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30 August 2017

To: Chairman – Councillor Tony Orgee
Vice-Chairman – Councillor Kevin Cuffley
Members of the Scrutiny and Overview Committee – Councillors David Bard,
Ruth Betson, Grenville Chamberlain, Graham Cone, Jose Hales, Philippa Hart
and Tumi Hawkins

Quorum: 5

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

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** on **THURSDAY, 7 SEPTEMBER 2017** at **6.00 p.m.**

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

Yours faithfully
Beverly Agass
Chief Executive

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

AGENDA

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| 1. | Apologies
To receive apologies for absence from committee members. | |
| 2. | Declarations of Interest | |
| 3. | Minutes of Previous Meeting
To authorise the Chairman to sign the Minutes of the meeting held on 6 July 2017 as a correct record. | 1 - 8 |
| 4. | Public Questions | |

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| 5. | Referral to the committee of the call-in of a decision regarding sale of land off Station Road, Foxton | 9 - 32 |
| 6. | Customer Contact Service Review of Performance 2017 | 33 - 36 |
| 7. | 2017-18 First Quarterly Position Statement on Finance, Performance and Risk
Report to follow. | |
| 8. | Shared Waste Service Update
Report to follow. | |
| 9. | Task and Finish Group update | 37 - 38 |
| 10. | Work Programme
For the committee to consider its work programme for future meetings. | 39 - 52 |
| 11. | Monitoring the Executive
Scrutiny monitors are invited to report to the Committee regarding Portfolio Holder meetings attended since the last meeting and specifically raise any issues challenged and the result and/or issues where the Committee could add further value. | |
| 12. | To Note the Dates of Future Meetings
Thursday 9 November 2017 at 6pm. | |

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

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OUR LONG-TERM VISION

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

OUR VALUES

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

- Working Together
- Integrity
- Dynamism
- Innovation

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 6 July 2017 at 6.00 p.m.

PRESENT: Councillor Tony Orgee – Chairman
Councillor Kevin Cuffley – Vice-Chairman

Councillors: David Bard Ruth Betson
Graham Cone Philippa Hart
Tumi Hawkins Val Barrett

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

Officers: Victoria Wallace Democratic Services Officer
Mike Hill Health and Environmental Services Director
Suzy Brandes Principal Accountant (General Fund & Projects)
Richard May Policy and Performance Manager

1. APOLOGIES

Apologies for absence were received from Councillors Grenville Chamberlain and Jose Hales. Councillor Val Barrett was present as a substitute for Councillor Chamberlain.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 7 February 2017 were agreed subject to the following change being made:

- 10 – Councillor Hart advised that she had said that the ICT service had not gone back to where it had been regarding its level of service.

Matters arising:

- The committee was informed that a Member workshop to look at the risk register, had not yet been organised.

4. PUBLIC QUESTIONS

There were no public questions.

5. UPDATE ON THE SHARED WASTE SERVICE

The Health and Environmental Services Portfolio Holder provided an update on the Shared Waste Service and explained the background to the process of setting this service up:

- The committee was informed that there were 320 bin rounds undertaken over a two week period.
- The publicity campaign advertising the new bin rounds and new service ahead of its launch on 23 February 2017, had been successful.

- Following the launch of the new service, there had been issues with assisted bins. The reason for this had been an issue regarding the in-cab computer system. Any missed bins had been collected within the following 48 hours. Issues regarding flats in the city centre had occurred due to a lack of information regarding where bin keys were kept.
- The committee was informed that staffing issues had been the most significant issue with the new service with the merge of two services and two different cultures. An overview of the specific issues was given. This had been challenging and these issues were being addressed through Human Resources.

The local members for Sawston outlined problems that had been experienced with missed bins in their ward:

- Missed bins reported on the Tuesday before Easter had not been collected for a further week due to there being two consecutive bank holidays.
- Bins around Sawston had been regularly missed since the transfer to the new service with missed bins occurring on a weekly basis in some areas.
- Of particular concern was bin rounds not being completed at the end of shift, resulting in entire parts of streets being missed.

The Health and Environmental Services Portfolio Holder acknowledged the issues that had occurred in Sawston, informing the committee that on 13th March 2017, five streets had been missed and on Monday 27th March 2017, one street had been missed. These had been the two most significant occurrences of missed bins. The committee was informed that full and frank discussions had occurred with bin crews following this.

The committee was informed that the current issue was with individual properties that were being missed repeatedly and this was being addressed. The committee was also informed that bin lorries had CCTV so it was possible to see if bins that had been reported as missed, had been left out by residents. Due to the CCTV footage, it was known that some missed bins had been reported where bins had not actually been left out by residents.

The Portfolio Holder acknowledged that there were still issues with the service which were being addressed, however pointed out collection rates were consistently in the high 90%. Despite this, the Portfolio Holder acknowledged that some residents, particularly in Sawston had not had the best level of service provided to them. The committee advised that the Council write to these residents.

The committee was informed that the cost resulting from the issues that had occurred following the merge of the waste services, had not outweighed the savings. It was hoped that the remaining issues with the service would be resolved within the next three to four months.

The Scrutiny and Overview Committee requested a further update on the shared waste service at its meeting in September 2017. The Health and Environmental Services Portfolio Holder agreed to this and requested some guidance from the committee as to what it would like to be included in the update.

6. 3C SHARED SERVICES 2016/17 ANNUAL REPORT

The Leader of the Council presented the 3C Shared Services Annual Report, which summarised the performance of the shared services during the 2016/17 financial year. The Leader made the following points as an introduction to the report:

- There was a shortage of people with appropriate skills in certain sectors, such as

Planning and Building Control. The main driver in developing shared services was to build staffing resilience and the opportunity for staff to develop their skills and careers.

- The aspirations for savings were ambitious. Whilst they had not been met in the first year, confidence remained that they would be made over a longer period of time. Lessons learnt were being applied to the establishment of other shared services.

The committee's perception was that members had been unhappy with the shared ICT and Legal services. The committee raised the following concerns:

- The Council had lost and was continuing to lose legal officers.
- Concern that rural and urban councils were combining in shared services.
- Shared services were not showing resilience.
- Issues with the ICT service were affecting the members' ability to function. Councillors did not have access to Insite and there were issues with the Good App, with some members able to use this and others unable. In response to this, the committee was informed that members would have access to Insite by October 2017 and that the Good App would end. The replacement of this would be the new system to access Insite.

Regarding the report, the following comments were made:

- The report contained too much management jargon and it needed to be kept in mind that members of the public needed to be able to understand this report.
- The use of the Council's reserves should be included in the report.

In response to queries, the committee was informed of the following:

- The Combined Authority was being billed for legal services.
- Interim staff had been used in the ICT service as it had been hard to recruit and retain staff due to competition in the area. Permanent staff were in post with only two interim staff members remaining. The Director of Health and Environmental Services informed the committee that there was confidence that the agency overspend would be eliminated this year.
- The three IT systems were operating with too many legacy systems and this was an opportunity to bring coherence. The Leader was confident that savings would be realised and that the service would be in a far better place by Autumn 2017.
- One of the important lessons learned was that leadership needed to be in place from the start and this was being applied to the Planning Shared Service.
- In response to concerns raised, the Leader pointed out that improvements had been made with the shared legal service having brought a level of transparency regarding standards of complaints, that had not previously been seen.

Councillor Hawkins recommended that a member survey on the shared legal service be undertaken in order to help inform any improvement that could be made. In response to this, the Director of Health and Environmental Services informed the committee that the legal service would be undertaking a customer satisfaction survey, which would include members. This would be part of this year's performance monitoring.

