.7	81.1	83.1	A	Sally Smart	Performance has been largely amber in 15/16, with improvement at year-end. Local PIs have been introduced for 16/17 breaking down by Directorate to allow improved monitoring.

Appendix B - Key Performance Information

KPI reference and description (C) = Cumulative (L) =Low is good	T&I Period	Target	Intervention	Quarter 4			Previous period RAG	Lead Officer	Points of note
				Jan	Feb	Mar			
FS109 - % invoices paid in 30 days		98.5	96.5	97.3	99.4	98.2	A	Sally Smart	See comment re FS108 on previous page.
FS110 - Staff sickness days per employee (C,L)		7	10	8.8			A	Susan Gardner Craig	The total number of staff sickness days per FTE in 15/16 was 1 day higher than in 2014/15. Sickness levels have been consistently amber throughout the year. Local PIs breaking down sickness by Directorate to be introduced for 16/17.
FS111 - % Staff turnover (C,L)		10	15	11.8			A	Susan Gardner Craig	A reduction in staff turnover during Q4 (2%) compared within Q3 (3.4%) has ensured that staff turnover remains firmly within intervention and is not seen to be cause for major concern.
FS112 - Days to process new HB and CTS claims (L)		20	27	19	12	9	A	Dawn Graham	Whilst improvement since Q1 and 2 conforms with the usual trend of reduced times towards year-end, Q4 figures are particularly strong, comparing with 28 (new claims) and 13 (change events) days in March 15/16 . Figures have been assisted by 3 Revenues and Benefits roles becoming increasingly established and broad efficiencies as a result of E-forms.
FS113 - Days to process HB and CTS change events (L)		10	15	11	7	7	R	Dawn Graham	
FS114 - HB overpayments recovered as % of recoverable overpayments created		100	80	95	100	115	A	Dawn Graham	Impacted throughout the year by high overpayment creation due to growing historic change events through 'Real-time Information' from HMRC. Whilst overpayment creation has increased, use of fixed recovery rates continue in the main. Relegated to Local PI for 16/17 - not a key indicator of performance.
FS115 - % Sundry (other) Debts in arrears (L)	Jan	13.7	23.1	9.3	5.7	2.5	G	Katie Brown	Performance has remained green throughout most of the year indicating effective Sundry Debt collection.
	Feb	9.4	16.6						
	Mar	5	10						
Housing Portfolio - Mark Howell / Lynda Harford									
AH201 - Number of households helped to prevent homelessness (C)	Year end	200	180	150			R	Sue Carter / Heather Wood	Target and intervention increased after high 14/15 results. 15/16 results are lower due to transition from the Homefinder Scheme to the Single Homeless Service and difficulties accessing private rent market. Had target not changed, performance would be green. 16/17 target has been set based on the anticipation of continuing difficulties.

Appendix B - Key Performance Information

KPI reference and description (C) = Cumulative (L) = Low is good	T&I Period	Target	Intervention	Quarter 4			Previous period RAG	Lead Officer	Points of note	
				Jan	Feb	Mar				
AH203 - Households in temporary accom. (L)		50	60	55			A	Sue Carter	Amber throughout most of the year. High rents and welfare reform create on-going challenges for Homeless Prevention.	
AH204 - % satisfaction with responsive repairs		95	90	97			G	Anita Goddard	Green throughout 15/16. Target and Intervention increase for 16/17 to 97 and 92 in line with revised Mears targets.	
AH205 - Ave. General Needs re-let days (L)		17	25	15	16	16	G	Anita Goddard	Green throughout 15/16. Target has decreased to 17 for 16/17.	
AH206 - Council new-build homes started on site	Year End	35	25	35			G	Julie Fletcher	15 started in Foxton in Q4. This KPI is being discontinued for 16/17 due to reduced ability to invest in new-build council homes.	
AH207 - Affordable homes started on exception sites	Year End	61	50	63			A	Julie Fletcher	This KPI will be replaced by a new Housing Development PI for 16/17 - details to be confirmed in time for first 16/17 report.	
Corporate and Customer Services Portfolio - Peter Topping / Mick Martin										
CCS302 - % first time resolutions		80	70	4-weekly Period				G	Dawn Graham	High period 42 call volumes (+3254 on period 41) resulting from year-end events and elections, were planned for through magazine articles aimed at reducing calls and back office support; however, performance dropped, with call numbers exacerbated by staff vacancies and school holidays falling over year-end, meaning some staff leave. Whilst performance dropped compared to rest of 15/16, 5% fewer calls were abandoned than last year, despite comparable call numbers. A review of lessons learned from 15/16 will take place as part of the CC improvement plan whilst work continues towards digital by default and call reduction.
				39	40	41	42			
				83	83	83	79			
CCS303 - % contact centre calls not abandoned		85	80	81	82	83	73	G	Dawn Graham	
Ave. call answer time in place of unavailable CCS304 (% of calls answered within 2 minutes)				2.51	3.06	2.47	5.03		Dawn Graham	
Environmental Services Portfolio - Mick Martin / Mark Howell										
ES401 - % satisfaction with regulation service		90	80	90			A	Myles Bebbington	26 of 29 indicated satisfaction in Q4. There was a reduction in responses from previous quarters - to be monitored.	
ES402 - % satisfaction with waste services		90	80	82			A	Paul Quigley	1818 waste and 558 environmental responses received - an increase on 14/15. We are working with the Shared Waste Service to identify priority actions to address concerns and improve satisfaction. 57% saw dog fouling, 53% litter and 34% fly tipping as issues.	
ES403 - % satisfaction with environmental quality		85	75	75			A	Paul Quigley		
ES404 - % household waste sent for reuse, recycling and composting		58	56	58.8	57.9	56.7	A	Paul Vanston	Reduced green waste during the winter resulted in lower cumulative percentage at year-end. Performance for the year as a whole remains top quartile compared to all English councils.	

