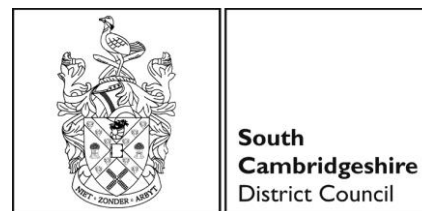


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5 July 2017

To: The Leader – Councillor Peter Topping
Deputy Leader – Councillor Nick Wright
Members of the Cabinet – Councillors Francis Burkitt, Simon Edwards,
Sue Ellington, Lynda Harford, Mark Howell, Robert Turner and Tim Wotherspoon
Quorum: Majority of the Cabinet including the Leader or Deputy Leader

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **THURSDAY, 13 JULY 2017** at **6.00 p.m.**

Yours faithfully
Beverly Agass
Chief Executive

The Council is committed to improving, for all members of the community, access to its agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you.

AGENDA

	PAGES
1. Apologies for Absence To receive Apologies for Absence from Cabinet members.	
2. Minutes of Previous Meeting To authorise the Leader to sign the Minutes of the meeting held on 20 April 2017 as a correct record.	1 - 6
3. Declarations of Interest	
4. Announcements	
5. Public Questions	
6. Quarterly Position Statement on Finance, Performance and Risk	7 - 74
7. 3C Shared Services 2016/17 Annual Report	75 - 90
8. Formation of a New Planning Service for South Cambridgeshire District Council and Cambridge City Council (Key)	91 - 130

Confidential Item - Members Only

The press and public are likely to be excluded from the meeting during consideration of the following item in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A of the Act). A non-confidential summary of the business to be transacted is attached.

9. **Cambridge Ice Arena: Loan to Cambridge Leisure and Ice Centre (CLIC)** 131 - 146
10. **Date of next meeting**
Thursday 14 September 2017 at 6pm.

OUR LONG-TERM VISION

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

OUR VALUES

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

- Working Together
- Integrity
- Dynamism
- Innovation

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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

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Security

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Agenda Item 2

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on
Thursday, 20 April 2017 at 2.00 p.m.

PRESENT: Councillor Peter Topping (Leader of the Council)
Councillor Nick Wright (Corporate & Customer Services Portfolio Holder and Deputy Leader)

Councillors: Simon Edwards Finance and Staffing Portfolio Holder
Lynda Harford Housing Portfolio Holder
Mark Howell Environmental Services Portfolio Holder
Robert Turner Planning Portfolio Holder
Tim Wotherspoon Strategic Planning Portfolio Holder

Officers in attendance for all or part of the meeting:

Alex Colyer	Interim Chief Executive
Julie Fletcher	Head of Housing Strategy
Stephen Kelly	Joint Director for Planning and Economic Development
Rory McKenna	Deputy Monitoring Officer
David Roberts	Principal Planning Policy Officer
Ian Senior	Democratic Services Officer

Councillors Cicely Murfitt and Bridget Smith were in attendance, by invitation.

1. APOLOGIES FOR ABSENCE

Councillor Francis Burkitt sent Apologies for Absence.

2. MINUTES OF PREVIOUS MEETING

Cabinet authorised the Leader to sign, as a correct record, the Minutes of the meeting held on 9 February 2017.

3. DECLARATIONS OF INTEREST

Councillor Nick Wright declared a non-pecuniary interest in Minute 6 (A428 Black Cat to Caxton Gibbet Route Options Consultation). The orange route impacted upon the house and farm of Councillor Wright's Godson.

4. ANNOUNCEMENTS

There were no announcements.

5. PUBLIC QUESTIONS

There were no public questions.

6. CONSULTATION RESPONSE ON THE GOVERNMENT'S HOUSING WHITE PAPER - 'FIXING OUR BROKEN HOUSING MARKET'

Cabinet considered a report to which was appended a draft response to the Government's consultation on its Housing White Paper 'Fixing our broken housing market'.

This agenda item cut across two separate Portfolios and, in introducing the report, the Housing Portfolio Holder thanked Housing and Planning officers at both South Cambridgeshire District Council (SCDC) and Cambridge City Council for meeting the tight timescale placed upon them. She said that SCDC's response was broadly positive and that there was significant common ground between the District and City Councils. However, SCDC would submit its response separately. There had been an all-Member briefing on this subject.

Councillor Harford welcomed the proposed changes to the criteria for Starter Homes, and highlighted the benefits of including the proposed new Affordable Private Rent model within the affordable housing definition, so long as this was part of a Build to Rent scheme. There were several initiatives currently being looked at, such as modular construction, that could help speed up the delivery of housing. Councillor Harford highlighted the opportunity to set the Council's housing land supply on an annual basis. She welcomed the encouragement being given to small- and medium-sized building Firms, and mentioned the idea of increasing planning fees and charging for appeals.

Councillor Simon Edwards welcomed proposals to review procedures relating to Compulsory Purchase Orders.

Councillor Mark Howell referred to pooling proposals in the context of the Fen Drayton Land Settlement Association. He also enquired about ransom strips. The Joint Director for Planning and Economic Development said that the Government's view was that ransom strips should not be allowed to cause delay where the public interest was at stake.

The Leader commended South Cambridgeshire District Council's proposed response, saying that all parties had responsibilities when it came to building more homes.

With reference to Question 10 (f) of the proposed response (relating to the review of Green Belt land), officers agreed to reflect on their use of the word 'simplistic'.

Councillor Bridget Smith suggested that reference be made to the impact development could have on existing infrastructure. The Joint Director for Planning and Economic Development replied that the Community Infrastructure Levy should help mitigate this pressure. Councillor Smith said that the importance of Small and Medium sized Enterprises should not be overlooked in considering the report and response to the consultation.

Councillor Tim Wotherspoon highlighted the opportunities that Northstowe Phase 2 would offer for encouraging alternative approaches to the delivery of housing.

Cabinet agreed

- (i) To endorse the consultation response set out in Appendix A to the report from the Joint Director for Planning and Economic Development and Housing Director, subject to officers being given delegated powers to make minor amendments, as agreed; and
- (ii) that where an identical response has been agreed by both this Council and Cambridge City Council in response to individual questions that these are included in a joint consultation response.

7. CONSULTATION RESPONSE ON THE GOVERNMENT'S PAPER - PLANNING AND

AFFORDABLE HOUSING FOR BUILD TO RENT

The Cabinet considered a report seeking its endorsement of a proposed response to the Government's consultation paper relating to Planning and Affordable Housing for Build to Rent.

In response to a question from Councillor Mark Howell, the Head of Housing Strategy said that determination of rent levels would form part of the negotiations leading to Legal Agreements under Section 106 of the Town and Country Planning Act 1990. She added that flexibility was important in the context of ensuring viability throughout what would be a long-term investment. This point would be added to the Council's response.

Councillor Mark Howell queried the tenancy length referred to in Question 13 of the consultation paper. There was some discussion about increasing the term to one of 15-years and, while funding and regulation were issues, officers agreed to consider how the response to Question 13 could be strengthened.

Cabinet appreciated officers' work in putting together a response to the consultation paper.

Cabinet **endorsed** the consultation response set out in Appendix A to the report from the Joint Director for Planning and Economic Development and Housing Director, subject to officers being given delegated powers to make minor amendments, to include consideration for longer term tenancies than the three years proposed within the consultation paper.

8. A428 BLACK CAT TO CAXTON GIBBET ROUTE OPTIONS CONSULTATION

Cabinet considered a report seeking its endorsement of the proposed response to Highways England's consultation on route options for the A428 Black Cat to Caxton Gibbet improvement scheme.

The Deputy Leader said that it was crucial that the options be considered alongside proposals for the Caxton Gibbet roundabout, which would impact on Papworth Everard and future developments, such as Cambourne West. Such proposals should be requested as a matter of urgency.

Clarification was needed as to the nature of the roundabout / junction shown on the 'orange route', and the intention or otherwise to stop up any existing routes. Councillor Tim Wotherspoon said that the proposed response was to a set of broad principles at this stage, the intention being to provide residents with a level of certainty.

Cabinet **agreed** the recommended response in principle but that delegated authority be given to the Joint Director of Planning and Economic Development to make further technical comments in consultation with the Strategic Planning Portfolio Holder. The outcome of such delegation was that the following was submitted as South Cambridgeshire District Council's formal response:

1. **Support** the principle of upgrading the A428 between the Black Cat and Caxton Gibbet which will support the delivery of the national, regional and local growth agenda;
2. Based on the evidence provided up to this point in the process, the Council **support** the Orange Route Option, provided it includes grade separated junctions at Cambridge Road / B1428 and Caxton Gibbet / A1198. The Purple and Pink options

would have significantly greater environmental disbenefits, and are therefore not supported. This is subject to any final alignment and confirmation that the existing A428 will be retained as a local road and that the new road will not sever existing minor roads connecting villages either side of the proposed alignment;

3. **Support** proposals for the Black Cat roundabout which enable free flowing traffic on all the strategic routes as well as providing all movements on the local road network (Options A and C);
4. **Advise** Highways England that the Council is seeking to ensure that future design for the Caxton Gibbet junction minimises impacts on nearby existing and planned developments, including Cambourne West. As the junction layout was not included in the route options consultation, the Council would like to engage in early discussions about the design and how it will enable free-flowing traffic and safe cycle / pedestrian crossing;
5. **Advise** Highways England that the scheme should not prejudice the delivery of any future strategic proposals, including the A1 improvement scheme and wider Oxford to Cambridge Expressway proposals;
6. **Advise** Highways England that the scheme should not prejudice Greater Cambridge City Deal proposals for the A428 corridor, including bus and cycle improvement measures, and where possible synergies should be sought;
7. The Council **supports** the intention to provide opportunities for improving access for pedestrians, cyclists and equestrians and would urge Highways England to secure opportunities for the enhancement of existing and/or provision of new infrastructure to the highest standard. The scheme should also seek to redress severance caused by the existing road through the provision of crossings at appropriate points; and
8. The Council would like to **explore** Legacy opportunities with Highways England.

9. **PROGRESS UPDATE ON SHARED PLANNING SERVICE**

Cabinet considered a report on progress being made in developing a Shared Planning Service between South Cambridgeshire District Council (SCDC) and Cambridge City Council (CCC).

The Leader Informed Members that the report set out only the broad principles of the project, with the intention being that greater detail would be presented to Cabinet at its meeting in July 2017. Councillor Lynda Harford said that an effective ICT structure across the two Authorities would be fundamental to a successful shared planning service. It was important to secure the appropriate budget at an early stage. The Joint Director for Planning and Economic Development confirmed that a project initiation document for ICT was already in hand, and that on key service areas, effective ICT implementation would drive the implementation timeline. There would be further dialogue with ICT providers and the 3C ICT team. Councillor Harford emphasised the importance of key Members and officers showing their commitment to the project.

The Deputy Leader fully supported the proposed transition to a shared planning service, and cited West Suffolk as an example.

Councillor Simon Edwards welcomed the proposed management structure set out at Appendix 2 to the report. Turning to paragraph 7 of the same report, he sought clarification of the kind of opportunities that might arise from the commissioning

approach to specialist services being developed in collaboration with stakeholders and partners. The Joint Director for Planning and Economic Development highlighted the opportunities to attract staff, and to share the Council's capabilities with a range of different customers. This could include charging for allowing access to the skills and knowledge of the planning service's specialists. Councillor Edwards supported the proposals set out in the report.

Referring to Recommendation number 8 in the report, Councillor Bridget Smith asked for clarification about the type of measures that might strengthen the recruitment and retention of planning staff. The Joint Director for Planning and Economic Development said that raising the profile of the service, and enabling new and existing staff to develop as a result of the significant professional opportunities in the area, would go some way towards improving the recruitment and, crucially, the retention of staff.

Councillor Edwards observed that South Cambridgeshire District Council's Organisational Development Strategy already recognised the importance of shared services. Councillor Smith expressed the hope that the planning shared service would be a success from Day 1.

The Leader asked about the resources necessary to pursue the project effectively. The Joint Director for Planning and Economic Development said that steps were being taken to recruit another Project Officer. He added that, together with support from existing planning officers, the resources available should be sufficient.

Cabinet

1. **Noted** progress to date on the implementation of the shared planning service;
2. **Agreed** the development of the multi-phase Programme for delivery of the project (see **Appendix 1** of the report);
3. **Approved** the broad principles of the proposed management structure (**Appendix 2**) as the basis for the continued development of the organisational structure;
4. **Agreed** the allocation of additional resources to support the programme as set out in paragraph 21 – 24;
5. **Agreed** the early introduction of a "Greater Cambridge Planning Service" designation on signatures of emails from planning staff of both Councils;
6. **Noted** the need for seamless ICT systems across Greater Cambridge and to note the commitment to early work (and costs) on the procurement of a common ICT system for planning;
7. **Noted** the high-level objectives identified by the project team and invite them to consider the need to retain and support an understanding of Place in the way shared service was structured, delivered and managed; and
8. **Noted** the competitive market for planning staff, and agreed that officers should explore measures that will strengthen the recruitment and retention

of planning staff.

10. DEVELOPMENT MANAGEMENT PERFORMANCE REPORT - MARCH 2017

Cabinet **received and noted** a report providing an overview of South Cambridgeshire District Council's current performance in determining planning applications, as measured against the guidance set out in the Department for Communities and Local Government's document called *Improving planning performance: Criteria for designation (revised 2016)* – DCLG November 2016.

The Planning Portfolio Holder paid tribute to Julie Baird, the former Head of Development Management who had recently left the Council. He said that Julie Baird and her teams had worked tirelessly to make sure that the Council was not placed under special measures. The Planning Portfolio Holder would receive regular updates, and would monitor what he hoped would be continued improvement. The Joint Director of Planning and Economic Development said that the indications were very positive.

The Deputy Leader welcomed what he described as a remarkable improvement when compared with the situation 12 months earlier.

11. DATE OF NEXT MEETING

Cabinet **noted** that its next scheduled meeting would be on Thursday 13 July 2017, starting at 6.00pm.

**The Meeting ended at 3.30
p.m.**

Agenda Item 6



South
Cambridgeshire
District Council

Report To: Cabinet
Lead Officer: Chief Executive

13 July 2017

2016-17 YEAR-END POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

Purpose

1. To provide Cabinet with:
 - A provisional 2016-17 outturn position statement on General Fund, Housing Revenue Account (HRA) and Capital expenditure, including requests for budget rollovers from 2016-17 to 2017-18;
 - A statement on the 2016-17 year-end position statement 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.

2. Approval of capital and revenue budget rollovers constitutes a key decision, notice of which was first published in the March 2017 Forward Plan..

Recommendations

3. Cabinet is requested to:
 - (a) Consider, comment on and note the Council's provisional financial outturn position, together with the overview of Corporate Plan 2016-2021 achievements and performance against key performance indicators set out in the report and appendices **A-D attached**;
 - (b) Approve budget rollovers totalling £3,149,007 as detailed in **Appendices D(1) General Fund Revenue, D(2) HRA Revenue and D(3) Capital**, to be carried forward into the 2017-18 financial year, and
 - (c) Approve the Strategic Risk Register at **Appendix E attached**.

Reasons for Recommendations

4. 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.
5. Rollovers are required to be submitted to Cabinet as, subject to approval, they will result in increases in 2017-18 budget estimates for specific, exceptional items that were originally included in the 2016-17 estimates but will now fall in 2017-18. Rolling over revenue and capital budgets will allow the re-phasing of specific expenditure into 2017-2018 as stated in proposal forms, summarised in **Appendices D(1), D(2) and D(3) attached**.

6. The Strategic Risk Register and Matrix form the record of corporate risks the Council currently faces in the achievement of strategic aims delivery of services, together with control measures to address / sources of assurance over the risks.

Background

7. This is the final position statement for 2016/17, providing updates in respect of:
 - The Corporate Plan 2016-2021, agreed by Council in February 2016; and
 - Key monthly, quarterly and annual Performance Indicators at 31 March 2017; agreed by EMT in consultation with Portfolio Holders.

Corporate Plan 2016-2021

8. The Corporate Plan 2016-2021 sets out the following Vision for the Council:

'South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.'
9. We worked to attain our Vision through three Strategic Aims around four strategic objectives: Living Well, Homes for our Future, Connected Communities, and an Innovative and Dynamic Organisation, and 21 accompanying actions. Detailed commentary on progress and achievements with each of the actions, bringing together relevant performance information, is set out in **Appendix A attached**. Whilst many of the aims and objectives within the plan reflect ongoing long-term priorities, we have reached significant achievements and milestones during the year, including:

Living Well

- 177 families supported by Together for Families programme
- Active 4 Life GP exercise referral scheme has seen 272 clients starting the scheme and 112 completing a course during the year
- Well attended sports camps, including: netball (392 children aged 7-15); athletics (340 children aged 7-15); rounders/kwik cricket camp (30 children aged 7-15); Paddleboarding (368 children, young people and adults) and a women's netball league (120 women, 15 teams)
- Working with Parish Councils to secure around £3 million of developer contributions that will be payable to Parish Councils in future years to fund improvements to recreation grounds, pavilions, play areas and village halls.

Homes for our Future

- Issued planning permissions for 6,675 new homes.
- HRA-funded developments completed at Swavesey (20 Units), Linton (4) and Foxton (15).
- First homes at Northstowe occupied in April 2017.
- Significant improvement in planning application determination performance

Connected Communities

- A10 foot and cycle way opened in March 2017 connecting village of Melbourn to the A10.
- The new Cambridge North station at Chesterton opened May 2017.

- Combined Authority for Cambridgeshire and Peterborough launched, unlocking £600 million for infrastructure investment across the county.

An Innovative and Dynamic Organisation

- Ermine Street Housing generated income of around £680k for the Council..
- Launched cross-border bin rounds on 27 February, which will reduce crews' mileage by 20,000 per year and contribute to savings of £700,000 over three years.

Key Performance Indicators (KPI) and Corporate Plan outcome measures

10. Cabinet has agreed a suite of 38 key performance indicators (KPIs) to provide a strategic overview of organisational health. Performance against Key Performance Indicators is set out in **Appendix B** attached, accompanied by narrative for each KPI. For the year end performance report, narrative is split into three sub-headings explaining how we did during the year in relation to target and intervention levels, what the context was for levels of performance and what the outlook is for 2017-18.
11. The data in Appendix B shows actual performance against target and intervention levels, which were agreed at the beginning of the year by directors in consultation with Portfolio Holders. The Council uses a 'traffic light' system to denote performance, whereby:
- **Green** signifies performance targets which have been met or surpassed;
 - **Amber** denotes performance below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions at the operational level to raise standards as required.
 - **Red** denotes performance below the intervention level. This represents underperformance of concern, and should prompt interventions at the strategic level which are likely to involve the reallocation of resources and proposals to redesign how services are provided.

Financial Outturn

12. This position statement is reporting on the variance between the 2016/17 working budgets and the provisional outturn at the end of March 2017. A summary is below;

Projected / Provisional Outturn variance to Working Budget	March 2017	
	£	%
General Fund	(404,828)	(3)
Housing Revenue Account (HRA) *	(4,632,928)	(125)
Capital	(4,853,856)	(21)

*It should be noted that £3,252,137 of the underspend showing in the Housing Revenue Account above is a direct result of delays in capital investment, where revenue funding was not required when anticipated, and therefore shows as a positive variance in both revenue and capital, but actually relates to the same

underspending. The HRA revenue variance is £1,380,791 (37%), if Direct Revenue Financing (DRF) of capital expenditure is excluded.

13. The provisional General Fund outturn as at March 2017 is positive due largely to the staff underspends in Corporate and Customer Services and Finance and Staffing, various savings in Health and Environmental Services and additional Planning Fee Income, which was higher than had previously been forecast.
14. As explained in the note above, the provisional HRA outturn underspend is predominantly due to delayed capital expenditure funded from revenue, which was lower than estimated, due to:
 - (a) Delays in the delivery of some of the new build programme;
 - (b) Savings in the work to refurbish non-traditional dwellings; and
 - (c) No identified need to invest funds held for the re-provision of existing dwellings in 2016/17.Savings in revenue repairs, partly due to cyclical maintenance contract savings were also realised in 2016/17.
15. The provisional Capital outturn includes underspending in Housing Capital, where planned expenditure did not occur, with some delays because of factors outside the Council's control.
16. A summary position statement is provided at **Appendix C**. Significant variances are listed in **Appendices C1, C2 and C3**.

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 2016-17 budget, listed in **Appendices D(1), D(2) and D(3)**, were underspent at the end of the 2016-17 financial year, but the expenditure will now fall within 2017-18. If approved by the Finance and Staffing Portfolio Holder, the relevant estimate provisions will be rolled forward into 2017-18, only if, or when the S151 Officer is satisfied that the relevant 2017-18 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 rollover requests listed in **Appendices D1, D2 and D3**, total £249,597 on General Fund revenue budgets, £800,110 on Housing Revenue Account revenue budgets and £2,099,300 on the Capital Programme.
20. Subject to approval, the March 2017 provisional outturn figures need to be adjusted for rollovers requested. The table below shows the adjusted net March 2016 provisional outturn figures, taking rollover requests into account:

Outturn compared to working budget	Provisional Outturn variance March 2017		Rollover requests	Adjusted Outturn variance March 2017	
	£	%	£	£	%
General Fund	(404,828)	(3)	249,597	(155,231)	(1)
Housing Revenue Account (HRA)	(4,632,928)	(125)	800,110	(3,832,818)	(103)
Capital	(4,853,856)	(21)	2,099,300	(2,754,556)	(15)

Income

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

	Budget	Actuals	Variance
	2016/17	2016/17	(positive) / negative
	£	£	£
Land Charges	(254,360)	(274,746)	(20,386)
Refuse Recycling Credits (a)	(1,120,520)	(1,161,101)	(40,581)
Paper Recycling (a)	(294,800)	(345,692)	(50,892)
Taxi Licensing Fees and Charges	(157,930)	(198,627)	(40,697)
Licences under Acts - Fees and Charges	(113,650)	(115,691)	(2,041)
Travellers Sites Rents	(104,130)	(104,879)	(749)
Development Control Fees	(1,200,000)	(1,507,532)	(307,532)
Development Control Pre-App Fees	(120,000)	(177,272)	(57,272)
New Communities Charges for Services (b)	(565,000)	(414,870)	150,130
TOTAL	(3,930,390)	(4,300,410)	(370,020)

- (a) Now a shared service with Cambridge City Council - figures represent those attributable to SCDC only.
- (b) Includes budgets for Pre-App Fees. Income target increased sharply last year.

Additional income/savings requirement

22. A target was set for additional income within the 2016/17 budget, including from Commercialisation projects. Actual income and expenditure from these initiatives have been accounted for within the Portfolio actuals, but an extract is presented below:

Source of saving	Net Savings Requirements	Actual Savings in the year	Narrative
	2016-17	2016-17	
	£000	£000	
Single Shared Waste Service: round optimisation.		38	The saving (SCDC share) was made a year early; it is budgeted that a saving of £75K (SCDC share) will be made in the following year.
South Cambs Ltd, trading as Ermine Street Housing (ESH)	250	680	It was anticipated that lending to ESH would be raised through external borrowing. No external borrowing has been required to date.
Commercialisation Programme	50	47	See below
Total savings requirement	300	765	This value is part of the General Fund Savings of £750k, the other £450K being Reduction for vacancies. These Savings requirements were shown separately in the budget, but the actuals are accounted for within Portfolio actuals.
Other	150	425	See below
Total savings	450	1,190	
Commercialisation Programme:			
- In-house Bailiff Service	30	20	
- Business Hub	20	27	
Total Commercialisation Programme	50	47	
- GF shared equity properties	150	425	This was budgeted for within the Housing Portfolio.
Total Other	150	425	

Risk Management

23. Risk management best practice is that the executive and governance roles should be carried out separately. These roles are allocated between the Executive and Corporate Governance Committee, as follows:
- (a) agreement and ownership of the strategic risks facing the Council - the executive role - to the Executive, led by the appropriate portfolio holder;

- (b) approval of the risk management strategy; advice and assurance regarding the adequacy and effectiveness of risk management - the governance role - to Audit and Corporate Governance Committee.
24. Cabinet, led by the designated portfolio holder for risk management, therefore takes executive responsibility for management of the strategic risks facing the Council, including review of the Strategic Risk Register.
25. The Strategic Risk Register has been reviewed with the nominated risk owners and other members of EMT. Changes proposed to risk descriptions, control measures / sources of assurance, timescales to progress or likelihood / impact scores are highlighted in the draft Strategic Risk Register is attached as **Appendix E**. The draft Strategic Risk Matrix, attached as **Appendix F**, shows risk impact and likelihood scores in tabular form.
26. Particular risks to note are:
- (a) **STR03, Re-titled Gypsy and Travellers and those not meeting new planning definition (previously Illegal Traveller encampments or developments)**. Risk cause and consequences revised significantly.
 - (b) **STR05, Re-titled Failure to meet Housing Need (previously Lack of Land Supply)**. Risk and controls wording is revised significantly.
 - (c) **STR32, Re-titled Inadequate Development Management Performance (previously Risk of Designation as Poorly Performing Planning Authority)**. This risk was identified for possible inclusion in the Strategic Risk Register since the last review. It is therefore proposed that this be included on the register, with initial assessments of Impact 4 (High) and Likelihood as 3 (Possible).
 - (d) **STR30, Devolution Risk - Failure of implementation programme to deliver on scope, time, quality and cost.**
This risk was included in the Strategic Risk Register during the last review. With the Combined Authority now successfully set up it is proposed that this risk is removed.
 - (e) **STR26, Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes.**
With increased focus on Commercialisation and reduction in government funding, it is proposed that impact of the risk is increased from 3 (Medium) to 4 (High).
27. 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.

Consultation responses (including from the Youth Council)

28. Corporate Plan aims and actions, are based on assessed priorities and are subject to consultation each year prior to adoption.
29. Updates within this report have been prepared in liaison with lead officers in each directorate. The report was submitted to Executive Management Team on 21 June 2017, and will be submitted to Scrutiny and Overview Committee on 6 July 2017. Any recommendations from the Committee will be reported at the meeting.

Effect on Strategic Aims

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

Conclusion

31. The Council reached important milestones against each of the four Corporate Plan objectives during the year, notably launching cross-border bin rounds, which will result in significant crew mileage and financial savings, and contributing to the successful implementation of a Devolution deal which will unlock hundreds of millions of new funding to address the strategic housing and transport challenges of the area. Strong performance has been maintained in key frontline and support areas of the business, including rent, Council Tax and Business Rate collection and the customer contact service which, aided by the introduction and take-up of an increasing range of e-forms, handled additional enquiries generated as a result of the major bin round collection change project. Improvement in development control planning application determination periods continues to be sustained.
32. The Council demonstrated sound financial management during the course of the year, delivering underspends against General Fund, HRA and capital budgets and delivering significant income and savings to support service delivery and contribute to maintaining a balanced MTFs. Budget holders continue to 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 throughout this report and appendices.

Background Papers: Corporate Plan 2016-2021

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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
LIVING WELL			
Objective (A) - Support our communities to remain in good health whilst continuing to protect the natural and built environment.			
(i) Proactive intervention to improve mental health and emotional wellbeing for all	<p>Carried out physical activities and sports programmes.</p> <p>Recruited and trained a number of workplace Health and Wellbeing Champions who have carried out a programme of initiatives to support this, including a mental health lunchtime event and well-being seminars.</p> <p>Established a Member Task and Finish Group to understand and tackle social isolation.</p>	<p>Over 100 young people with learning difficulties or physical disabilities enjoyed our annual athletics event in June 2016. Pupils aged between 10-19 from across Cambridgeshire took part in a range of activities including relays, shot-putting and sprinting.</p> <p>Indoor Athletics Plus event held at Cambourne School in October 2016 enabled over 90 young people to participate in a range of athletic events. 15 young leaders from Cambourne School assisted on the day.</p> <p>Well-attended sports camps, including:</p> <ul style="list-style-type: none"> - Netball: 392 children aged 7-15 - Athletics: 340 children aged 7-15 - Rounders/Kwik cricket: 30 children aged 7-15 <p>368 children, young people and adults participated in Paddleboarding between May and September 2016.</p> <p>Women’s netball league: 120 women in</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific projects will include:</p> <ul style="list-style-type: none"> - Supporting parishes to develop community-led activities for older children and local initiatives to improve mental health. - Local Health Partnership to develop an action plan on tackling social isolation, including work to pilot a partnership-led social prescribing project. - Elected member task and finish group to understand and tackle loneliness: evidence-gathering, report and recommendations. - Working with parish councils to host an event in the Autumn to share good practice in relation to local community-led mental health initiatives.