Members were invited to report directly to the Director of Health and Environmental Services, any specific instances of bad experience with the legal shared service.

The Leader of the Council expressed disappointment at the committee's negative reception of the work that had been put into the development of shared services.

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

7. 2016-17 YEAR END POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

The Finance and Staffing Portfolio Holder conveyed the Business and Customer Services Portfolio Holder's apologies for having been unable to attend the meeting in order to present the report with him. The Finance and Staffing Portfolio Holder presented the financial and risk elements of the report.

The committee was informed that the changes it had proposed to the recording of risk, had been considered by the Audit and Corporate Governance Committee and the Executive Management Team was currently reviewing the risk register.

The report was discussed and the following points made:

- More consistency was requested between the information presented in this report and the Medium Term Financial Strategy.
- The Finance and Staffing Portfolio Holder explained that the underspend in development control was additional income in development control fees.
- It was felt that the inclusion of the £3 million developer contributions as a success may seem distasteful to local residents as some of this would have come from speculative planning applications. The Portfolio Holder pointed out the good work that had been done in securing these contributions, which had also come from non-speculative planning applications. Committee members felt that developer contributions was an under-exploited resource. In response to this the Portfolio Holder reminded the committee that a balance had to be struck between developer contributions and the viability of affordable housing provision, to ensure that the latter did not suffer. Committee members advised that parish councils needed more help in engaging and securing developer contributions.
- In response to a query, the committee was informed that unplanned income would be put into the Council's reserves.
- The red indicators regarding the percentage of undisputed invoices paid in 30 days was queried. In response to this the committee was informed that the new Financial Management System would help resolve this, as the current system did not allow for streamlining of the processing of invoices.
- Regarding the performance of sundry debts, the Portfolio Holder explained that these were hard to anticipate and these variations were often seen. The committee was advised that these were rarely a real cause for concern and the figures in the report were due to one large invoice. The committee was assured that this was under control.
- Regarding Ermine Street Housing, it was clarified that income was above target. The Portfolio Holder informed the committee that Ermine Street Housing targets were not in the public domain as this was a private company.
- The levels of staff sickness were queried. The Portfolio Holder informed the committee that a process had been implemented through his portfolio, regarding staff motivation and the avoidance of staff sickness.
- In response to a query regarding the hoarding protocol, the Director of Health and Environmental Services informed the committee that the Council through Environmental Health, had responsibility for private rental housing standards. The committee was informed that increasing numbers of hoarding issues were being identified. The Council was working with the fire service to reduce hoarding, with Environmental Health officers and Fire officers developing a standard approach to hoarding. It was advised that members should be made aware of this as they may be aware of other cases of hoarding in their wards.

The committee raised the following issues regarding planning performance:

- Concern was raised that the Council's planning department was under resourced and a consequence of this was that residents were not getting a good service with untimely processing of planning applications. In response to this the Finance and Staffing Portfolio Holder advised that planning applications were now being processed in a timely way and directed the committee to the relevant key performance information at page 59 of the agenda pack.
- Although planning applications were being processed in time, it was pointed out that conditions then took time.
- S106 money was notional as the houses were not yet built. It was advised that parish councils needed to be encouraged to engage with regards to S106 contributions, even when they were against proposed schemes.

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

8. UPDATE ON BUILDING CLADDING AND FIRE RELATED ISSUES

The Housing Portfolio Holder provided an update on building cladding and fire related issues. The following points were made:

- Materials used in Council properties and the installation of these, met British standards.
- The Council had already commissioned a fire risk assessment on its residential blocks and communal areas. Completion of this was due on 20 July 2017.
- The Council had no tower blocks. The tallest of the Council's residential properties were three storeys and none of these were clad.
- The Council's wider cladding programme was to one and two storey buildings.
- The Council had no cedar-clad properties however an eye may need to be kept on properties bought by the Council in future.

Committee members raised the following issues:

- Concern was raised regarding potential issues with evacuation of Council tenants with mobility issues. In response to this the committee was informed that the Council was undertaking a tenancy audit.
- The committee was informed that a test had been conducted on the cladding material used by the Council, during which the material had not caught fire. The committee was assured the material was as safe as it could be.
- The committee queried the robustness of the Council's emergency procedures. In response to this the committee was informed that:
 - Housing officers were reviewing the Council's crisis response.
 - The Local Resilience Forum was undertaking a review of emergency response capability and planning.
 - The Council had exercises planned with partners in October and November 2017, which involved parishes.
 - A number of parishes had emergency plans, which the Council and partners could access.
- Councillor Cone advised that Fulbourn residents had asked about the safety of wall insulation, and requested that information on this be put in the South Cambs magazine in order to allay residents' concerns.
- The committee was informed that fire updates on the Grenfell Towers incident and emerging intelligence from this were on the agenda of monthly safety meetings.
- The Housing Portfolio Holder would circulate further information regarding safety

compliance.

- The Chairman queried whether there was cladding on the Council's office building in Cambourne. The Director of Health and Environmental Services advised that there was some cladding on the building but that it was assessed as a low-risk non-residential building.

The committee thanked the Housing Portfolio Holder for this update.

9. WORK PROGRAMME

The committee considered its work programme. The following items were requested for the September 2017 meeting of the committee:

- An update on performance of the Customer Contact Centre.
- An update on the Shared Waste Service focussing on missed bins, to include assisted bins, and staffing issues.

An update on Shared Services was requested for the committee's November 2017 meeting.

The Director of Health and Environmental Services would look into when an update could be provided to the committee on the work of the task and finish groups looking at mental health.

Councillor Orgee informed the committee that following the last Scrutiny and Overview Committee meeting, he had attended three taxi licensing workshops. The committee was informed that policies were old and gender specific and needed to be rewritten. Consultation was being undertaken with members of the Licensing Committee on this and as such it was felt that there was nothing further for the Scrutiny Committee to do regarding this.

Regarding the Ermine Street Housing Task and Finish Group, the Chairman apologised for issues that had occurred in convening a meeting of the group. A meeting would be convened before the end of July 2017 to set the group's terms of reference.

10. APPOINTMENT OF SCRUTINY MONITORS AND MONITORING THE EXECUTIVE

The Committee appointed the following Scrutiny Monitors to portfolios:

Portfolio	Scrutiny Monitor
Leader	Tony Orgee
Finance and Staffing	Philippa Hart
Business and Customer Services	Tumi Hawkins
Environmental Services	David Bard
Health and Wellbeing	Tony Orgee
Greater Cambridge Partnership	David Bard
Housing	Kevin Cuffley Jose Hales
Planning	Graham Cone Philippa Hart
Strategic Planning and Infrastructure	Philippa Hart

11. TO NOTE THE DATES OF FUTURE MEETINGS

The committee noted the dates of future meetings:

- Thursday 7 September 2017 at 6pm
- Thursday 9 November 2017 at 6pm
- Tuesday 6 February 2018 at 6pm
- Thursday 12 April 2018 at 6pm

The Meeting ended at 8.11 p.m.

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REPORT TO: Scrutiny and Overview Committee

7 September 2017

LEAD OFFICER: Executive Director (Corporate Services)

Referral to the Scrutiny and Overview Committee of the call-in of a decision regarding sale of land off Station Road, Foxton

Purpose

1. The purpose of this report is to give background information and context to the call-in following Cabinet's decision on 15th August 2017 regarding the sale of land at Station Road in Foxton. This report is being brought before the Scrutiny and Overview Committee under Article 13: Decision-making of the Constitution on the grounds of 13.02 (a)

All decisions of the Council will be made in accordance to the following principles:

- (a) proportionality, i.e. the action to be taken be proportionate to the desired outcome.