Appendix B - Key Performance Information

KPI reference and description (C) = Cumulative (L) =Low is good	T&I Period	Target	Intervention	Quarter 4			Previous period RAG	Lead Officer	Points of note
				Jan	Feb	Mar			
ES406 - % major non-compliances resolved (rolling year)		90	80	84			R	Myles Bebbington	Q4 figures have recovered from the drop below intervention seen in Q3, and show that 31 Major non-compliances were raised and 5 were still to be resolved by end of the quarter 4 rolling year period (01 April 2015 - 31 March 2016).
ES407 - Missed bins per 100,000 (L)		50	55	113.4	77.2	82.3	R	Paul Vanston	82 per 100,000 equates to 99.92% collected on time. Indicator has been adjusted for 16/17 to better represent the effectiveness of service delivery; we will report the '% of all bins collected on due date.'
Planning Portfolio - Robert Turner									
PNC501 - % 'Major' applications determined within 13 wks or PPA term		60	50	20	0	33	R	Julie Baird	<p>Figures continue to be impacted by the large backlog that developed as a result of recruitment difficulties. A number of measures have been introduced to support quality and timely decisions, including case management meetings and validations being undertaken by TSOs. Validation training has been time consuming, but this is almost complete and should have a positive impact in the long term. A backlog team is also in place, with weekly targets being set and 50 applications a month being completed. It is anticipated that the backlog will be completed by Sept and management are confident that 2016/17 will see marked a improvement on performance.</p> <p>No Major Major applications were determined during January.</p> <p>No Jan and Feb results due to transition to new arrangements for distribution of surveys. Responses have increased since March.</p>
PNC502 - % 'Minor' applications determined in 8 wks or within PPA term		65	55	49	45	88	R	Julie Baird	
PNC503 - % 'Other' applications determined in 8 wks or within PPA term		80	70	50	57	83	R	Julie Baird	
PNC504 - % 'Major major' applications determined in 16 wks or within PPA term		60	50		50	33	R	Julie Baird	
PNC505 - % satisfaction with P&NC		70	60			76	A	Julie Baird	
PNC506 - % appeals allowed against refusal of planning permission (L)		35	45	41			G	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 £	Outturn (Favourable) / Adverse Variance Compared to Working Budget £	Movement from Previous Month's Position £	Rollovers and New Approvals Requested £	Resulting (Favourable) / Adverse Variance Compared to Working Budget £	Key to Significant Variance Explanations (Appendix D)		
General Fund											
Portfolio											
±	(8,000)		Leader	425,910	432,290	378,083	(54,207)	(46,207)	0	(54,207)	A
	30,000		Finance & Staffing	2,474,360	2,690,660	3,105,092	414,432	384,432	127,000	541,432	A, B
	(158,400)		Corporate & Customer Services	1,911,060	1,917,690	2,040,373	122,683	281,083	0	122,683	A
	0		Economic Development	183,150	181,300	144,239	(37,061)	(37,061)	0	(37,061)	A
	(171,690)		Environmental Services	6,179,610	6,037,630	5,515,600	(522,030)	(350,340)	0	(522,030)	A, C
	(23,000)		Housing (General Fund)	1,305,760	1,285,670	1,524,670	239,000	262,000	0	239,000	A, D
	(625,200)		Planning	2,875,290	2,873,360	1,388,968	(1,484,392)	(859,192)	123,130	(1,361,262)	A, E
	147,500		Strategic Planning & Transport	672,910	646,150	728,733	82,583	(64,917)	0	82,583	A, F
			Un-Allocated								
	(47,700)		Other	1,781,240	1,735,240	1,782,461	47,221	94,921	0	47,221	G
	724,500		Savings	(1,120,000)	(970,000)	(106,475)	863,525	139,025	0	863,525	A, H
	(131,990)		Total	16,689,290	16,829,990	16,501,744	(328,246)	(196,256)	250,130	(78,116)	
	(99,500)		Interest on Balances	(590,500)	(590,500)	(620,032)	(29,532)	69,968	0	(29,532)	I
	(231,490)		Net District Council General Fund Expenditure	16,098,790	16,239,490	15,881,712	(357,778)	(126,288)	250,130	(107,648)	
Funding											
	0		Council Tax	(7,478,550)	(7,478,550)	(7,478,551)	(1)	(1)	0	(1)	
	0		Retained Business Rates	(3,462,350)	(3,462,350)	(4,019,645)	(557,295)	(557,295)	0	(557,295)	J
	0		Revenue Support Grant	(1,829,920)	(1,829,920)	(1,801,508)	28,412	28,412	0	28,412	
	0		New Homes Bonus	(4,154,400)	(4,154,400)	(4,215,896)	(61,496)	(61,496)	0	(61,496)	
	0		Collection Fund Surplu[s]/Deficit[s]	1,299,540	1,299,540	1,299,544	4	4	0	4	
	0		Funding Total	(15,625,680)	(15,625,680)	(16,216,056)	(590,376)	(590,376)	0	(590,376)	
	(231,490)		Appropriation to/(from) General Fund Balance	(473,110)	(613,810)	334,344	(948,154)	(716,664)	250,130	(698,024)	
Usable Reserves (at year end)											
			31 March 2015			31 March 2016					
			General Fund	(10,253,227)		(10,587,571)					
			Earmarked Reserves	(5,721,753)		(10,144,251)				K	

Previously Reported (Favourable)/ Adverse Variance Compared to Original Estimate £		Original Budget 2015/16 £	Working Budget 2015/16 £	Actual Income & Expenditure £	Outturn (Favourable) / Adverse Variance Compared to Working Budget £	Movement from Previous Month's Position £	Rollovers and New Approvals Requested £	Resulting (Favourable) / Adverse Variance Compared to Working Budget £	Key to Significant Variance Explanations (Appendix D)
	Housing Revenue Account								
0	Housing Repairs - Revenue	4,145,200	4,145,200	3,641,344	(503,856)	(503,856)	0	(503,856)	A, L
0	Sheltered Housing	477,640	461,530	418,297	(43,233)	(43,233)	0	(43,233)	A
(150,000)	Administration	3,441,120	3,399,920	2,952,373	(447,547)	(297,547)	17,500	(430,047)	A, M
0	Other Alarm Systems	3,360	1,150	0	(1,150)	(1,150)	0	(1,150)	
0	Flats - Communal Areas	44,040	43,300	60,237	16,937	16,937	0	16,937	A
0	Outdoor Maintenance	99,930	99,060	86,457	(12,603)	(12,603)	31,360	18,757	A
0	Sewage	2,580	2,500	23,352	20,852	20,852	0	20,852	A
(20,000)	Tenant Participation	378,500	375,440	282,809	(92,631)	(72,631)	50,000	(42,631)	A, N
0	Reprovision & New Homes Programme	155,790	154,390	103,726	(50,664)	(50,664)	0	(50,664)	A
(3,949,000) *	Other [including Transfer to Reserves & Capital Charges]	20,476,720	20,542,390	16,501,920	(4,040,470)	(91,470)	3,869,485	(170,985)	O
120,000	Income	(28,970,000)	(28,970,000)	(28,965,599)	4,401	(115,599)	0	4,401	
(3,999,000)	Housing Revenue Account Total	254,880	254,880	(4,895,084)	(5,149,964)	(1,150,964)	3,968,345	(1,181,619)	

* Restated to reflect that projected favourable capital variance directly impacts the use of revenue resources as funding