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER FOUR / YEAR-END 2016-2017

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
		15 teams from October to March 2017.	
(ii) Support our residents to stay in good health as they grow older, with access to the services they need	<p>Funded Mobile Wardens grant scheme, supporting 12 schemes in 2016/17.</p> <p>Carried out handyperson scheme contract (Age UK)</p> <p>Continued to provide Active and Healthy 4 Life scheme in partnership with local sports centres.</p> <p>Worked with Cambridgeshire Celebrates Age to publicise local activities for older people.</p> <p>Close working with Clinical Commissioning Groups and NHS England to improve GP access in new communities.</p> <p>Locality meetings have focused on topics put forward by the parishes themselves around local transport and older people’s initiatives.</p> <p>Launched handyperson scheme for council tenants.</p>	<p>Disability Huntingdonshire, with funding from our Service Support Grant scheme, has helped local people access advice, information and support. A Longstanton resident, supported to apply for Employment and Support Allowance, said ‘If I hadn’t got this benefit I would not have been able to survive.’</p> <p>Active and Healthy 4 Life GP exercise referral scheme has seen 272 clients starting the scheme and 112 completing a course during the year (some clients will complete during the next financial year).</p> <p>The mobile wardens scheme has helped support over 250 local residents across 12 schemes in 22 villages.</p> <p>Between April and December 2017, 191 residents were supported by the Handyperson Service, which is delivered on our behalf by Age UK (countywide contract).</p> <p>Handyman scheme has assisted over 100 households, mainly inhabited by older residents.</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific projects will include:</p> <ul style="list-style-type: none"> - Further promotion of the Active and Healthy 4 Life scheme, especially with GPs. - £19k funding awarded the mobile wardens grant scheme 2017/18. - Continue engagement with Health Watch to highlight the issues regarding delivery of primary care in new communities. - Update the SCDC community transport directory.

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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
<p>(iii) Ensure our new and established communities provide thriving, healthy, safe and attractive places to live</p> <p>Related PIs:</p> <ul style="list-style-type: none"> • Satisfaction with local environmental quality • Satisfaction with waste services 	<p>Crime and Disorder Reduction Partnership (CDRP) 2016-17 priorities agreed: Work together to (1) Protect the vulnerable (2) Tackle dwelling burglary (3) Improve our understanding of our increasingly diverse communities and build community resilience.</p> <p>Successes against the 2016-17 action plan included:</p> <ul style="list-style-type: none"> - Promotion of “good neighbours stop rogue traders” message - Crime prevention events at five villages (more events planned) - Recent victims of scams supported through partnership activity, which also revealed a hoarding issue (seven bags of scam letters retrieved from property) - Community safety event held in March 2017 for parish, Neighbourhood Watch and community representatives - Tough Love project - 29 performances in total, 17 in City and South Cambs secondary schools (all South Cambs schools hosting at 	<p>Successful delivery of Parklife 2016 – 5,000 visitors</p> <p>2016 CDRP Strategic Assessment showed that crime levels are low in the district and remain among the lowest nationally.</p> <p>75% of residents satisfied with local environmental quality, based on 558 responses to 2016 survey. 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.</p> <p>The Shared Waste Service have contracted the clean up of the A10 and supported over 40 community litter picks in 2016/17, helping Parish Councils and community groups by lending equipment and arranging pickups of the litter collected.</p> <p>Sustainable Parish Energy Partnership (SPEP) thermal cameras loan scheme relaunched with local radio and TV coverage. Seven training sessions held. 18 residents newly trained to use thermal imaging cameras. Cameras lent out 38 times, and used to survey 54</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific projects will include:</p> <ul style="list-style-type: none"> - Delivery of CDRP partnership 2017-2018 Action Plan. - Development of Northstowe Phase One Sports Pavilion and Community Centre - Implementation of the Playing Pitch and Indoor Sports Facility strategies will enable the delivery of appropriate sporting facilities, thus helping communities to remain in good health. - Further encouragement and facilitation of sharing of good practice between parish councils. - Based on the importance of our Street Cleansing service to residents, we are reviewing the service in 2017 to ensure it achieves the best outcomes for the resources available. - Continue delivery of the Northstowe Healthy New Towns programme through: - Using the results of the research into older people's housing to assess the need for specialist

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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>least 1 performance), 8 in community settings, 2 in Further Education settings and 2 held for professionals.</p> <p>Participation in Northstowe Healthy Town initiative, forging an effective partnership with Cambridgeshire County Council, the HCA, Cambridge University research teams, Public Health, CUHT, CPFT and the CCG.:</p> <ul style="list-style-type: none"> - Applied expert knowledge from within the partnership to various aspects of the planning process, such as response to the draft Phase 2 Design Code, to ensure that health and wellbeing is promoted through the built environment - Assembled a team of analysts to predict the health needs of Northstowe's population in order to plan for the care that will be ultimately be delivered from the new Health Hub - Commissioned research into the need for specialist housing for older people across the district up to 2036 <p>Endorsed Playing Pitch and Indoor</p>	<p>properties.</p> <p>Initial Tough Love feedback showed there had been a full disclosure regarding a domestic violence incident, leading to additional support being offered.</p> <p>Around £600,000 has been paid to 20 of our Parish Councils during the last year (from developments approved in previous years) to help fund a number of projects including Phase 2 of Willingham play area project.</p> <p>Completed Green Deal Communities Scheme works have resulted in 179 external wall insulation installations, eight properties receiving loft insulation, one boiler replacement and six internal wall insulation installations in South Cambridgeshire (total 187 properties receiving works, subsidised with approximately £1m of national funding)</p> <p>Facilitated 63 Community Chest grants to community groups and parish councils totalling over £79,000 (76 grant applications processed)</p> <p>Managed service support grants to the voluntary and community sector totalling</p>	<p>housing in Northstowe and facilitate its delivery in 2017/18</p> <ul style="list-style-type: none"> - Using the results of the health needs analysis to generate a new model of care for the delivery of health services in Northstowe - Continue to influence the nature of the development at Northstowe in accordance with Healthy New Town principles. <p>Worked with Parish Councils to secure around £3m of developer contributions that will be payable to Parish Councils in future years to fund improvements to recreation grounds, pavilions, play areas and village halls.</p> <p>Secured physical infrastructure from larger developments including land for creation of a new 2.6 hectare recreation ground in Swavesey.</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>Sports Facility strategies for SCDC and Cambridge City Council.</p> <p>Signposted parish councils and community groups to various bodies that provide funding and governance advice. e.g. Community Business Bright Ideas Fund.</p> <p>Successful networking event for groups engaging in youth work (November 2016) and development of case studies booklet</p> <p>Actively participated in the organisation of the Cambridgeshire Parish Council Conference 2016: Stronger Together, ensuring that South Cambridgeshire parishes were engaged as presenters and participants</p> <p>Welcome packs ready to distribute to new residents at Northstowe (available online also).</p> <p>Introduced contingency arrangements for monthly management of council's network of air quality monitoring diffusion tubes.</p> <p>Established air quality monitoring network for Low Emission Strategy for</p>	<p>£134,000. With the help of our service support grants, the voluntary and community sector has:</p> <ul style="list-style-type: none"> o brought in £2m in welfare benefits to our residents (mid-year figure) o provided advice to 1,880 residents (mid-year figure) o Community Awards 2016/17 held in March 2017 to recognise and celebrate over 60 local individuals, groups and businesses. <p>Delivered:</p> <ul style="list-style-type: none"> - £10k grant programme to local homelessness and domestic violence charities: specialist support provided to over 180 people - £50,000 Environmental Improvement Gant programme for council tenants: completed 41 projects. <p>Secured an additional £280,000 for 2017/18 to 2018/19 to ensure that Northstowe is a healthy town, including rethinking how health and care services</p>	

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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	Northstowe phase 1 development. Covell's Drain bank improvement scheme completed.	can be delivered.	
(iv) Support local businesses to improve the health of their employees	Local Health Partnership mental health training for frontline staff on ways to work effectively in understanding and dealing with behaviour related to mental health issues (58 attended across partners, including contractors). Science Park new development – secured agreement with applicant to install 4 electric charging pillars for 8 vehicles in support of policy to reduce emissions from proposed use.	Businesses reporting improved employee health outcomes and associated business benefits will constitute success against this measure. Healthy options scheme rolled out to seven businesses.	This remains a priority within the Corporate Plan 2017-2022. Specific projects will include building a network of 'Mindful Employers' to support improved mental health.
(v) Work with other councils, the NHS and public sector partners, to make sure families with the most complex needs are supported to improve their own health, prospects and prosperity	Developed a multi-agency 'Lead Professional' approach to put in place referral, case management and information sharing processes to improve outcomes for vulnerable elderly people across the county.	Together for Families programme helping families in the district (177 families living in the district are on the Together for Families Programme).	This remains a priority within the Corporate Plan 2017-2022, as part of which we will continue to Implement the 'Lead Professional' project.
(vi) Improve existing private rented housing standards to ensure everyone can be safe and healthy at home	DECC Fuel Poverty and Solid Wall Insulation Projects now completed. Dedicated Environmental Health Officer enforcing private sector housing standards. Investigating assured advice partnership	112 homes have been insulated via the DECC schemes creating a reduction in fuels cost and carbon footprint in the SCDC area. Landlord advice pack developed to help with regulatory compliance and best	This remains a priority within the Corporate Plan 2017-2022. Specific projects will include: - Exploring new approaches to the Private Sector Stock Condition Survey to provide more cost-effective methods of gathering

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>with federation of estate agents.</p> <p>Community events to help residents find out how they can make their homes warmer and cheaper to run took place in Abington and Fowlmere.</p> <p>Investigating the development of Primary Authority Partnership with landlords (following the Primary Authority Model for businesses – see Ci below)</p>	<p>practice.</p> <p>Developed and signed up to a Hoarding Protocol and prioritised supporting improvements for hoarders with partners.</p> <ul style="list-style-type: none"> - Currently 35 known premises that meet hoarding criteria in the district. Officers are engaging with 7 new cases identified since Nov 2016. - Range of actions from informal arm's length support to involvement with health & wellbeing partners through to formal enforcement notices. - Each case assessed individually by the Cambs Hoarding group to ensure actions are appropriate and proportionate to address issues. 	<p>relevant data.</p> <ul style="list-style-type: none"> - Moving to a multi-agency intelligence-led approach to identify and address potentially substandard housing. - SPEP Eco Homes event to encourage people to open their homes and discuss energy saving measures with other interested people.
HOMES FOR OUR FUTURE			
Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities			
(i) Influence developers to increase the pace of housing and infrastructure construction, including delivery of affordable	We issued planning permissions for 6,675 new homes during the year, with a further 3,000 subject to the conclusion of Section 106 legal agreements with developers.	671 net additional dwellings were completed in South Cambridgeshire during 2015/16 (the last full year for which verified monitoring data is available). This is less than in 2014/15 (1,369) but 86 more dwellings than	<p>This remains a priority within the Corporate Plan 2017-2022, as part of which we will:</p> <ul style="list-style-type: none"> - Create a framework for the future development of Waterbeach New

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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
<p>housing</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> PI around Affordable Homes delivery Planning determination time performance Developer Delivery performance 	<p>Planning Committee agreed revised arrangements under which half of the Northstowe second phase will be sold or rented below market rates (40% Starter Homes and 10% Affordable Rented Homes).</p> <p>North-West Cambridge site agreement with Cambridge University completed, which captures operational and administrative arrangements for the first Underground Bins Waste Collection Scheme in Cambridge City and South Cambridgeshire. This is believed to be the largest such scheme of its type in the UK.</p>	<p>predicted in the housing trajectory included in the previous monitoring report. 129 affordable homes were completed, 22% of which (28 units) on rural exception sites. On sites of two or more dwellings where the Council's affordable housing policy (HG/3) applies, 38% of dwellings permitted were affordable.</p> <p>The number of properties on Banding lists for Council Tax increased by 518 between 27 March 2016 and 23 March 2017.</p> <p>An estimated 151 affordable homes were completed during 2016/17.</p> <p>The first homes at Northstowe were occupied in April 2017 and more buyers are due to move into the new over the coming months, with over a quarter already reserved.</p> <p>The implementation of an improvement plan for development control has resulted in 94% of major applications and 87% of non-major applications being determined within nationally imposed timeframes between July 2016 – March 2017, in excess of the target of 80% and a substantial increase upon the figure for the two years to September 2016.</p>	<p>Town and Bourn Airfield</p> <ul style="list-style-type: none"> Continue to develop strategic sites e.g. Northstowe, Cambourne West Lead a corporate project to increase supply of new permissions and homes. Take forward the Self-Build initiative (see Bii below), and Through proactive development management and the receipt of the Inspector's report, achieve a five-year housing Land Supply. <p>We estimate that 804 additional housing units will be completed by 31 March 2018.</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
<p>(ii) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes</p>	<p>During the year we have:</p> <ul style="list-style-type: none"> - Identified around 100 self build plots (subject to planning) on council land for onward sale to support our Right to Build Vanguard work and return capital into the affordable homes development programme for future council new build - Supported private self builders with schemes on their own land - Started work with Planning to create a self build planning policy statement - Gained planning permission for a 14 home scheme on SCDC land in Gamlingay – including 4 market sale homes - Contracted with developers to provide 33 new build homes during 2017/18 in Great Abington (8), Balsham (13), Waterbeach (9) and Longstanton (3). - Researched the use of modular construction 	<p>First two Self-Build plots have planning permission and are being marketed and sold</p> <p>A rolling programme of circa £5-6m per annum including spend of Right to Buy Receipts to build new council homes</p> <p>Further applications coming with around 10 plots at pre app stage with planning</p> <p>Recruitment of Self/Custom Build Regional Manager</p> <p>Hosting regional events for self build applicants and other Local Authorities – well attended reaching 400+ attendees. Over 600 applicants on Self-Build register.</p> <p>Successful handover and occupancy of new council homes.</p> <p>On site construction of shared ownership and market sale homes – a new product for SCDC – with successful tender for sales & marketing services to maximise sales speed and values</p> <p>A rolling programme of circa £5-6m per annum including spend of Right to Buy Receipts to build new council homes</p> <p>Recent HRA funded developments completed at Swavesey (20 units), Linton (4) and Foxton (15). With the acquisition of street properties, we built</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific projects will include:</p> <ul style="list-style-type: none"> - Offer a regional service to other local authorities, acting as the self-build ‘hub’ for registers and events locally and regionally - Help communities to form local groups, such as Community Land Trusts, to deliver affordable housing for local people - Delivery of additional affordable homes through the Housing Development Agency - Taking a lead role within Combined Authority on housing – with a £100 million housing fund to be invested over the next five years to build more homes across combined authority area. - Greater focus on modular construction how this might be resourced - Second modular scheme – on SCDC land – to enable modular contractor framework to be run resulting in a framework of fully market tested modular contractors with winning contractor building out 6-8 unit scheme.

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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
		<p>and acquired 52 new council homes during the year.</p> <p>Pilot ‘proof of concept’ scheme constructed and assessed and sold on with profit into General Fund – begin 2018.</p> <p>We achieved a net gain for Council homes during the year of 17.</p>	
(iii) Continue to progress the Local Plan to adoption	<p>Joint Local Plan examination hearings for SCDC and Cambridge City took place throughout the year.</p> <p>The Planning Policy team submitted written statements on 10 main topics, in hearings that took around 200 hours of SCDC Officer time.</p>	<p>Council approved modifications to the Draft Plan to increase the pace of delivery on strategic sites and make provision for the further expansion of the Cambridge Biomedical Campus.</p> <p>Finding of a “sound” plan by inspector, through which the Council will be able to demonstrate a Five-Year Housing Land Supply, will ultimately constitute success against this measure.</p>	<p>This has been retained as an objective within the Corporate Plan 2017-2022.</p> <p>Subject to the Inspectors’ timetable, the final Plan is likely to be ready for adoption in Spring 2018.</p>
(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities	<p>12 neighbourhood areas have been designated, with Neighbourhood Plans (NPs) being prepared for these areas, most recently at Stapleford and Great Shelford.</p> <p>Training events have been held to support Parish’s preparing NPs.</p> <p>A Member Task and Finish Group has prepared a 'Standard Offer' setting out how the Council will fulfil its statutory duty to advice and assist parish councils</p>	<p>Parishes wishing to adopt Neighbourhood Plans successfully do so.</p> <p>During the year we worked with 18 Parish Councils, holding 13 meetings and a Policy writing training workshop to support Parish Councils working towards their Neighbourhood Plans.</p>	<p>This objective has been retained as a continuing priority as part of the Corporate Plan 2017-2022.</p> <p>Recommendations from the Member Task and Finish Group will be presented to the Planning Portfolio Holder and Cabinet for adoption in July 2017.</p>

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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	preparing neighbourhood plans.		
<p>(v) Find solutions for people facing homelessness</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> Households in temporary accommodation Households helped to avoid homelessness B&B spend % Discretionary Housing Grant paid 	<p>Worked in partnership with Chartered Institute of Housing (CIH) to review homelessness in the District.</p> <p>Reviewed the Private Sector Leasing (PSL) scheme and set up a new in-house scheme.</p> <p>Positive feedback from CIH review of homelessness, identifying ‘strong and resilient leadership at a corporate and service level and an effective culture of preventing homelessness...’</p> <p>Worked in partnership with other districts/ city to secure Trailblazer funding from Government to increase homeless prevention and encourage other agencies to view homelessness as the unacceptable outcome.</p>	<p>126 households helped to prevent homelessness during 16/17.</p> <p>Homelessness is increasing but the Council has managed to have just 60 households in temporary accommodation at end of the year and has kept B&B spend to a minimum.</p> <p>101% of Discretionary Housing grant paid by year-end, helping to mitigate the risk posed by welfare reform and homelessness.</p> <p>£80k of Discretionary Housing grant was allocated to applicants who are likely to be adversely affected by the reduced benefit cap.</p> <p>(Full commentary on these indicators set out in Appendix B)</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific actions will include:</p> <ul style="list-style-type: none"> Produce new Homeless Strategy for 2018 Prepare for introduction of Homeless Reduction Act (expected April 2018, but date not yet confirmed) Implement Shire Homes PSL scheme.
<p>(vi) Secure a viable future programme for our Council houses</p>	<p>Following the reduction in rental income between 2015-2019 we sought alternative funding streams into the Housing Revenue Account (HRA). Via our Right to Build Vanguard work we have commenced a programme of HRA-owned land plots for sale through the system approved by Cabinet in July 2016 (see B(ii) above). The capital receipt from plot sales will from 2017 establish a growing capital spend that can be matched with Right to Buy receipts to focus on exception site</p>	<p>Achieved a viable 30 year business plan for the Housing Revenue Account ensuring services can be maintained for the 10,000 people living in council properties.</p> <p>Estimated annual budget circa of £5-6m including right to buy receipts and commuted sum spend to deliver new homes.</p> <p>For details of new housing schemes, see B(ii) above.</p>	<p>This objective has been retained as priority within the Corporate Plan 2017-2022. We will continue to take an innovative approach to generating income, such as the sale of council land for self-build, and explore new ways of working more efficiently with Cambridge City Council, as part of the development of a joint Housing Strategy.</p> <p>We will also take forward proposals to joint working with Cambridge City Council, for our housing departments,</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	council new build from 2017 onwards. Review of the HRA Business Plan has identified savings for 2017/18 and 2018/19 towards the £250k target.		including the procurement of a joint IT system for housing management.
CONNECTED COMMUNITIES			
Objective (C) Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity			
i. Deliver the “City Deal”, investing in transport, housing, technology and skills to ensure the area continues to be recognised for its economic success and world-leading innovation Related PI(s): <ul style="list-style-type: none"> • Planning determination times performance • Development Delivery Agreement performance 	Officers in Planning and New Communities have supported the City Deal Team to deliver the transport infrastructure investment programme, which advanced significantly throughout 2016/17. Schemes included: <ul style="list-style-type: none"> - Cambridge Access (to alleviate City Centre congestion) - Histon Road Bus Priority - Milton Road Bus Priority - A428, A1307 and A10 corridors - Western Orbital 	The A10 foot and cycle way, connecting the village of Melbourn to the A10 cycleway via a 2.5km-long cycle path, opened on 15 March 2017, helping to deliver continuous high quality cycle way from Cambridge to Royston. The Housing Development Agency completed 264 units during 2016/17, including schemes in Swavesey, Foxton and Linton.	The Corporate Plan 2017-2022 retains an objective to support the delivery of City Deal and Combined Authority transport, housing, technology and skills programmes. Specific projects will include: <ul style="list-style-type: none"> - Progress of transport infrastructure schemes - Agreement of future investment strategy for Tranche 2 and beyond - Combined Authority Housing and Strategic Planning workstreams
ii. Bring forward strategic transport improvements, with particular regard to A14, A428 and A1307	Cabinet agreed a response to the Highways Agency’s A428 Black Cat to Caxton Gibbet Route Options Consultation, favouring the ‘Orange Route’ option nearest to the existing	The A14 improvement scheme is underway and will be complete in March 2021. The new Cambridge North station at	This remains a priority within the Corporate Plan 2017-2022. Specific actions will include: <ul style="list-style-type: none"> - Response to the Highways

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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
<p>improvement proposals, the M11 corridor and an East-West rail link</p>	<p>road.</p> <p>Following consultation on plans to create new bus and cycleways between Cambridge and Haverhill, the City Deal Executive Board agreed to carry out further technical work on a series of options, including a new park and ride site near the A11 and road safety enhancements between Linton and Horseheath.</p> <p>We have joined the East-West Rail Consortium to ensure SCDC participation on this important project.</p>	<p>Chesterton opened on 22 May 2017.</p>	<p>Agency's preferred A428 route option, due to be announced in summer 2017.</p> <ul style="list-style-type: none"> - A1307 consultation on preferred options, to commence in September 2017. - Contributing to the Cambridgeshire and Peterborough Combined Authority transport infrastructure workstream, including improvements to the A10 and the London to King's Lynn rail line.
<p>iii. Continue to sell the South Cambs economic success story, influencing strategic partnerships and investment partners in Government and Business, both nationally and internationally</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> • % of NNDR collected 	<p>Contributed to the establishment of the Shadow Combined Authority prior to the election of the new Mayor in May 2017.</p> <p>Council agreed proposed modifications to the Local Plan which would allow the Cambridge Biomedical Campus to expand.</p> <p>Engagement with London-Stansted-Cambridge Consortium (LSCC) on corridor-based growth.</p> <p>Officers from Planning and New Communities have collaborated with Cambridge University and Cambridge Ahead around future growth and the development of a non-statutory spatial plan.</p>	<p>The successful implementation of a devolution deal which will deliver significant investment in infrastructure and skills and the transfer of central government powers locally.</p> <p>SCDC led the housing workstream for the Combined Authority, securing a £100 million housing fund to be invested over the next five years, delivering 3,000 affordable homes in Cambridgeshire and Peterborough.</p> <p>The Combined Authority will unlock £600 million for infrastructure investment and £170 million for housing across Cambridgeshire and Peterborough.</p> <p>We collected over £77 million of Business Rates, 99.46% of the total</p>	<p>The Corporate Plan 2017-2022 contains objectives to:</p> <ul style="list-style-type: none"> - Support the delivery of City Deal and Combined Authority transport housing, technology, and skills programmes, and - Take a stronger leadership role in shaping economic growth for the area, through the development of shared economic strategies with partners. <p>SCDC commissioned to lead on the delivery of the housing programme for the Combined Authority.</p> <p>Work with the LEP to produce an updated Strategic Economic Plan for Cambridgeshire and Peterborough,</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
		amount collectible.	<p>from which the economic growth strategy for Greater Cambridge will emerge.</p> <p>Continued involvement with Local Enterprise Partnership to deliver Enterprise Zones in Cambourne, Northstowe & Waterbeach.</p>
<p>iv. Support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community led services and targeted support for the rural economy.</p>	<p>Supported set up of South Trumpington Parish Meeting, including training for local residents, support to access funding and facilitation of first meeting.</p> <p>Launched a You Tube video explaining to communities how they can list important local amenities as Assets of Community Value, and how they might finance subsequent buy-out of these assets into community ownership. This has been viewed 420 times.</p> <p>Establishment of Repair Cafés supported by the Council and local charities Cambridge Carbon Footprint and Transition Cambridge. The repair café network aims to help tackle the rise of the throwaway culture by reducing the number of items going into the waste stream, whilst also saving people money and preserving traditional repair know-how and skills.</p> <p>Community Governance Review of Willingham and Over underway.</p>	<p>We provided transport to residents for nearly 3,000 trips (mid-year figure, not including community car scheme figures)</p> <p>11 nominations of Assets of Community Value processed</p> <p>Supported the 'Make Your Mark' campaign through promotional activities. Seven South Cambridgeshire schools participated (plus the two main 6th forms in Cambridge attended by South Cambridgeshire students). The total number of young people participating from across Cambridgeshire was 7,716 from 11 schools.</p> <p>Over 30,000 properties have obtained superfast broadband through the Connecting Cambridgeshire programme, which is on track to reach over 95% of homes and businesses in the county by the end of 2017.</p> <p>Supported SPEP partners to put on local events: Stapleford Green Day, Histon &</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific initiatives will include:</p> <ul style="list-style-type: none"> - Complete refresh of Community Transport / Connecting Communities Strategy. - Partner networking events to build local relationships. - Further support for development of repair cafés across the district. - Community Governance Review of Cambourne West. - Continue to facilitate links between parishes, schools and SCDC to hear young people's voices.

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>Community Governance Review of Cambourne (council size) underway.</p> <p>Recruited new members to the Northstowe Community Working Group and supported them to develop a welcome pack for new residents to Northstowe.</p> <p>Facilitated:</p> <ul style="list-style-type: none"> - Six meetings/events for parish councils to come together to discuss topics of common interest, including Devolution, community hubs, transport and older people’s services - Two liaison meetings between Cabinet and parish councils. - Four Northstowe Community Forums, enabling local people to find out more about the development and ask questions of developers, house builders and the public sector 	<p>Impington Village Food Festival, Abington Energy Day and Fowlmere Sustainability Event.</p> <p>Supported the establishment of Repair Cafés in six villages (Histon, Fulbourn, Waterbeach, Girton, Great Shelford and Sawston), and associated Repair Café networks in the north and southeast of the district.</p> <p>Repairers workshop to recruit new repairers, attended by approximately 25 people</p> <p>Supported communities to have their say over proposals to remove 71 telephone kiosks in the district.</p>	
AN INNOVATIVE AND DYNAMIC ORGANISATION			
Objective (D) Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost			
i. Take forward commercial activities such as Ermine Street Housing (ESH - our ethical lettings	ESH has continued to acquire additional properties to grow its portfolio and the position at 31 March 2017 was 127 acquisitions, 140 leased, totalling 267	The Council obtained income of £680,000 from ESH during 2016,17 in addition to the appreciation of the capital	The Corporate Plan 2017-2022 contains an objective to develop strategies for the Council to take advantage of commercial and

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
<p>company)</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> General Fund budget variance 	<p>properties for rent, 4 resold and 30 more in the pipeline.</p> <p>The Business Hub commenced an arrangement with the British Frozen Foods Federation to provide assured advice across the county.</p>	<p>asset.</p> <p>The Business Hub and In-house Enforcement projects together delivered income of £47,000.</p> <p>The General Fund equity properties refurbishment and resale project achieved income of £425,000.</p>	<p>investment opportunities as they arise. Work planned and underway includes:</p> <ul style="list-style-type: none"> Consolidate business change activity into a single change programme incorporating commercialisation, digitalisation, asset and demand management. Continue delivery of ESH Business Plan and Equity Share Investment project. Review In-house Enforcement arrangements Review progress with Business Hub following a ‘balanced scorecard’ performance analysis identifying areas of strength and for improvement. Subject to the above, negotiate further Primary Authority arrangements with national organisations. Working with local regulators and Local Authorities to introduce “Better Business for All” Government initiative.
<p>ii. Reduce black-bin rubbish and increase income from selling recycled blue-bin waste and paper to keep</p>	<p>The Single Shared Waste Service carried out detailed bin collection round redesign work, prior to the launch of new cross-border bin rounds on 27</p>	<p>The changes will reduce crews’ mileage by 20,000 per year, contribute to savings of £700,000 over three years and provide a service that reflects the growth</p>	<p>The Corporate Plan 2017-2022 includes an objective to complete full integration of the Single Shared Household and Commercial Waste</p>

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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
<p>Council Tax low and reduce waste disposal costs</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> • % waste reused, recycled and composted 	<p>February. Bin collection days changed for over 80% of households in the district.</p> <p>Promotion of recycling options during Christmas and Easter peak periods .</p>	<p>and pace of change in the area. The percentage of bins collected is now consistently above 99.5% and close to normal levels.</p> <p>Now that performance has been aggregated across the Single Shared Waste Service, success means achieving at least 50% recycling & composting each year up to 2020. During 16/17 we have seen residents consistently recycle over 50% of their waste.</p>	<p>Services.</p> <p>Ensuring recycling rates are maintained and improved will rely on ongoing communications projects during 2017/18.</p>
<p>iii. Place greater emphasis on sharing services and information to improve resilience and customer service whilst reducing costs</p>	<p>Cabinet agreed the formation of a Shared Internal Audit Service with Cambridge City Council at its meeting on 19 January 2017.</p> <p>The 3C ICT Digital Team has recently launched a new Intranet and single service desk.</p> <p>Permanent heads of ICT, Legal Practice and Building Control in post.</p> <p>The 3C Shared Legal Practice has moved to a base at South Cambridgeshire Hall.</p> <p>Stephen Kelly appointed as Joint Director of Planning and Economic Development with Cambridge City Council. Project Board established and design and visioning work undertaken</p>	<p>The Shared Legal Practice saved £96k compared to the 2015/16 budget. It is anticipated that full savings of £144k will be achieved in 2017/18.</p> <p>The Shared ICT service made savings of £295k compared to the 2015/16 budget, although the full 15% savings were not achieved.</p> <p>The Shared Building Control Service retained its market share during a period of significant change.</p> <p>(Detailed information is set out in the 3C Shared Service 2016/17 Year End Report, available elsewhere on this Agenda)</p> <p>The shared internal audit service will provide much-needed operational resilience, drive operational efficiencies</p>	<p>The Corporate Plan 2017-2022 includes an objective to consolidate existing shared services and develop plans for shared Finance, Planning and Housing services. Actions, planned and underway, include:</p> <ul style="list-style-type: none"> - 3C shared services benefits realisation and service development. - Shared financial management system, scheduled to be implemented in Autumn 2017. This will enable standardised ways of working and common business processes to increase efficiency across partners. - The development of a shared planning service (Business Case to be submitted for approval by the

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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>for a potential shared Planning Service.</p> <p>Cabinet agreed principles of a shared planning service at its meeting in April 2017, setting out high-level objectives and a proposed management structure, ahead of the submission of a full business case.</p>	<p>by standardising processes and greater assurance through better sharing of learning arising from audits across the two Councils.</p> <p>3C aims to reduce the costs of the services by 15% compared to the costs of working as three separate councils – this equates to just over £1.2 million.</p> <p>The shared waste service will achieve £700k savings by the end of 2018/19 (see also Dii above)</p>	<p>authorities in July 2017) and exploration of opportunities for closer joint working between housing services.</p>
<p>iv. Deliver an Organisational Development Strategy that ensures that we recruit and retain staff with the skills and behaviours required to embrace new ways of working and address the challenges ahead</p> <p>Related PI(s)</p> <ul style="list-style-type: none"> • Staff turnover • Staff sickness • Staff survey results 	<p>The Finance and Staffing Portfolio Holder approved an updated People & Organisational Development Strategy 2016-2020 in July 2016.</p> <p>All 2016/17 actions have been completed, with several year two (17/18) actions underway, including:</p> <ul style="list-style-type: none"> - Review and refresh of Leadership Development Programme - Management workshops on commercial awareness and managing transient teams - A new Learning Management System launched to all employees. - Review of management competencies - Launch of staff health and well- 	<p>Positive outcomes from the previous strategy included the attainment of the Investors in People Gold Award and the recruitment of apprenticeships in Housing, Communications, Planning and Finance.</p> <p>A regular series of staff surveys revealed 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>The Council has ten Level 5 coaches. A further seven Level 5 coaches have commenced their training.</p> <p>Apprentices have progressed into</p>	<p>This objective has been retained as priority within the Corporate Plan 2017-2022. We will keep the Strategy under regular review to ensure it remains aligned with current and emerging corporate priorities and take forward specific projects including:</p> <ul style="list-style-type: none"> - Government apprenticeship imitative – launch Apprenticeship Strategy across organisation - Development of a career development and learning programme for planners. - Options for Investors in People reaccreditation. - Ongoing cycle of staff surveys to benchmark, measure and improve levels of employee satisfaction.