Recommendations

2. It is recommended that the Scrutiny and Overview Committee considers the decision taken by Cabinet regarding the sale of land off Station Road, Foxton on 15th August 2017 and decides:
 - A: To allow the decision to be implemented without further delay; OR
 - B: To refer the decision back to Cabinet with reasons setting out the nature of the Committee's concerns.

Reasons for Recommendations

3. The above recommendations are in accordance with the Council's Constitution.

Background

4. Attached as **Appendix A** is the report considered by Cabinet on 15th August 2017.
5. Attached as **Appendix B** is the decision made by Cabinet on 15th August 2017.
6. Attached as **Appendix C** is the call-in request setting out the reasons for the call-in.
7. Attached as **Appendix D** is the Officer response to matters contained within the call-in request.

Considerations

8. To consider all the background information contained within the appendices.

Options

9. **Option A:** To allow the decision to be implemented without further delay; or
10. **Option B:** To refer the decision back to Cabinet with reasons setting out the nature of the committee's concerns.

Implications

11. 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: -

There are no significant implications identified.

Consultation responses

12. Not applicable.

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.

Report Author: Victoria Wallace, Democratic Services Officer
Telephone: 01954 713026

APPENDIX A : COPY OF REPORT CONSIDERED BY CABINET ON 15 AUGUST 2017

Sale of land off Station Road, Foxton

Purpose

1. The purpose of this decision is to approve the option for the sale of Council-owned land identified as Option 1 on the attached Plan 'A' and a further option for the sale of garden land at no.31 Station Road (identified as Option 2) on the attached Plan 'B'.
2. This is not a key decision but has been brought before Cabinet in accordance with paragraph 1.4.1. of the Delegation Rules of the Constitution which states that '*Where a proposed decision of a portfolio holder is not supported by any local member, the matter should be referred to a meeting of the Executive, where the local member(s) would have the right to speak*'.

Recommendations

3. It is recommended that the Decision maker approves

Option1: the sale of land identified on Plan 'A' (access land) for the price of £200,000. This will include an overage clause to secure a further capital receipt of 50% of the uplift if further development was granted. Heads of terms to be agreed by the Head of Housing Strategy.

And

Option 2: the sale of garden land identified on Plan 'B' for the price of £5,000 subject to improvements to fencing and car parking for the tenant at no.31 Station Road. Heads of terms to be agreed by the Head of Housing Strategy.

Reasons for Recommendations

Option1: The Council has no legitimate use of the access land. The sale price of £200,000 will support the Council's Housing Revenue Account (HRA) to invest into affordable council homes. As well as providing a capital receipt for land that is not used, the access will facilitate a development of up to 22 homes, of which 9 will be affordable homes. The provision of affordable housing is a key priority for the Council. Planning Permission has already been granted for this development of up to 22 homes. If further permission is sought to increase the number of homes facilitated by the access, a further capital receipt of 50% of the uplift would be secured to invest within the HRA.

Option 2: In selling the additional garden land, this would enable the access to be widened enabling the road to be brought up to an adoptable standard, which would reduce maintenance costs for tenants and residents of the new development.

The tenant at no.31 Station Road is happy to release the garden land and has been fully consulted on this option.

The sale price of £5,000 for the garden land will provide an additional capital receipt to the Housing Revenue Account.

Background

4. Endurance Estates have, with the landowners Goreway Holdings, obtained outline planning permission for 22 residential units on the development site in accordance with Plan 'C' attached [planning ref: S/2148/16/OL]. Prior to the application, the Council agreed in principle to sell land to create an access to the scheme, in accordance with the HRA Asset Sustainability Policy (Disposals and Acquisitions). The 'in principle' decision is purely based on making best use of the Council's land and maximising affordable housing. The reasons for agreeing an 'in principle decision' were:
 - The District Council has no legitimate use of the access land
 - Proposed scheme would provide 9 affordable homes
 - Sale of land would provide a financial benefit to the Council
 - Added benefit to the area by way of re-provision of car parking required
 - Better access to the rear of the properties at Station Road which includes access to Council properties
 - Creation of public open space that could benefit existing Council tenants.
5. An independent valuation has been carried out and suggests a sale price for the land (Option 1) of £200,000.
6. At the time of the 'in principle' decision the Council was unwilling to pursue further negotiations with the tenant on release of the garden land as it was felt that to do so might be construed as actively supporting the development. As landlord, the Council should not have an influence on planning matters which are to be determined by Planning Committee.
7. Following the grant of outline permission Endurance Estates has approached the Council requesting that further consideration be given to selling the additional piece of garden land relating to no.31 Station Road to facilitate the widening of the access road. The current tenant is supportive of the proposal and happy to release the land subject to the developer making good the fencing and improved parking arrangements. Concerns have been raised by the Parish Council that the release of further land to widen the access could potentially open up further development possibilities. The Housing Department has given this careful consideration but believe this would be a matter to be determined by the Planning Department if future planning applications were made. The view of the Housing Department is that a widened access would enable the road to be brought up to an adoptable standard, which would reduce maintenance costs for both the private and affordable households of the new development. Having a wider access would prevent the build up of traffic alongside no.31 tenant's garden and advice from Highways suggests this would provide a better access road.

Based on the independent valuation, the sale of the garden land will realise a capital receipt for the Council of an additional £5,000. The Council will also seek an overage clause based on 50% of the uplift in plot value if further development took place, either within the curtilage of the current proposal or through the adjoining land owned by Goreway Holdings Limited.

Considerations

8. 4.6.2. of the HRA Asset Sustainability Policy (Disposals and Acquisitions) approved by Full Council in September 2013 states:

'The principle for considering such requests [land sales] shall be to maximise income on land that would otherwise generate little or no income for the HRA. Consideration shall be given to the loss of any community benefit, but this must be weighted against the financial benefit and the wider benefit of additional affordable housing (where applicable).'

Planning consideration should not be taken into account at the initial stage of negotiation to dispose of land. An 'in principle' decision to dispose shall be made on a commercial basis through negotiation between the developer, Director of Housing and the Housing Portfolio Holder. An independent valuation must be obtained and an indicative price agreed based on conditional options, such as a higher contribution of affordable housing, which shall be subject to the final planning decision. Issues with regards to the proposed development shall be considered as part of the planning process.'

9. The process for considering the disposal of land has been followed in accordance with policy. The Planning Committee considered the merits of the proposed development at their meeting on 7th December 2016 and resolved to grant outline planning permission for up to 22 dwellings. The decision of Cabinet is not, therefore, to reconsider the proposals of the development.
10. The sale of land identified on Plan A and Plan B would realise a significant capital receipt for the housing department to invest into affordable housing.
11. Following advice from an Independent Valuer, Officers have managed to negotiate best value for the land, with the sale price being at the 'top end' at 50% of the uplift.

Options

12. **Option 1:** To approve the option for the sale of land identified on Plan 'A' (access land) for the price of £200,000. This will include an overage clause to secure a further capital receipt of 50% of the uplift if further development was granted. Heads of terms to be agreed by the Head of Housing Strategy.
Reasons for Approval: The Council has no legitimate use of the access land. The sale price of £200,000 will support the Council's Housing Revenue Account (HRA) to invest into affordable council homes.