Projected (Under)/ Over Spend Compared to Original Estimate £	HRA Working Balance	31 March 2015		31 March 2016		Movement from Previous Month's Position £	Rollovers and New Approvals Requested £	Resulting (Favourable) / Adverse Variance Compared to Working Budget £	Key to Significant Variance Explanations (Appendix D)
		Original Budget 2015/16 £	Working Budget 2015/16 £	Actual Income & Expenditure £	Projected (Under)/ Over Spend Compared to Working Budget £				
	Capital								
	Capital Expenditure								
	HRA Capital								
(1,485,000)	New Homes Programme	4,500,000	4,500,000	3,228,789	(1,271,211)	213,789	1,271,210	(1)	P
(1,200,000)	Reprovision of Existing Homes	1,200,000	1,200,000	7,321	(1,192,679)	7,321	1,192,680	1	Q
0	Repurchase of HRA Shared Ownership Homes	300,000	300,000	143,000	(157,000)	(157,000)	0	(157,000)	R
(1,775,000)	Housing Repairs - Capital	9,074,970	9,224,970	6,273,130	(2,951,840)	(1,176,840)	1,957,815	(994,025)	A, S
0	Other	630,380	630,380	47,575	(582,805)	(582,805)	105,000	(477,805)	T
	GF Capital								
0	Cambourne Offices	545,000	545,000	0	(545,000)	(545,000)	70,000	(475,000)	U
0	ICT Development	674,000	649,000	176,081	(472,919)	(472,919)	479,000	6,081	V
0	Waste Collection & Street Cleansing	544,000	544,000	455,249	(88,751)	(88,751)	90,000	1,249	
0	Repurchase of GF Sheltered Properties	1,100,000	1,100,000	951,000	(149,000)	(149,000)	0	(149,000)	W
0	Travellers Sites	1,400,000	1,900,000	1,790,275	(109,725)	(109,725)	10,000	(99,725)	X
0	Improvement Grants	770,000	770,000	735,548	(34,452)	(34,452)	0	(34,452)	
0	Other	630,000	655,000	49,230	(605,770)	(605,770)	103,000	(502,770)	Y
(4,460,000)	Capital Expenditure Total	21,368,350	22,018,350	13,857,198	(8,161,152)	(3,701,152)	5,278,705	(2,882,447)	

Significant Items of Variance from Working Budget

General Fund Budget 2015/16 - Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Key to Appendix C
General Fund Revenue - Overheads			
Departmental & Overhead Accounts	An analysis of all recharges from Departmental Staffing & Overhead Accounts compared to the working budget shows a favourable position of £287,502 for General Fund revenue services. After allowing for a reduction of £450,000 for vacancies which was included in the budgets and taking into account the use of temporary staff to manage turnover and cover vacancies, the net position for the General Fund is an adverse variance of £162,498. The net variance is allocated across all of the General Fund portfolios.	162,498	A
Finance & Staffing Portfolio			
Benefits Holding Account	A lower than estimated need for payments out, offset by reduced government grant received, resulting in a net favourable variance of £162,751.	(162,751)	B
Corporate Management	The recharge of corporate management costs to the HRA was greater than anticipated in 2015/16.	(91,298)	B
Environmental Services Portfolio			
Refuse Collection & Recycling Service	Successful over-achievement of trade waste income generated an additional surplus of £42,450.	(42,450)	C
Sports Development	Sports Development has generated £13,920 extra income from activities.	(13,920)	C
Housing Portfolio (General Fund)			
Improvement Grants	Improvement grants reported as revenue expenditure in the accounts, but budgeted for and funded from the capital programme. Variance is therefore a presentational item only in 2015/16.	423,307	D
Planning Portfolio			
Planning Income	Planning Income is £631,220 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..	(631,220)	E
Pre-App Fees	Pre-App Fees are £102,880 more than originally budgeted following the portfolio holder's agreement to change the charging schedule from 1 April 2015; this additional amount is in line with projected and targeted additional income.	(102,880)	E
Housing and Planning Delivery Grant Reserves	Funding of £214,661 was transferred from the HPDG reserve in 2015/16.	(214,661)	E

Significant Items of Variance from Working Budget

General Fund Budget 2015/16 - Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Key to Appendix C
Strategic Planning & Transport Portfolio			
Growth Agenda / New Communities	Planning Fee income for Growth Agenda/New Communities was £83,160 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 this has been delayed.	111,840	F
Northstowe	Planning Fee income was £4,450 for 2015/16, as opposed to a budgeted £40,000. This is because an expected development has been delayed.	35,550	F
Unallocated Areas			
Precautionary Items	When the budget was set £75,000 was included for Precautionary Items. None of this has been requested and so the provisional outturn position has assumed that none of it is required.	(75,000)	G
Additional Income Generation / Savings Target	The Council delivered savings of £408,270 during 2015/2016. The resulting shortfall of £261,730 partially offset the favourable variance in respect of planning fee income. The overall target of £670k will be met and surpassed in a full year from 2016-2017	261,730	H
Interest on Balances	Interest of £29,530 more than the budget was realised in 2015/16. This was mainly due to increased balances. This could be used to offset the unidentified additional income / savings.	(29,530)	I
Retained Business Rates	Additional funding was retainable in 2015/16 in respect of renewables, which was the main reason for the favourable variance:	(557,300)	J
	Other Net Variations	(22,069)	
Total for General Fund Revenue		(948,154)	

Notes

Council Actions	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. The balance of £4,000 has been transferred to the reserve.	G
Usable Earmarked Reserves	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: <ul style="list-style-type: none"> • New Homes Bonus Infrastructure Reserve £4,501,672; • Pension Deficit Reserve £1,048,584; • Planning Enforcement Reserve £500,000 (Capped); • Business Efficiency Reserve £290,000; • Parish Liaison & Site Development Reserve £251,067; • Major Developments Fees Reserve £179,461; and • Northstowe Reserve £127,505. 	K

Significant Items of Variance from Working Budget

Housing Revenue Account Budget 2015/16 - Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Key to Appendix C
Housing Repairs - Revenue			
Responsive Repairs	A favourable variance of £381,425 against the budget for responsive repairs was reported by the year end, as a result of a lower level of spend at change of tenancy coupled with underspending in respect of internal response repair works. This is partially due to a reduction in the number of voids being experienced and a mild winter.	(381,425)	L
Cyclical Repairs	In respect of cyclical and planned revenue repairs, a favourable variance of £122,431 is reported for 2015/16, predominantly due to underspending in asbestos survey activity and resulting removal works and specialist investigations, where both of these are demand led budgets, with the levels of expenditure in any one year being difficult to predict.	(122,431)	L
Housing Administration			
Repairs Administration	Repairs administration expenditure was £138,805 lower than anticipated due to recharges from affordable homes as a direct result of staff vacancies and underspending in employee related expenditure across the service.	(138,865)	M
General Administration	A lower level of spending, combined with additional income, results in a favourable variance of £308,682 in general administration. This was due to lower than anticipated recharges from affordable homes, reduced take up for the under-occupation incentive scheme, receipt of costs associated with the transfer of Fairview to a registered provider, where costs were incurred by SCDC in prior years, and other areas of minor reduced spending. The net position also includes additional costs in respect of the recharge from corporate services for 2015/16.	(308,682)	M
Tenant Participation			
Tenant Participation	Tenant Participation reported a £92,631 favourable variance at year end due to a combination of lower spending in tenant led estate investment and in support for tenant groups in 2015/16, coupled with lower than anticipated staffing and overhead recharges. £50,000 of this resource has been included as a rollover into 2016/17 to allow for ongoing tenant led estate investment.	(92,631)	N
Other HRA Budgets			
Revenue Financing of Capital Expenditure	Slippage in the delivery of the housing capital programme resulted in the demand for revenue funding to meet capital expenditure being significantly lower than anticipated, giving rise to a £5,652,600 underspend in 2015/16.	(5,652,600)	O
Depreciation	Depreciation of the housing stock for 2015/16 was £476,400 greater than budgeted, due in part to the need to depreciate shared ownership accommodation and other HRA non-dwelling assets without the ability to negate changes in this in the accounts using transitional arrangements (as is the case for the remainder of the housing stock). The value of the housing stock was also increased significantly as part of the year end revaluation exercise which included a review of asset lives, resulting in the need to charge the full level of notional Major Repairs Allowance (MRA) to the HRA in 2015/16.	476,400	O
Corporate Management Recharges	This recharge was £91,298 higher than anticipated in 2015/16, due predominantly to an increase in the contribution required from the HRA to meet the cost of pensions for employees with prior service.	91,298	O