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	being programme.	<p>permanent posts.</p> <p>Health and Wellbeing strategy approved and implemented. Corporate Health Champions trained. Programme of health initiatives delivered including mental health, nutrition and drink aware.</p> <p>Feedback from the Local Government Association’s Peer Review in November 2016 highlighted many positive observations on organisational development, citing specific strengths around flexible and agile working, training opportunities for, and empowerment of, staff.</p>	<ul style="list-style-type: none"> - Continue staff health and well-being programme and extend to Waterbeach - Focus on commercialisation skills around business case development and understanding of costs. - Member Task and Finish Group to prepare for all-out elections in 2018.
<p>v. Embed a ‘digital by default’ approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> • Number of e-forms received • Number of instances of critical feedback received through website survey • % calls not abandoned • Call average wait times • % first time call resolution • % of complaints responses sent within 	<p>EMT approved a business case to commence procurement to evaluate suitable options for providing integrated Revenues and Benefits e-forms, incorporating workflow and on-line customer account access. The process is underway.</p> <p>EMT commissioned further work towards the development of a corporate customer portal. A subsequent consultation revealed broad customer support, and willingness by respondents to help us trial a portal should the project proceed.</p> <p>We launched a dedicated corporate consultation portal on our website, and have put in place a process to review</p>	<p>Positive customer feedback received on new website design compared to survey of previous site.</p> <p>18,490 completed e-forms were received during the year, 3k above estimate.</p> <p>The % of calls to the contact centre not abandoned was maintained at above 80% between January-March 2017, during a period of increased calls. Average call answer time in March 2017 was two minutes 27 seconds, compared to three minutes 25 seconds during March 2016.</p> <p>The Housing Benefit Application e-form has contributed significantly to a</p>	<p>The Corporate Plan 2017-2022 contains an objective to develop a strategy to ensure we make the right investments in technology and support increased customer digital self-service, whilst ensuring quality traditional contact channels remain for those requiring them.</p> <p>A draft Digital Strategy will be presented to CMT in August 2017.</p> <p>Other key projects ongoing include:</p> <ul style="list-style-type: none"> - Revenues and benefits e-forms - Customer portal

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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
timescale • % bins collected on time	resident feedback and undertake development work where required. The design for a new intranet has been confirmed and sent to the supplier to develop.	reduction in the average time taken to process claims from 20 days to 12.	<ul style="list-style-type: none"> - Web content review - Intranet review - Transfer of management of generic mailboxes to Customer Contact Service

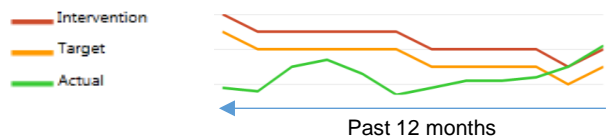
PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
Housing Management				
AH205 YTD Average days to re-let General Needs housing				
Anita Goddard				
Jan	15	17	25	How did we do?: Apr was Amber. Thereafter, all results were green. What was the context?: The higher result in Apr was due to a property requiring structural works and removal of asbestos. 17/18 outlook: PI format has changed from year-to-date (cumulative) to monthly for 17/18, allowing fluctuations to be monitored and responded to.
Feb	15	17	25	
Mar	16	17	25	
Housing Advice				
AH203 Number of households in temporary accommodation				
Susan Carter/Heather Wood				
Dec	50	50	60	*Comment covers all three Housing Advice PIs How did we do?: Three of four temporary accommodation results were level with or above intervention, whilst 126 households were helped to prevent homelessness, surpassing the cumulative target of 120, but with red results in Q1 and 3. £s spent on B&B accommodation was better than target for the majority of the year, resulting in low total spend of £10,617.
Mar	60	50	60	
AH208 Number of households helped to prevent homelessness (non-YTD)				
Susan Carter/Heather Wood				
Dec	19	30	27	What was the context?: The high number of households in temporary accomm. at the end of Qs 1, 2 and 4 is a reflection of demand on the service from welfare reform and a lack of local affordable private rental accommodation (also evident in Q1 and 3 homeless prevention figures).
Mar	39	30	27	
AH209 £s spent on Bed and Breakfast accommodation				
Susan Carter/Heather Wood				
Jan	1620	1830	2163	17/18 outlook: Temporary accomm. and homeless prevention target and intervention have been revised to reflect demand and increasingly difficulty homeless prevention. SCDC were part of a successful Cambs and P'boro bid for trail blazer pilot funding to increase homeless prevention, which will be developed in 17/18. We are also developing a private-sector leasing scheme to improve access to the private rented sector.
Feb	745	1830	2163	
Mar	2190	1830	2163	
Landlord Services				
AH204 % tenants satisfied with responsive repairs				
Anita Goddard				
Dec	95.0	97	92	How did we do?: All results better than intervention, Q4 better than target. What was the context?: We adopted the new Price Per Property (PPP) model - tenants now arrange appointments to suit rather than having appointments made for them. Qs 1, 2 and 3 were lower due to a change in Mears branch manager, and preparations for the PPP model.
Mar	97.6	97	92	
17/18 outlook: Effects of the PPP model will be monitored and a Tenancy Audit will be carried out to ensure satisfaction remains high. This may result in varied methods of measuring repair satisfaction moving forward.				

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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Benefits

FS112 Average number of days to process new HB/CTS claims

Dawn Graham



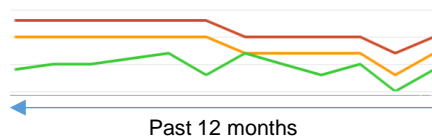
Jan	12	15
Feb	15	10
Mar	21	15

Comment covers FS112 and FS113

How did we do?: Processing change events took 9 days (target 12) on average during 16/17 and was better than target throughout. New claims took an average of 15 13 days (target 20) to process during the year and while results increased to Amber in Feb and Red in Mar, we are now below target again at the start of the new financial year.

FS113 Average number of days to process HB/CTS change events

Dawn Graham



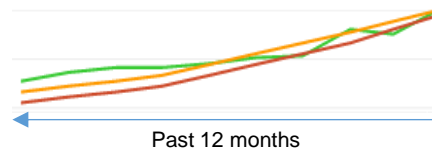
Jan	10	12
Feb	5	8
Mar	9	12

What was the context?: The Feb and Mar increase in new claims processing days occurred due to extended system down time, focus on processing of annual change events and commencement of the Revs and Bens automation project.

2017/18 outlook: Target and Intervention levels remain unchanged and the aim will be to meet these throughout 17/18, whilst implementing changes in software and training as part of the Revs and Bens automation project.

FS740 % Discretionary housing grant paid

Dawn Graham



Jan	80	77
Feb	75	88
Mar	101	100

How did we do?: The entire fund was spent by year end.

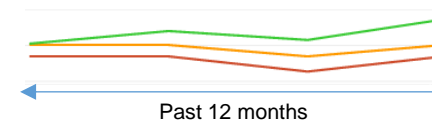
What was the context?: Q3 spend slowed due to £60k of ring-fenced fund for those affected by Welfare Reforms. Targetting took place and an officer was appointed to identify affected families.

17/18 outlook: 17/18 will continue to see high demand on the grant and the on-going challenge is to ensure awards are made to those with greatest need.

Communications

CC306 Number of e-forms received

Gareth Bell



Dec	4288	3375	2532
Mar	5434	4011	3375

How did we do?: All results were better than target, increasing each quarter, with the exception of Q3, due to the Christmas period.

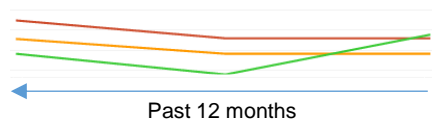
What was the context?: We now have 63 eforms (42 created in 16/17). This has been slower than hoped due to technical problems; however the quarterly increase shows progress towards Digital by Default.

17/18 outlook: No longer a KPI, but will continue to be monitored as a Service PI, measuring progress towards channel shift and Digital by Default.

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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CC308 Number of instances of critical feedback received through website survey

Gareth Bell



Dec	280	382	458
Mar	476	382	458

How did we do?: Q2 and 3 results were better than target (Q1 - survey not in place), while Q4 saw an increase to above intervention.

What was the context?: Critical feedback often reflects service experience rather than webpage quality (e.g. high volume relating to bin changes in Q4).

17/18 outlook: No longer a KPI, but will continue to be monitored as a Service PI for flagging webpage and service related issues.

Contact Centre

CC302 % calls to the Contact Centre resolved first time

Dawn Graham



Jan	79.7	80	70
Feb	79.0	80	70
Mar	79.7	80	70

How did we do?: The total for the year was 80.8% (better than target of 80%), with performance at, or very close to target throughout.

What was the context?: The minor drop in Q4 was as expected, due to the appointment and training of new staff.

17/18 outlook: This will no longer be included within the suite of KPIs, but will be reported as a Service PI and used for monitoring team training needs.

CC303 % calls to the Contact Centre not abandoned

Dawn Graham



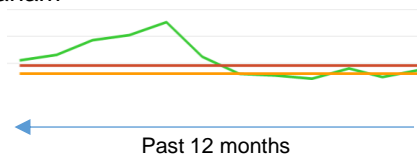
Jan	83.2	85	80
Feb	90.5	85	80
Mar	84.8	85	80

How did we do?: Over the course of the year, 77.9% of calls were not abandoned and average call answer time was 231 seconds (3 mins 52) - both below intervention. This was due to the drop in performance in Q1 and 2. Results improved from Sep, and from Oct were either above, or very close to target.

What was the context?: The drop in performance during the first six months was caused by staff vacancies and high call volumes. This was addressed with the appointment of 3 members of staff in Aug, resulting in an improved Sep result. Performance was sustained for the remainder of the year, despite periods of high call volumes, including during the bin collection round change project.

CC307 Average call answer time (seconds)

Dawn Graham



Jan	158	120	180
Feb	94	120	180
Mar	147	120	180

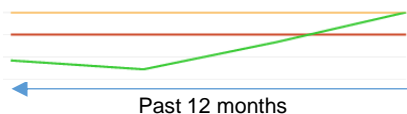
17/18 outlook: We are now in a much better position to deal with periods of high call volumes and aim to meet target throughout 17/18.

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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Corporate Services

CC305 % of formal complaint responses sent within timescale (all SCDC)

Rachael Fox-Jackson



Dec	68.4	80	70
Mar	85.0	80	70

How did we do?: The total for the year was 62%. Q1 and 2 results were significantly below intervention. Q3 saw an increase, before Q4 increased to above target.

What was the context?: KPI introduced due to failure to meet 15/16 target. A review of complaints is being undertaken with recommendations due in July.

17/18 outlook: More will be known following the outcomes of complaints review.

Finance

FS101 % General Fund budget variation

Suzy Brandes

FS106 % HRA budget variation

Julia Hovells

FS107 % Capital budget variation

Suzy Brandes

Please see the financial sections of the position report for details of General Fund, HRA and Capital budget variations.

Page 38
FS109 % undisputed invoices paid in 30 days

Caroline Ryba



Jan	94.9	98.5	96.5
Feb	96.6	98.5	96.5
Mar	95.4	98.5	96.5

How did we do?: In total, 96.3% (8967 of 9312) invoices were paid within 30 days. We struggled to meet intervention throughout, with 5 Red results.

What was the context?: Continuation of difficulties from previous years. Of 345 late invoices, 78 related to Facilities (23%), 78 SSWS (23%) and 59 ICT (17%).

17/18 outlook: The new FMS (due Oct) should assist with tracking and reporting invoice payment. ICT invoices are now being paid by 3C. Efforts are being renewed to report payment by department and to inform managers of issues.

HR

FS116 Staff sickness days per FTE (non-YTD)

Susan Gardner Craig



Dec	2.6	1.75	2.5
Mar	3.3	1.75	2.5

How did we do?: Performance was reasonably steady in Qs 1,2 and 3, although slightly above target. There was an increase in Q4 - see details below.

What was the context?: A significant transfer of manual workforce in Q4 dramatically affected figures, attributed to high absence levels within transferred workforce at point of transfer from City to SCDC on 01/02/17. The council is actively supporting employees with emphasis on health awareness and prevention. A series of wellbeing events and health promotion have taken place with more to follow. Active case management by service managers is supported by HR and Occupational Health.

17/18 outlook: Employees and service managers will continue to be supported through a continuation of the means identified above.

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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FS117 Staff turnover (non-YTD)

Susan Gardner Craig



Dec	2.4	2.5	3.75
Mar	2.5	2.5	3.75

How did we do?: Performance has been better than target throughout the year.
What was the context?: Improvements have been made to exit interview forms and more detail is being provided on reasons for leaving and actions being taken by HR and service managers.

17/18 outlook: Target and intervention levels have been reviewed and increased to better match levels that represent success and cause for concern.

Revenues

FS102 % Housing Rent collected

Katie Brown

No line chart included - scale of chart means actual is indistinguishable from target.

Jan	98.61	97.3	87.6
Feb	98.77	97.9	88.2
Mar	98.82	98.0	90.0

***Comment covers all four Revenues PIs**

FS104 YTD % NNDR collected

Katie Brown

No line chart included - scale of chart means actual is indistinguishable from target.

Jan	95.70	95.5	86.0
Feb	98.10	98.4	88.6
Mar	99.46	99.0	90.0

How did we do: End of year NNDR result (99.46% collected) exceeded 15/16's result (99.44%), whilst Council Tax collection matched last year's 99.4%. Housing rent collection has been better than target throughout the year, whilst Sundry Debts in arrears was marginally higher than target at year end.

FS105 YTD % Council Tax collected

Katie Brown

No line chart included - scale of chart means actual is indistinguishable from target.

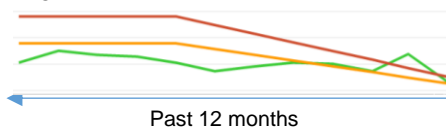
Jan	98.10	97.8	88.0
Feb	98.90	98.6	88.7
Mar	99.40	99.1	90

What was the context?: % sundry debts in arrears was slightly higher in the final quarter due to one large invoice, without which the end of year figure would have been comfortably within target (2.2% in arrears).

17/18 outlook: Continuation of good performance through efficient collection processes. This will take place alongside implementation of changes in software and training as part of the Revs and Bens automation project.

FS115 % sundry debts in arrears

Katie Brown



Jan	14.3	13.7	23.1
Feb	27.3	9.4	16.6
Mar	6.1	5.0	10.0

PI and PI owner and Month organised by Service Area	Actual	Target	Int.
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Waste Services

ES418 YTD % of household waste sent for reuse, recycling and composting (SSWS)

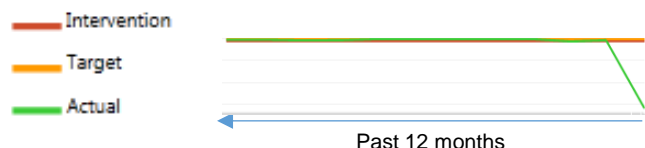
Jane Hunt

Analysis is currently being undertaken. End of year figures will be available and reported at point of onward submission.

ES408 % of bins collected on schedule (SSWS)

Jane Hunt

How did we do?: Performance was above intervention Apr-Dec before a drop below intervention in Jan and again in Mar following bin round change project.



Jan	99.84	99.95
Feb	99.90	99.95
Mar	96.80	99.95

99.85 **What was the context?:** There was a drop following the major round changes implemented from the 27th of Feb; however levels are now returning to normal.

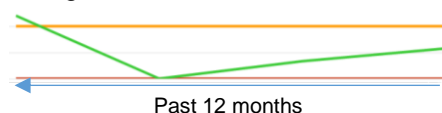
17/18 outlook: Target and intervention levels are being reviewed to account for adjustments that may be required to allow for bedding-in of new rounds at the start of the year. Further adjustments and alignments in services are being considered in the coming year that could cause further impact but to a lesser extent than in 16/17.

Environ. Health & Licensing

ES406 % major non-compliances resolved (in rolling year)

Myles Bebbington

***Comment covers ES406 and ES401**



Dec	83	90
Mar	86	90

80 **How did we do?:** The Q1 result for % major non-compliances resolved was 80 above target, whilst Q2, 3 and 4 results were lower than target but better than intervention, with improvements in Qs 3 and 4.

ES401 % business satisfaction with regulation service

Myles Bebbington

The overall level of business satisfaction with regulation service for the year was 85%, midway between target and intervention; however there was an improvement in the second half of the year with 90% satisfaction in Qs 3 and 4 combined, compared with 79% in Qs 1 and 2.



Dec	94	90
Mar	88	90

What was the context?: The drop in both PI results after Q1 directly reflected staff vacancies needing recruitment. This took place in Q4.

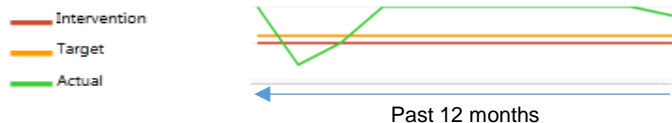
17/18 outlook: We continue to target 90% resolution of major non-compliance cases and 90% business satisfaction rates. Bedding in of staff and regular reviews of processes will continue to ensure performance is maintained against both PIs.

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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Dev. Management

PN501 % major applications determined in 13 weeks or agreed timeline

Sarah Stevens



Jan	100	60	50
Feb	100	60	50
Mar	88	60	50

***Comment covers PN501, PN502 and PN503**

How did we do?: 16/17 has seen a striking improvement in all application types meeting target timescale.

What was the context?: We found ourselves at risk of Designation due to speed of processing that was below threshold for major and non-major applications between Oct 2014 and Sep 2016; however given the recent sustained improvement, achieved through agreeing extensions of time, streamlining processes and the regular review of performance within the department, government decided against this.

PN502 % minor applications determined in 8 weeks or agreed timeline

Sarah Stevens



Jan	93	65	55
Feb	95	65	55
Mar	81	65	55

17/18 outlook: KPI format will change, with 'Minor' and 'other' applications forming the basis for a 'non-major' PI. Both major and non-major PIs will provide a cumulative percentage for the designation period to date.

Monthly versions will also be reported as Service PIs, allowing monitoring of and response to monthly fluctuations. The next designation period runs from Oct 2015 to Sep 2017, with thresholds increased from 50% to 60% for Majors and from 65% to 70% for Non-Majors. The good work that has taken place to improve performance is continuing and other ways of sustaining and providing further improvement are being investigated.

PN503 % other applications determined in 8 weeks or agreed timeline

Sarah Stevens



Jan	91	80	70
Feb	96	80	70
Mar	92	80	70

PN506 % of appeal decision notices received where appeals have been successful

Sarah Stevens



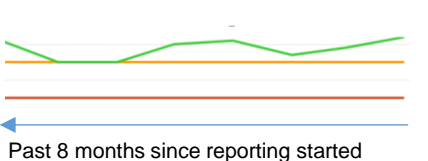
Dec	57	35	45
Mar	21	35	45

How did we do?: Q1 and 2 were amber, before an increase to red in Q3 and a reduction to better than target in Q4.

17/18 outlook: Monitoring of appeals will be split between major and non-major applications, and as with determination times monitored on a cumulative basis running from the beginning of each designation period.

PN508 % of planning applications validated within 5 working days

Sarah Stevens



Jan	87	85	75
Feb	89	85	75
Mar	92	85	75

How did we do?: Target has been met or exceeded since PI set up.

What was the context?: PI set up to measure progress towards 5 day validation. This is now being regularly met.

17/18 outlook: Continuation of good performance and further training to be delivered to underpin and improve resilience of the TSOs. PI to be monitored as a Service PI rather than a KPI.

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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PN505 % customers satisfied with Planning and New Communities

Sarah Stevens



Jan	68	70	60
Feb	81	70	60
Mar	61	70	60

How did we do?: Results were mixed. All 5 Reds arose Jul-Nov. Results improved Dec-Mar, with 2 Green and 2 Amber.

What was the context?: Improvement followed completion of the backlog, which also resulted in reduced complaints.

17/18 outlook: Given response rates have been fairly low, revision of format and processes for gathering this data will be considered.

New Communities

PN507 % of live Planning Performance Agreements (PPAs) on track

Jane Green

No line chart - data unavailable prior to Q3 due work that was required to implement PPA processes.

70
69

No target and intervention due to a lack of historic data to base this on.

How did we do?: 70% on track at end of Q3, 69% at end of Q4.

What was the context?: Work took place to establish PPAs prior to the first result at end of Q3, ensuring an agreed work programme for timescale delivery and helping budget/resource planning.

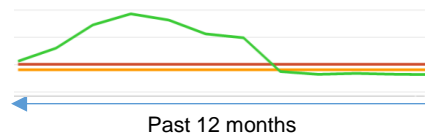
17/18 outlook: This will no longer form part of the KPI suit, but will continue to be monitored as a Service PI.

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Land Charges

PN5025 Average Land Charges search response days

Sarah Stevens



Jan	6.7	8	10
Feb	6.4	8	10
Mar	6.2	8	10

How did we do?: A significant increase took place in Q1, reduced from Aug and returning to below target from Nov.

What was the context?: Q1 increase was due to retirement of 2 key staff members combined with change to the search questionnaire, requiring additional resource and process change at peak times. Additional Land Charges officers were taken on to deal with the backlog and processes streamlined, resulting in the improvement and consistent performance seen in the second half of the year. Promoted to KPI at end of Q1 to allow closer monitoring.

17/18 outlook: TSOs are being trained across Planning and Land Charges matters to ensure greater resilience and to provide sufficient capacity during peak periods.

Financial summary to be considered with Provisional Outturn report

Appendix C

		Original Budget 2016/17	Working Budget 2016/17	Actual Income & Expenditure	Variance for year 2016/17		Actual Income & Expenditure 2015/16	Variance for year 2015/16	
		£	£	£	£	%	£	£	%
General Fund									
Portfolio									
Leader	Service	399,930	399,930	365,919	(34,011)	-9%	378,083	(54,207)	-14%
Finance & Staffing	Service	2,851,990	2,851,990	2,620,713	(231,277)	-8%	3,105,092	414,432	13%
Corporate & Customer Services	Service	1,905,050	1,905,050	1,530,074	(374,976)	-20%	2,040,373	122,683	6%
	Subtotal	5,156,970	5,156,970	4,516,706	(640,264)	-12%	5,523,548	482,908	9%
Economic Development	Service	214,910	214,910	126,938	(87,972)	-41%	144,239	(37,061)	-26%
Environmental Services	Service	6,312,670	6,312,670	6,017,095	(295,575)	-5%	5,515,600	(522,030)	-9%
	Subtotal	6,527,580	6,527,580	6,144,033	(383,547)	-6%	5,659,839	(559,091)	-10%
Housing (General Fund)	Service	1,463,380	1,463,380	1,741,676	278,296	19%	1,524,670	239,000	16%
	Subtotal	1,463,380	1,463,380	1,741,676	278,296	19%	1,524,670	239,000	16%
Planning	Service	2,672,000	2,672,000	2,381,794	(290,206)	-11%	1,388,968	(1,484,392)	-107%
Strategic Planning & Transport	Service	692,510	692,510	648,403	(44,107)	-6%	728,733	82,583	11%
	Subtotal	3,364,510	3,364,510	3,030,197	(334,313)	-10%	2,117,701	(1,401,809)	-66%
Total	Services	16,512,440	16,512,440	15,432,612	(1,079,828)	-7%	14,825,758	(1,238,992)	-8%
Savings		(750,000)	(750,000)	0	750,000	-100%	(106,475)	863,525	-811%
Precautionary items		75,000	75,000	0	(75,000)	-100%			
General Fund Total	after Savings and precautionary items	15,837,440	15,837,440	15,432,612	(404,828)	-3%	14,719,283	(375,467)	-3%
Un-Allocated		4,295,540	4,295,542	2,379,491	(1,916,051)	-45%	1,782,461	47,221	3%
Additional expenditure not budgeted for									
Total before interest		20,132,980	20,132,982	17,812,103	(2,320,879)	-125%	16,501,744	(328,246)	-2%
Interest on Balances		(511,400)	(511,400)	(679,480)	(168,080)	25%	(620,032)	(29,532)	5%
Net District Council General Fund Expenditure		19,621,580	19,621,582	17,132,623	(2,488,959)	-15%	15,881,712	(357,778)	-2%
Council Tax		(7,852,090)	(7,852,090)	(7,852,090)	0	0%	(7,478,551)	(1)	0%
Retained Business Rates		(3,604,000)	(3,604,000)	(3,604,000)	0	0%	(4,019,645)	(557,295)	14%
Revenue Support Grant		(1,131,440)	(1,131,440)	(1,131,446)	(6)	0%	(1,801,508)	28,412	-2%
New Homes Bonus		(5,265,300)	(5,265,300)	(5,265,035)	265	0%	(4,215,896)	(61,496)	1%
Collection Fund Surplu[s]/Deficit[s]		115,460	115,460	115,460	0	0%	1,299,544	4	0%
Funding Total		(17,737,370)	(17,737,370)	(17,737,111)	259	0%	(16,216,056)	(590,376)	4%
Appropriation (to)/from General Fund Balance		1,884,210	1,884,212	(604,488)	(2,488,700)	412%	(334,344)	(948,154)	284%