As well as providing a capital receipt for land that is not used, the access will facilitate a development of up to 22 homes, of which 9 will be affordable homes. The provision of affordable housing is a key priority for the Council.

Planning Permission has already been granted for this development of up to 22 homes. If further permission is sought to increase the number of homes facilitated by the access, a further capital receipt of 50% of the uplift would be secured to invest within the HRA.

13. **Option 2:** To approve the option for the sale of garden land identified on Plan 'B' for the price of £5,000 subject to improvements to fencing and car parking for the tenant at no.31 Station Road. Heads of terms to be agreed by the Head of Housing Strategy.

Reasons for Approval: This would enable the access to be widened enabling the road to be brought up to an adoptable standard, which would reduce maintenance costs for tenants and residents of the new development.

The tenant at no.31 Station Road is happy to release the garden land and has been fully consulted on this option.

The sale price of £5,000 will provide an additional capital receipt to the Housing Revenue Account.

14. **Option 3:** To refuse the sale of land (Option 1) at the recommended sale price of £200,000.
Reasons for Rejection: An 'in principle' decision has already been agreed to sell the land and the valuation of £200,000 is considered good value for money, achieving 50% of the uplift in value. A capital receipt of £200,000 would be invested into affordable council homes. If the Council decided not to sell the access land, it is likely that a development could still be achieved using an alternative access through land owned by Goreway Holdings. This would need further consideration by Planning Committee.
15. **Option 4:** To agree to the sale of land for the proposed access (Option 1) but refuse the sale of the additional garden land (Option 2).
Reasons for Rejection: The tenant is supportive of releasing the garden land. By widening the access this would enable the road to be brought up to an adoptable standard which would reduce maintenance costs for the new tenants and residents of the proposed scheme. The merits of widening the access and the views of the parish council should be a consideration by the Planning Department in determining any further planning applications for the scheme. The sale of garden land (Option 2) would achieve an additional £5,000 for the Housing Revenue Account, with the overage clause maximising the capital receipt if further development was achieved through planning permission.

Implications

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

Financial

17. The sale of land would generate an income of over £200,000 for the Housing Revenue Account.

Consultation responses

18. The Parish Council and Local Member have been kept informed of the process for the sale of the access land and were informed of the 'in principle' decision to sell. A further meeting has been held with members of the Parish Council following the request to sell the additional piece of garden land relating to no.31 Station Road. Both the Parish Council and Local Member have raised their objections to the development of up to 22 dwellings and have voiced their concerns that a widened access could potentially open up land for further development.

19. Whilst the Housing Portfolio Holder is sympathetic to their concerns, it is felt that these relate specifically to planning matters. The Council, acting as landlord, should not have an influence on planning proposals which are determined by Planning Committee, where any objections should be taken into consideration.
20. The tenant of no.31 Station Road has been consulted as part of the process for considering the sale of the additional piece of garden land and she is fully supportive of the sale.

Effect on Strategic Aims

Aim 1 – Homes for our Future: Secure the delivery of a wide range of housing to meet the needs of existing and future communities

- i) By selling the land for the access relating to the proposed development, this will strengthen the partnership role of working with developers to help influence the pace of housing and infrastructure construction, including delivery of affordable housing.
- vi) The capital receipt will help to secure a viable future programme for our Council houses.

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: -

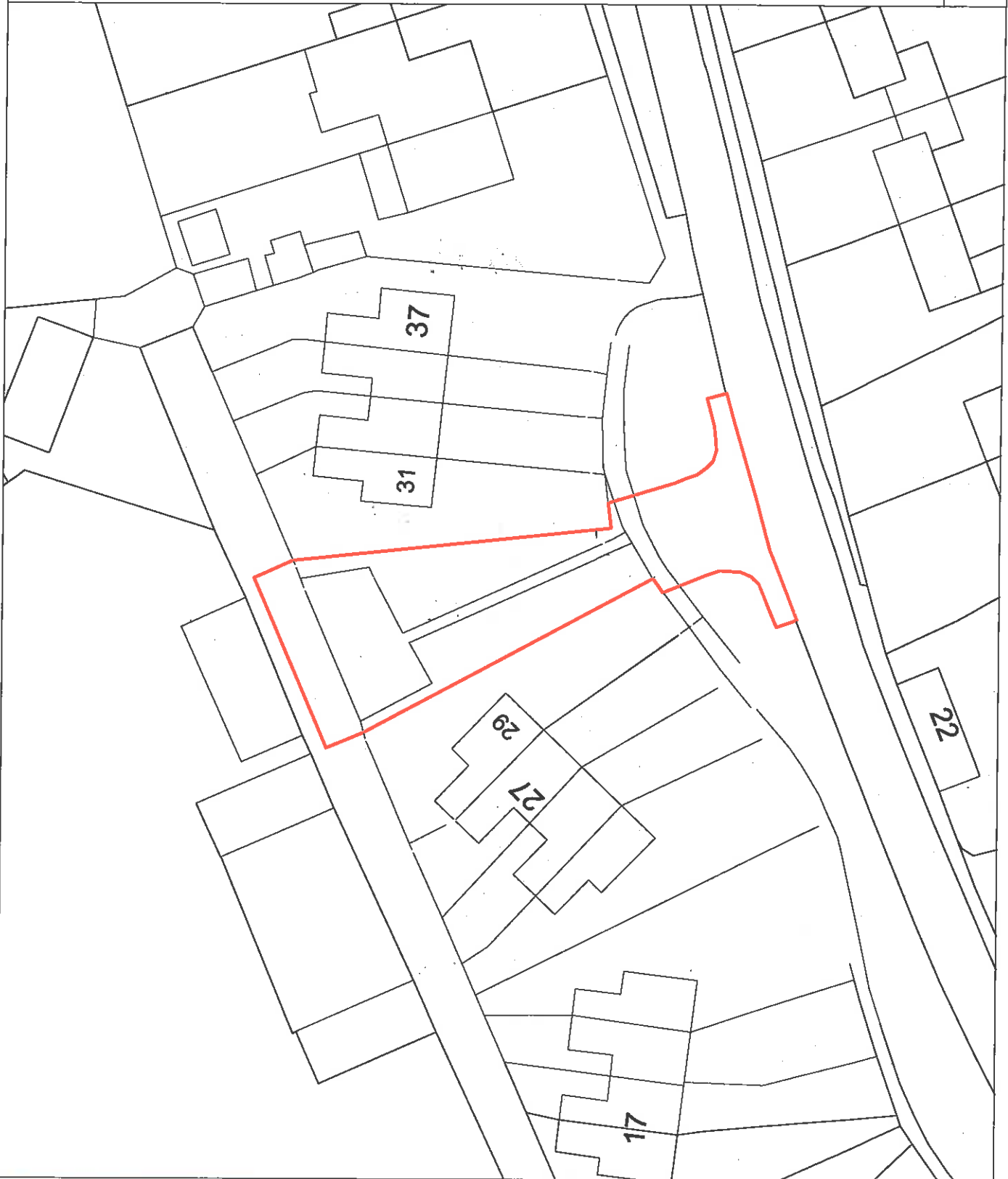
- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the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

An independent valuation has been carried out by Roger Hannah & Co, Chartered Surveyors. This can be made available upon request.