Interest on Balances	Interest of £66,253 more than the budget was realised in 2015/16. This is due to a combination of increased revenue balances and capital receipts, the latter of which the HRA is now entitled to receive interest upon.	(66,253)	0
Transfer to / (from) Reserves	The planned use of £1,000,000 of reserves earmarked for reinvestment in the housing stock was not required in 2015/16 to fund new homes, but will instead be available for reinvestment in future years. £75,006 was transferred into the insurance reserve, making good the call on the fund in 2014/15.	1,075,006	0
	Other Net Variations	(29,781)	
Total for Housing Revenue Account		(5,149,964)	

Significant Items of Variance from Working Budget

Capital Budget 2015/16 - Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Key to Appendix C
Housing Revenue Account - New Homes Programme			
New Homes - On Site	Activity in respect of the new build schemes at Swavesey, Foxton and Linton has progressed well in 2015/16, with the Foxton scheme spending ahead of profile. There is the need to recognise that rollover to meet the balance of costs for the Swavesey and Linton schemes, will be more than offset by the earlier than anticipated spending at Foxton.	205,819	P
New Homes - Schemes Not Yet On Site	The new build scheme identified in Teversham was still at pre-planning stage in 2015/16, and as such only feasibility, site preparation and planning costs were incurred in 2015/16. The scheme is anticipated to be on site in 2016/17, with resource subject to rollover to facilitate this.	(848,789)	P
New Homes Programme	Resource was included in the capital plan for schemes under investigation in order that they could proceed as soon as possible to meet retained right to buy receipt deadlines for new build homes. No further schemes were progressed to approval stage in 2015/16, and this resource will be subject to rollover to allow appropriate investment in future years.	(628,241)	P
Housing Revenue Account - Reprovision of Existing Homes			
Reprovision of Existing Homes	The budget of £1.2 million was not used in 2015/16, but has been requested as a rollover into 2016/17 to meet the costs of the Robinson Court, Gamlingay scheme and to replace other life expired HRA dwellings.	(1,192,679)	Q
Housing Revenue Account - Repurchase of Shared Ownership Homes			
Repurchase of Shared Ownership Homes	The budget of £300,000 for the potential repurchase of shared ownership dwellings was not required in full in 2016/17, with £157,000 less spent than budgeted in 2015/16. This will be offset by an under-achievement in anticipated capital receipts, where reduced activity overall means that less recycling of properties has taken place.	(157,000)	R
Housing Revenue Account - Improvement of Housing Stock			
Heating Installations and Replacements	In respect of heating installations and replacement systems, the current contractors were unable to deliver the full programme in 2015/16 due to a lack of labour capacity. This, coupled with a milder winter which resulted in fewer boiler failures being reported meant that the budget was not spent in full in year. This will be added to the 2016/17 programme with a new contractor, by virtue of rollover of resource.	(508,915)	S
Energy Conservation	The anticipated programme of external wall insulation was not delivered in 2015/16 as the incumbent contractor ceased trading. A new contractor is now in place and will deliver £500,000 of the 2015/16 programme alongside that for the new year.	(1,108,282)	S
Improvements to Non-Traditional Houses	Staffing capacity meant that planned projects for improving non-traditional homes were not fully delivered in 2015/16. The programme will be picked up and delivered in 2016/17, with the resource rolled over to fulfil this.	(568,938)	S
UPVC Windows and Doors	There was no single contract in place for the delivery of UPVC window and door installations in 2015/16. Mears are now contracted to deliver this programme and will complete the works in 2016/17.	(150,485)	S

Full Property Refurbishment	This budget is subject to the condition of properties presented as void in any one year, with the decision to spend weighed up against potential disposal of the asset, if the investment need is considered too great. The demand against this provision was lower than anticipated in 2015/16, reflecting a smaller number of properties being returned in particularly poor condition.	(540,274)	S
Self Build	Activity in respect of the preparation of HRA sites as potential self build plots was in the very early stages in 2015/16, with the majority of the budget of £150,000 approved mid-year, being required as a rollover to meet site preparation costs in 2016/17, for the first round of sites identified.	(118,154)	S
	Other Net Variations	43,208	
Housing Revenue Account - Other Capital Spend			
Other HRA Capital Spend	Capital budgets of £600,000 for sheltered housing and £30,000 for improvements to flats were not fully spent in 2015/16. The funding for sheltered housing was ear-marked originally for the replacement of hard-wired emergency alarm systems, but a subsequent decision to decommission these and replace with a telephone based service where required results in a saving against the original allocation, with resource of £105,000 rolled over into 2016/17 to meet the cost these and replacement smoke alarms.	(582,805)	T
General Fund			
Cambourne Offices	£450,000 had been included in the capital programme for potential photovoltaic projects at South Cambs Hall, which did not go ahead in the year. Other projects at the Cambourne offices totalling £95,000 in respect of LED lighting, wiring and data centre improvements did not go ahead in year.	(545,000)	U
ICT Development	Investment in ICT has been deferred in a number of areas, recognising the creation of the new 3C ICT Shared Service and resulting desire to streamline ICT investment coupled with the decision to fully tender the Housing Management IT System, as opposed to upgrading the existing application.	(472,919)	V
Repurchase of General Fund Sheltered Properties	A budget of £1,100,000 is ear-marked for the repurchase of any general fund equity share properties where owner occupiers opt to sell in any year. In 2015/16, the demand on this budget was slightly lower than estimated.	(149,000)	W
Travellers Site	Budget for the redevelopment of the travellers site at Whaddon was increased during 2015/16. The final scheme costs came in marginally lower than the increased budget of £1,900,000, with a rollover of £10,000 for residual site office / community facility costs on the site reducing the reported saving of £109,725 to £99,725.	(109,725)	X
Other General Fund Capital Spend	Grants for the provision of social housing and for empty homes were not awarded as anticipated in 2015/16, with unallocated resource of £400,770, of which £103,000 will be rolled over to meet existing commitments. £80,000 had been included in the capital programme for potential photovoltaic projects at Waterbeach Depot, which did not go ahead in the year. Investment of £90,000 in respect of watercourses did not take place in 2015/16 as anticipated.	(570,770)	Y
	Other Net Variations	(158,203)	
Total for Housing Revenue Account		(8,161,152)	