Financial summary to be considered with Provisional Outturn report

Appendix C

	Original Budget 2016/17	Working Budget 2016/17	Actual Income & Expenditure	Variance for year 2016/17	%	Actual Income & Expenditure 2015/16	Variance for year 2015/16	%
	£	£	£	£	%	£	£	%
Housing Revenue Account								
Housing Repairs - Revenue	4,302,400	4,492,400	3,456,325	(1,036,075)	-23%	3,641,344	(503,856)	-14%
Sheltered Housing	284,210	284,210	132,510	(151,700)	-53%	418,297	(43,233)	-10%
Administration	3,251,130	3,268,630	3,284,803	16,173	0%	2,952,373	(447,547)	-15%
Other Alarm Systems	0	0	0	0	0%	0	(1,150)	0%
Flats - Communal Areas	62,360	62,360	102,376	40,016	64%	60,237	16,937	28%
Outdoor Maintenance	105,340	136,700	123,541	(13,159)	-10%	86,457	(12,603)	-15%
Sewage	4,010	4,010	(2,268)	(6,278)	-157%	23,352	20,852	89%
Tenant Participation	326,480	376,480	280,241	(96,239)	-26%	282,809	(92,631)	-33%
Reprovision & New Homes Programme	170,910	170,910	136,812	(34,098)	-20%	103,726	(50,664)	-49%
Other [including Transfer to Reserves & Capital Charges]	19,927,730	23,909,780	20,786,028	(3,123,752)	-13%	16,501,920	(4,040,470)	-24%
Income	(28,462,200)	(28,985,870)	(29,213,686)	(227,816)	1%	(28,965,599)	4,401	0%
Housing Revenue Account Total	(27,630)	3,719,610	(913,319)	(4,632,928)	-125%	(4,895,084)	(5,149,964)	105%
Capital								
Capital Expenditure								
HRA Capital								
Land	0	118,000	37,619	(80,381)	-68%			
New Homes Programme	3,756,190	5,792,000	5,242,845	(549,155)	-9%	3,228,789	(1,271,211)	-39%
Reprovision of Existing Homes	447,470	1,393,000	56,571	(1,336,429)	-96%	7,321	(1,192,679)	-16291%
Repurchase of HRA Shared Ownership Homes	300,000	300,000	265,401	(34,599)	-12%	143,000	(157,000)	-110%
Cash Incentive Grants	390,600	0	0	0	0%	47,575	(2,951,840)	-6205%
Housing Repairs - Capital	9,328,320	11,137,000	9,136,218	(2,000,782)	-18%	6,273,130	(582,805)	-9%
HRA Capital Subtotal	14,222,580	18,740,000	14,738,654	(4,001,346)	-21%	9,699,815	(6,155,535)	-22654%

Financial summary to be considered with Provisional Outturn report

Appendix C

	Original Budget 2016/17	Working Budget 2016/17	Actual Income & Expenditure	Variance for year 2016/17	%	Actual Income & Expenditure 2015/16	Variance for year 2015/16	%
	£	£	£	£	%	£	£	%
GF Capital								
Cambourne Offices	75,000	75,000	0	(75,000)	-100%	0	(545,000)	100%
ICT Development	580,000	580,000	467,736	(112,264)	-19%	176,081	(472,919)	-269%
Waste Collection & Street Cleansing	775,500	762,000	527,249	(234,751)	-31%	455,249	(88,751)	-19%
Awarded Watercourses and Air Quality	0	110,000	94,207	(15,793)	-14%	0	0	100%
Repurchase of GF Sheltered Properties	1,100,000	1,100,000	1,310,957	210,957	19%	951,000	(149,000)	-16%
Travellers Sites	0	0	18,048	18,048	100%	1,790,275	(109,725)	-6%
Environmental Protection	0	0	17,388	17,388	100%	0	0	100%
Community Facilities	0	0	3,163	3,163	100%	0	0	100%
Improvement Grants	770,000	770,000	668,185	(101,815)	-13%	735,548	(34,452)	-5%
Grants-Provision of Social Hsg	402,000	402,000	90,000	(312,000)	-78%	0	0	100%
Refurbishment of GF Equity Share Properties	200,000	200,000	16,962	(183,038)	-92%	0	0	100%
Website Development	25,000	25,000	17,595	(7,405)	-30%	0	0	100%
Other (Mainly Capital Receipts)	60,000	60,000	0	(60,000)	-100%	49,230	(605,770)	-1230%
GF Capital Subtotal	3,987,500	4,084,000	3,231,490	(852,510)	-21%	4,157,383	(2,005,617)	-48%
Capital Expenditure Total	18,210,080	22,824,000	17,970,144	(4,853,856)	-21%	13,857,198	(8,161,152)	-59%
Loans to South Cams Ltd	30,732,000	30,732,000	24,661,442	(6,070,558)	-20%			
Capital Expenditure Total - balanced	48,942,080	53,556,000	42,631,586	(10,924,414)	(0)			
Capital Receipts								
Right to Buy	(2,620,000)	(2,620,000)	(4,955,700)	(2,335,700)	89%			
Equity Share-HRA	(350,000)	(350,000)	0	350,000	-100%			
Equity Share - GF	(1,100,000)	(1,100,000)	(1,748,530)	(648,530)	59%			
Other	0	0	(30,000)	(30,000)	100%			
Grants & Contributions	(586,600)	(586,600)	(1,233,185)	(646,585)	110%			
Capital Receipts Total	(4,656,600)	(4,656,600)	(7,967,415)	(3,310,815)	71%			

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Significant Items of Variance from Working Budget

General Fund Budget 2016/17- Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £
Finance & Staffing Portfolio		
Housing and Council Tax Benefit	Actual admin grant higher than estimate by £45k. Expenditure on the private and HRA claims to date is below budgeted level, this is due to reduced number of claimants and the amount claimed being lower than budgeted. Overpayment recovery has been higher than expected.	(127,706)
Corporate Management	The variance is mainly due to saving of £145k on staff costs, offset by £52k early retirement (pension strain) costs.	(84,769)
Cost of NNDR Collection	The variance is driven by the £42k overspend on Surveyors/valuers (Analyse Local) and recharge higher than estimate by £26k, despite savings in other areas and income from In-house Bailiff fees.	35,660
Cost of Council Tax Collection	The main element is a DCLG Family Annexes £51k grant not budgeted for plus savings on Bank Charges (introductory free banking from Barclays saved £11.5k), lower recharges £21k and less expenditure on legal costs/bankruptcy proceedings £14.5k.	(110,862)
3C Shared Services Programme Hub	No budget was set for this service for the year as decision to set up the Hub was taken later than the budgeting work was completed.	59,931
Other net variances		(3,531)
Total variance for Portfolio		(231,277)
Corporate & Customer Services		
Land Charges	A £182k contingent liability was brought forward from the 2015-16 accounts regarding a nationwide litigation case brought against local authorities by personal search organisations. Settlement has now been reached and paid and this has been assumed is a full and final settlement of the case. The final settlement is a lot less than was assumed in the accounts - a decision will need to be made as to whether this is returned to GF reserves or specific earmarked reserves. The loss on the land charges "trading" account has been accounted for within the outturn variance.	(152,787)
Democratic Representation	The main element of the variance is £131k lower than budget staff costs due to vacancies in the department and the rest coming through from overhead recharges. Other costs undercharged to the department were due to the allocation based on FTE, which affected it more compared to the other service areas.	(144,822)
Street Naming and Numbering	The main element of the variance is £63k lower than budget staff costs due to the service being transferred to become a shared service.	(69,492)
Other net variances		(7,875)
Total variance for Portfolio		(374,976)
Economic Development		
Economic Development	The positive variance is based on a number of factors: £8k income carried forward from 2015/16 to 2016/17 from Huntingdon DC to cover Business Support Workshops commissioned in 2015/16, but not carried out until 2016/17, £7k income carried forward from "IDeA Growth Advisers", £15k underspend because Business Support workshops haven't run while providers are being changed (resulting in £15k income) and £44k underspend on staff costs due a vacancy.	(80,819)
Other net variances		(7,153)
Total variance for Portfolio		(87,972)
Environmental Services Portfolio		
Awarded Watercourses	The positive variance is partly due to the Drainage Manager post being worked part-time, the key element of the variance is due to a budget virement of £110k during the year for the purchase of Plant and Equipment, this has not been spent. 110k virement was made up a saving from additional paper income of £65k in SSWS and £45k staff saving elsewhere.	(86,225)

Significant Items of Variance from Working Budget

General Fund Budget 2016/17- Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £
Webbs Hole Sluice Pumping Station	When the budget was set, it was assumed that the on-going costs of operating and maintaining the Webbs Hole Sluice pumping station could be met from the s106 contributions that have been built-in to the Northstowe development agreements. It now appears that the full on-going costs will have to be funded through the District council. This has meant that there is an on-going spending pressure of £48k (although £25k of this is a depreciation charge which is reversed out on the GF summary) - so a pressure of £23k on the local tax payer. These costs have now all been included in the estimates going forward from 2017-18.	48,179
SSWS	Numerous ups and downs within the overall budget but the main reasons are: <ul style="list-style-type: none"> • under-utilised street cleansing budget, vacant posts have not been filled and programmed mechanical sweeping has not been carried out. • fuel price has remained relatively stable through the year at a lower price than was budgeted for • benefitted from the high market price obtained for recycled paper tonnages collected through the paper-out contract with Palm Recycling. This has manifested itself into high income generation when the paper is sold on to the paper mill. • greater surplus through delivery of the commercial waste service 	(38,028)
Environmental Health General	Vast majority of this is in the departmental recharges and overhead costs. The H&ES staffing budgets were underspent by c. £220k a large proportion of which would be allocated within the Environmental Health - General cost centre.	(75,779)
Environmental Protection	Vacant posts which have only partly been backfilled has led to a staff saving.	(27,845)
Licences	Vacant post within the role of "Assistant Licensing Officer" - now filled with effect from November.	(31,553)
Health and Wellbeing	Departmental, support service and overhead recharges approx. £20k underspent Greater promotion and therefore participation of the school holiday and adult taster sessions sports camps have led to a £14k increase in income generation. General other expenditure budgets have been underspent by £29k.	(62,861)
Other		(21,463)
Total variance for Portfolio		(295,575)
Housing (General Fund)		
Homelessness	The saving is largely (£70k) due to the saving from minimising spend on B&B accommodation. The rest of the saving is on staff costs, due to secondments and vacancies.	(56,110)
Travellers' Sites	£199k capital charge (depreciation) was not provided for in the budget. This is a notional charge and is reversed out on the GF summary and therefore will not impact on the overall financial position.	180,531
Self-Build Vanguard	This service had no budget allocated to it in the 2016/17 budgets, therefore all costs have created an overspend. This will be recovered through income in future years.	85,534
Improvement Grants	This is a capital charge not provided for in the budgets. This is a notional charge and is reversed out on the GF summary and therefore will not impact on the overall financial position.	78,271
Other		(9,930)
Total variance for Portfolio		278,296
Planning Portfolio		
Development Control	Overspends on Appeals and Compensation payments of £187k, Archaeological Services (Cambridge County Council) £10k and Departmental Recharges £245k higher than budgeted for, have been offset by income received being £376k higher than budgeted for.	63,349

Significant Items of Variance from Working Budget

General Fund Budget 2016/17- Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £
Planning Policy	The variance is made up of the unspent consultancy budget of £239k and use of £327k New Homes Bonus to fund Local Plan expenditure in accordance with MTFs. Departmental recharges £14k higher than budget, and legal fees £14k higher than budgeted.	(544,827)
Building Control Services	The overspend is South Cambridgeshire's £131k share of overspend by the Building Control Shared Service.	122,589
Conservation	The variance is due to the £60K spend on the sale of St Denis's church. This expense was approved by the Portfolio holder on 22 March 2013 and then by the Council on 27 February 2014, but was not included in the budget for 2016/17. This is partially offset by £8K saving on other grants, and increase of £50k for Departmental Recharges.	104,092
Travellers Issues	No expenditure was required for Travellers issues in 2016/17.	(88,473)
Illegal Encampments	The overspend is due to higher than budgeted departmental recharges.	53,297
Other net variances		(233)
Total variance for Portfolio		(290,206)
Strategic Planning & Transport Portfolio		
Northstowe	This positive variance is due to £18k underspend on Consultancy, £26k lower Departmental Recharges than budgeted, income £73k higher than budgeted and £70k budgeted contribution from Reserves not being required.	(46,918)
Other		2,811
Total variance for Portfolio		(44,107)
Total for General Fund Revenue		
		(1,079,828)
Unallocated		
City Deal Funding Contribution and (Surplus)/Deficit on Infrastructure Reserve Fund	The variance is due to some of the infrastructure funding requirement remaining unused in the year as work did not take place.	226,652
Council Actions	Only £10k of this allocation was used with the rest due to be moved to an earmarked fund.	(40,000)
Capital Charges	Capital Charges were higher than budgeted in the year. This is reflected in slightly higher costs of depreciation within services, with minor differences arising across many lines. This, however, is the reversal of the charges for the accounting purposes, which consolidates all variances, therefore is a more significant number. MRP, budgeted at £400k, has not been calculated to date, therefore the budgeted value was used instead.	(300,780)
Provision/Contingency for business rates appeals/revaluations	No expenditure required in the year	(1,800,000)
Other		(1,923)
Total variance for Unallocated		(1,916,051)

Appendix C (2)

Significant Items of Variance from Working Budget

Housing Revenue Account 2016/17- Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £
Housing Repairs - Revenue		
Revenue Maintenance	Underspending of £1,036,075 against the budget for revenue repairs was reported at year end, which was due to £364k underspending in respect of internal response repair works, £260k savings from re-tendered cyclical maintenance contracts, £90k underspend due to a delayed start of the drainage survey programme, £235k predominantly due to underspending in asbestos survey activity and the resulting removal works and specialist investigations, which are demand led budgets. £43k additional income received from recoverable repair costs (tenants and leaseholders).	(1,036,075)
Other net variances		0
Total variance for Service		(1,036,075)
Sheltered Housing		
Sheltered Housing	Net underspend of £151,700 resulting predominantly from the restructure of the service at the beginning of 2016/17, which took place after budgets for the year were set.	(151,700)
Other net variances		0
Total variance for Service		(151,700)
Flats		
Flats	The overspend of £40,016 was predominantly due to the write off of historic balances of prior year expenditure in excess of service charge income received, that can't now be recovered from leaseholders.	40,016
Other net variances		0
Total variance for Service		40,016
Tenant Participation		
Tenant Participation	The service reported a £96,239 underspend at year end due to a combination of underspending in tenant led estate investment and tenant led scrutiny support. Savings in taxi & travel costs were also achieved through the restructure of tenant forums.	(96,239)
Other net variances		0
Total variance for Service		(96,239)
Re-provision and New Homes		

Re-provision and New Homes	The underspend of £34,098 resulted from the limited use of the abortive costs budget and costs relating to County owned sites being recharged to the County Council.	(34,098)
Other net variances		0
Total variance for Service		(34,098)
Other (including Transfer to Reserves & Capital Charges)		
Depreciation	Depreciation of the housing stock for 2016/17 was £118,700 greater than budgeted as a result of the year end asset revaluation exercise.	118,701
Direct Revenue Financing of Capital (DRF)	£3,252,137 underspend as a direct result of the slippage in delivery of the housing capital programme resulting in lower demand for revenue funding in 2016/17. Some of this will be required in 2017/18.	(3,252,137)
Other net variances		9,685
Total variance for Service		(3,123,752)
Income		
Rental Income	Rental income was marginally over-achieved due to quicker than anticipated occupation of the first new build homes and acquisition of market homes which were available for let immediately.	(89,906)
Interest Income	Interest income was greater than estimated due to additional capital receipts from right to buy sales and delays in capital investment, which mean that the HRA currently holds more resource than expected.	(124,038)
Other net variances		(13,872)
Total variance for Service		(227,816)
Other Services		
Other net variances		(3,264)
Total variance for Service		(3,264)
Total for Housing Revenue Account		(4,632,928)

Significant Items of Variance from Working Budget

HRA Capital Budget 2016/17 - Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £
Housing Revenue Account - Land		
HRA Land	The up-front costs associated with preparing HRA land for self-build plots has not been as extensive as initially expected, although costs are now increasing as more plots are progressed.	(80,381)
Other net variances		0
Total variance for Capital Programme		(80,381)
Housing Revenue Account - New Homes Programme		
New Homes - Teversham	Delays in the development of the site at Pembroke Way, Teversham mean that an underspend of £22,800 requires funds to be carried forward into 2017/18.	(22,800)
New Homes - S106 Funded	Section 106 funds of £341,100 identified for investment in shared ownership homes were not utilised in year, and are requested as a carry forward into 2017/18 where schemes are being considered which will utilise the resource.	(341,100)
Acquisitions	An underspend of £218,700 of the budget identified for the acquisition of 13 market homes needs to be carried forward into 2017/18 to complete the final acquisition, which took pace in April 2017. Underspending was partially offset by a marginal overspend in the scheme at Foxton once all costs, including payment of retention, had been accounted for.	(218,700)
Other net variances		33,445
Total variance for Capital Programme		(549,155)
Housing Revenue Account - Re-provision of Existing Homes		
Reprovision Robinson Court, Gamlingay	The budget to meet the costs of the Robinson Court, Gamlingay scheme has not been spent as quickly as anticipated, due to the need to secure vacant possession and planning permission for this site, following consultation. Robinson Court is now on site, but with the majority of spend now to be in 2017/18.	(143,429)
Reprovision of Existing Homes	Budget of £1,193,000 identified for the re-provision of other HRA dwellings was not required in 2016/17, and resource is now released for other HRA investment.	(1,193,000)
Other net variances		0
Total variance for Capital Programme		(1,336,429)
Housing Revenue Account - Repurchase of Shared Ownership		

Repurchase of Shared Ownership	This budget is reactive, and spend is dependent upon the number of homes which are re-presented to the Council in any year, and the value at which they are re-acquired.	(80,381)
Other net variances		45,782
Total variance for Capital Programme		(34,599)

Housing Revenue Account - Improvement of Housing Stock

Improvement to the Housing Stock	Spending in the housing stock was less than anticipated, predominantly in respect of re-wiring (£520,000), where a carry forward is requested to undertake the installation of hard-wired smoke / carbon-monoxide alarms in sheltered housing, improvements to non-traditional houses (£873,000), where cost effective alternatives were adopted, refurbishments (£119,000), major voids (£101,000), heating replacements (£107,000) and energy conservation (£107,000).	(2,000,782)
Other net variances		0
Total variance for Capital Programme		(2,000,782)
	Other Net Variations	0
Total for Housing Revenue Account Capital		(4,001,346)

General Fund

Cambourne Offices	Most of this budget was allocated for the project to relocate the meeting rooms in South Cambridgeshire Council building. This project has not commenced in the year, leading to the underspend.	(75,000)
ICT Development	With the ICT function effectively being managed through the 3c ICT shared service by HDC, the investment in capital has been scaled-back over the last year. It is recognised that there is a collective desire to streamline ICT investment through the 3c development programme with the ultimate goal of achieving large-scale shared savings through a more collaborative investment policy. This representative variance is not withstanding the £472,000 that has already been approved by Cabinet through the budget rollover process. The Head of 3c ICT has been requested to re-structure and fully cost the ICT capital investment programme in time for the next estimate cycle with the aim to provide some clarity which should inform the MTFS whilst facilitate partnership working through the shared service.	(112,264)
Waste Collection & Street Cleansing	On appraising the condition of the current fleet of refuse collection and street cleansing vehicles, management decided that it was not necessary to replace the vehicles on the scheduled replacement programme and therefore deferred the replacement of a trade RCV and a street pavement sweeper until further notice.	(234,751)
Repurchase of GF Sheltered Properties	The variance is due to the difficulty of correct budget profiling as expenditure only occurs when property is vacated. Properties are repurchased as they become available.	210,957
Improvement Grants	Underspend due to a combination of the Home Improvement Agency's capacity to process grant claims received and the demand presented within the year, which can fluctuate.	(101,815)
Grants-Provision of Social Hsg	Underspend of (£259,000) was anticipated at P10. Award of grants from S.106 monies held. Money earmarked for contribution to the redevelopment of Robinson Court, Gamlingay (delayed) will now be utilised in 2017/18.	(312,000)
Refurbishment of GF Equity Share Properties	Minimal spend required to date as property repurchased by GF were in acceptable condition for resale without significant investment in refurbishment.	(183,038)
	Other Net Variations	(44,599)
Total for GF Capital expenditure		(852,510)

Capital Expenditure Total	(4,853,856)
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Details of rollovers from 2016/17 into 2017/18

General Fund Revenue Budgets

Item	Rollover Value £
Planning Portfolio (Cllr R Turner):	
Consultancy Services	
1 Disused Churchyard Maintenance Ground maintenance: Unspent money to be rolled over to 2017-18 Financial year to fund works to Closed churchyards which may be required, including Urgent and safety repairs that have been identified in the Survey Report just received in May 2017.	6,176
2 Growth & Northstowe Consultancy Budgets Monies to be used to help fund Supplementary Planning Document work for Bourn Airfield and Waterbeach (which have matched funding from developers). Planning Portfolio Holder agreed in December 2016 that work should commence on the SPD asap with the aim of helping to accelerate delivery rather than wait until after adoption of Local Plan. Work has now been tendered and contract about to be let. 17/18 New Communities Consultancy budget does not include this work.	19,544
Planning Policy: Local Plan	
3 Planning Consultancy	6,800
4 Consultancy Other The 2016/17 budget was reviewed and increased in autumn 2015 whilst the local plan examination was suspended to cover the additional work required to respond to the Inspectors' preliminary conclusions and to ensure adequate budget to undertake anticipated additional hearings as a result of proposed modifications. In the event, there were fewer hearings on modifications than may have been the case and the South Cambs specific hearings did not start until November 2016, with a greater number taking place in 2017-18 than anticipated. There was consequentially a significant underspend in 2016-17. The Inspectors have asked the Council to undertake some additional work and there remains a risk that further unplanned work may need to be undertaken before the end of the examination. The budget for 2017-18 provides for expenditure anticipated when the budget was set but does not provide for the additional work identified by the inspectors to date and only a very limited contingency. It also does not include a contribution from Planning Policy towards the cost of consultants to prepare the Waterbeach new town and Bourn Airfield new village Supplementary Planning Documents, which was not anticipated when the budget was prepared. Therefore it is proposed to roll over the underspend to cover any unexpected additional costs, recognising that the underspend is itself the result of needing to identify additional budget mid year to cover additional costs. The rollover will also act as a contingency that can provide, as necessary, an investment in capacity within the Local Plan through to completion alongside input to City Deal investment and delivery, and also strategic planning work of the Combined Authority.	202,077
5 Neighbourhood Planning A number of neighbourhood plans have been in preparation for some time and the Parish Councils concerned had anticipated that they would have reached and advanced stage in the last financial year. It had therefore been expected that the District Council would have needed to carry out its obligations of consultation, funding the examination and carrying out the referendum in respect of some neighbourhood plans in 2016-17. These Parish Councils are continuing to prepare their plans and other PCs now have designated areas. It is therefore proposed to roll forward the budget to cover the potential for a higher number of neighbourhood plans to reach advanced stages in 2017-18.	15,000
Total General Fund revenue budget rollovers from 2016-17 to 2017-18:	
	249,597

Details of rollovers from 2016/17 into 2017/18

Housing Revenue Account Revenue Budgets

Item			Rollover Value £
	<p>Housing Portfolio (Cllr L Harford):</p> <p>Other HRA Expenditure</p> <p>1 Direct Revenue Funding of Capital Expenditure Although not a formal rollover, as a direct result of the approval to carry forward expenditure in the housing capital programme, as approved by Councillor Hartford, any revenue funding to meet this cost will need to be rolled forward to match.</p> <p>Stock Improvements (100% of cost) 500,000 Re-Provisions (100% of cost) 143,400 Acquisitions (70% of cost) 153,090 New Build Teversham (70% of 4/5 of cost) 17,330 New Build Gt Abington (70% of 6/8 of cost) (4,190) New Build Balsham (70% of 9/13 of cost) (7,840) New Build Longstanton (70% of cost) (1,680)</p>		<p>800,110</p>
	Total Housing Revenue Account revenue budget rollovers from 2016-17 to 2017-18:		800,110

Details of rollovers from 2016/17 into 2017/18

Capital Budgets

Item	Rollover Value £
<p>Leader's Portfolio (Cllr P Topping):</p> <p>Website Development</p>	
<p>1 Software Development We are currently developing a new intranet. The cost of this will be in the region of the money left in the web development post for 2016/17. A successful bid for additional capital funding was made at the end of last financial year. This was going to sue some of the savings from the Chief Executive's substantive post being vacant to fund the development work. Rolling over this funding, which already been allocated for web development, will mean that funding from the CEO post will not be necessary.</p>	11,000
<p>HES Portfolio (Cllr M Howell):</p> <p>Awarded Watercourses - Plant and Equipment</p>	
<p>2 Replacement Tractor and Flail Lower level Virement has been approved and orders place in March 2017. Delivery, allowing for lead time, is scheduled for July 2017. No provision for this has been made in the 2017/18 estimates.</p>	110,000
<p>Shared Waste Service Capital Programme</p>	
<p>3 Vehicle Replacements A decision was made that based on the condition of the current vehicle fleet, we could defer the replacement of one of the trade refuse collection vehicles and a pavement sweeper until the full impace of working as a shared service and the impact on growth can be fully assessed. It is envisaged that the refuse freighter will soon need to be replaed as it now exceeds the seven year age cycle which would pre-determine replacement.</p>	190,000
<p>Corporate & Customer Service Portfolio (Cllr N Wright):</p> <p>ICT - Capital</p>	
<p>4 Software, Infrastructure and System Development Programme The implementation of the new 3C ICT Shared Service has led to a scaled-back approach to investment in the current capital programme. There is a collective desire to streamline ICT investment with the ultimate goal of generating shared savings. A prudent approach has therefore been taken in respect of the reported variance within the programme until it can be revisited. Areas of deferred expenditure surround: Network infrastructure upgrade Windows Server replacements Storage array re document image management Replace VM server environment Active directory server environment Wi-Fi network expansion Replacement of the Housing Management System Replacement of Financial Management System Server Room Migration</p>	580,000
<p>Housing Portfolio (Housing Revenue Account) (Cllr L Harford):</p> <p>Maintenance and Improvements Capital Funded</p>	
<p>5 Rewiring Carry forward of programme for upgrading and future proofing smoke, heat and CO detection within 1346 sheltered housing dwellings in line with BS 5839 fire detection and fire alarm code of practice.</p>	500,000

Details of rollovers from 2016/17 into 2017/18

Capital Budgets

Item		Rollover Value £
	New Build	
6	Teversham Carry forward balance of funding identified in 2016/17 to provide new homes in Pembroke Way, Teversham	22,800
7	Great Abington Recognise early use of 2017/18 resource to fund investment in 2016/17, to provide new homes in Pampisford Road, Great Abington	(5,400)
8	Balsham Recognise early use of 2017/18 resource to fund investment in 2016/17, to provide new homes in High Street, Balsham	(9,900)
9	Longstanton Recognise early use of 2017/18 resource to fund investment in 2016/17, to provide new homes in Woodside, Longstanton	(2,400)
10	Section 106 funded housing Carry forward balance of section 106 funded housing identified in 2016/17 to provide new intermediate homes in the HRA alongside rented homes delivered using retained right to buy funding.	341,100
11	Acquisition Carry forward balance of funding identified in 2016/17 to acquire existing homes on the open market for use as rented dwellings in the HRA.	218,700
	Re-Provision of Existing Homes	
12	Other Re-Provision Carry forward balance of funding identified in 2016/17 to begin re-provision of homes at Robinson Court, Gamlingay, where work is now on site	143,400
	Total Capital revenue budget rollovers from 2016-17 to 2017-18:	2,099,300