Report Author: Julie Fletcher – Head of Housing Strategy
Telephone: (01954) 713352

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Land off Station Road, Foxton - Plan 'A' - Option 1



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Date: 19.6.2017

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Land at 31 Station Road, Foxton - *Plan B - Option 2*



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- LEGEND**
- AFFORDABLE HOUSING
 - PRIVATE HOUSING
 - RELOCATED PARKING
 - TREES RETAINED
 - PROPOSED TREES (INDICATIVE)
 - APPLICATION SITE BOUNDARY
 - AREA WITHIN OWNERSHIP OF APPLICANT EXCLUDED FROM APPLICATION

CLIENT
 ENDURANCE ESTATES
 STRATEGIC LAND

PROJECT
 PROPOSED DEVELOPMENT
 REAR OF 7-37, STATION ROAD, FOXTON
 CAMBRIDGE

TITLE
 INDICATIVE LAYOUT

DRAWING STATUS
 PLANNING

DRAWN	NP	CHECKED
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SCALE 1:500 @ A3

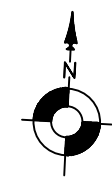
DATE JUNE 2016

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CABINET

TUESDAY, 15 AUGUST 2017

DECISIONS

Set out below is a summary of the decisions taken at the meeting of the Cabinet held on Tuesday, 15 August 2017. Decisions made by the Cabinet will be subject to call-in. Recommendations made to the Council are not subject to call-in. The wording used does not necessarily reflect the actual wording that will appear in the minutes.

If you have any queries about any matters referred to in this decision sheet please contact Victoria Wallace.

1. **SALE OF LAND OFF STATION ROAD, FOXTON**

Cabinet approved unanimously

Option1:

the sale of land identified on Plan 'A' (access land) for the price of £200,000. This will include an overage clause to secure a further capital receipt of 50% of the uplift if further development was granted. Heads of terms to be agreed by the Head of Housing Strategy.

and

Option 2:

the sale of garden land identified on Plan 'B' for the price of £5,000 subject to improvements to fencing and car parking for the tenant at no.31 Station Road. Heads of terms to be agreed by the Head of Housing Strategy.

Options Considered:

Option 1: To approve the option for the sale of land identified on Plan 'A' (access land) for the price of £200,000. This will include an overage clause to secure a further capital receipt of 50% of the uplift if further development was granted. Heads of terms to be agreed by the Head of Housing Strategy.

Reasons for Approval: The Council has no legitimate use of the access land. The sale price of £200,000 will support the Council's Housing Revenue Account (HRA) to invest into affordable council homes.

As well as providing a capital receipt for land that is not used, the access will facilitate a development of up to 22 homes, of which 9 will be affordable homes. The provision of affordable housing is a key priority for the Council.

Planning Permission has already been granted for this development of up to 22 homes. If further permission is sought to increase the number of homes facilitated by the access, a further capital receipt of 50% of the uplift would be secured to invest within the HRA.

Option 2: To approve the option for the sale of garden land identified on Plan 'B' for the price of £5,000 subject to improvements to fencing and car parking for the tenant at no.31 Station Road. Heads of terms to be agreed by the Head of Housing Strategy.

Reasons for Approval: This would enable the access to be widened enabling the road to be brought up to an adoptable standard, which would reduce

APPENDIX B

maintenance costs for tenants and residents of the new development.

The tenant at no.31 Station Road is happy to release the garden land and has been fully consulted on this option.

The sale price of £5,000 will provide an additional capital receipt to the Housing Revenue Account.

Option 3: To refuse the sale of land (Option 1) at the recommended sale price of £200,000.

Reasons for Rejection: An 'in principle' decision has already been agreed to sell the land and the valuation of £200,000 is considered good value for money, achieving 50% of the uplift in value. A capital receipt of £200,000 would be invested into affordable council homes. If the Council decided not to sell the access land, it is likely that a development could still be achieved using an alternative access through land owned by Goreway Holdings. This would need further consideration by Planning Committee.

Option 4: To agree to the sale of land for the proposed access (Option 1) but refuse the sale of the additional garden land (Option 2).

Reasons for Rejection: The tenant is supportive of releasing the garden land. By widening the access this would enable the road to be brought up to an adoptable standard which would reduce maintenance costs for the new tenants and residents of the proposed scheme. The merits of widening the access and the views of the parish council should be a consideration by the Planning Department in determining any further planning applications for the scheme. The sale of garden land (Option 2) would achieve an additional £5,000 for the Housing Revenue Account, with the overage clause maximising the capital receipt if further development was achieved through planning permission.

Reason For Decision:

Option1:

The Council has no legitimate use of the access land. The sale price of £200,000 will support the Council's Housing Revenue Account (HRA) to invest into affordable council homes. As well as providing a capital receipt for land that is not used, the access will facilitate a development of up to 22 homes, of which 9 will be affordable homes. The provision of affordable housing is a key priority for the Council. Planning Permission has already been granted for this development of up to 22 homes. If further permission is sought to increase the number of homes facilitated by the access, a further capital receipt of 50% of the uplift would be secured to invest within the HRA.

Option 2:

In selling the additional garden land, this would enable the access to be widened enabling the road to be brought up to an adoptable standard, which would reduce maintenance costs for tenants and residents of the new development.

The tenant at no.31 Station Road is happy to release the garden land and has been fully consulted on this option.

The sale price of £5,000 for the garden land will provide an additional capital receipt to the Housing Revenue Account.



Request for Call In

Decision taker	Cabinet
Title of decision called in	Sale of land at Station Road, Foxton
Date of publication of decision	17 August 2017
Date Decision called in	20 August 2017

Councillors requesting the call-in:

- Cllr Deborah Roberts
- Cllr Tumi Hawkins
- Cllr Hazel Smith
- Cllr Anna Bradnam
- Cllr Henry Batchelor
- Cllr Cicely Murfitt
- Cllr Douglas de Lacey
- Cllr Janet Lockwood

Detailed reason/s for call-in (set out in correspondence from Cllr Roberts dated 20 August 2017):

1. The decision is contrary to the councils agreed policy framework.
2. It is outside the provision of Article 13 of the Constitution

Policy Framework .
Contrary to Article 13 of the Constitution

In regard to this the Constitution makes quite clear that policy framework includes following established practice . This includes, holding portfolio holder meetings which must be open to the public and councillors.

The Constitution states the following

At 21 Attendance of meetings of the Executive

a) A councillor may attend and may speak at any meeting of the Executive where a matter on the agenda is stated to relate specifically to his or her ward.

22

22.1 Decisions by individual members of the Executive shall be made in public.

Part 4

Delegation Rules

1.4.1 Wherever appropriate the view of the local member will be taken into account

Part 4

6 at 6.1 Local members

It is essential that there should be full consultation with the local member before decisions are taken that will effect their ward.

Decision Making

13.02 Principles of decision making.

a) Proportionate; the action to be taken shall be proportionate to the desired outcome.

APPENDIX C

- b) There should be due consultation.
- c) Respect of Human Rights (I would suggest as in Article 8 peaceful enjoyment of your property for those present residents of Station Road , Foxton who do not wish to see this development take place)
- d) Presumption in favour of openness .

Throughout the time that this matter has been under consideration by South Cambridgeshire District Councils housing department and two housing portfolio holders involvement (Cllr Howell and Cllr Harford) the above policies have not been observed.

Further information submitted by Cllr Roberts in correspondence dated 20 August 2017:

I now wish to lay out the time line of events that show this to be the case. from 2011 to the present (2017)

The council was I understand first approached by Endurance Estates back in 2011 with a request to grant vehicular access across SCDC land at Station Road Foxton . This to facilitate development of land behind Station Road.

Email from SCDC to Foxton PC 14th February 2012 confirm this as fact. The Council state that they intend to seek a decision in March of that year. The email also states that the applicant had already approached the tenant of 31 Station Road who has given agreement for removal of part of her garden .