Details of rollovers from 2015/16 into 2016/17

General Fund Revenue Budgets

Item		Rollover Value £
	Planning Portfolio (Cllr R Turner):	
	Consultancy Services	
1	Disused Churchyard Maintenance The team has completed an initial of built structures within the three closed churchyards that it manages. The rollover money was committed to be spent towards a detailed survey to be carried out on the specific elements identified to assess their structural integrity and repair works necessary to make them safe; the money to be spent in the next six months.	3,515
2	Consultancy - Other EMT approved the business case for making the Landscape Officer (Grade 4) and the Urban Design and Historic Buildings Officer (Grade 5) posts permanent on 9 March 2016. The business case committed the use of the Consultancy underspend in 2015-16 towards covering part of the cost of the two posts in 2016-17; the rest of the cost would be covered within the Consultancy budget for the year 2016-17.	37,975
	Planning Policy: Local Plan	
3	Planning Consultancy Budget for the Local Plan Inspectors, where costs incurred in 2015-16 are less than anticipated following the suspension of the examination after the Inspectors' letter of 20 May 2015 requesting additional work, and will be spent in 2016-17 for the resumed examination.	59,470
4	Consultancy Other Budget for the Local Plan Programme Officer, where costs incurred in 2015-16 are less than anticipated following the suspension of the examination after the Inspectors' letter of 20 May 2015 requesting additional work, and will be spent in 2016-17 for the resumed examination.	22,170
	Total General Fund revenue budget rollovers from 2015-16 to 2016-17:	123,130

Details of rollovers from 2015/16 into 2016/17

Housing Revenue Account Revenue Budgets

Item	Rollover Value £
Housing Portfolio (Cllr L Harford):	
General Administration	
1 Tenant Moves for Redevelopment Balance of budget required to meet the costs of relocating the remaining residents at Robinson Court, Gamlingay, to allow scheme redevelopment.	17,500
Outdoor Maintenance	
2 Grounds Maintenance Committed to works from 2015/16 budget but could only be completed later in year	25,360
3 Grass cutting Grass cutting budget, final cut 2015/16	6,000
Tenant Participation	
4 Premises Related Expenditure Underspending across the Tenant Participation budget in 2015/16 is requested as a rollover into 2016/17 to meet the costs of agreed tenant led estate improvement activities, recognising that provision has not currently been made for this in the 2016/17 HRA budget.	19,500
5 Support for Tenant Groups Underspending across the Tenant Participation budget in 2015/16 is requested as a rollover into 2016/17 to meet the costs of agreed tenant led estate improvement activities, recognising that provision has not currently been made for this in the 2016/17 HRA budget.	30,500
Other HRA Expenditure	
6 Direct Revenue Funding of Capital Expenditure Although not a formal rollover, as a direct result of approval of rollovers in respect of the HRA in the capital programme, there is a need to recognise that the revenue funding of this expenditure will also need to be carried forward into 2016/17 to finance the reprofiled spending.	3,869,485
Total Housing Revenue Account revenue budget rollovers from 2015-16 to 2016-17:	3,968,345

Details of rollovers from 2015/16 into 2016/17

Capital Revenue Budgets

Item		Rollover Value £
	Leader's Portfolio (Cllr P Topping):	
	Website Development	
1	Software Development / Consultancy Costs To enable the current supplier to further develop the software in respect to the e-forms development programme on the SCDC website and to roll this out across all relevant Council services.	7,000
	Corporate & Customer Service Portfolio (Cllr M Martin):	
	Cambourne Offices	
2	Building Works / Renovations To improve officer safety, whilst also upgarding facilities funding was approved to relocate the suite of interview rooms to integrate them into the main building and at the same time move the Swansley Meeting Room to make it more accessible for public meetings. This work is anticipated to take place in 2016/17.	70,000
	ICT Investment	
3	Software, Infrastructure and System Development Programme Following the implementation of the new 3C ICT Shared Service, there is a collective approach to streamlining ICT investment to generate shared savings. Expenditure planned for 2015/16 has therefore prudently been deferred to ensure appropriate investment with our shared service partners.	472,000
	Housing Portfolio (General Fund) (Cllr L Harford):	
	Travellers' Sites	
4	New Farm, Whaddon To purchase a site office / community facility.	10,000
	Other General Fund Capital Spend	
5	Grants for the Provision of Social Housing To provide financial assistance to registered providers and the HRA in the delivery of additional social housing.	103,000
6	Awarded Watercourses - Vehicles, Plant and Equipment Late delivery (April 2016) of replacement life expired 4 x 4 vehicles, where existing vehicles were 10 years old and uneconomical to run. Note that this item is funded from contributions made by developers into the Infrastructure Charging Reserve Fund and not internal resources.	40,000
7	Awarded Watercourses - Vehicles, Plant and Equipment Deferred delivery of replacement flat mowers, to coincide the arrival with the beginning of the growing season. Note that this item is funded from contributions made by developers into the Infrastructure Charging Reserve Fund and not internal resources.	50,000
	Housing Portfolio (Housing Revenue Account) (Cllr L Harford):	
	New Build	
8	Swavesey Contract payments marginally behind assumed payment profile	268,900

Details of rollovers from 2015/16 into 2016/17

Capital Revenue Budgets

Item		Rollover Value £
9	Linton Contract payments marginally behind assumed payment profile	35,860
10	Foxton Contract payments marginally ahead of assumed payment profile	(510,580)
11	Teversham Scheme does not yet have full planning permission and not in formal contract.	848,790
12	Unallocated New Build / Acquisition Schemes under investigation, with intention to utilise resource in 2016/17 to meet retained right to buy deadlines for new build expenditure.	628,240
	Re-Provision of Existing Homes	
13	Other Re-Provision Carry forward balance of budget originally set-aside for the re-provision of existing life expired HRA dwellings, with specific properties, over and above those at Robinson Court, Gamlingay, to be identified and programmed in. If not required for re-provision purposes, this funding would be vired to allow acquisition of market homes for use as social housing, allowing the appropriate use of retained right to buy receipts in 2016/17 to meet government expenditure deadlines	1,192,680
	Improvement of Existing Stock	
14	Energy Conservation Unable to complete the programme for 2015/16 because the original contractor went in to liquidation after being appointed.	500,000
15	Window & Door Replacement Late start to programme for 2015/16 because of contractual difficulties with the original manufacturer.	150,485
16	Heating Replacement New contract being tendered and mild winter conditions prevented full allocation.	508,915
17	Re-roofing Lack of capacity at appointed contractor to achieve full programme.	139,991
18	Non-traditional Refurbishment Carry forward for single improvement programme in 2016/17.	540,274
19	Self Build Vanguard - Site Enabling Works Carry forward of unspent resource for the site enabling required on HRA sites, to allow facilitation of sale of plots for self-build purposes, generating capital receipts for the HRA which can be re-invested in affordable housing.	118,150
	Other HRA Capital Spend	
20	Sheltered Housing – Alarms Roll out of mobile lifelines and smoke detectors to replace existing hardwire alarm system.	105,000
	Total Capital revenue budget rollovers from 2015-16 to 2016-17:	5,278,705