Appendix E
Strategic Risk Register
June 2017 – 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)</p> <p>Potential impacts from welfare benefit changes:</p> <ul style="list-style-type: none"> The 1% HRA rent cut has reduced our new build programme; New affordable housing coming through the system from RPs will slow down and Starter Homes are unusable for our homeless cases; Forced council house sales will reduce our stock further – possibly 40% of all relets each year; The proposed introduction of LHA rate for supported housing risks the closure of our newly built hostel (it would revert to general needs tenancies). <p>Likelihood that Council relets will only be available for homeless households, thereby impacting on our ability to house others from the housing register and undertake effective prevention work.</p> <p>Greater responsibilities under the Homeless Reduction Act resulting in an increase in duties owed by the Council and a significant increase in costs to the Council to meet its statutory obligations. Likely to see an increased demand for the service, and more in-depth support and assessment for those that do approach the Council.</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:</p> <p>Developing an in-house Private Sector Leasing Scheme to replace the King Street scheme.</p> <p>Use of Rent Deposit Scheme, CAB Money advice, other homeless prevention measures and New Build programme.</p> <p>New hostel opened in 2015 with increased TA.</p> <p>Successful Joint Trailblazer bid to introduce more joint working and initiatives around homeless prevention. Additional government funding in respect of the Homeless Reduction Bill duties (amount TBC)</p> <p>CIH review of homelessness in 2016, identifying existing good practice and future recommendations</p> <p>The authority needs to prepare for a possible increase in homeless applications with the potential risk of paying out £500k to £1m in Temporary Accommodation / B&B costs per annum.</p> <p>TIMESCALE TO PROGRESS: The mitigation work will be closely monitored throughout the year. The success of the new PSL project will be known within 6 months.</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 - Failure to meet Housing Need (was Lack of land supply) (June 2007)</p> <p>Failure to meet Housing needs identified in Local Plan, Local Economic requirements – lack of opportunity/economic performance, Delivery of housing falling below levels necessary to achieve: - a five-year supply of housing and the Local Plan target for housing 2011-2031 - City Deal 1,000 additional homes on rural exception sites, Economic uncertainty following Brexit and potential slow down in planning application submissions and house builders by developers, Potential delays to delivery arising from delays to infrastructure programmes, Recruitment and retention of appropriate staff to provide maintain consistency and continuity overseeing major, long term and complex schemes, Leading to lack of up to date policy to support Housing Need, Lack of efficient planning process to deliver strategic sites: - failure in investment in infrastructure necessary to unlock development, - economic uncertainty, resulting in lack of housing provision to meet local need and potential impact on 5 year housing land supply. Potential adverse impact on quality of schemes and customer confidence.</p> <p>Objectives, Actions: B i, B iii</p>	<p>Cllr Robert Turner</p> <p>Stephen Kelly</p>	<p>10</p>	<p>20</p>	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Establishing a Housing Delivery Project to manage this situation with measures including: - Monthly monitoring of 5-year supply - Tracking of outline planning permissions through to implementation - reduced time limits on outline permissions from 3 to 2 years - requiring delivery programmes from developers.</p> <p>TIMESCALE TO PROGRESS: Establishing a Housing Delivery Project to manage this situation with measures including: - Monthly monitoring of 5-year supply - Tracking of outline planning permissions through to implementation - reduced time limits on outline permissions from 3 to 2 years - requiring delivery programmes from developers Effective programme management and regular liaison with developers. PPA to secure up to date programmes and sufficient resources and skill sets and tools e.g. design briefs. Monitoring of deliver against Housing Trajectory. Consider alternative delivery mechanisms e.g LDOs to encourage timely delivery.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR28 – Recruitment & Retention (September 2015) Reduced staffing capacity due to difficulties in recruitment and retention, especially in some professions, <i>leading to</i> 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) and additional cost of using the agency staff; <i>resulting in</i> 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	20	<p>SCORES - IMPACT: 4; 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 • Increase in the number of apprenticeships on offer • Developing a career progression scheme • Offering trainee LGV Driver places <p>TIMESCALE TO PROGRESS: Ongoing: Additional actions being considered in some service areas.</p>
<p>STR15 - Welfare Reform (December 2010) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system, <i>leading to</i> possible:</p> <ul style="list-style-type: none"> • increased IT cost due to required system changes; • implementation costs not fully reimbursed by Government grant; • increased workload for Benefits and Homelessness teams, <p><i>resulting in</i> potential for:</p> <ul style="list-style-type: none"> • adverse effect on service provision due to the number of changes; • 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</p>	<p>Cllr Simon Edwards</p> <p>Susan Gardner Craig</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 Universal Credit and how it impacts the administration of Housing Benefit, Localized Council Tax Support and Rent Collection for SCDC tenants.</p> <p>Department for Work & Pensions (DWP) have confirmed increased Discretionary Housing Payments (DHP) budget for 2017/18 following the reduction in the level of the Benefit Cap (£20k). Local Council Tax Support (LCTS) and welfare reform workshop to take place with regard to proposed LCTS scheme 2018/19 and possible welfare changes.</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.</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, made worse by the 2017 revaluation; retained business rates scheme does not meet forecast; retained business rates scheme tariff adjustments continue from 2020/21; Business rates revaluation at April 2017 is not fiscally neutral for the Council; Changes in the business rates retention scheme to effect 100% retention are detrimental to the Council; Uncertainties following the June 2016 referendum vote to leave EU, particularly unpredictable volatility in economic factors, e.g. inflation, interest rates, employment, business confidence, etc. impact assumptions underlying the MTFS; 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>leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</p> <p>Objectives, Actions: D i, D ii, D iii, D iv, D v</p>	<p>Cllr Simon Edwards</p> <p>Caroline Ryba</p>	10	15	<p>SCORES - IMPACT: 5; LIKELIHOOD: 3.</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 tax base 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. Share Service governance process in place. Spending Review / Autumn Statement and provisional Local Government Finance Settlement: implications modelled for February 2016 Cabinet report (2016/17 figures confirmed in February 2016). Submission of an efficiency plan to government, thereby seeking to confirm significant elements of income for the next three years as a control/mitigation. Use of reserves.</p> <p>TIMESCALE TO PROGRESS: Identify further opportunities for commercial income and assess the risks associated with each commercial project. Separately identify commercial income in the Council's reports and projections. Quarterly reports on commercial projects and market price trends to Cabinet.</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>STR24 - HRA Business Plan (March 2012)</p> <p>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, • 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	12	<p>SCORES - IMPACT: 4; LIKELIHOOD: 3</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>Capacity had been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they were required; however, the 1% rent cut announced in the Government's July 2015 Budget is the same as reopening the debt settlement - it takes £134m out of the HRA Business Plan and has a significant impact on the Council's build programme.</p> <p>The potential loss of properties through 'high value sales' further weakens the HRA Business Plan and creates further pressure on Risk STR25.</p> <p>Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing and respond to formal consultations.</p> <p>Detailed review of HRA business plan part of 2016 Service Plan.</p> <p>Potential to negotiate with Government for retention of high value sales receipts to fund a replacement programme.</p> <p>TIMESCALE TO PROGRESS:</p> <p>Revised HRA Business Plan for approval February 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>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), Planning Programme, Affordable Homes Programme, Working Smarter and Commercialisation Programmes have their own associated risk registers.</p> <p>The risks included are summarised as follows (only those scoring 12 and above are reflected in the summary):</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,</p> <p>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 Nick Wright</p> <p>Phil Bird</p>	12	12	<p>SCORES – IMPACT: 4; LIKELIHOOD: 3</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>The Programme Manager identified programme and project resource requirements before the start of the tranches. The level of resource required is continually monitored by the Programme Manager as projects progress, close and new ones commence. The Senior Responsible Owner is responsible for securing the required resources. Regular 1:1s with Executive Director (Senior Responsible Owner). Monthly Highlight Reports from each Project Manager to the Programme Manager. Monthly Highlight Reports to EMT from the Programme Manager. Regular update meetings with Project Managers & Project Sponsors used to assess required resource levels.</p> <p>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. Each project risk register is updated monthly and reviewed with project manager. There is currently an increased workload for the Corporate Programme Manager (CPM) due to the long-term absence of the Facilities Manager and the Catering Manager. Provision has been made in the canteen with acting up arrangements put in place. The Facilities Manager is due back within weeks. This does not impact directly on the Programmes themselves or the Projects within them but limits the time the CPM can spend on them. The score has been increased to reflect what is a temporary issue.</p> <p>The following training programmes are in place to support business development:</p> <ul style="list-style-type: none"> • Delivery of Commercial skills training • Leadership Training • Project Management/Project Sponsor Training <p>TIMESCALE TO PROGRESS: Throughout 2012-2017.</p>
<p>STR30 – Devolution Risk - Failure of implementation programme to deliver on scope, time, quality and cost (September 2016)</p> <p>Tight timescales, insufficient time and capacity to get structures in place, changes in the political and economic climate, failure of some or all partners to engage fully and/or of associated governance arrangements,</p> <p>leading to;</p> <p>delays to the receipt of, or complete loss of powers and funding allocated to the Combined Authority under the devolution deal, resulting in:</p> <p>Inability of SCDC to deliver its Corporate Plan, financially unviable services, reputational damage for SCDC, wider loss of credibility for Cambridgeshire authorities, reducing the prospect of successful future devolution deals with government.</p>	<p>Cllr Peter Topping</p> <p>Alex Colyer</p>	8	12	<p>SCORES - IMPACT: 4; LIKELIHOOD: 3</p> <p>Draft legislation in relation to Devolution was published by the Government in November 2016 and approved by authorities. It was then moved through the Parliament and became a Parliamentary Order.</p> <p>On 18 January 2017 the authorities gave their consent to the draft order of Parliament. Awareness of the timetable and ongoing preparations mitigate the risk of failure to deliver the deal in accordance with the specified milestones.</p> <p>The Shadow authority is in place at this time and is meeting regularly.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR32 – Development Management Performance inadequate (was Risk of Designation as Poorly Performing Planning Authority) (March 2017) Failure to deal with planning applications in the DCLG prescribed time limits. The Planning Inspectorate failing to support the Council's decision to refuse planning permission or allowing appeals lodged against non determination, Inadequate resources to meet demand, Inefficient processes, Failure of alignment between each planning authority, Failure to meet investment requirements in Greater Cambridge, resulting in No Local Plan, Inadequate performance, Increase in work for and costs to and costs awarded against the Councils. Loss of local control of decision making if designated as applicants can apply direct to PINNS.</p> <p>Objectives, Actions:</p>	<p>Cllr Robert Turner</p> <p>Stephen Kelly</p>	3	12	<p>SCORES - IMPACT: 4; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Effective delegation Proactive approach by all teams. Reduced complaints by prompt responses. Refocus on importance of pre-application process and 'getting it right first time' Shared Service improvements Regular reports to CMT , EMT and Cabinet</p> <p>TIMESCALE TO PROGRESS: Report going to Civic Affairs 22/6/17 to recommend a Review Mechanism for member Decisions at Planning Committee Effective and on-going performance management. Review and streamline processes and procedures and consistent adherence by staff to them with associated training and confidence. Proactive approach by all teams. Reduced complaints by prompt responses. Refocus on importance of pre-application process and 'getting it right first</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 – Gypsy and Travellers and those not meeting new planning definition (was Illegal Traveller encampments or developments) (June 2007)</p> <p>Changes in the planning definition of Gypsies and Travellers and resulting confusion in planning situation for those that do not meet the new definition. Is unresolved through Local Plan leading to potential to result in possible increase in unauthorised sites and planning appeals with risks of costs, or possible legal challenge, resulting in stalled projects.</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, resulting in significant changes to the definition of travellers for the purposes of planning. County wide needs assessment endorsed by PFH in 2012. A new needs assessment has been commissioned, for completion November 2016. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy & Traveller planning policies included in draft Local Plan (will require modification to reflect the new government guidance and the outcome of the new Needs Assessment) 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. In August 2016 an appeal for a lawful development certificate for a site in Willingham was allowed. At August 2016 there are three other pitches (on 2 sites) with temporary planning permission, which expire between 2017 and 2018. 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. The Local Plan examination hearing will address this issue and the Inspector's report will provide clarity on the appropriate policy for inclusion in the Local Plan.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2017. Gypsy & Traveller Area Needs Assessment to be updated, led by Housing Directorate, for completion in Summer 2016. Prepare appropriate evidence to the Local Plan examination and propose necessary Modifications to ensure a sound plan.</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>STR20 – Partnership working with Cambridgeshire County Council (September 2011)</p> <p>The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council, <i>leading to</i> the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, together with potential reputational impact, <i>resulting in</i> adverse effects on the district's residents and businesses.</p> <p>Objectives, Actions: C i, C ii, C iii</p>	<p>Cllr Peter Topping</p> <p>Alex Colyer</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated. 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>STR27 – Shared Services initiatives with other authorities (November 2014)</p> <p>Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> • inadequate stakeholder engagement, • conflicting priorities, • 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>A further risk is that established partnership delivers worse than before in terms of:</p> <ul style="list-style-type: none"> • Outputs; • Cost of service; • Reputation (in particular among residents); • Lack of agreed objectives. <p>Objectives, Actions: D ii, D iii, D iv</p>	<p>Cllr Nick Wright</p> <p>Mike Hill</p>	6	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 3C Management Board comprising Directors from each authority, supported by the 3C Programme Manager, 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 3C Management Board and progress will be reported through Corporate Plan monitoring." Updated. Risk Control updated from "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.</p> <p>Clear KPIs are in place to track performance on a regular basis. These are reviewed by the Shared Services Board in accordance with the governance set up.</p> <p>TIMESCALE TO PROGRESS: Work underway to align governance and financial management arrangements.</p>
<p>STR29 – Access to Primary Care in Growth Areas (May 2016)</p> <p>Failure of health partners to provide increased capacity for primary care and mental health services for new and expanding communities, leading to inability of residents to access quality local health care increasing pressure on existing services, increased public health costs through higher A&E admissions, increased direct costs for SCDC in reacting to the detrimental impacts of ill-health and inability to effectively achieve Corporate Plan Living Well outcomes resulting in reduced quality of life and increased health acute and chronic health conditions for residents in affected communities, reduced capacity by public health agencies to contain viral outbreaks and inability of SCDC to maintain viable service levels.</p> <p>Objectives, Actions: Living Well: A(i) - A(vi) Homes for our Future: B(i)</p>	<p>Cllr Sue Ellington</p> <p>Mike Hill</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Proactive negotiations with developers to ensure adequate health infrastructure provision in new communities within relevant legal agreements; Development Delivery Agreements in place/under negotiation to embed a partnership approach. Ongoing participation in robust county health scrutiny and Local Health Partnership. Delivery of Corporate Plan Living Well objectives around ill-health prevention.</p> <p>TIMESCALE TO PROGRESS:</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; reviewed July 2016) The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to</i> decisions relating to service delivery being overturned and possible Commission for Human Rights and Equalities inspection, <i>resulting in</i> delays to the implementation of new service proposals causing detriment to customer service, preventing the timely delivery of policy and financial objectives, reduction in reserves available to support balanced MTFS, adverse publicity and effect on reputation.</p> <p>Objectives, Actions: All</p>	<p>Cllr Nick Wright Caroline Ryba</p>	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Policy Development Officer (PDO)'s responsibilities 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 PDO has begun to review the effectiveness of our current arrangements (see above).</p> <p>TIMESCALE TO PROGRESS: Due for completion in November 2017 the Policy Development Officer is leading a project to refresh the Council's Community Engagement Strategy and Toolkit to ensure the application of consistent best practice standards across the organisation. She has also prepared a briefing paper for management team discussion to inform a review of the Council's Equality Scheme and associated Equality Impact Assessment Process. We intend to adopt a new scheme in March 2018.</p>
<p>STR31 – Failure of Combined Authority to deliver Devolution effectively (September 2016) Change in local and national economic outlook and/or political priorities, ineffective governance and delivery structures and/or a lack of skills and capacity to deliver them, <i>leading to:</i> Real and perceived 'democratic deficit', lack of proper accountability, the diversion of human and financial resources away from SCDC strategic priorities and failure to deliver key service commitments within the Deal, <i>resulting in</i> inability of SCDC to deliver its Corporate Plan, financially unviable services, reputational damage for SCDC, wider loss of credibility for the Combined Authority and all partners within it, reducing the prospect of successful future devolution deals with government.</p>	<p>Cllr Peter Topping Alex Colyer</p>	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>The risk is that the parties involved in setting up the combined authority don't move quickly enough or coherently enough, however, by this time the progress is as follows:</p> <ul style="list-style-type: none"> - Appointed Interim officers for the 3 key positions, adverts for permanent recruitment will go out on the day 1 of the Authority being set up; - Advert for Combined Authority Chief Executive published; - Agreed a draft staffing structure; - A number of work streams are put together to work on objectives; - A Work Plan is set up which captures all the details.

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

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

Notes

- The "Reference" is unique and retained by the risk throughout the period of its inclusion in the risk register.
- Risks are cross referenced to the relevant 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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**Strategic Risk Matrix
June 2017
Appendix F**

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				5. Failure to meet Housing Need 28. Recruitment & Retention	25. Increase in cost of managing homelessness.
	Likely	4				15. Welfare Reform	
	Possible	3			3. Gypsy and Travellers and those not meeting new definition 19. Demands on services from an ageing population 20. Partnership working with Cambridgeshire County Council 27. Shared Services initiatives with other authorities 29. Access to Primary Care in Growth Areas	24. HRA Business Plan 26. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes 30. Devolution Risk - Failure of implementation programme to deliver on scope, time, quality and cost 32. Development Management Performance inadequate	8. Medium Term Financial Strategy
	Unlikely	2				2. Consultation and Engagement 31. Failure of Combined Authority to deliver Devolution effectively	
	Rare	1					

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REPORT TO: Cabinet

13 July 2017

LEAD OFFICER: Director of Health and Environmental Services

3C SHARED SERVICES – 2016/17 ANNUAL REPORT

Purpose

1. This report summarises the performance for the 3C Shared services during 2016/17. The scope includes Legal, Building Control and ICT. The principle of producing an annual report for the 3 way shared services was agreed at this committee in July 2015.
2. This is not a key decision because the report is for information purposes.

Recommendations

3. It is recommended that the Cabinet note the content of this report:

Reasons for Recommendations

4. The purpose of the report is to update Cabinet on the performance of 3C Shared Services for the financial year 2016/17.

Background

5. In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a model for sharing Legal, Building Control and ICT services. The three services went live within 3C Shared Services in October 2015 with a commitment to provide an annual report.
6. A governance structure is in place for 3C Shared Services with quarterly meetings to review the detailed information and a forward plan in place for the 3C Management Board (containing the lead directors from each authority), 3C Chief Executives Board and 3C Joint Advisory Group (comprising of the leaders from each of the Councils). The three way boards have moved their emphasis from implementation to performance measurement during 2016/17.
7. The 3C Shared Service 2016/17 Year End Report (Appendix 1) provides a summary of the progress in terms of financial and non-financial benefits of the shared services against the business cases that we approved.
8. In 2016/17 major transformational changes were delivered within these services with staffing reviews, consultation, accommodation moves and recruitment to the senior management positions. All of these were focussed on delivering a more efficient and effective service. Service specific items are set out in the Annual Report, however, of note:-

- Legal advice and personnel being brought within a single practice.
 - ICT changing to take on the services and systems that had previously been supported by Northgate Public Services at the City, providing a more consistent service and scope for greater collaboration on strategy and systems in the future.
 - Building Control retaining market share during a period of significant change.
9. As these changes were imbedded the focus of the services and governance boards in the latter half of 2016/17 moved from implementation monitoring to performance measurement. Improvements were made to the performance framework in particular with reports presented to the various governance boards.
10. The appointments of Tom Lewis as Head of 3C Legal and Paul Sumpter as Head of 3C ICT during the year have significantly added to the leadership and stability of the services. It is also recognised as a lesson learnt that senior management positions should have been recruited to sooner to provide the leadership and vision required during major change. This lesson has been applied to the more recent shared service arrangements that have been entered into.
11. Until recently making a permanent appointment to lead the 3C Building Control service had been difficult. A revised package was therefore developed and approved and a permanent appointment has been made, Heather Jones started in June 2017.
12. All the services have a business plan in place for 2017/18 and the service performance will be monitored against these objectives during 2017/18 by the governance boards.

Implications

Financial

13. The 3C Shared Service 2016/17 Year End Report (Appendix 1) provides a summary of the progress in terms of financial and non-financial benefits of the shared services against the business cases that we approved.
- The aspirational savings target of achieving 15% savings in year one (as set out in the original business cases) was found to be unrealistic, especially during a period of major change. The 15% savings are seen as a realistic in the longer term as efficiencies and savings are driven out of the services. Modelling these savings over a 3 year period would in hindsight have been more achievable and realistic. The focus remains on providing value for money for the three authorities.

Background Papers

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

Cabinet – 9th July 2015 – Shared Services Report

Report Author: Brian O'Sullivan – 3C Shared Service Programme Manager
Telephone: 07810308743



3C Shared Service 2016/17 Year End Report

15 June 2017

To: 3C Joint Group Advisory Group

Author: Brian O'Sullivan – 3C Shared Service Programme Manager

15 June 2017

Executive Summary

It has been a very busy yet exciting first complete year for 3C Shared Services. Together the partners have worked hard to develop the 3C Shared Services which has included building up the relationships, trust and working arrangements between the three partner organisations and developing the concept of shared service delivery.

A key focus for this year has been to embed the services so that they become an integral part of each organisation and can add value. An important part of developing the services has been to transform the way the services operate. This has not been delivered without challenge in regards to staffing, budget pressures and service delivery. The primary focus has been on maintaining services and whilst financial savings have been made the aspirational target of achieving the 15% savings in year one has not been fully achieved.

With many of the organisational changes now delivered it gives 3C Shared Services the foundation to add further value, reduce operating costs, further improve service delivery and staff retention and as well as increasing resilience.

One of the challenges faced by the Shared Services has been around leadership and not having senior management in place early enough to lead on the transformation and design of the services. With permanent heads of service now in post service provision has been moving from 'fragile to agile' and with 2017/18 business plans in place this will see increased benefit realisation.

Finally, we would like to thank all our staff, partners and stakeholders who contributed to the first year of delivering shared services.



3C Shared Services is a strategic partnership between Cambridge City Council, Huntingdon District Council and South Cambridgeshire District Council

Background

3C Shared Services is a strategic partnership between Cambridge City Council (CCC), Huntingdonshire District Council (HDC) and South Cambridgeshire District Council (SCDC). Three services went live within 3C Shared Services in October 2015; these were Legal Services, Building Control and ICT. This report looks back on the performance of these services during 2016/17.

The agreed governance structure is in place for 3C Shared Services with quarterly meetings and a forward plan in place for the 3C Management Board (containing the lead directors from each authority), 3C Chief Executives Board and 3C Joint Advisory Group (comprising of the leaders from each of the Councils). The three way boards have moved their emphasis from implementation monitoring to performance measurement during 2016/17 as the services have moved into a more steady state.

During the past year a decision was also taken by Huntingdon District Council to not develop any further three way shared services at this stage. As a result there has been some discussion between South Cambridgeshire District Council and Cambridge City Council on further sharing of service delivery on a two way basis. This report only covers the three way services that have been in operation since October 2015, further proposals for two ways shared services will be presented to each of the participating Council's for consideration.

During 2016/17 a comprehensive lessons learnt exercise was carried out on phase 1 of the shared services implementation. The main lessons that were learnt and have been applied to other shared services were:

- The need for senior management to be in place earlier and before the wider team TUPE'd to the employing authority
- Not to go-live with numerous services on the same date
- That the aspirational 15% savings targets used in the original business cases was unrealistic in year 1 of operation.

The focus remains on the shared services providing value for money to the three authorities with the business plans containing further details. The ICT and Legal business plans for 2017/18 have been finalised with the Building Control Business Plan is currently being considered.

1.0 3C Legal Service

1.1 Background

1.1.1 3C Legal Service known as 'The Practice' was set up in October 2015 with the following objectives:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in delivering the service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles

1.1.2 Although there were differences in how each of the three Council's legal teams operated, they were facing similar challenges - namely, how to manage with fewer resources, yet provide the high quality and often specialised legal advice that Councils rely upon. Each Council also recognised the need for a change of culture in the commissioning and delivery of legal services.

1.1.3 At the time each council struggled to recruit and retain legal staff, and was increasingly reliant upon external providers to meet its needs, especially on major projects. Nationally, standalone legal services teams were facing challenges to maintain a staffing level that provides the specialists they need across a wide range of legal disciplines; this was becoming increasingly difficult as legal budgets reduced. A shared service solution to join forces and create a critical mass of capability, target efficiencies, and actively seek to take advantage of income generating opportunities was approved.

1.1.4 The combined budget of the legal services for the three partner authorities before setting up the Practice was £1,444,000 and a savings target of £179,000 was targeted for 16/17; the equivalent of a reduction of 15% of the net revenue budget after income has been applied.

1.2 Progress to Date

1.2.1 The Practice has been through considerable change during 2016/17, this included:-

- A. A review and implementation of a new senior management structure.

- B. A review of the whole staff structure and implementation.
- C. Revising the accommodation and operating arrangements.
- D. Developing a 'consumption based' model of operation.
- E. Identifying pressures and skill requirements.

With all these now in place the Practice is working flexibly from one main office location at Cambourne and two office hubs based at the Guildhall Hall and Pathfinder House. This has assisted the service in moving from a transition state to a stable shared service.

- 1.2.2 Tom Lewis was appointed as permanent Head of Practice at the end of August 2016 and all the Senior Management positions recruited to during 2016/17. This has led to a positive impact on staff retention and leadership of the Practice. Locums are still being used for specific roles but this has reduced dramatically during 2016/17.
- 1.2.3 Work has been completed to analyse demand from partner's authorities on the service. With the use of IKEN case and time management software and a new recharging model based on consumption of resources by each partner authority. Work is being carried out with service departments to try and reduce demand where appropriate.
- 1.2.3 The Practice had £179,000 removed from its budget which equated to 15% savings target (as per the original business case) on the 2015/16 budget. Whilst the service saved £96,000 the full savings target was not achieved. This was as a result of greater than anticipated spend on consultants and one off fees incurred in connection with the establishment of the service. It is anticipated the full savings will be achieved in 2017/18.
- 1.2.4 A longer term aspiration for the Practice is to carry out external commercial fee earning opportunities as set out of in the original business case. A blended hourly rate has been calculated which will assist the income generation of the service as set out in 2017/18 business plan.
- 1.2.5 The initial focus and energy was on implementing the planned service changes during the first half of 2016/17. With these changes delivered performance measures both financially and operationally have been further refined in the second half of the year. A high level summary of quarter 4 performance and caseload levels is set out below:
- 1.2.6 During 2017/18 it is planned to introduce Intelligent Client role aimed at conveying individual partner's service requirements and strategy needs with the wider 3C strategy and delivery programme.

Performance Indicators			
Q4 Target Fee Earners Hours Recorded			
Fee Earner	Target Hours for quarter	Actual Hours	%
Total	3936	3753	95
The aim is to maximise the productive time for fee earners.			
Q4 Complaints Received			
No complaints have been received in this period from internal customers and there were 2 complaints in quarter 3 that were resolved internally.			
2016/17 Caseload			
791 for Cambridge City Council (36% of total), 352 for South Cambridgeshire District Council (16%) and 1,032 for Huntingdonshire District Council (48%).			
These figures do not reflect the complexity of the cases, the new monitoring in 2017/18 will cover the hours consumed by each of the authorities.			
Currently there are 1,419 open cases.			

1.2.6 The Practice has also added value to a variety of key projects for all partners during 2016/17, notably:

- Advising all the authorities on the establishment of the Combined Authority
- A Public Space Protection Order taken out on behalf of the CCC in relation to punt touting.
- Completion of the purchase of properties on behalf of SCDC Housing team to provide very much needed housing stock.
- One Leisure Centre imminent completion of purchase in exchange for the Medway community centre for HDC.
- Successful negotiations to secure the recovery of a significant capital receipt for HDC.
- Working with developers and shared ownership leases for CCC.
- Assisting the Combined Authority by providing legal advice.

2.0 3C ICT

2.1 Background

2.1.1 3C ICT was set up in October 2015 with the following objectives:

- Create a shared IT Applications Systems and technical infrastructure to facilitate wider shared service delivery for all Council Services.
- Reduce overall IT costs.
- Provide a service that can proactively engage with users and has the “critical mass” to develop innovative and novel solutions to support the Councils in delivering services more efficiently.
- Provide increased resilience and capacity to enable the consistent and reliable service delivery required for digital service delivery to the public.

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

2.1.3 The shared service was designed to provide a sustainable opportunity to stabilise and improve the ICT Service partner authorities already enjoyed. The proposal set out clear, specific and realistic measures by which participating authorities may achieve significant, recurring and long term efficiency gains. It also tackled the issue of lack of capacity in certain areas (for all three Councils) by creating a critical mass of staff that could be deployed more effectively. Another advantage of the proposal was that it would begin to address the issue of recruitment and retention in local authority ICT services by creating an organisation that offers greater opportunities for career progression.

2.1.4 The combined budget for the ICT service for the three partner authorities before setting up the shared service was £5.8 million and a savings target of 15% was set out.

2.1.5 Cambridge City Council also had some ICT services delivered by a private sector provider, Northgate Public Services (NPS) and this budget and work was out of scope.

2.2 Progress to Date

2.2.1 The 3C ICT service has been through significant change during 2016/17:-

- A. A review and implementation of a new staffing structure
- B. A review and implementation of the service accommodation strategy
- C. Integration of the services that were previously provided by NPS in Cambridge City

The service now operates flexibly across all three authorities with the main office at Pathfinder House in Huntingdon and hubs at both the Guildhall in Cambridge and at Cambourne.

- 2.2.2 The ICT staff retention has now improved following the shared service creation, which in itself brought uncertainty. Staff are working flexibly, with many staff operating, at time to time, from all three locations.
- 2.2.3 The recruitment of Paul Sumpter in January 2017 as permanent Head of 3C ICT has provided leadership, increased stability and clarity in the vision for future service.
- 2.2.4 The service had £887,000 removed from its baseline budget for 2016/17 which equated to 15% savings target as set out in the original business case. Although the service made savings of £295,000 in 2016/17 the full 15% savings were not made in the first year.

The use of contract and interim staff contributed to an overspend of £233,000 on the staff budget, however, the use of temporary staff decreased as the year progressed. The successful recruitment of a permanent Head of 3C ICT has had a positive impact on the budget in the last quarter of the year as this position was being covered by an interim resource. Confidence is positive on the service reducing staff costs further in 2017/18 with the plan to further phase out the use of temporary staff by July 2017.

There have been challenges in realising the savings that were stated in the original business case with regard to the rationalisation of software and licencing. Savings of £504,000 were predicted in this area for 2016/17 but the complexity and number of systems and applications (380) in use across the three partners has led to a saving of only £70,000 against 2015/16 budgets. In hindsight this was unachievable in year one and will take several years to align business requirements and procurement processes to maximise the buying potential and get economies of scale.

- 2.2.5 The newly appointed Head of 3C ICT is carrying out work on profiling the delivery of future savings on software and licencing with the principle of buying once and using three times. An Application and Services Roadmap is being developed to set out the future opportunities and identify when additional software services can be rationalized to reduce cost. A revised business plan is being formulated for submission in the summer which will include a more detailed pragmatic approach to realising these benefits.

There are on-going projects which will support the approach outlined above including :-

- The Data Centre Consolidation Project.
- Shared Planning ICT Solution.
- Shared Waste Software.
- Shared Housing Software.
- Financial Management System.