Email on the 22th March 2012 from the housing dept to the parish council confirm that further discussion has taken place between the housing dept and the developer. It goes on to say that it (housing dept) intends to take a report to the next Housing Portfolio Holder meeting on the 16th May 2012.

A follow up email on the 26th March states that that date was incorrect and that the Housing Portfolio Holder will be having his meeting on the 13th June 2012.

Please note by this time Foxton Parish Council had put forward a request to have the land transferred by SCDC to itself.

The reason being that it (The PC) had for as long as can be remembered maintained the land to a high standard with no financial contribution asked for nor offered by SCDC .

The PC had also had its request for the land to be classified as Green Space in the emerging plan supported by SCDC planners .

Therefore the land was acknowledge by both parties (PC and SCDC) as important and worthy of protection and indeed retention now and in the future.

The email from housing confirms that this issue will be included on the agenda for the 13th June.

Please note at this point both myself and the members of Foxton Parish council marked our diaries for attending such a meeting which was going to be our first opportunity to express our own and residents views.

At no time leading up to this proposed meeting had I or the PC been invited to meet the Portfolio Holder .

Nor indeed had we been asked our views but simply informed that the council was in discussion with the applicants agent Endurance Estates.

Local input or knowledge was seemingly not considered of worth in the debate before the set PFH meeting on the 13th June 2012

APPENDIX C

An email is received by the Parish Council from the housing dept .
This is written on the 11th June 2012 just two days before the meeting is expected to happen

It states that and I quote Cllr Mark Howell has decided to remove the item from the agenda as he is not prepared to make a decision on this until/unless planning permission is obtained for the proposed scheme.

So this matter will not be considered at the meeting on 13th June.

Myself and the PC believed this assurance that no further negotiations would therefore be taking place between SCDC and Endurance Estates until any future planning application had received consideration.

However, on the 4th July I received an email from Cllr Howell .

In it he told me that he had had a meeting (seemingly on the 3rd July 2012) with Tim Holmes of Endurance Estates (I recall finding out that had taken place after close of the offices in the evening). I was not invited or indeed informed that such a meeting was going to take place neither was the PC. Schuyler Newstead was in attendance on behalf of the dept.

In that email Cllr Howell states;

After a discussion with Mr Holmes, in the presence of Mrs Newstead , I give permission to access across SCDC land should planning permission be obtained . The price of that access will be determined on the amount of affordable housing in relation to private housing on the site. The price of the land has been determined by Pocock and Shaw who the council have used as valuers. I have given verbal permission and advice is being taken if I have to now make a formal decision in a PFH meeting or can I sign a notice.

So there we have it, done and dusted, closed private meeting , verbal agreement (no doubt carefully noted by Mr Holmes and therefore a verbal contract) to give access. Council has already had an outside valuation done and agreed by Endurance's Mr Holmes. Local member only informed after everything agreed, no contact made with the parish council who have to find out from me. The Seven Principles of Public Life include that of " openness " it was completely missing in this case.

At finding out what had occurred and been agreed both myself and the PC made complaints. Foxton PC sent a formal letter on the 24th July 2012 laying out their view that the agreement made by Cllr Howell and SCDC was ill considered and in contravention of the rules of due process, financial regulation and public scrutiny and that all aspects of this decision should be rescinded and that all aspects of their complain be thoroughly investigated. This to my knowledge has ever been done . A formal letter of complaint went through the internal process but was dismissed by the then CE Jean Hunter who told the PC to go to the Local Gov Ombudsman if it was not satisfied. She would of course have known that this is not possible. A PC cannot make such a complaint only an individual.

The matter then appeared to have been put on the back burner as it never appeared on a PFH meeting after this nor apparently was it ever signed off. One can assume that the problem at the time was that the plan to build outside the village envelope in a group village was not being supported by the planners and that the housing dept having realised that Cllr Howell's verbal agreement and subsequent email to myself confirming such had in fact not been in line with proper procedure /policy had decided it was best put on the back burner in the hope the developer would go away and it could all be forgotten.

APPENDIX C

We now move onto 2015 to 2017.

On the 13th May 2015 housing officers write to Mr Tim Holmes again. This is to confirm his recent further approach regarding Station Road is being dealt with by the housing dept. He is informed at a new valuation is going to be asked for from SCDC valuers, the ball is clearly once again rolling. A planning application is received S/2148/16/OL and goes to the December 2016 Planning Committee meeting, in the light of the lack of the Local Plan and the problem of the five year land supply situation it is approved. The approved drawings and plans clearly show that the access would be for a single track road only. No one from housing came to the planning committee meeting to challenge this proposal as being unacceptable for any reason though clearly it was not going to be built to a width that would make it from the highways dept perspective up to an adoptable standard. The planning approval shows details for the road remained to be agreed. However conditions in the approval clarify that it had to be built in the manner approved with details regarding a future management plan agreed.

However, behind stage the Housing Dept was having further negotiations with Endurance. This time to move forward the sale of part of the garden land in its control at 31 Station Road to facilitate the widening of the proposed new access road. They took advice from the Highways officers in March/April of this year. This was in writing.

The Highways had been asked various questions one of which was answered thus " Question - A widened access could, in principle cater for a larger inflow of traffic that could facilitate further development in the future
Answer from highways. This is correct.

So, once again actions are being considered that directly effect Foxton and the quality of life of its residents. The land behind this development is in the same ownership and it has always been a fear of both residents, myself and the Parish Council that the approval could and would lead to further moves to development. An email sent to me on the 11th April 2017 by Ms Fletcher of the Housing Dept informs me that a request for further land being released is being considered. The email only confirms what the Housing Dept and the portfolio holder are doing at no time am I asked my opinion or invited to come to Cambourne to discuss. I then asked that having informed the PC of what was afoot a meeting with the PC should be arranged to take place with the PFH at Cambourne. This was agreed by the PFH, however, only after she had told them that she would meet but didn't really consider there was much point in her doing so! The meeting did not take place till the second week in June 2017. There are minutes made of that meeting by the PC.

There should have been a Housing Portfolio Holders meeting on the 21st June 2017 this was cancelled. However, on the 23rd June 2017 the sale of Land at Station Road, Foxton the Housing Portfolio Holder signed off the Sale of Land at Station Road, Foxton.

Document SCDC Record of Executive / Chief Officer Decision

Neither I as local member or the Parish Council was told that such was going to happen nor invited to attend. Once again we have an act carried out with no regard to openness due process or consultation. This land deal included both the original requested land but now also the additional garden land.

APPENDIX C

Once discovered this action was requested by the required numbers of councillors to be taken before the Scrutiny and Overview Committee for examination .

It was however then decided by officers that as they had not followed one particular rule of process , that being if a local member objected to an Executive councillors decision the matter would have to go to the Cabinet. Naturally it being sent to Cabinet would also negate any in depth questioning as to all the background activities and agreements that had taken place that had gone against other Constitutional rules. The Cabinets role would only be a decision to sell or not to sell the land it would not consider the rules that had been breached or ignored.

Cabinet met on Tuesday 15th August 2015.

The agenda makes statements that are simply not consistent with the council's previous actions or agreements in past correspondence and meetings regarding what they had or had not done, had or not not agreed and therefore cannot be regarded as in any way factual or could be justified as reasons for approval.

There were four options available to the Cabinet , before the vote Cllr Topping gave a summing up this did not include going through one by one the options before them . He then simply moved options one and two. This was approved. The options approved gave approval for the sale of both parcels of land.