Appendix F
Strategic Risk Register
June 2016 – Draft



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 an increase in the number of homelessness acceptances, resulting in significant increase in costs to the Council to meet its statutory obligations.</i></p> <p>Objectives, Actions: B ii, B v, B vi</p>	<p>Cllr Lynda Harford</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), 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); 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><i>leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</i></p> <p>Objectives, Actions: D i, D ii, D iii, D iv, D v</p>	<p>Cllr Simon Edwards</p> <p>Alex Colyer</p>	<p>10</p>	<p>20</p>	<p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Updated MTFS approved by Cabinet in February 2016. 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 modelled for February 2016 Cabinet report (2016/17 figures 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 September/November 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, leading to the authority being unable to deliver its housing needs, resulting in the Council having to meet the shortfall in the short term from developments that are not in the submitted Local Plan.</p> <p>Objectives, Actions: B i, B iii</p>	<p>Cllr Robert Turner</p> <p>Stephen Kelly</p>	10	20	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: A14 – Development Consent Order issued May 2016. 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. Cambridge Fringes Joint Development Control Committee resolved to grant Wing (land north of Newmarket Road, Cambridge) planning permission in April 2016 and planning applications submitted for Cambourne West. Discussions commenced for Waterbeach and Bourn Airfield on development framework documents to provide a framework for planning applications anticipated later in 2016. Construction for Cambourne 950 underway.</p> <p>Local Plan public examination started November 2014. Memorandum of Understanding on Five Year Land Supply agreed with Cambridge City Council on 9 September 2014. Being considered through the Local Plan examination. Inspector has advised that cannot give early view as linked to overall development strategy. 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. Following Inspectors' letter received May 2015, Modifications Consultation took place Dec-Jan 2016, with submission of modifications March 2016. Examination hearings recommenced in June 2016. Next part of programme expected to be published summer 2016. Northstowe Phase 2 planning permission was due to be issued by December 2015, but will now be Autumn 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, leading to possible:</p> <ul style="list-style-type: none"> increased IT cost due to required system changes; implementation costs not fully reimbursed by Government grant; increased workload for Benefits and Homelessness teams, 	<p>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>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>resulting in potential for:</p> <ul style="list-style-type: none"> adverse effect on service provision due to the number of changes; increased dissatisfaction with the service due to reduced amounts of benefit payable; impact on Medium Term Financial Strategy; devastating effect on people with mental health problems; and dislocation of private sector housing market. <p>Objectives, Actions: B i, B ii, B v, B vi</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>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 (£20k).</p> <p>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.</p> <p>Welfare reform workshop for members was held in October 2015 following some more detailed analysis of the impacts.</p> <p>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.</p> <p>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.</p> <p>Cipfa Revenues and Benefit Service training undertaken October 2015: Welfare reforms and Universal Credit implementation.</p> <p>Working together with Housing Team to look at impact of pay to stay proposals and working on response to consultation.</p> <p>Successful transfer of SCDC Fraud function to EH&L reported to EMT in November 2015. Increase in fraud cases investigated, money recovered and admin penalties received providing additional assurance around benefits management.</p> <p>TIMESCALE TO PROGRESS: Corporate fraud approach & strategy based on national guidance to be developed and presented to EMT in July 2016.</p> <p>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.</p> <p>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. • Sale of estimated 50% of voids to fund extension of RTB to RPs <p>Objectives, Actions: B i, B ii, B v, B vi</p>	<p>Cllr Lynda Harford</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. The potential loss of properties through 'high value sales' further weakens the HRA Business Plan and creates further pressure on Risk STR25. Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing and respond to formal consultations. Detailed review of HRA business plan part of 2016 Service Plan. Potential to negotiate with Government for retention of high value sales receipts to fund a replacement programme.</p> <p>TIMESCALE TO PROGRESS: Report back to Cabinet on progress made in November 2016. Revised HRA Business Plan for approval February 2017.</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>Objectives, Actions: 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 • Keep under review marketplace pay levels using e-paycheck and other means <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.</p> <p>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>Objectives, Actions: D i, D ii, D iii, D iv, D v</p>	<p>Cllr Mick Martin</p> <p>Alex Colyer</p>	9	9	<p>SCORES, IMPACT: 3; LIKELIHOOD: 3</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: 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>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR27 – Shared Services initiatives with other authorities (November 2014) Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> • inadequate stakeholder engagement, • conflicting priorities, • unavailability of key staff, or • Councils not adapting how they work to new arrangements, leading to inadequate resources and support, inefficient practices and unreasonable expectations on shared-staff, 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>Objectives, Actions: D ii, D iii, D iv</p>	<p>Cllr Peter Topping Jean Hunter</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Progress to be overseen by a joint steering group including Leaders and relevant portfolio holders. A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet. 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: Work underway to align governance and financial management arrangements. Agreed way of working with new Shared Services to be discussed with new SCDC Cabinet / EMT in summer 2016?</p>
<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, leading to the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, together with potential reputational impact, resulting in adverse effects on the district's residents and businesses.</p> <p>Objectives, Actions: C i, C ii, C iii</p>	<p>Cllr Peter Topping Jean Hunter</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3. Is this still relevant? Is it aimed at a Strategic level?</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. Good relationships with County on: RECAP Waste Partnership (and with National Agencies), Children & Young People's Area Partnership, New Communities Project Board, Older People's Accommodation Strategy.</p> <p>TIMESCALE TO PROGRESS: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<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>Objectives, Actions: B iii</p>	<p>Cllr Robert Turner</p> <p>Stephen Kelly</p>	<p>9</p>	<p>9</p>	<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. A new needs assessment has been commissioned, for completion Spring 2016. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Update reports provided to the Economic Development Portfolio Holder meetings. 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). In 2015 six pitches have gained permanent planning permission and temporary planning permission for 1 pitch was granted on appeal at Wimpole. At January 2016 there are four other pitches (on 3 sites) with temporary planning permission, which expire between 2016 and 2018. There is one outstanding planning appeal (which was due to be heard in January but was postponed) . There is one pending application at Rampton (to make one existing temporary pitch permanent and add two additional pitches). The Affordable Homes departmental risk register includes delivering HCA funded projects, to ensure the supply of Gypsy & Traveller pitches and sufficient investment in existing pitches.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 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>Objectives, Actions: A I, A ii, A iii, A v, A vi, B i, B ii, C iv</p>	<p>Cllr Mark Howell</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. Successful "Healthy New Towns" funding bid now being implemented to undertake research and project work into future housing needs in new communities, initial focus on Northstowe. NHS England now joined SCDC New Communities Project Board.</p> <p>TIMESCALE TO PROGRESS: 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>Objectives, Actions: A iii, B iv, C iv</p>	<p>Cllr Tim Wotherspoon</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. Emergency planning exercises and learning are focused on flooding response and recovery completed in February 2015 (SCDC) and November 2015 (CPLRF + SCDC). Drainage Manager Pat Matthews retired May 2016. Rob Mungovan now in place and undergoing training and coaching, with Pat Matthews available to assist if required.</p> <p>TIMESCALE TO PROGRESS: Service Managers now updating business continuity plans based on shared approach with Cambridge City. To be completed by September 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 – Consultation and Engagement (Previously Equalities; proposed re-designation July 2016) The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, 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.</p> <p>Objectives, Actions: All</p>	<p>Cllr Mick Martin</p> <p>Alex Colyer</p>	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Following a structural review, a new Policy Development Officer (PDO) has been appointed; the postholder's responsibilities will include ensuring continuing compliance with our statutory Public Sector Equality Duty, delivery of the Equality Scheme 2015-2020 and a review of corporate consultation and engagement to ensure consistency and quality across all service areas. 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 agreed by the Portfolio Holder in Autumn 2015. 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. The new PDO will review the effectiveness of our current arrangements (see above).</p> <p>TIMESCALE TO PROGRESS: The Policy Development Officer will be in post in July 2016.</p>