These projects are at various different stages of delivery and savings will become apparent as the projects mature. The Data Centre Consolidation project in itself is targeted to achieve £200,000 to £300,000 in savings in financial year 2018/19. Delivery of these projects will be phased over the coming years.

A clearer finance model, improved transactional processes and a more robust commitment schedule are being established to better reflect the use of the service by each partner. This will ensure future costs can be more effectively managed and thereby reducing financial uncertainty.

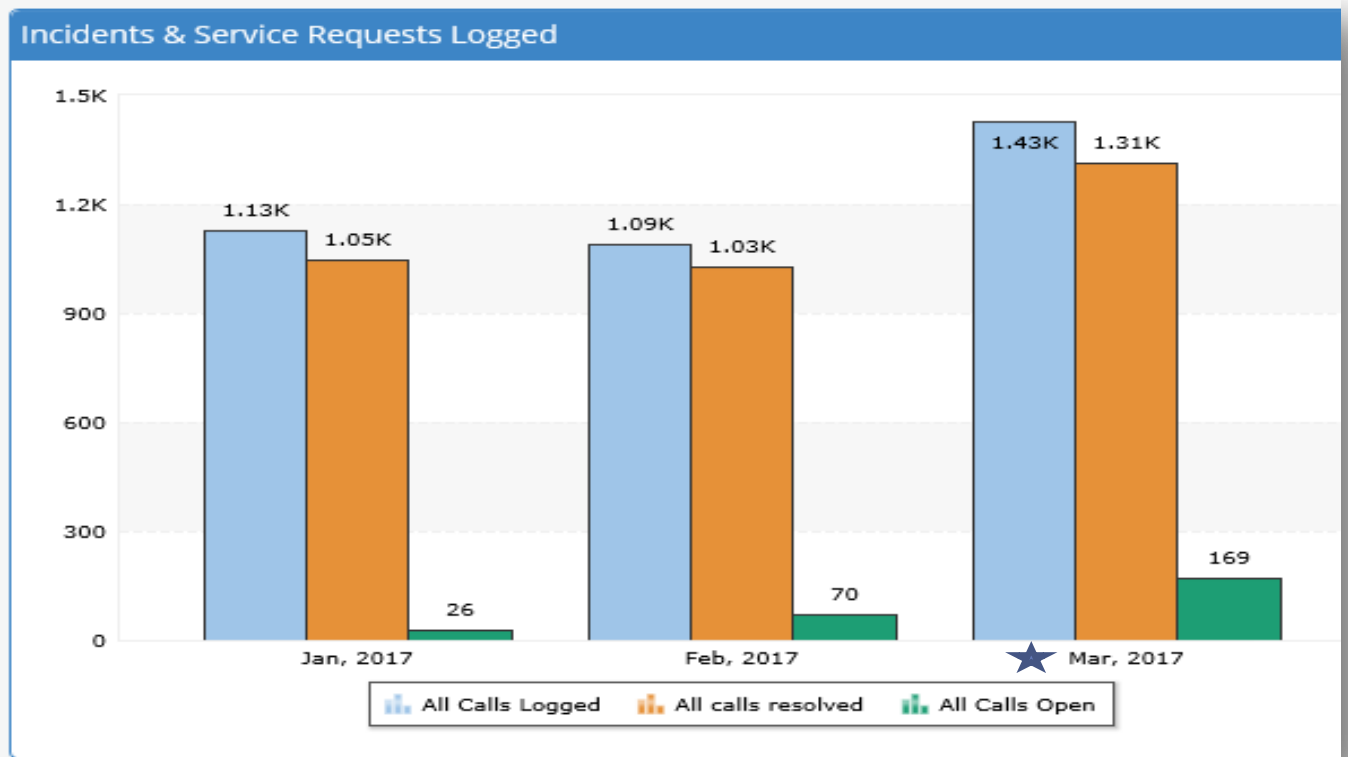
- 2.2.6 Before the shared service was set up the ICT services for HDC and SCDC were insourced, CCC operated a mixed economy whereby many of the core ICT services (application support, helpdesk) were outsourced to Northgate Public Services. For CCC, the Northgate provided services were assumed to be outside the scope of the ICT Shared Service from day one.

It was recognised that bringing the Northgate contract into 3C ICT would present an opportunity to stabilise and improve the ICT services already provided by the 3C ICT shared service. This was approved in January 2017 and the transition is complete as of 21 April 2017.

- 2.2.7 One of the biggest opportunities for the service has been to look at the digital offer across each authority and provide coordinated advice and support in shaping how digital services will be delivered in the future. The customer is at the centre of this work ranging from the customer interface and their 'on-line' experience, whether they get the outcome they need, system design right through to digitally enabled applications. This reflects the changes in society and although at an early stage of has also recognised that not all people have access to or are confident using digital channels.

Intelligent Client roles from each partner authority have been created and are aimed at conveying individual partner's service requirements and strategy needs with the wider 3C strategy and delivery programme. This is being assisted with a standard project delivery team, ICT strategy and day to day service delivery with the aim of a smoother and more integrated ICT service.

- 2.2.8 The services focus and energy was on implementing the planned changes during the first half of 2016/17. With these changes been delivered the focus of the service was concentrated on performance measures both financially and operationally in the second half of the year. Performance information from the service has become increasingly more accurate and robust in Q3 and Q4. Q4 performance (in terms of requests through the service desk) is set out over the page.



★ Service desk calls are on the increase as this is the preferred method of contact for more ICT Services i.e. ordering, change control and incidents. Users are now encouraged to report matters online where possible.

2.2.9 3C ICT has added value to a variety of key projects for all partners during 2016/17, notably:

- The service has initiated a Shared Data Centre project which will save considerable cost for the 3 partners and improve the reliability, performance and availability of the server infrastructure. The project will also improve resilience in the event of a major disaster thus ensuring continuous uptime for IT systems and uninterrupted service to council staff and customers.
- Initiated a project to overhaul the legacy infrastructure within CCC to provide an environment that will support future digital aspirations and provide greater resilience. The team has conducted an extensive survey of the existing environment and suggested improvements that will allow staff to work more efficiently and effectively across all of the Cambridge City locations.
- Replaced the legacy telephony solution within CCC to provide a more modern system that will support on going Office and Accommodation Strategy. This has improved

reliability of this important route into the council for customers whilst providing staff with the latest messaging and telephony features to allow for improved intra-council collaboration.

- Creation of a rationalised service desk was completed to improve the support provision to the partners and a single view of ICT issues across all three partners. Staff are able to self-serve and monitor progress of ongoing support requests resulting in more efficient handling of support requests.
- 3C ICT is actively engaged with scoping the technology solution for the Cambridge City car parks.
- 3C ICT is also involved in early discussions around the support for the Combined Authority.
- The project team within the service are supporting the project management of the shared planning service to provide a consolidated platform for the new shared initiative and to allow staff to work effectively supporting the service across South Cambridgeshire and Cambridge City.
- 3C ICT staff are actively involved in supporting the direction of emerging council digital strategies.
- Currently investigating a standardised desktop transformation project for the 3 partner councils.
- Installed and commissioned a new remote working authentication solution in South Cambridge District Council to allow staff to work more flexibly.
- Implementation of a single mail scanning security system across the 3 partners providing increased security.
- Supporting the transformation of customer service delivery at Huntingdonshire DC.

3.0 3C Building Control

3.1 Background

3.1.1 3C Building Control was set up in October 2015 with the following objectives:

- Protection of services which support the delivery of the wider policy objectives of each Council.
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
- Savings through reduced managements costs and economies of scale.
- Increased resilience and retention of staff.
- Minimise the bureaucracy involved in operating the shared service.
- Opportunities to generate additional income, where appropriate.

- 3.1.2 The creation of a shared service was envisaged to further improve capacity in certain areas (for all three Councils) by expanding the skilled team with management arrangements that will enable resources to be deployed effectively and efficiently and the adoption of better practices and processes. Another advantage of the service was to address the issue of recruitment and retention in local authority building control services by creating an organisation that offers greater opportunities for career progression. This would include new posts to enable the recruitment of apprentices and graduates, as well as adopting a career grade for building control surveyors. The configuration of the new service would also provide flexibility in the delivery of additional services such as street naming & numbering, considerate contractor scheme, construction monitoring and other potential fee earning opportunities.
- 3.1.3 The combined net budget of the non fee-earning account of the building control services for the three partner authorities before setting up the shared service was £338,520 and a savings target of 15% target of £51,000 was set. Fee earning figures were not included in the calculations as this is ring fenced monies.
- 3.1.4 Given the commercial nature of the service only limited information has been included in this public Annual report. A detailed Business Plan for 2017/18 which contains more of the service detail will be presented as an Exempt item to the Environment Scrutiny Committee on 27 June.

3.2 Progress to Date

- 3.2.1 The Building Control service has been through considerable change during 2016/17 with the following delivered:
- A. Review and implementation of a new staff structure.
 - B. New software implemented to enable remote and flexible working.
 - C. Accommodation review implemented.

With all these now delivered the service is now working flexibly across the whole area with office locations at the Guildhall in Cambridge and Pathfinder House in Huntingdon.

- 3.2.2 The ability to recruit and retain qualified and experienced staff has been an on-going issue for the service in terms of delivery and financial benefits. Whilst the service has continued to be delivered in a commercial environment the use of temporary staff was higher than planned. In the foreseeable future there will always be a need for agency support or the use of staff members who are working towards full qualification. The structure that is being put into place will be flexible and responsive to customer demands and the workload of the service, as well as building capacity and resilience into the service.

- 3.2.3 The recent successful appointment of a permanent Head of Service, who started in June 2017 will have a positive effect on the team and enable progress to be made in achieving some of the medium and longer term goals.
- 3.2.4 In the first nine months of the year the market share by fee income was: 3Cs Building Control 68.7% and the Private Sector 31.3%. This closely matches the average market share nationally. Upper quartile performance would see the local authority share above 75%. The national market share for this regulated work is: 69% local authority and 31% private sector.

The consolidation of the service market share doing the changes and challenges is encouraging but further work will be required by the new Head of Service to hold and grow this position. There are ongoing issues and risks to the service around staff retention and recruitment due a strong market for surveyors.

- 3.2.5 The 3C Building Control service had £51,000 removed from its baseline 2016/17 non fee-earning account budget which equates to 15% savings target. This target was not met and an over spend recorded. This overspend will be met 70/30% from the fee earning and non-fee earning accounts. £152,000 will be paid for from the earmarked reserves and £65,000 from the General Fund.

The over spend is accounted for in the most part by the need to recruit temporary agency staff to cover vacancies in the permanent establishment. These costs are being reduced and predicted out-turn position for 2017/18 is anticipated to improve. These costs may be offset by increased revenue and the Business Development Team is currently working to the 2017/18 business plan which identifies areas of growth.

- 3.2.6 During the past year the applications received increased with a total of 2,608 received along with 1,712 initial notices.

- 3.2.9 3C Building Control has added value to a variety of key projects for all partners during 2016/17, notably:

- Supervising work on 4 new school and school extensions within the 3C area whilst also providing preliminary advice on 5 more school projects, including new buildings and extensions within the 3C area. The service has also provided consultation on school projects outside the area which will hopefully result in further applications under the Partner Authority scheme.
- The service has successfully tendered for the first housing development on the RAF Brampton site and has just submitted a further quote to Galliford Tye for a large development on the same site.
- The service is supervising many of the thousands of new homes on the Southern fringe developments at Clay Farm and Trumpington Meadows sites.
- The team is providing expert advice and support to several important developments on the Cambridge Biomedical Campus at Addenbrookes.
- The team are supervising the extensive, £300M+ first phase development at North West Cambridge for the University of Cambridge, including the University Primary School,

student accommodation, large supermarket and other retail units and 500+ residential units, nursery school and community facilities.

4.0 Conclusion

The Annual Report is for information.

Whilst 2016/17 has been the first full year of transition for the shared services a lot of progress has been made and there have been significant lessons learnt that will inform future shared service development.

Permanent appointments have been made to head up each of the shared services and this will add further leadership and capacity going into 2017/18.

Agenda Item 8



REPORT TO: Cabinet

13 July 2017

LEAD OFFICER: Joint Director of Planning and Economic Development

FORMATION OF A NEW PLANNING SERVICE FOR SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL AND CAMBRIDGE CITY COUNCIL

Purpose

1. This report provides information regarding proposals for a new, transformed Planning Service between South Cambridgeshire District Council and Cambridge City Council. Approval of the Business Case is sought in line with the principles which were approved by this Council in April 2017.
2. This is a key decision because
 - (a) it results in the authority incurring expenditure which is, or the making of savings which are, significant having regard to this Council's budget for the service or function to which the decision relates; or
 - (b) it is significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

and it was first published in the April 2017 Forward Plan.

Recommendations

3. It is recommended that Cabinet approves:
 1. The Business Case for the new Planning Service attached (see Appendix 1)
 2. That South Cambridgeshire District Council is agreed to be the Employing Authority for this shared service.
 3. That Delegated authority is given to the Director of Planning and Economic Development to deliver the phases of the proposal as set out in the Business Case.

Reasons for Recommendations

4. The main purposes of the new planning service are to provide improved services for customers while achieving efficiencies through joint working and increasing the resilience of the service.

Background

5. South Cambridgeshire District Council ('SCDC') and h Cambridge City Council ('CCC') have agreed the principle of working in partnership to deliver a range of shared services. They have also agreed to the principle of moving to a fully integrated Shared Planning Service across SCDC and CCC Councils to deliver the suite of services consistent with their obligations as the Local Planning Authority for the two areas. In Spring 2017, it was agreed that the project would proceed on the basis of a multi-phased programme in line with a broad set of principles and an outline of the proposed management structure.

6. In Spring 2015 the following principles were agreed by members for the service:
 - Remaining close to customers in localities whilst considering a co-located strategy function.
 - A single portal for customers to support a streamlined service and deliver efficiencies for the more transactional services.
 - A single leadership post would be key to ensuring a strong link between strategy, policy and delivery and to manage the capacity of the workforce (Director appointed 2016).
 - Transport and the role of the County will need to be an integral and integrated part of the new approach.

7. The City Council's Strategy and Resources Scrutiny Committee in March 2017 added the following high level objectives:
 - To note the high-level objectives identified by the project team and invite them to consider adding to them the need to retain and support an understanding of Place in the way the Shared Service was structured, delivered and managed.
 - Noting the competitive market for planning staff, officers are asked to explore measures that would strengthen the retention and recruitment of planning staff.

These points were then agreed by the SCDC Cabinet on 20 April 2017.

Considerations

8. The Greater Cambridge economy is one of the country's most successful clusters and extremely important to the UK economy as a whole.

This economic growth has been facilitated by partnership working across the two local authorities over a long period time, enabling significant housing growth extending across the boundaries of the two council areas. This close working was consolidated in a single spatial strategy, reflected in the two Local Plans which were developed in tandem.

The Greater Cambridge area continues to be the subject of unprecedented growth pressures and economic interest and the two councils need to play effectively into national, sub national and sub-regional initiatives. This means that SCDC and CCC increasingly need to work together (and with others) to deploy scarce specialist resources on a range of planning and related strategy outcomes.

9. The two councils currently manage a significant number of planning applications and related activities from discrete services, using two separate processes and systems.

In addition, local communities and partner agencies are also seeking increased engagement with the Councils and their planning services on initiatives as diverse as Neighbourhood Planning Strategic Planning and Health. The creation of new communities/neighbourhoods of businesses and residents requires long term, cross boundary and multi-agency working joining up approaches at both the strategic and operational level.

10. With the expected growth of strategic planning, economic development and infrastructure initiatives (including City Deal) raising a need for continued cross boundary planning activities, the creation of a new joint planning service therefore provides a range of opportunities for both Council's It is the next logical step to build on the successful partnership working of the past and make the most of the two council's combined resources and specialist skills and to ensure we continue to deliver good outcomes for both council areas.

11. A Greater Cambridge planning service also provides unprecedented opportunities to attract talent and to grow and nurture skills amongst the existing teams. In recent years, both services have experienced movement of staff from one organisation to another by those seeking progression and career development. Ensuring efficient and consistent approaches to cross boundary growth has also led to duplication of staffing commitments to avoid/manage potential differences of approach between the organisations. The planning service for SCDC and CCC deals with over 7000 applications, employs some 142 (FTE) either directly or indirectly and has a combined budget of £8.533 million for 2016/17. A significant contribution to that cost (£3.973m) is made by both regulated (nationally set fees) and locally derived (via charges for services) income. The current combined cost amounts to, £4,399 million. In 2017/18, the services expect to determine proposals for development with an estimated value in excess of £2bn and to secure development contributions in cash and in kind (notably Affordable Housing) worth over £100m.

12. Currently the two authorities deal with:

- Planning policy and strategy
- Neighbourhood Planning
- Consultancy/specialist services relating to development activity
- Planning and related Application Processing (including trees and Listed Building Consent) and decision making
- Planning Enforcement
- Support for corporate and sub-regional projects (City Deal/Duty to Co-operate/Local Enterprise Partnership/Combined Authority support etc.)
- Consultation and related responses on behalf of the local planning authorities
- Economic Development (as defined by Corporate Plan)
- Local Land Charges

13. The benefits of the proposed new planning service are set out in the Business Case. These benefits include:

- The creation of the capacity required to meet growing strategic planning and development enabling requirements without adversely impacting quality or community participation.

- The scale and range of the service would be of regional/national significance and scale, capable of retaining, developing and recruiting talent.
 - Improved resilience provided through the scale and investment in the operational architecture of the service and the capacity to sustain and develop/market specialist roles which individually are not viable in the long term.
 - A single “way of working” for Greater Cambridge, benefiting customers and communities including cross boundary projects delivered efficiently by a single leadership team.
 - There are procurement and purchasing efficiencies to be realised for example through operating one ICT system in the medium term. The new planning service would offer greater capacity to engage with developers and the community on strategic (long term) site development through more effective deployment of staff (senior and juniors), and support for a common system of programme management.
 - There would be improved capacity and flexibilities through a joint team which would enable it to represent Greater Cambridge’s interests in a wide range of national and sub national initiatives
14. The potential dis-benefits that have been identified relate primarily to the potential disruption that can occur when new processes and procedures are introduced, particularly in relation to the impact on staff where uncertainty could lead to the loss of key staff. These potential dis-benefits are recognised as risks, and mitigation measures are being put in place to ensure that delivery is carefully planned and managed. The attached business case therefore proposes the appointment for the duration of the project of an additional senior manager to support the joint Director in the delivery of this significant change programme. Alongside a phased approach to change, additional resources in project management and ongoing and continued engagement with staff, members and partners and the business case is aiming for full integration of the services to be achieved in line with a new ICT rollout - currently projected to be complete by December 2018.

Options

15. These main options have been considered:
1. **Do Nothing** - Continue with the current approach with a shared Director. Although beneficial this would not support the service delivery requirements and provide the capacity and resilience for future high quality growth and staff development.
 2. **Create a Shared Management Team across both services** - As above, but would create an overall strategic management structure, although beneficial this would not improve significantly the ability to deploy resources flexibly and would limit the opportunity to offer a “best in UK” staff development opportunity.
 3. **Develop a new Fully Integrated Planning Service** – This provides the greatest opportunity to deliver quality outcomes in the context of the scale of growth by creating the capacity required to meet planning and development requirements and will maximise opportunities for staff development and career progression. This also allows the service to work within a single suite of operational systems/protocols and provides the potential for benefits through improved and common processes understandable to all users – and potential future partners.

4. **Shared Service with other/additional partners** – With a history of other shared services and strong links between SCDC and CCC the two-way partnership could have been enlarged. Lessons from the 3C service roll out (and other national projects) suggest that additional partners have the potential to increase the risk of adverse impacts during implementation – and create complexity. The principles underpinning the service and proposed roll out of ICT and workflows will be designed to enable future partnerships with the new service, once it has been successfully implemented. The risks to continued delivery of quality and timely planning outcomes during implementation mean that this option is not being recommended at this time.

Implications

Financial

16. The business case attached to this report includes a broad financial strategy identifying areas where in future, the 15% reduction in net cost of the service – consistent for all joint services - might be derived. Given the broad range of objectives for the new joint service, these reductions in net cost are not expected to be explored at the expense of the increased capabilities, and quality of outcome that form equally important objectives for the service.
17. The scale of the service and its critical role in leveraging investment and delivering corporate priorities around quality affordable homes, and sustainable economic growth justifies some initial investment in the implementation phase. This is consistent with reducing risks to existing projects and maintaining services to exiting communities throughout the phased implementation process. Whilst therefore the financial strategy, targeting the reduction in duplication, improved productivity and exploring opportunities for improved cost recovery mean that there is confidence that net cost can be reduced in the medium term, this is not expected to be realised in year 1 of the project.
18. The earlier report in Spring 2017, noted that additional investment in the resources to deliver the new service would be generated from within the service by a proposed national 20% increase in planning fees. The additional costs primarily associated with additional dedicated staffing detailed in the business case can still be contained within this projected envelope subject to government continued commitment to a change in planning fees post general election. If this funding (scheduled originally in July 2017) is not now available, a further bid to respective transformation funding will be required, or alternatively the project will need to be re-scoped to extend the implementation timetable.
19. The existing separate budgets for planning services are complicated by the variations in structure, income and the significant fixed costs associated with staff. Initially therefore it is proposed to simply and combine the budgets. Officers will nevertheless be exploring the opportunities for 2018/19 as to how the cost risks are to be managed in the future with the finance teams and how future costs and income derived from the service are to be disbursed between the two Councils.

Legal

20. 3C Legal Services has been identified as a workstream of this project and will be liaised where necessary during the life of this project.

Staffing

21. It is proposed that SCDC will become the Employing Authority for the new planning service. The staff survey undertaken during Spring 2017 has identified a range of priorities for all employees as well as providing insight into the benefits and dis-benefits of working for the two employers. Providing certainty for all staff, including managers nevertheless means that a priority for the service now is to fill the management tiers within the service later in the year. In addition to providing additional capacity to engage with staff on the design of the new service, this will also enable the design of new role profiles to begin, in time for implementation of the phase 2 re-structure proposals. The transfer of all affected staff to a single employer by February 2018 is also proposed to facilitate effective engagement around the review of role profiles in phase 2. Whilst it is anticipated that all affected staff will transfer to the Employing Authority by February 2018, it is not expected at this stage that wholesale re-structures will take place at the same time and will be staged accordance with service need. Formal consultation with Unions and Staff is therefore proposed to take place from August through September 2017 in accordance with each Councils policy on consultation. The consultation will be in respect of the proposed TUPE arrangements and the new management structure.

Risk Management

22. A risk register is in place and will be reviewed throughout the project.

Equality and Diversity

23. An EQIA has been carried out for this project and has been updated to reflect this proposal. The proposed joint planning service detailed in the business case is not expected to result in any different impacts.

Climate Change

24. A potential reduction in accommodation and energy use associated with greater mobility amongst the service may have a positive impact alongside reduced staffing duplication at meetings on cross boundary projects. The implementation of a new workflow system at scale, and deployment of digital ways of working through the procurement of a new ICT solution will have potential benefits on significant paper consumption within the service. Potential negative impact from initial increases in travel by managers and staff between offices will be offset by gains through more agile and flexible working.

Consultation responses

25. This will be conducted in accordance with the respective Councils' agreed policies. Briefings have been held for staff and Members for each Council.

Effect on Strategic Aims

26. This project will assist in meeting the following corporate objectives related to Homes for the Future and Connected Communities

Background Papers

The following background papers were used in the preparation of this report:
Shared Service Overview – Cabinet – 9 July 2015
Progress Update on Shared Planning Service – Cabinet – 20 April 2017

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BUSINESS CASE FOR THE
PROPOSED
FORMATION OF A NEW PLANNING
SERVICE FOR GREATER CAMBRIDGE

Distribution & Approval:

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Executive summary

Cambridge City Council ('CCC') and South Cambridgeshire District Council ('SCDC') have agreed the principle of working in partnership to deliver a range of shared services. They have also agreed to the principle of moving to a fully integrated Shared Planning Service across CCC and SCDC Councils to deliver the suite of services consistent with their obligations as the Local Planning Authority for the two areas. In spring 2017, it was agreed that the project would proceed on the basis of a multi-phased programme in line with a broad set of principles and an outline of the proposed management structure.

Planning within CCC and SCDC has been subject of unprecedented growth pressures in recent years. The economic performance of the region centred around Cambridge, and the demand for new space to support economic growth and new housing has illustrated the very close functional relationships between CCC and SCDC – with a number of new developments for the City's growth extending over District Boundaries. Already CCC and SCDC have a singular spatial strategy reflected in the two Local Plans. Collectively, the services manage a significant number of planning applications and related activities from discrete services, using two separate processes and systems. Meanwhile, national, sub national and sub regional initiatives, mean that CCC and SCDC increasingly need to work together (and with others) to deploy scarce specialist resources on a range of planning and related strategy outcomes.

Communities and partners meanwhile are seeking increased engagement with the Council and respective planning services – on initiatives as diverse as Neighbourhood Planning and Strategic Planning and Health. The creation of new communities/neighbourhoods of businesses and residents requires long term, cross boundary and multi-agency working but also provides unprecedented opportunities to attract talent and to grow and nurture skills amongst the existing teams.

Both Councils also run different planning software systems, different processes and practices but duplicate essential functions and workflows associated with the statutory planning process. In recent years, both services have experienced movement of staff from one organisation to another by those seeking progression and career development. Ensuring efficient and consistent approaches to cross boundary growth has also led to duplication of staffing commitments to avoid/manage potential differences of approach between the organisations. With the expected growth of strategic planning, economic development and infrastructure initiatives (including City Deal) raising a need for continued cross boundary planning activities, the creation of a new joint planning service therefore provides a range of opportunities for both Council's.

The planning service for SCDC and CCC deals with over 7000 applications, employs some 142 (FTE) either directly or indirectly and has a combined budget of £8.533 million for 2016/17. A significant contribution to that cost (£3.973m) is made by both regulated (nationally set fees) and locally derived (via charges for services) income. The current combined cost amounts to, £4,399 million. In 2017/18, the services expect to determine proposals for

development with an estimated value in excess of £2bn and to secure development contributions in cash and in kind (notably Affordable Housing) worth over £100m.

This business case sets out the proposition to support the transition to a new Planning Service between CCC and SCDC and includes the alternative options that have also been considered. Staff and Members have contributed to the preparation of this business case.

A project group has been established and this business case pulls the key information together for the decision-making process in support of the recommendations. Work streams have been identified that will need to be completed during the various phases as set out in the business case.

The business case identifies the substantial benefits of moving towards a new planning service, and that some dis-benefits could occur in the short term, which are recognised as risks for which mitigation can be undertaken. The mitigation measures recognise the nature of this front line service and alongside the phased implementation of the programme, proposes to invest in additional management and delivery capacity for the duration of the implementation phase, to add additional capacity to manage these risks during the potentially disruptive transition phase.

Some additional investment is also proposed to provide for project management support to the programme and an external “critical” friend to challenge and support the system/process changes required. The procurement of a new ICT platform will be the subject of a separate bid for resources, with the cost of investigating this already covered. The previous Governments proposed national increase in planning fees by 20% from July 2017 would cover much of this investment cost although following the general election, formal confirmation of the regulatory change is outstanding, and the loss of this income may impact on the project.

Much of the work in developing a new planning service will support improved productivity and process efficiency, as well as providing the opportunity to improve cost recovery through the review and development of additional charged for services to customers.

Following the consideration of a range of options, it is proposed that a fully integrated Planning Service for Greater Cambridge be progressed formed from the SCDC and CCC Planning and associated services. This will provide an exciting opportunity to deliver quality outcomes against the background of the scale of growth delivery required and provide opportunities for staff development and career progression. This also allows the service to work within a single suite of operational systems/protocols and provides the potential for benefits through workflow re-design and common processes understandable to all users and potential future partners. The services currently comprise 159 staff.

1.0 Reasons for undertaking the project

Planning is a vital front line service, shaping physical development to accommodate the social, economic and environmental needs of current and future generations by delivering sustainable development. It has important place shaping functions, as exemplified by its role in creating local plans and supporting communities in developing neighbourhood plans, together with design briefs and related material to guide the detailed implementation of development and improvements to the public realm.

There is also an important task in partnership with bodies such as the Local Economic Partnership, Highways England, the County Council and others to promote the local economy and infrastructure. It has a regulatory role in assessing development proposals against local and national policy and granting or refusing planning permission, and in ensuring that development is carried out in accordance with the terms of planning permissions and legal agreements. It is also charged with protecting and maintaining nationally and internationally recognised heritage assets. Together these roles influence the activities of a very wide range of stakeholders including residents and businesses and they will become increasingly important with Combined Authority status.

There are challenges nevertheless facing UK planning and particularly Cambridgeshire LPA's. Some of these challenges relate to the significant and continued economic growth – with consequent continued demand for new homes and employment space together with the range of additional infrastructure to be planned, coordinated and delivered. Cambridgeshire is of national and international significance – with extraordinary heritage and internationally significant economic sectors – which will play a vital role in the UK's continued economic prospects. Greater Cambridge sits at the confluence of a number of nationally/internationally significant economic corridors - and has strategic relationships with all points of the compass. High growth pressures and an exceptional quality of environment (city and rural) translate into significant housing demand – from new and expanding employers. Not only does this buoyant economy make access to housing for staff challenging, but national competition for planning professionals means that retaining and recruiting sufficient staff, skilled in delivering some of the finest development in the country is a challenge. Once attracted to the area, a vibrant economy and number of private sector practices provide “competition for talent” for the two existing local planning authorities.