However , this was disproportionate to what was needed to be achieved as worded in the Constitution thus ;

" the action to be taken shall be proportionate to the desired outcome "

The desired outcome could be achieved without the sale of the extra land at 31 Station Road , Foxton.

Only one planning application has at this time been given planning approval , this being for 22 houses nine of which are affordable. The original sale agreement would have facilitated the building of these houses with quite adequate access arrangements being provided as had been agreed in the planning process.

There is simply no requirement in housing terms (the planning conditions will deal with the road details and future maintaining there of) to give approval for the sale of the garden land. It only becomes so if the real agenda is that the Housing Dept have a " hope value " in mind. The Cabinet was told by myself that should it agree to only the sale of the original land and not the extra then the objections of myself and the PC would end thereby allowing of the sale process to continue immediately. The HPF refused this offer instead demanded that all her recommendations be agreed to.

This has left myself and others with no alternative but to call on the Scrutiny Committee to look at this whole sorry saga and if they see fit then hold the Executive and its Portfolio Holders to account for their actions. Hopefully to then recommend that the Cabinet reviews its decision. It is imperative that this is done to show those we are elected to serve that the council is open, honest and accountable at all times and importantly that there is due regard to the rules and due process by all involved in South Cambridgeshire District Councils decision making.

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APPENDIX D

Officer Response to Call In on Sale of land off Station Road, Foxton

Points of Clarification

1. In September 2013, Full Council approved the HRA Asset Sustainability Policy (Disposals and Acquisitions). This policy reviewed previous practice in the disposal and acquisition of land/property to ensure the Council had a robust and clear policy on the process.
2. The Head of Housing Strategy was newly appointed at this time and looked at the case afresh in line with the HRA Asset Sustainability Policy (Disposals and Acquisitions). At no point were previous negotiations taken into account.
3. Therefore the previous engagements with Endurance Estates had no bearing on the recommendation to Cabinet in August 2017 and the Committee is therefore invited to disregard any matters raised prior to 2015.

Moving on to 2015 to 2017 comments (page 4, 3rd paragraph onwards)

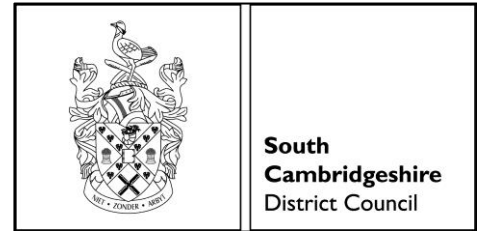
4. [On 13th May 2015 housing officers write to Mr Tim Holmes again.](#) To put into context, the Housing Portfolio Holder at the time (Councillor Mark Howell) was originally contacted on 18th January 2015 regarding the potential to relook at rights over access. As general practice, the Housing Department were therefore asked to look into this matter and a meeting was arranged with Endurance Estates and officers on 20th February 2015.
5. During the course of that time, there were various email correspondence with Councillor Roberts regarding the Council's position in terms of its HRA Asset Sustainability Policy and the council-owned land at Station Road, Foxton.
6. On 13th May 2015 an 'in principle' decision was taken, in accordance with Policy. This letter was copied to Councillor Roberts. In that letter it stated that we would be happy to work with the tenant if the scheme went ahead to release some of the garden land.
7. A meeting was held with both Councillor Roberts and the parish council on 25th June 2015. This was attended by Stephen Hills - Housing Director, Julie Fletcher – Head of Housing Strategy and Stephen Reid – Planning Lawyer. The purpose of the meeting was to set out the process for considering sale of land in accordance with policy and to discuss issues raised.
8. The Housing Department sought an indicative price for the sale of land in accordance with Policy. In order to ascertain the value, an independent valuer was appointed and there were various email exchanges with Endurance Estates for clarification on assumptions made within the financial appraisal. As part of the valuation there was some discussion with Highways to ascertain the feasibility of an alternative access which is a necessary input into the assumptions for the valuation. This is general practice when valuing land/property.
9. No other discussions took place with Endurance Estates which were not relevant to the valuation.

APPENDIX D

10. Planning Committee resolved to grant outline planning permission on 7th December 2016, with resolution of the decision completed 23rd March 2017.
11. Comment that 'no-one from housing came to the planning committee to challenge this proposal (i.e. for a single track access)'. As stated on many occasions, it was not the Housing Department's role to influence in any way the outcome of the planning decision and it would therefore have been inappropriate to make representation.
12. An email was received from Endurance Estates on 23rd December 2016 asking to progress the 'in principle' decision to sell following the planning decision and a request that we would now consider the sale of some of the garden land.
13. On 29th March 2017 a meeting was arranged between the Head of Housing Strategy, the Property Surveyor and Highways to understand the implications of the access. This is standard practice to gather all relevant information to help inform the Member decision and to ensure that the Council is best placed to protect its assets. This meeting and subsequent emails for clarification were not in any way negotiations 'behind stage'.
14. A further meeting was arranged on 12th June 2017 (at the convenience of the parish council) between Councillor Harford (Housing Portfolio Holder), Head of Housing Strategy and the parish council. Councillor Roberts was also made aware of this meeting. The purpose of the meeting was to brief the parish council on the proposed decision of the Portfolio Holder and the reasons for this decision.
15. A decision notice was published on 23rd June 2017 once all considerations had been taken into account and published.
16. As the Local Member objected to this decision, the matter was referred to Cabinet.
17. The decision to consider the call-in by the Scrutiny & Overview Committee is based on the proportionality of the decision by Cabinet, i.e. the action to be taken be proportionate to the desired outcome. It has always been the preference of Endurance Estates to purchase land to provide for a wider access but the Housing Department were not prepared to negotiate further until planning permission had been secured. Following planning permission, and a further approach by Endurance Estates, discussions have been held with the tenant of no.31 who has indicated her willingness to release some of the garden land to facilitate a wider access. The wider access would mean that the road can be built up to an adoptable standard, which would reduce maintenance costs for tenants and residents of the new development. It is therefore considered that the decision taken by Cabinet was proportionate in consideration of the sale of land to facilitate the access to the proposed development. Any changes to the proposed access would require further planning consideration.

Author: Julie Fletcher – Head of Housing Strategy

Dated: 29th August 2017



Report To: Scrutiny and Overview Committee 7 September 2017
Lead Officer: Head of People & Organisational Development

Customer Contact Service Review of Performance 2017

Purpose

1. To present to the Scrutiny and Overview Committee, performance information for the Customer Contact Service 2017 (**Appendix A**) for information and comment.

Recommendations

2. It is recommended that the information provided is noted, in particular the improvement in performance in comparison with 2016.

Reasons for Recommendations

3. The report provides the mid year review of the operational performance of the Customer Contact Service from 1 January 2017 until 31 July 2017 inclusive.

Background

4. The Scrutiny and Overview Committee conducted the 2016 annual review of the operational performance of the Customer Contact Service in February 2017 and requested a mid year review of the current year's performance.
5. The Customer Contact Service was launched in December 2012 and, whilst performance in terms of the number of calls answered and resolved at first point of contact has been consistently good, the time taken to answer calls and the number of calls answered has been variable.

Considerations

6. During 2017, telephone calls have been managed in a more effective way and this has improved the performance of the contact centre significantly compared to 2016.
7. The service have used a number of methods during this year to effectively manage the volume of calls including:-
 - a) Third-party call centre to manage increased call volumes which resulted as the joint waste service implemented changes to bin collection within the district.
 - b) Temporary staff during peak periods to provide extra support.
 - c) Back office teams taking overflow calls during peak call periods.
 - d) Customer Contact Assistant role created following postal duties transfer.