8 / 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 2016/17 Objectives and Actions adopted by Council on 25 February 2016.
- 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:

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

** including claim or fine*

Likelihood

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

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**Appendix G
Strategic Risk Matrix
June 2016 – Draft**

Notes: Risk Tolerance Line -----

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



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

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Agenda Item 7



REPORT TO: Scrutiny and Overview Committee

5 July 2016

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

WORK PROGRAMME 2016/2017

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

Considerations

The four principles of effective scrutiny

5. The Centre for Public Scrutiny works towards four principles of effective scrutiny, these being:
 - to provide 'critical friend' challenge to executive policy-makers and decision-makers;
 - to enable the voice and concerns of the public and its communities;
 - that scrutiny be carried out by 'independent minded governors' who lead and own the scrutiny process;
 - to drive improvement in public services.
6. Members are asked to give due consideration to these principles when carrying out their role on the Scrutiny and Overview Committee.

Work Programming

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

Implications

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

Consultation responses (including from the Youth Council)

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

Effect on Strategic Aims

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

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

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

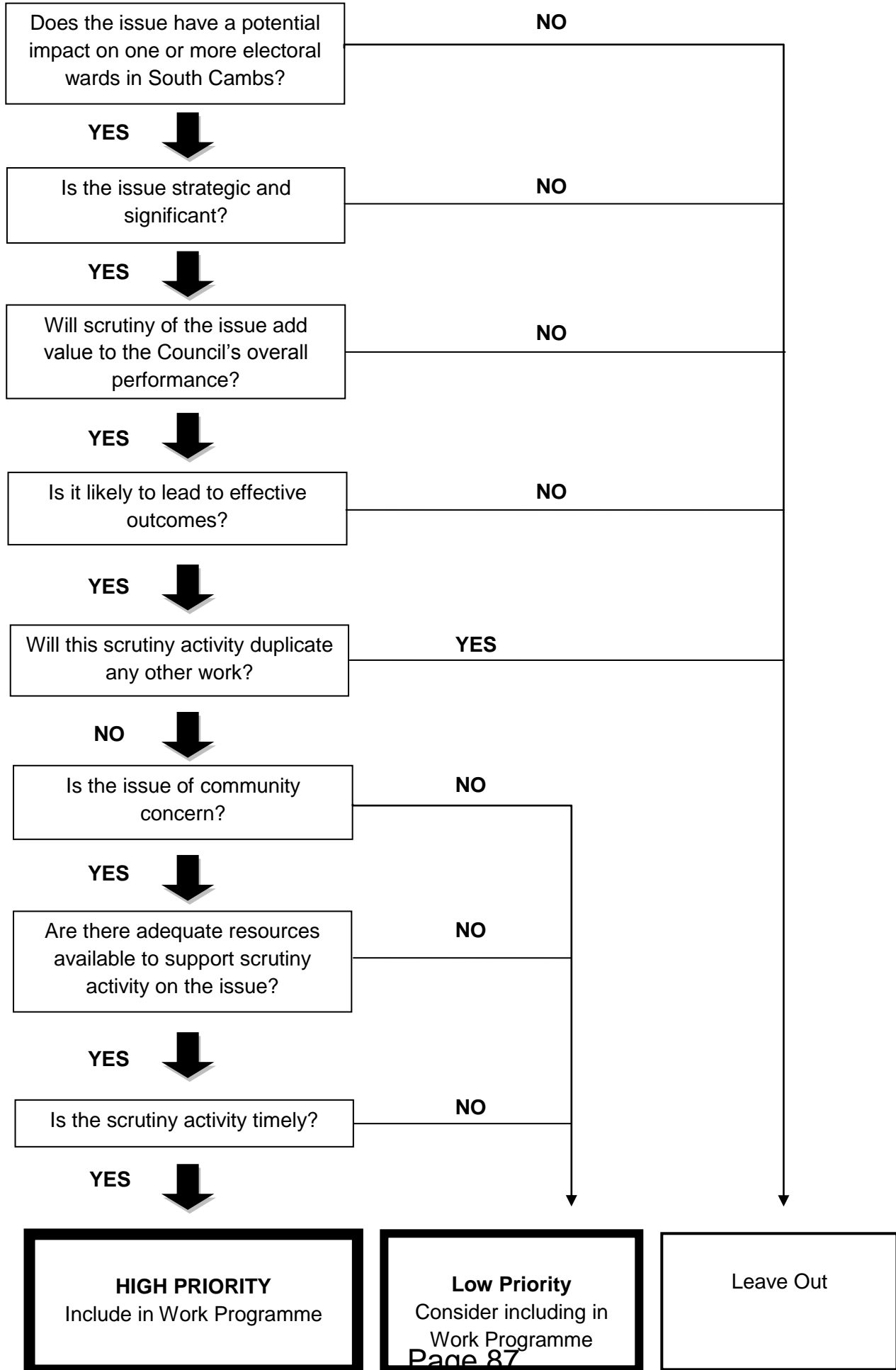
Scrutiny and Overview Committee – Work Programme