The proposed new planning service is important to provide the increased capacity and resilience that will enable both Councils to respond effectively to the challenges associated with the area's growth. The scale of the new planning service will create opportunities for improved and transformed infrastructure to support existing staff to grow and develop. This will allow the services to retain, recruit and support specialist expertise amongst staff (in areas including urban design and conservation), and to develop systems at a scale that will help improve resilience and reduce vulnerabilities. The new service will give existing and future employees a breadth of opportunities that are not available elsewhere in the public or private sector.

The new planning service would allow more efficient use of existing resources to provide the specialist resource, resilience and capacity to meet the demands generated by the area. Providing more user centric services also presents opportunities to reduce net cost by meeting user needs with tailored advice and support services that serve to assist in the early resolution and development of high quality (and approvable) application submissions. Together with the alignment of the procedures of two authorities which already work very closely together, simplifying them and reducing duplication will have positive impacts on productivity and reducing “net cost”. This can be achieved alongside user benefits and greater capacity to secure quality outcomes in strategic and site specific planning.

This cannot be achieved on day one but will require investment and to be a steady planned process. The process of alignment has already begun, but activities and the achievement of benefits will be phased over several years as, for example, ICT is updated and shared.

2.0 Vision

The vision has been developed in consultation with the staff and has also been shared with members of both partner authorities through briefings in early June 2017. This is set out in the box below. Key Performance Measures to aid the assessment of improvements have been identified and are set out in Appendix 4. In addition, staff from both Councils have responded to a questionnaire survey. The response to the Survey highlights the importance of the new service meeting the aspirations for progression and flexible working patterns amongst new staff – and these objectives are carried into the vision and objectives below.

The Director of Planning and Economic Development has held briefings with both staff and members of the planning committees and wider members during the development of this vision and business case.

Greater Cambridge Planning Service Vision

Vision

“To be recognised as one of the UK’s best planning services demonstrated by quality of outcomes, meeting its targets and cost

Objectives

A single, unified "Greater Cambridge" planning capability serving each of the participating Councils.

To build and retain a positive reputation consistent with the aspiration set out in the vision

A shared capacity and capability in a way that seizes opportunities for efficiency and quality by providing services that meet the needs of users and the community at the lowest net cost.

To be flexible - in deployment and delivery

Principles

1. A single, unified "Greater Cambridge" planning capability serving each of the participating Councils.

- Move to a single employer for all staff
- Service delivery with geographically identifiable (and informed) teams.
- A single “brand” and protocols about “how we work”
- A shared set of distinct values across multiple sites/media formats

2. To build/retain a positive reputation consistent with the aspiration set out in the vision

- High quality programme management and business support systems at the delivering high quality outputs to internal and external parties
- A development quality threshold that others aspire towards and we are proud of
- An employer of choice (Royal Town Planning Institute learning partner)
- Best in class employment offer
- A proactive approach to understanding and assessing the needs of our customers and responding constructively to feedback.

3. A shared capacity and capability in a way that seizes opportunities for efficiency and quality by providing services that meet the needs of users and the community at the lowest net cost.

- Services and process designed around meeting clearly understood customer needs
- Adoption of the principles of LEAN thinking to improve efficiency in delivery
- The use of good data to promote critical enquiry and drive measurable and continuous improvement
- Empowered staff with delegated responsibility to do what is required to meet customer requirements and solve issues
- That value adding discretionary services will be provided on the basis of securing cost recovery.
- That the service offer will be available to others beyond Greater Cambridge where capacity exists.

4. To be flexible - in deployment and delivery

- To promote collaboration and enterprise in delivery – a focus on outcomes not just outputs
- Flexible deployment and working provisions for staff
- Support systems and architecture based upon “Council anywhere” principles

3.0 Strategic Business options

The resolution of the Councils in 2015 made clear that outsourcing of the planning service was not within the scope of the project. The project board have therefore excluded this from the following options for delivery of the new service. These options have been assessed against the high level aims and a brief summary of the level of “fit” is provided below;

1. **Do Nothing** - Continue with the current approach with a shared Director. Although beneficial this would not support the service delivery requirements and provide the capacity and resilience for future high quality growth and staff development.
2. **Create a Shared Management Team across both services** - As above, but would create an overall strategic management structure, although beneficial this would not improve significantly the ability to deploy resources flexibly and would limit the opportunity to offer a “best in UK” staff development opportunity – capturing both City and rural planning experiences. Serving two Council infrastructures would add complexity and diminish agility for the service and staff and Managers.
3. **Develop a new Fully Integrated Planning Service** – This option provides the greatest opportunity to deliver quality outcomes in the context of the scale of growth by creating the capacity required to meet planning and development requirements and will maximise opportunities for staff development and career progression. This option also allows the service to work within a single suite of operational systems/protocols and provides the potential for benefits through workflow re-design and common processes understandable to all users – and potential future partners.
4. **Shared Service with other/additional partners** – With a history of other shared services and strong links geographically and functionally between CCC and SCDC the two-way partnership could have been enlarged. Lessons from the 3C service roll out (and other national projects) suggest that additional partners have the potential to increase the risk of adverse impacts during implementation – and create complexity in the delivery process. The principles underpinning the service and proposed roll out of ICT and workflows will be designed to enable future partnerships with the new service, once it has been successfully implemented. The risks to continued delivery of quality and timely planning outcomes during implementation nevertheless mean that this option is not being recommended at this time.

It is therefore recommended that we proceed to set up a new planning service for CCC and SCDC based on **Option 3** and the reasoning set out above.

4.0 Benefits

4.1 Expected benefits

The new planning service should bring clear benefits. These benefits will be measured during the application of the business plan and performance monitoring, and are currently identified as:

1. Opportunity to establish a planning service of **regional/national significance and scale** - capable of retaining, developing and recruiting talent embracing the best of city and rural planning, strategic and local planning.
2. Providing the capacity to respond positively to unprecedented growth pressures and deliver high quality outcomes within the existing cost envelope.
3. Capacity and capability to realise the emerging opportunities from national and sub-national programmes to attract investment within GC including through City Deal, the CA and the LEP.
4. A single service offer for homeowners and businesses across Greater Cambridge
5. More efficient and resilient planning enforcement through pooled capacity and capability.
6. Improved personal and professional development opportunities for staff and an ability to engage and support training (including apprentices) in response to national scarcity of professionals.
7. Build upon the history of close partnership working for the next Local Plan.
8. Opportunities to improve/develop “income” and to reduce net cost whilst maintaining quality.
9. Secure genuine value from investment made in new systems and processes through scale.
10. Creating capacity to enable/implement new/additional services to a wider geography/number of users.
11. Procurement and purchasing efficiencies, including through operating one IT system in the medium term.
12. Greater capacity to engage with the wide range of developers and the community on strategic (long term) site development through more effective deployment of staff (senior and juniors), and support for a common system of programme management.
13. Improved consistency and capacity for data analysis/management and performance reporting.
14. Improved capacity to respond to the various and frequent changes in national planning policy and legislation and delivery of member and staff development.

4.2 Potential dis-benefits

There is always a potential for dis-benefits to arise when changes to services are undertaken. However, these need to be recognised from the outset and measures taken to

mitigate their impact. It is anticipated that the benefits identified above will significantly outweigh the dis-benefits.

- In the short term, there is potential for disruption to each service through overly rapid or poorly planned roll out of phased implementation. Detailed project planning is in place to mitigate this with additional resources.
- Changes in systems and processes, with confusion amongst internal and external customers has the potential to impact upon “headline” application performance and service responsiveness. Appropriate management controls are in place to reduce this risk with monitoring of performance.
- Transformative change can be disruptive to staff. Uncertainty and disruption to process for delivery can precipitate staff to leave the service. A communication plan is in place, with a regular newsletter, and briefings for staff
- “Blending” service cultures to a new single narrative/vision will take time to settle and can lead to uncertainty surrounding purpose and objectives for individuals and partners. During the transition, there is a risk that the focus on key outcomes is lost. Early appointment of the new management team and other measures set out will help address this.
- The “cost of change” and phased delivery proposed represents an upfront investment that is unlikely to secure quick returns within a single financial year. This has been addressed and additional resources put in place.
- Adverse changes to the relationships with those who work with and support the planning service, such as the County Council transport team. Communication will be maintained to counter this.

As set out in this Business Case these dis-benefits are recognised as risks which need to be addressed and mitigation measures have been identified. These measures include the appointment of a dedicated senior “implementation manager,” the deployment of existing staff in the service re-design to improve the quality of process re-design and adoption, a phased and planned approach to implementation with additional HR resources and project management support and continuous engagement with staff and partners.

5.0 Project Delivery

As this is a complex project the project it is being delivered in phased approached. There nevertheless remain some unknown parameters within the project timeline at this time as the ICT solution has not been fully defined. The proposed phasing of the project is set out below.

5.1 Phase 0 Nov 2015 - June 2017

A number of activities have been completed or are already underway to assist in the exploration and delivery of this project. The main activities are:

- Recruitment of Stephen Kelly as Joint Director of Planning and Economic Development (completed).
- A project board is in place consisting of director, senior management, project manager and shared services programme manager, this board meet on a 3 weekly basis (completed).
- PRINCE2 methodology is in use for the project management with detailed working documents in place i.e. communications plan, stakeholder's analysis and risk/issue logs (completed).
- Project Initiation Documents have been approved by the project board for several key work streams associated with the project and others are to be brought forward. (Completed/underway).
- A monthly staff newsletter updates them on progress with a Q&A section to address concerns and questions. Regular staff briefings have been held and are in the project plan going forward (completed/underway.)
- Updates have been provided to senior officers and Executive Members in each authority.
- An experienced project manager with change and planning experience had been recruited to assist with the delivery of the project (completed).

5.2 Phase 1

5.2.1 Implement Senior Management Structure July 2017 – January 2018

The delivery of the senior management structure at the early stages of this project is central to successful implementation. This is a lesson learnt from earlier shared services projects. Once appointed the senior management team will need to take a lead on developing and influencing the structure underneath and provide the leadership required during transition.

The senior management structure has been determined by way of three management workshops and the informal engagement with staff through team meetings etc. In March and April, the two Councils agreed that the outline structure (appendix 1) be used as the basis for further testing and developing the proposed management structure. The appended management structure is now proposed to form the basis of the formal staff consultation phase and will enable recruitment of a management team to assist the Joint Director in the implementation of the project. If approved the proposed senior management structure (see Appendix 1) will be consulted on during the summer of 2017 with an anticipated implementation date for the final management structure of January 2018.

5.2.2 Employing Authority

The preferred strategic business option above seeks to achieve a new, fully integrated planning service. To realise the benefits outlined in 4.1 staff will need to be employed by a single employer as has been the case for existing shared services.

It is proposed that this process – including recruitment to the senior management structure and completion of Transfer of Undertakings (Protection of Employment) Regulations (TUPE) take place between July 2017 and February 2018. The transfer date for the affected staff from CCC to SCDC is proposed as 1st February 2018.

In parallel with approval of the management structure this business case proposes the future employer of staff in the new planning service as SCDC. The process of considering who should be the employer has had regard to the number of staff currently employed (and thereby impacted within each of the partner authorities, (91 at SCDC and 68 at CCC).

The HR resources within the two Councils currently differ. To recognise the scale of impact upon staff and to ensure that the TUPE and related change processes are handled effectively for staff and the Councils, this business case proposes investment in a dedicated senior HR officer to oversee the transition of the service. In addition, the business case proposes by way of a response to recommendations by both Councils to seek to enhance the attractiveness of the new service to planning and related professionals, that the new service includes the creation of a dedicated workforce development officer as part of a deliberate “recruitment” offer.

Based upon the assessment of the above, the key differences between the CCC and SCDC fall around the number of staff impacted by TUPE. On that basis, it is proposed that SCDC becomes the new “Greater Cambridge Planning Service” Employing Authority.

5.2.3 New Appointments July 2017 - onwards

The size and dynamic nature of the service and market competition for skills and talent means that during implementation, some staff may choose to leave the service. All new appointments from date of the agreement of this business case will be recruited to the named employing authority.

5.2.4 ICT Platform May 2017 - December 2018

The two authorities currently operate different ICT systems, serving not only Development Management and related work but also consultation processes in Policy, and supply management information. Neither system embraces fully the capacity for agile, mobile and multi-site working, nor has a dedicated project workstream begun considering the scope and procurement of a suitable system to support the new planning service and enable the alignment of processes and procedures.

It was agreed at the March/April committee cycle at both partner authorities to align around a single ICT provider. Phase 1 of this work is currently underway to analyse our current provision and the business needs going forward. This will involve workshops with

staff, members and customers on their needs. Once requirements are known we will move to procurement in phase 2.

5.2.5 Process alignment June 2017 – June 2018

There are several projects designed to align existing practices between the two authorities and assist staff and users in moving to a single service:

- Pre-application charging and procedures (start/end)
- Planning enforcement
- Delegation processes
- Member protocol
- Section 106 agreements

These projects will be supported by dedicated project teams and the new posts created to enable delivery and will require appropriate consultation with relevant parties. Their timing and implementation will need to take account of other workload and related issues.

5.3 Phase 2

5.3.1 Design and implementation of remaining staff structure Dec 2017 – Dec 2018

Once senior management structure is in place and posts are appointed to, the senior management team will focus on the development of the complete structure and further define the future operating arrangements. This will involve analysis of workloads, demand on the service and processes with a view to adopting best practices and maximising efficiencies. This stage will include a review of the activities which are undertaken outside the current services (having regard also to TUPE), for example trees and landscaping, and an assessment of the impact of the new planning service on wider council's service areas that are not in scope, for example the existing customer contact arrangements. The development of the specialist services capability will also be covered during this phase.

Once this structure is developed a further formal consultation process will be carried out with staff and unions in accordance to the agreed policies at both partner authorities. Implementation will then be delivered on a phased work programme.

5.3.2 Accommodation review – March 2018 – August 2018

The Planning services will continue to maintain a presence at both Cambridge and Cambourne. Nevertheless, one of the aims of the service is to work in a flexible and agile way aligned to both partners' individual office accommodation and future investment and delivery strategies. There will be no immediate changes in the locations of individual teams

until the future structure is known – although collaboration between officers in different offices engaged on specific tasks is expected to increase.

Once the office accommodation is reviewed it is expected that a phased implementation of any accommodation changes, to meet wider corporate programme timelines will be required, learning the lessons from previous shared services projects.

5.3.3 Procurement and implementation of ICT solution – Unknown until Phase 1 completed

Once the outcomes of phase 1 of the ICT project are known a project will commence to deliver the procurement and implementation of the desired solution. The timings for this are provisional at this stage but will become clearer as engagement with suppliers and the procurement process progresses. The project implementation is expected to be delivered through 3C ICT services.

5.3.4 Implementation of the new organisational structure and workflow - June 2018 – Dec 2018

The move to a fully integrated service will be phased (currently forecast to be over a period of 6 months) as the ICT and workflow projects provide the systems, structure and capacity to realise the benefits of the new planning service with manageable impacts/risks. This will reduce the risk of performance levels slipping and will assist in embedding the services in a controlled manner. Earlier in the programme, opportunities will be taken to align practice between the two offices to improve clarity to users of the services and aid the understanding and flexible deployment of staff to projects across the service. Appendix 2 and 3 highlight the current format of the two services.

6.0 Timescale

The project will be managed over a provisional timetable of some 18 months (to December 2018) with a phased implementation of services into the new planning service. The overall timescale for the delivery of the new planning service and work streams is as follows:

Implementation Timetable

June/July 17	August/Sept 17	Oct 17	Jan 18	Feb 18	Apr 18	Jun 18	Dec 18
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People

Consultation of the proposed new management structure.	Commence recruitment to senior management structure	Implement senior management structure	Staff to TUPE to the employing authority	Consultant on remaining staff structure	Commence recruitment to remaining structure and implement in phases
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IT

Analyse current systems and further business requirements	Soft market testing	Tender or upgrade for desired solution	Commence procurement or upgrade and implementation
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Process

Review and align processes across both services

Approval of Business Case

Review accommodation requirement of future service

Consult on accommodation strategy

Implement accommodation strategy

7.0 Costs

7.1 Investment for delivery

The budgets and income and expenditure levels for the last three years are set out below, noting that and there is year on year variation, particularly in relation to the prediction of income, set against significant fixed costs which form between 86% and 91% of combined budget.

2014/15	Total Budget	Staff & Overheads	Actual	Income	Net Cost
SCDC	£4,553m	£3,946m	£4,708m	£2,387m	£2,321m
City	£3,469m	£3,295m	£3,313m	£1,685m	£1,628m
Combined City/SCDC	£8,022m	£7,241m	£8,021m	£4,072m	£3,949m
2015/16	Total Budget	Staff & Overheads	Actual	Income	Net cost
SCDC	£4,585m	£3,943m	£4,070m	£2,212m	£1,858m
City	£3,218m	£3,176m	£3,175m	£1,397m	£1,778m
Combined City/SCDC	£7,803m	£7,119m	£7,245m	£3,690m	£3,636m
2016/17	Total Budget	Staff & Overheads	Actual	Income	Net Cost
SCDC	£5,070m	£3,940m	£5,221m	£2,665m	£2,556m
City	£3,463m	£3,421	£3,151m	£1,308m	£1,843m
Combined City/SCDC	£8,533m	£7,361m	£8,362m	£3,973m	£4,399m

In recognising the complexity of the issue of bringing budgets together it is proposed that initially budgets would simply be combined. As the project develops and the new Financial Management System being implemented across the two authorities is concluded, a more sophisticated approach can be developed, with the possible use of time recording and other systems explored to refine understanding on unit/processing and staff costs. The objective is to use such intelligence to secure a reduction in the “net” cost of providing the service by exploring savings through improved procurement, efficiencies through process improvements and opportunities to use any additional capacity for charged, discretionary services that meet currently unmet customer or partner need.

The successful delivery of the integrated planning service will nevertheless (see above) require an upfront investment of dedicated resources as well as significant commitment from existing staff. An experienced project manager is currently in place and a senior implementation manager will be recruited (for the duration of the project implementation phase) to assist with the transition. This is because the scale and throughput of the planning service is significant and existing capacity within the service is already limited.

Reports to the March/April 2017 committee cycle at both partner authorities suggested that because of planned national planning fee increases in July 2017, most of these

implementation costs would be contained within the service in year. If planning fees are not revised this financial year the additional funding committed in March/April will not be sufficient to sustain the implementation timeline envisaged and a bid for further funding will be required of c£100k per partner authority in year one of the project.

Existing early project work streams underway are targeted towards improvements in productivity, staff retention/recruitment and process efficiency as well as a clearer focus on meeting users' needs with a range of high quality charged services that will improve the ability of the service to reduce its net cost to the parent Councils.

The new planning service will also lead on the replacement of the two local plans currently at examination and nearing completion with a single Greater Cambridge Local Plan for both Council areas consistent with the commitment under the City Deal to start preparation of a joint plan in 2019. This cost will be shared between the Council's but is not included in this business case. The cost is nevertheless expected to be less than the costs associated with the production of the two existing Local Plans for the area currently nearing completion.

The scale of the service, the improvements in productivity and new opportunities to improve cost recovery within discretionary services mean that recovery of the initial overall investment, whilst not expected during the implementation phase should begin from year (2019/20) and should be achievable within a 5-year time horizon.

7.2 ICT Costs

A bid for £25k was also approved for the initial analysis phase of the ICT work stream in the March/April committee cycle. As the future requirements become clearer after phase 1 of this work a capital bid will be made to both partners in accordance with their agreed processes.

7.3 Recruitment Costs

To realise the aspiration to attract the best talent to the service, there will be additional costs associated with the recruitment in phase 1 to the proposed senior management structure. If posts remain unfilled following the organisational change processes this is likely to include the cost of specialist recruitment agencies and HR resources to assist in the process.

7.4 Staff Costs

In line with previous agreements for shared service implementations already undertaken by the partner Councils, any staff-related implementation costs occurring because of the new structure such as redundancy and pay protection will be shared as follows:

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

These principles have been agreed and in use in the earlier shared services between the two partners at the S&R Cabinet in July 2015 (Overview Shared Services Report)

7.5 Additional Project costs

The service budgets include both direct staff costs (for project support officers dedicated to development of project outcomes) and indirect staff support and development costs – such as communications, team building and development. The significant number of stakeholders, partners and extensive communities will also require support and assistance in understanding the new service over the project implementation period. As new senior managers and staff work across office locations (and more flexibly to support customers) a significant capital investment is also expected to be required to migrate the service from fixed desk based hardware to more mobile computing solutions (laptops/tablets), telephony and in office infrastructure to promote efficient use of expensive fixed office space.

8.0 Analysis of current and future services

8.1 Staff

The combined service on its current assumptions (June 2017) has a total of 159 staff equal to 142 FTE equivalent posts, with a total salary cost (including on costs) of £6.12M. This includes staff who are not currently within the planning service (such as the application support team in the CCC, who provide support to the planning and tree application process as well as local land charges, city centre management and environmental health), some of whom) are dedicated to the delivery of the service and will therefore be subject to TUPE provisions as the service seeks to move to a single employer. It should be noted that as the final staffing structure emerges, this figure may change as staff are identified as potentially in or out of scope across both Councils.

TABLE 1 - OVERVIEW OF CURRENT STAFFING			
	SCDC*	CCC**	Total
Total number of staff	91.00	68.00	159
FTE	85.93	55.59	142
Agency + Consultant	3.00	4.00	7
Fixed Term	8.00	12.00	20
Permanent + Perm not in Planning Service	80.00	52.00	132

* Includes Executive Support and Local Land Charges

** Includes Application Support, Local Land Charges and S106 Officers, excludes Trees.

Whilst similar in broad terms, each service has organised itself slightly differently. At the meeting of Cabinet/Scrutiny in March/April 2017, both Councils agreed that the scope for the shared service would cover the following:

- Planning policy and strategy
- Neighbourhood Planning
- Consultancy/specialist services relating to development activity
- Planning and related Application Processing (including trees and Listed Building Consent) and decision making
- Planning Enforcement
- Support for corporate and sub-regional projects (City Deal/Duty to Co-operate/Local Enterprise Partnership/Combined Authority support etc.)
- Consultation and related responses on behalf of the local planning authorities
- Economic Development (as defined by Corporate Plan)
- Local Land Charges

The current structures can be seen in more detail in Appendix 2 and 3.

At this stage of the project, it is not possible to determine whether staffing quotas at each level of the structure will change. Opportunities for process alignment may release capacity in parts of the service. However, the current challenges facing the service, its future scale and the anticipated implications of new user centric service offers and income growth will require additional resources/capacity in other areas. The implications on the net budget for the service cannot currently be forecast accurately – ahead of the final service structure design. It is not however anticipated that the new planning service will increase net cost to either Council.

8.2 Future Areas of Activity

Business Support team

SCDC has a small dedicated “business support” team embedded in the planning service while at CCC, business support is a centralised resource. The proposed structure recognises that the realisation of the opportunities arising from the new, transformed planning service will require additional management capacity. This includes the aspiration to “develop” a compelling staff development and recruitment offer, identify and monitor enhanced user service offers (income derived) to underpin improved efficiency/productivity, reduced net cost and a need to provide assurance to the management and members of the respective partner authorities with timely, accurate and high quality reporting. This includes the effective management and agile deployment of the budget of the service on outcomes.

The business case therefore seeks to grow capacity in this business-critical area with dedicated posts focusing on data monitoring, the realisation of a first-class staff support and development capability, customer insight, community engagement and communications and senior management support. This is expected to release capacity in the professional officers and underpin the delivery of the strategically significant ambition in the vision to be known as one of the best planning services in the Country. The precise format of the business support team will be determined in phase 2, following recruitment of the business support team manager as part of the senior management team.

8.2.1 Development Management (DM)

A high-level audit of activities, focussing mainly on the development management aspects, has indicated that over the last 2 years the City and South Cambridgeshire councils received 2894 and 3968 planning applications, respectively last year although SCDC made more decisions in each category (Major, Minor and Other applications). Data for the last three years is set out in the Tables below. A national average profile of applications is 3% Major, 27% Minor and 70% Other. The profile of applications does not vary much from the national average, although some of the Major applications were very large and complex e.g. for large housing and commercial developments.

South Cambridge District Council								
Applications by Type		Financial Year 2014/15		Financial Year 2015/16		Financial Year 2016/17		National Av
		Total	%	Total	%	Total	%	%
Major	Received	104	5.92%	84	4.66%	110	5.52%	
	Determined	84	4.78%	71	3.94%	81	4.06%	3.00%
	Determined in Time	44	2.50%	36	2.00%	69	3.46%	
Minor	Received	555	31.59%	617	34.22%	688	34.52%	
	Determined	512	29.14%	504	27.95%	572	28.70%	27.00%
	Determined in Time	225	12.81%	284	15.75%	437	21.93%	
Other	Received	1298	73.88%	1129	62.62%	1552	77.87%	
	Determined	1161	66.08%	1228	68.11%	1340	67.24%	70.00%
	Determined in Time	846	48.15%	822	45.59%	1143	57.35%	
Total Determined		1757	100.00%	1803	100.00%	1993	100.00%	100.00%

Cambridge City Council								
Applications by Type		Financial Year 2014/15		Financial Year 2015/16		Financial Year 2016/17		National Av
		Total	%	Total	%	Total	%	%
Major	Received	70	4.06%	59	4.06%	57	4.49%	
	Determined	70	4.06%	55	3.79%	40	3.15%	3.00%
	Determined in Time	60	3.48%	53	3.65%	39	3.07%	
Minor	Received	438	25.39%	416	28.65%	308	24.27%	
	Determined	344	19.94%	329	22.66%	261	20.57%	27.00%
	Determined in Time	248	14.38%	245	16.87%	288	22.70%	
Other	Received	1212	70.26%	1268	87.33%	786	61.94%	
	Determined	1311	76.00%	1068	73.55%	968	76.28%	70.00%
	Determined in Time	854	49.51%	841	57.92%	873	68.79%	
Total Determined		1725	100.00%	1452	100.00%	1269	100.00%	100.00%

The two DM services are delivered in a similar way – a full range of DM applications are dealt with by the City Development Management team and SCDC equivalent and proposals for new communities/new neighbourhoods are delivered by the New Neighbourhoods CCC and New Communities (SCDC) teams. Given the differing spatial extents the City Council does not operate with separate “geographic areas” for development management or enforcement. In SCDC, there are two geographic area based teams for DM (and a single New Communities team covering the whole of the district dealing with the strategic sites).

Given the significant geography of the new planning service area, senior managers have been exploring options to apply area based working to both mainstream and strategic applications within the new service. This work has examined work per ward, types of applications per ward including Majors, Minors and Householders and mapped out where the large growth sites are planned (or future growth is expected) to establish cross boundary functional relationships where a single team approach would be beneficial. Inevitably some proposals will straddle boundaries in which case one team will be identified to take the lead. The business case sets out three operating areas for DM. A map showing the three is attached in Appendix 5.

Working on the basis that an officer at both planner and senior level would have a case load of 200 per year and a principal officer of 150 it is proposed to then assign staffing numbers/posts to the three areas through consultation with existing staff in phase 2.

There is also significant amount of work outside standard planning applications to be dealt with in both councils, and scope for procedures to be examined and to ensure that processes for applications for which fees cannot be charged are efficient. These include trees, listed building and conservation. Available data also suggests areas where there are opportunities to improve performance and realise tangible improvements in cost (such as in CCC where 45% of applications were initially invalid when received).

A pre-application advice service is offered by both councils which in part is a paid service. In 2016/17 a total of 908 pre-application enquiries were received generating fees of £302,000 (£75,000 CCC/£227,000 SCDC). Both councils also offer a free duty planner service on the telephone and face to face. It is proposed to review the approach to advice across both councils to ensure that it more effectively meets user's needs (responding to data/feedback such as the invalid applications), is more efficient and recovers more of the costs associated with delivery. This will include encouraging self-service through good web information for customers and concentrating officer resources on the most complex and priority cases.

SCDC dealt with 96 appeals in 2016/17 of which 8 (a relatively high number) were public inquiries as opposed to the less resource intensive written representations or hearings. This high number is related to current issues regarding a lack of a 5-year housing land supply. CCC dealt with 45 appeals, none of which were public inquiries.

8.2.2 Enforcement

Planning enforcement is an important discretionary service, rather than a statutory duty, although Members and the community place a high value on actions taken. In 2016/17 SCDC received 500 enforcement complaints. Within CCC 262 enforcement cases were received. There is scope for the alignment and improvement of the enforcement service through adopting smarter working practices and working towards improved cost recovery. A total of 21 enforcement notices were served across the area 8 in the City). One prosecution was pursued in 2016/17 by SCDC and one proceeds of crime prosecutions securing £26,000 of additional income. Ensuring the effective enforcement of planning regulations is a community priority and the new planning service will be exploring how the responsiveness and effectiveness can be optimised in the future given the geographic spread and limited number of specialist officers.