Date of meeting	Title of Report
6 September 2016	Quarterly Position Report on Finance, Performance and Risk
8 November 2016	Quarterly Position Report on Finance, Performance and Risk
	Draft Medium Term Financial Strategy
	Review of the Corporate Plan
7 February 2017	Customer Contact Centre Annual Performance Report
	Medium Term Financial Strategy
	Quarterly Position Report on Finance, Performance and Risk
	Corporate Plan
11 April 2017	Quarterly Position Report on Finance, Performance and Risk

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Appendix B

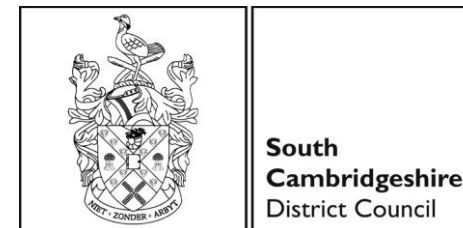
Scrutiny Work Programme Prioritisation Tool



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NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 16 June 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

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

Councillor Peter Topping
Councillor Francis Burkitt
Councillor Simon Edwards
Councillor Lynda Harford
Councillor Mark Howell
Councillor Mick Martin
Councillor Robert Turner
Councillor Tim Wotherspoon

Leader of the Council
Greater Cambridge City Deal
Finance and Staffing
Housing
Environmental Services
Corporate and Customer Services
Planning
Strategic Planning

Key and non-key decisions expected to be made from 16 June 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
Risk Management Strategy Non-Key	Audit and Corporate Governance Committee	24 June 2016		Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services	Report (publication expected 16 June 2016)
Devolution Key	Cabinet Council	28 June 2016 28 June 2016		Leader of Council Jean Hunter, Chief Executive	Report (publication expected 20 June 2016)
Private Sector Leasing Options Key	Cabinet	14 July 2016		Housing Portfolio Holder Susan Carter, Housing Advice and Options Manager	Report (publication expected 06 July 2016)
Position Statement 2015/16: Finance, Performance and Risk Non-Key	Cabinet	14 July 2016		Finance and Staffing Portfolio Holder Richard May, Policy and Performance Manager	Report (publication expected 06 July 2016)

Key and non-key decisions expected to be made from 16 June 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
Self/Custom Build Service Non-Key	Cabinet	14 July 2016		Housing Portfolio Holder Gill Anderton, Head of Housing (New Build)	Report (publication expected 06 July 2016)
Enterprise Zone Non-Key	Cabinet	14 July 2016		Strategic Planning Portfolio Holder	Report (publication expected 06 July 2016)
Approval of UK Municipal Bonds Agency's Framework Agreement Non-Key	Cabinet Council	14 July 2016 21 July 2016		Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services	Report (publication expected 06 July 2016)
Localised Council Tax Support Scheme Non-Key	Finance and Staffing Portfolio Holder	19 July 2016		Finance and Staffing Portfolio Holder Dawn Graham, Benefits Manager	Report (publication expected 11 July 2016)

Key and non-key decisions expected to be made from 16 June 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
Appointment to the Independent Remuneration Panel Non-Key	Council	21 July 2016		Leader of Council Graham Watts, Democratic Services Team Leader	Report (publication expected 13 July 2016)
Approach to development framework documents for Waterbeach and Bourn Non-Key	Cabinet	15 September 2016		Planning Portfolio Holder Jane Green, Head of New Communities	Report (publication expected 06 July 2016)
Skills and apprenticeships Non-Key	Cabinet	15 September 2016		Strategic Planning Portfolio Holder Mike Hill, Health and Environmental Services Director	Report (publication expected 06 July 2016)
Position Statement 2016/17: Finance, Performance and Risk (Q1) Non-Key	Cabinet	15 September 2016		Finance and Staffing Portfolio Holder Richard May, Policy and Performance Manager	Report (publication expected 07 September 2016)

Key and non-key decisions expected to be made from 16 June 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
Multi-Year Settlements and Efficiency Plans Non-Key	Cabinet	15 September 2016		Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services	Report (publication expected 07 September 2016)
Localised Council Tax Support Scheme Non-Key	Cabinet	15 September 2016		Finance and Staffing Portfolio Holder Dawn Graham, Benefits Manager	Report (publication expected 07 September 2016)
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)
Treasury Management Annual Report Non-Key	Finance and Staffing Portfolio Holder	18 October 2016		Finance and Staffing Portfolio Holder Alex Colyer, Executive Director, Corporate Services, Sally Smart, Principal Accountant Financial & Systems	Report (publication expected 10 October 2016)

Key and non-key decisions expected to be made from 16 June 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	18 October 2016		Finance and Staffing Portfolio Holder Sally Smart, Principal Accountant Financial & Systems, Alex Colyer, Executive Director, Corporate Services	Report (publication expected 10 October 2016)
Revenues and Benefits Performance Report (CP) 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)

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Cabinet Members and Responsibilities 2016-17

Description and / or Portfolio	Member	Lead Member for Cross Cutting Themes and / or Corporate Priorities	Services Covered	Lead Officer	Scrutiny Monitors	Opposition Spokesmen
Leader	Peter Topping		Lead on Strategic Policy, Partnerships and Communications			John Batchelor John Williams
Finance and Staffing	Simon Edwards	An innovative and dynamic organisation Welfare Reform	Finance, Staffing, Revenues, Benefits and Grants	Alex Colyer		Doug Cattermole Philippa Hart Hazel Smith John Williams
Corporate and Customer Services	Mick Martin	Business Improvement and Efficiency	Corporate Services (including Corporate Plan, Performance Management, Customer Service, ICT, Legal, Risk and Procurement)	Alex Colyer		Henry Batchelor Jose Hales
Environmental Services	Mark Howell	Living Well	Environmental Health and Services, Waste and Recycling, Public Health, Private Sector Housing, Land Drainage and Licensing	Mike Hill		Anna Bradnam Janet Lockwood
Greater Cambridge City Deal	Francis Burkitt	Economic Development	Greater Cambridge City Deal	Alex Colyer Mike Hill Jo Mills		Bridget Smith Aiden Van de Weyer
Housing	Lynda Harford	Homes for our future Member development	Housing Strategy, Housing Advice and Options, Home Improvement Grants and Housing Landlord services	Alex Colyer, Stephen Hills		Jose Hales Hazel Smith
Planning	Robert Turner	Business friendly approach	Development Control, Consultancy Services, Building Control, Planning Policy and Planning	Mike Hill, Jo Mills		Anna Bradnam Ingrid Tregoing Bridget Smith Aiden Van de Weyer
Strategic Planning	Tim Wotherspoon	Connected communities Youth Council Climate Change	Strategic Planning, Transport, Enterprise Zones and development of new and existing Communities	Alex Colyer Jo Mills Mike Hill		Hazel Smith Ingrid Tregoing Aiden Van De Weyer

Agenda Item 8

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