8.2.3 Planning Policy and Strategy

Some 18 posts and a budget of £1.701m within the Councils are dedicated to the development of planning and related policy. The work plan for the services identifies a significant forward pipeline of policy to be developed for the area over the next 3 years.

Reflecting the increasing range of policy work it is proposed to create two teams to more effectively cover these work areas with the carrying forward of a Planning Policy Team and the creation of a new Strategic Planning Team, but recognising there will be flexible project working across the two teams according to work priorities.

The Planning Policy Team will continue to lead on the core Policy work. It is a statutory duty for councils to prepare Local Plans for the Local Planning Authority area. The economic success of the Greater Cambridge area and the scale and pace of change and development means it is a priority for the Councils to have up to date Local Plans. Policy planners in both councils already work closely together. The new Local Plans for both areas are currently at examination, having been prepared in parallel and with an aligned development strategy across both plans and considerable joint evidence supporting them. This is a major workload for both teams.

Both Councils have committed through the City Deal to start to preparation of a single Greater Cambridge Local Plan in 2019. This will require a statutory joint Committee and is expected to build upon previous collaboration. This process, while complex, would clearly be simpler to undertake in a single service structure.

There is also a commitment to a programme of work on several other policy documents or strategies, including a programme of Supplementary Planning Documents to support the new Local Plans. Proposals for introducing a Community Infrastructure Levy (CIL) also need to be reviewed in light of changing national guidance.

Neighbourhood planning, which councils are obliged to support through advice and assistance is more active in SCDC (12 designated areas), rather than CCC (one designated area), due at least in part to the relative simplicity with which a parish council can designate a neighbourhood plan area.

Additional strategic planning capability is required to engage with a number of new strategic initiatives reflecting the location of Greater Cambridge is at the centre of a series of economic/commuter corridors and will be dealt with by the new Strategic Planning Team. A new Mayor has recently been elected for the Greater Cambridge/Greater Peterborough combined authority. As part of the agreement the Mayor of the combined authority will prepare a Non Statutory Spatial Plan. The LEP's is reviewing its Strategic Economic Plan, and the National Infrastructure Commission is undertaking work for the Cambridge-Milton Keynes-Oxford corridor Local Plans under the Duty to Co-operate is also expected over next 5 years.

The councils are also working with City Deal partners on the development of sustainable transport schemes to support economic growth and the development strategy in the Local Plans. They also work with Highways England on the development of major strategic transport projects, including the A14 improvements and the A428 Black Cat to Caxton Gibbet scheme.

Under the statutory Duty to Co-operate it is necessary for both councils to co-operate not only with each other, but also with others, including the County Council and statutory bodies such as the Environment Agency. Typically, these activities require not only high quality technical planning input. Also consistent and senior strategic planning partnership experience and the input to broker agreements is needed which are acceptable to members of both Councils and relevant joint bodies (such as the Cambridgeshire and Peterborough Joint Strategic Planning and Transport member group, and the City Deal Executive Board). These, in turn require officer support. Together these activities consume both technical and more senior planning resource. The demand they create is difficult to gauge in advance, particularly in the light of City Deal and the Combined Authority, but is unlikely to decrease from current levels though the organisational structures may change.

Both councils require a wide range of specialist expertise available to them to underpin sound decision making and policy and to support the achievement of high quality outcomes. Currently between the two LPA's there are Urban Design, Conservation, Landscape, Ecology and Tree expertise in house along with other specialists who currently sit in Policy and DM teams. These functions input across the other planning functions and it is appropriate that such a range of advice is available given the nature and scope of the work being undertaken and anticipated by both services. The development of a new planning service offers the opportunity to rationalise and reduce any duplication of input to projects, to utilise and develop specialisms, to develop and support Development Management officers in dealing with more straightforward applications, to offer a more aligned design panel service, and to generate income more consistently across the service. In the future, given the scale of the service, it will be possible to consider whether this can be developed to provide consultancy services to other councils in the area under trading arrangements.

8.2.4 Local Land Charges

Local land charge search requests are received and answered within Development Management at SCDC and within Application Support at CCC. SCDC receives approximately twice as many search requests per year as CCC (4270 and 2200 respectively in 2016/17), reflecting the location of new development. The majority of data required to respond to search requests is held within the planning services and as such the function is intrinsic to the service and in scope of the new planning service project. There are differences in approach between the councils, with the SCDC process currently less automated than at CCC and thus there is clear potential for a unified approach using common ICT.

8.2.5 Application Support

The development management and related (appeals/enforcement) functions of the two Local Planning Authorities are administered in a different way – with a different IT system. Workflows are accordingly different and will require alignment in association with the procurement of a new single software solution. Other shared services have secured benefits through improved process engineering. The creation of a single process will be dependent upon technology solutions and the ICT project and agile capability.

8.2.6 Wider Councils services

Some resources required fall within the service and are within scope, such as the Urban Design and Conservation team but other services such as tree and landscape advice at CCC which play a key role in supporting the planning process are not currently in scope and fall outside of the current service envelope. Other expertise is provided by services within the Councils, for example customer contact and environmental health and outside, for example the County Council. The impact on these other services is planned to be reviewed in Phase 2 of the project.

Additional consultancy support

Specialist advice is bought in relating to the development of the local plan evidence base, legal representations and specific services such as viability assessments (for S106) and detailed technical appraisals to underpin planning decision making is likely to continue to be required. The service will however seek to explore opportunities for shared procurement for such services to reduce contract management costs and improved price in concert with the respective procurement teams of the Councils.

8.2.7 Service Pressures

The Government has placed emphasis on the planning performance of local planning authorities in terms of decision making on planning applications, and their adoption of up to date local plans. Failure to meet national targets can lead to the planning authority being placed under special measures where others are deputed to make the decisions at a cost to the Council. The lack of an up to date local plan with the lack of a five-year housing land supply creates speculation on unallocated sites, a greater number of applications and appeals, and the possibility of a Council's policies being overridden. In addition, national planning legislation and policy has been the subject of major change in recent years and this is likely to continue. Such pressures mean that these planning services must continue to be strong and resilient and the management of these pressures and appropriate investment to ensure capacity during implementation will be required.

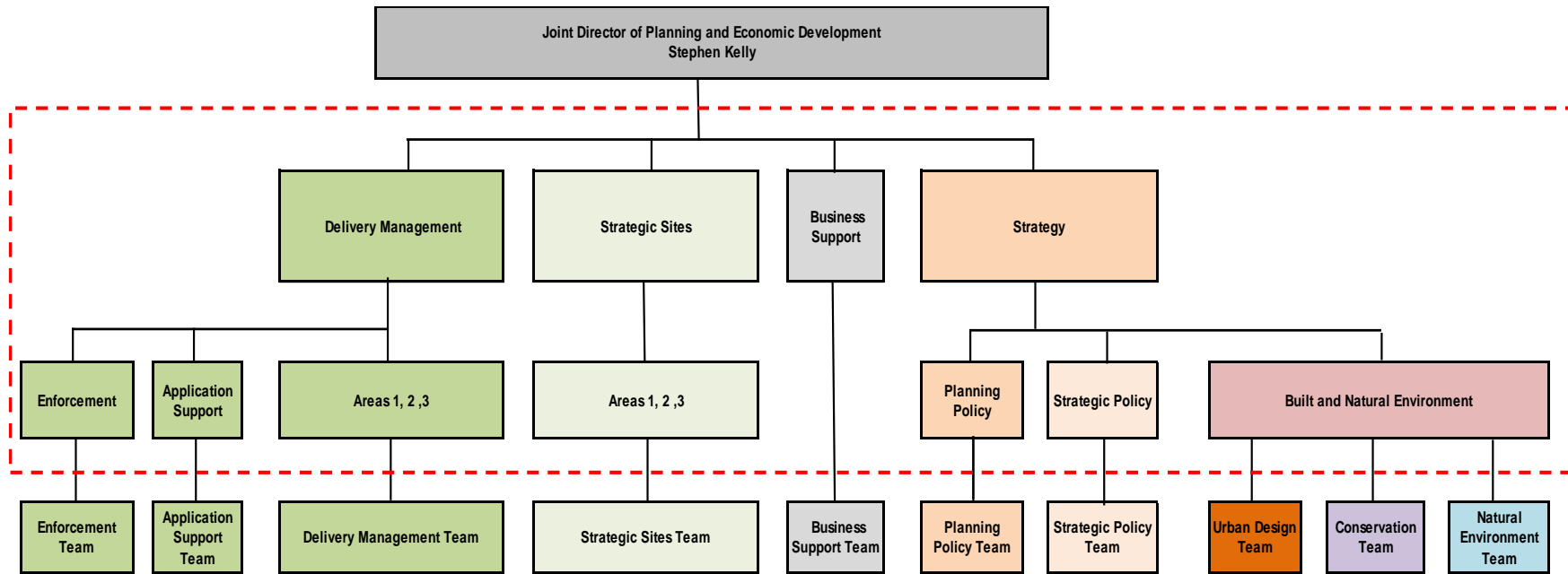
9. Major risks

The major risks that have been identified are captured in the following table. A full Risk Assessment and mitigation plan has been developed within the PRINCE 2 project environment and is managed by the project board. A copy of the risk register can be obtained by contacting the Project Manager.

Ref.	Risk and Impact Description	Action/Mitigations
R1	There is a risk of performance slippage during the transition to the new planning service	Performance will be managed weekly and action plans put in place if necessary. Escalate any performance issues. Key KPI's discussed in team and project manager's meetings.
R2	There is a risk that the timetable for delivery of the project will be exceeded - due to the complexity of the service and as staff lack time to provide input as a result of day to day workloads.	There is a dedicated project team and the project board will monitor progress and report to the management board on progress.
R3	There is a risk of staff retention decreasing during the project resulting in the loss of key people and knowledge and anticipated recruitment challenges in view of a national shortage of planners	A detailed stakeholder communication plan is in place and will be reviewed throughout the lifecycle of the project. The process will not alter many roles; however, there is awareness that change will affect people.
R4	Need to ensure members agreement and buy in to the new planning service. If support is withdrawn the project will be stopped.	Current governance protocol will be adhered to. Member briefings and workshops to be held when required during the project and at key decision states. Sovereignty of each partner's decision processes to be adhered to.
R5	There is a risk due to the Planning & Housing Act 2016; the government is testing the benefits of allowing planning applicants to choose who processes their planning application; Councils or the private sector. Planning applications could be opened to the market, and then Councils could see a significant challenge in the extent of work undertaken in-house with a threat to the scale of fee income. Other Government proposals could similarly place additional pressures on the service.	Will be kept updated on government changes via government website, PAS and POS. Preparing the new planning service to be competitive and brand building in the commercial market will reduce this risk should it arise. This risk will be addressed in the work stream regarding greater resilience around retention and recruitment.
R6	ICT infrastructure not reliable and fit for purpose	Detailed audit and assessment of the existing systems in CCC / SCDC is being carried out. Project board to work with the procurement team to fully spec the requirement needs for the new system. A full and detailed project will commence once options are known.
R7	There is a risk of single key person dependencies, notably with the project manager and shared director roles	All documentation for the project will be version controlled and stored on Britix 24. Skilled staff are to be seconded from the service to assist in delivery. The shared service programme office will continue to be involved throughout the project as well as the management and CEX boards for shared services
R8	Single key person dependencies	Share information with the Project team. All Documents are version controlled and uploaded onto Bitrix24. Set up holiday chart for all key people, use to cross check key decisions and workload priorities.
R9	The Government does not proceed to allow the proposed 20% increase in planning fees as Regulations have not been laid before Parliament because of the election	Monitor and lobby, if required to, and re-assess as necessary.
R10	Opportunities to transform the service are missed	The Project Team, Senior management and Project Board to monitor and identify actions required

Proposed Future Senior Management Structure

APPENDIX 1

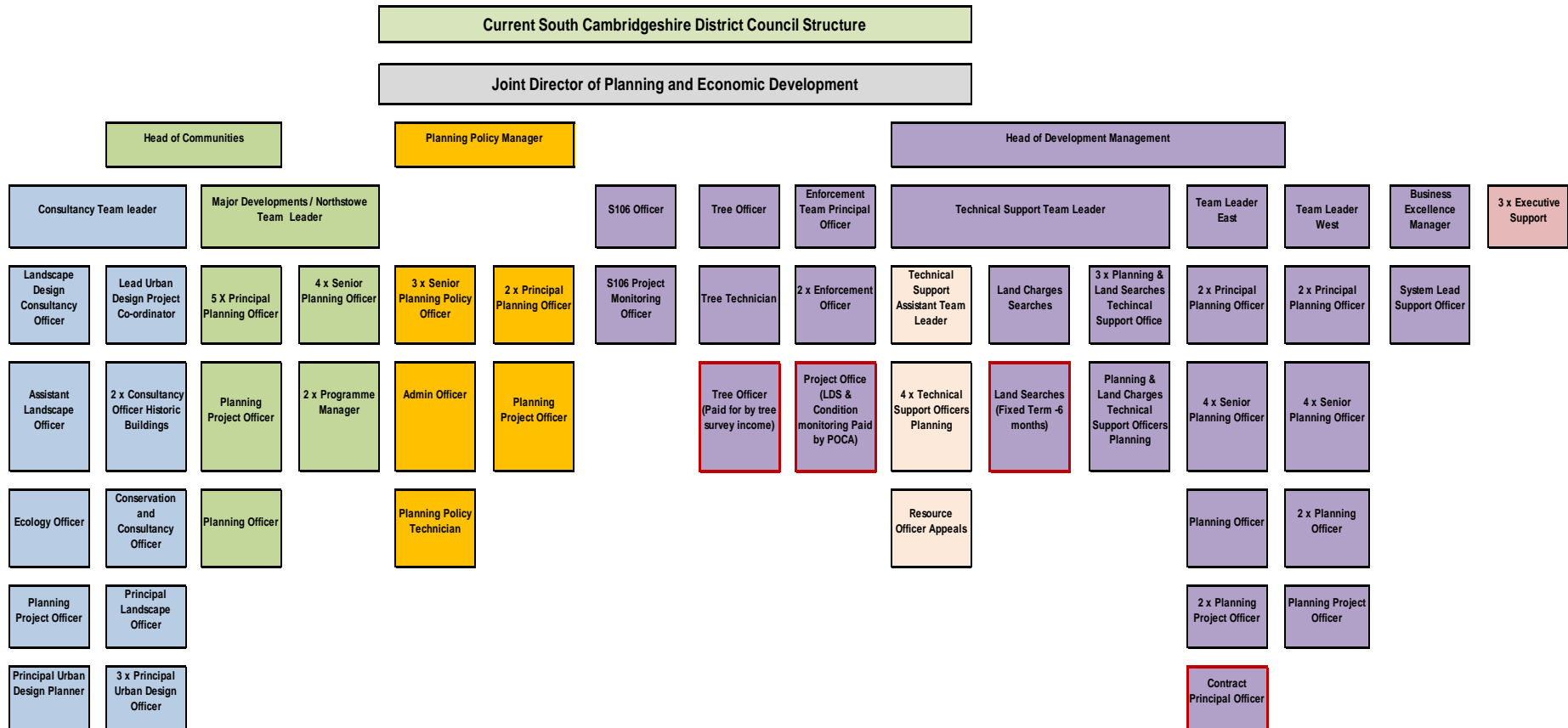


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Phase 1

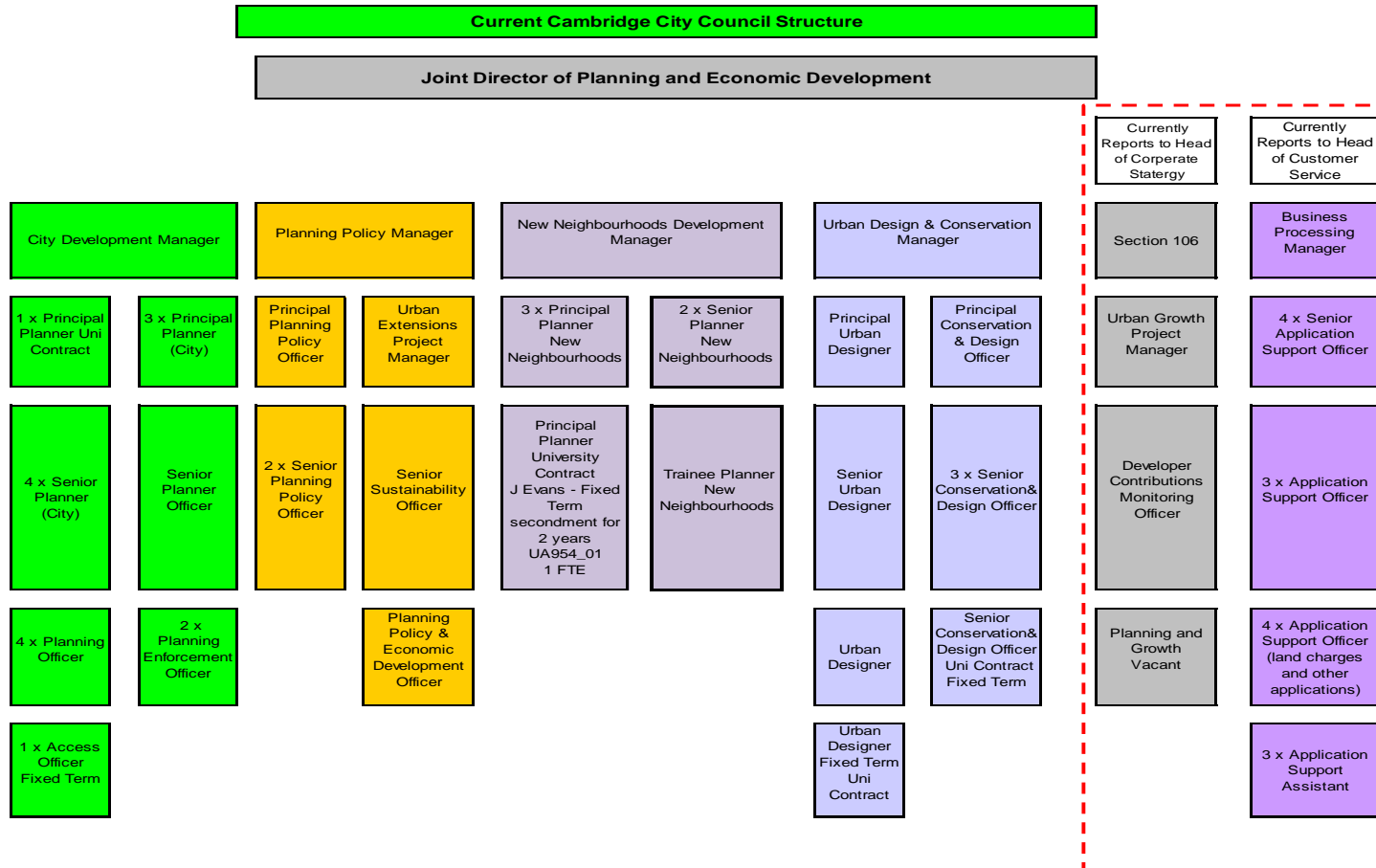
Current SCDC Staffing Structure

APPENDIX 2



Current CCC Staffing Structure

APPENDIX 3



Appendix 4

Key Performance Measures

Quality

Building for Life outcomes/audit?

5 year land supply in place?

S106 deliverables?

Committee application overturns %

Affordable housing outcome (%) achieved

Customer satisfaction rating (pre app, member training, parish training)

Neighbourhood Planning

Investors in People Gold in place across service

% of staff turnover

Adopted up to date Local Plan in place? (Y/N)

% of projects in Supplementary Planning Document programme on target for delivery?

Conservation Area Management Plans (CAA's) in place as % of all Conservation Areas

% Appeals dismissed

Meeting Targets

BVPI measures/designation

Responsiveness of non stat services (application registration times, Pre-app advice performance, Conservation/Listed building advice, consultancy services)

Enforcement service response times/clear up

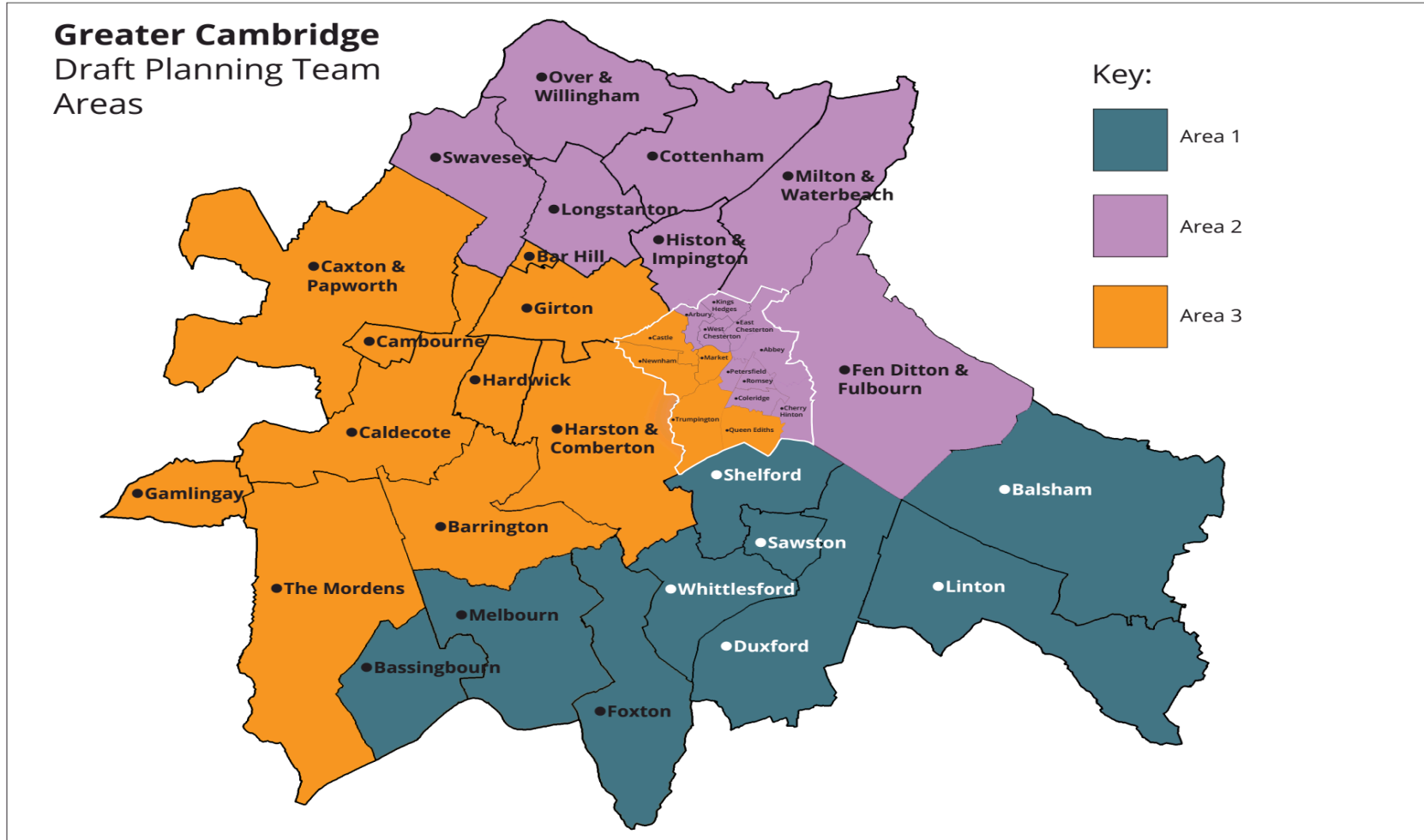
Cost

Percentage cost recovery of Development Management service

Net cost per application (benchmark costs)

Pre-application consultancy costs/income (Value for Money)

Recovery of enforcement costs /Proceeds of Crime Act? and % of delegated decisions and Net cost per new home permitted?

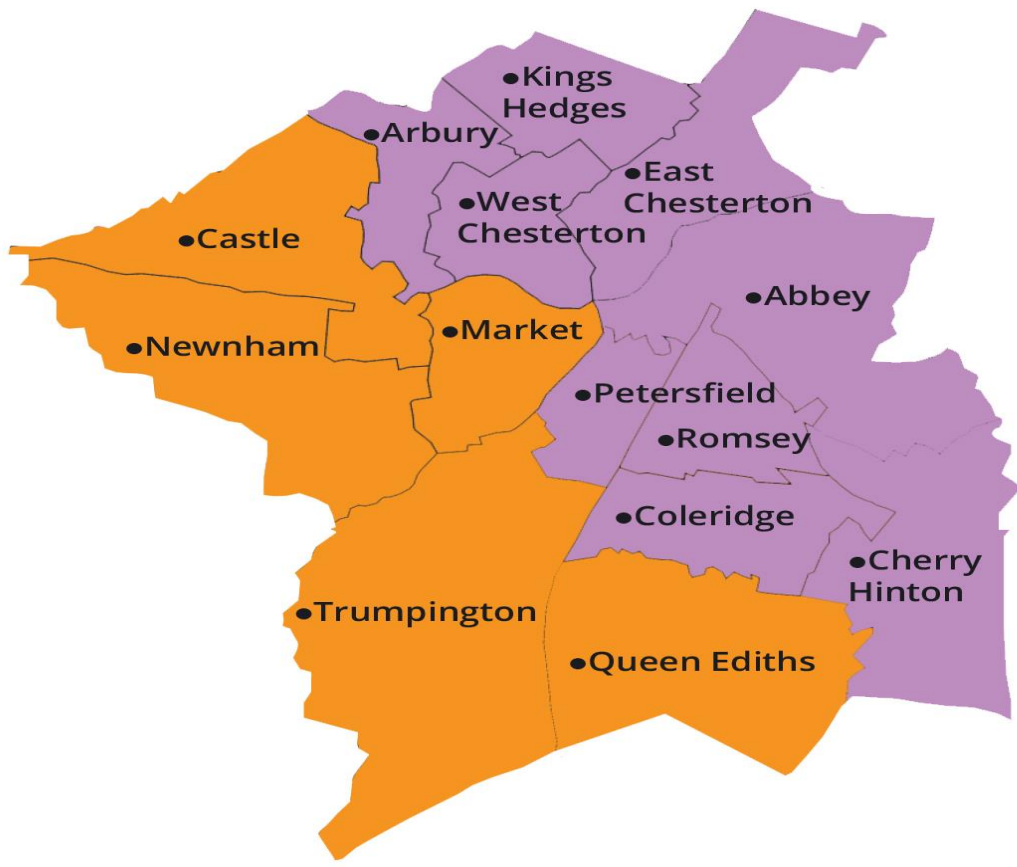


Greater Cambridge City

Draft planning team

Areas

Key:



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REPORT TO: Cabinet
LEAD OFFICER: Executive Director (Corporate Services)

13 July 2017

Cambridge Ice Arena: Loan to Cambridge Leisure and Ice Centre (CLIC)

Purpose

1. The attached report reviews the financial risks relating to the Council providing a loan to CLIC to support the development of an ice rink on the outskirts of Cambridge. It considers how the remaining financial risk could be mitigated and provides information to support a final decision on provision of the loan.
2. The report includes consideration of the various legal agreements under development in relation to the financing, construction and operation of the Ice Rink and identifies matters that must be satisfactorily addressed in these agreements to ensure that the Council's financial position is protected.
3. This is not a key decision. It provides further analysis and support for the key decision made by Council on 22 September 2016 to approve the loan.

Recommendations

4. It is recommended that Cabinet:-
 - (a) Considers the risks identified and the measures taken to mitigate them, including matters to be included in legal documents prior to drawdown of the loan;
 - (b) Confirms approval for the loan and authorises the Executive Director (Corporate Services), in consultation with the Finance and Staffing Portfolio Holder, to approve the loan agreement and drawdowns subject to satisfactory completion of all outstanding matters.

Reasons for Recommendations

5. The report identifies the financial risks to the Council of providing a 25 year loan of £1.85m to CLIC to partially fund the development of an ice rink. It then shows how these can be mitigated to a significant degree, such that the Council can be confident that it will receive the interest and capital payments when due

Background

6. Council on 22 September 2016 approved a 25 year loan of £1.85m through the prudential borrowing facility in order to address the funding gap in respect of the Cambridge Ice Arena. CLIC are now asking the council to agree and execute a loan agreement with a view to commencing building work in July 2017.

Considerations and options

7. The attached confidential report sets out the considerations and options for Cabinet.

Implications

8. 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

9. This report directly addresses the financial implications of the loan to CLIC.

Legal

10. The attached report directly addresses the legal implications of the loan to CLIC.

Risk Management

11. This report directly addresses the risk management implications of the loan to CLIC

Effect on Strategic Aims

Aim 1 - Living well

12. The ice rink will provide opportunities for residents to follow an active life style. The operator is also committed to providing community activities.

Aim 2 – An innovative and dynamic organisation

13. The Council has identified, assessed and proposes to take this investment opportunity.

Background Papers

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

Agenda, decisions and minutes of Council Meeting on 22 September 2016

<http://scambsm.gov.co.uk/ieListDocuments.aspx?CId=410&Mid=6688&Ver=4>

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