8. The contact centre has been successful at recruiting excellent staff that start their career in local government by taking roles within the contact centre and then progress their career within the contact centre or other service areas of the Council.
9. There have been a number of staff who during 2017, have progressed their careers within the Council; this means that recruitment is a key activity for the contact centre and the council alike.
10. The service is working on agile solutions to enable the retention of staff within the contact centre for a longer period. These include the introduction of:-
 - a) Customer Service Apprenticeship
 - b) Senior Advisor role which will provide support to advisors/service area expert
 - c) Part-time Customer Contact Advisor roles.
11. The Customer Contact Service's operational performance is demonstrating an ongoing improvement. This follows a reduction in performance during 2017, as seen in **Appendix A**. This table shows performance for 2016/2017.

The key improvements are:-
 - a) Call answered times averages have reduced
 - b) Call abandonment level rate has reduced
 - c) Performance Targets being met
12. Whilst there is an ongoing improvement in performance of the Customer Contact Service there are now opportunities to expand the scope and complexity of transactions taken.
13. The contact centre service is changing and will need to be more agile as the demands of the service change as residents contact the council using more electronic channels. The service will be looking at how they support back office teams as the digital by default project comes to its conclusion.

Effect on Strategic Aims

An innovative and dynamic organisation- Adopt a more commercial and business-like approach to ensure that we can continue to deliver the best possible service at the lowest cost.

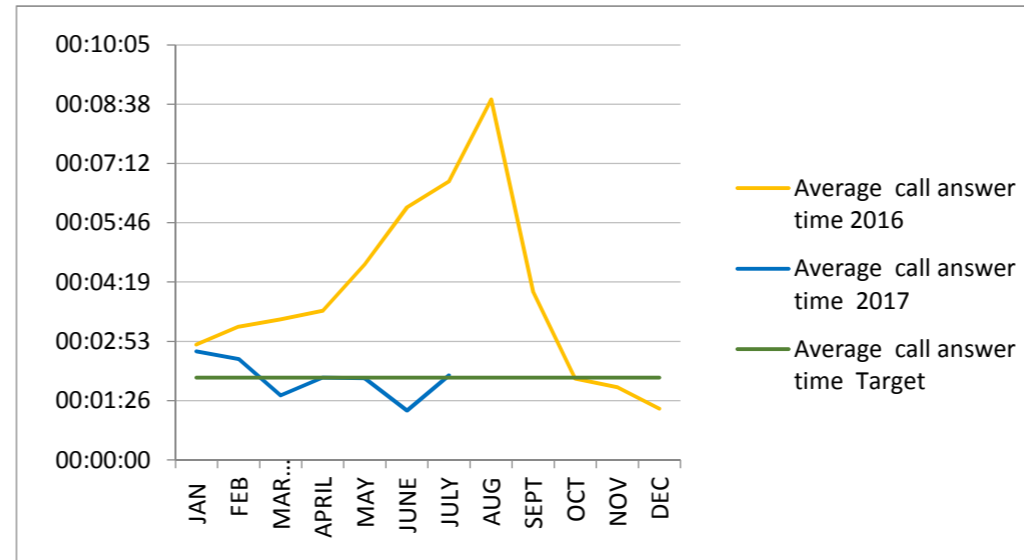
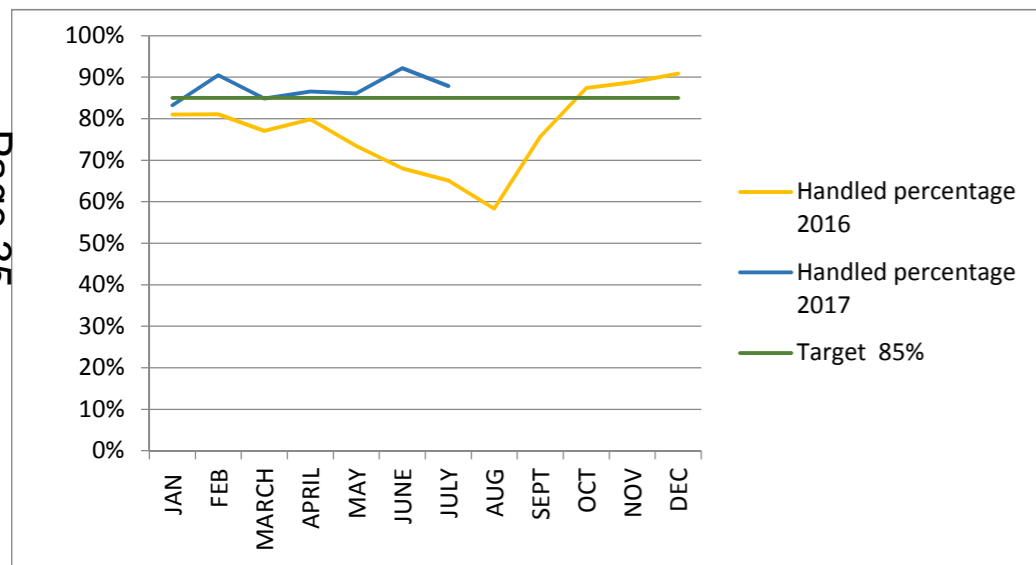
14. The in-house customer contact service is providing a service to residents at substantially reduced cost; the current changes to the contact centre and reception are providing a continuously improving service to our residents, including an increase in the percentage of calls being handled. The service will look to build on this improvement further and actively promote self-service options to residents as service areas provide digital access to residents.

Report Author: Dawn Graham – Benefits Manager
Telephone: (01954) 713085

Appendix A Contact Centre Performance

2016	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Total Calls	13042	12168	14627	15803	15026	16900	13601	16134	14216	12387	12299	9016
Handled number	10559	9869	11270	12612	11039	11496	8860	9415	10763	10830	10921	8191
Handled percentage TARGET 85%	81%	81%	77%	80%	73%	68%	65%	58%	76%	87%	89%	91%
Abandoned number	2483	2299	3357	3191	3987	5404	4741	6719	3462	1557	1378	824
Abandoned percentage	19%	19%	23%	20%	27%	32%	35%	42%	24%	13%	11%	9%
Average call answer time TARGET 00:02:00	00:02:48	00:03:14	00:03:25	00:03:38	00:04:45	00:06:08	00:06:46	00:08:45	00:04:05	00:01:58	00:01:46	00:01:15

2017	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Total Calls	13614	12660	16951	13759	16317	12332	13172					
Additional Calls Confereo			1329									
Handled number	11329	11459	14378	11909	14052	11366	11572					
Handled percentage TARGET 85%	83%	91%	85%	87%	86%	92%	88%					
Abandoned number	2285	1201	2573	1850	2265	966	1600					
Abandoned percentage	17%	9%	15%	13%	14%	8%	12%					
Average call answer time TARGET 00:02:00	00:02:38	00:02:27	00:01:34	00:02:00	00:01:59	00:01:12	00:02:03					



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Agenda Item 9

Scrutiny and Overview Committee Ermine Street Housing Task and Finish Group

Notes of the meeting of 10am Tuesday 25 July 2017 at 10am

Present: Cllrs Anna Bradnam, Philippa Hart, Tumi Hawkins, Tony Orgee

The group met to discuss its terms of reference and potential areas for investigation.

Questions

The first question to be answered was whether the Scrutiny Committee had the authority to scrutinise Ermine Street Housing (ESH).

Other questions raised were:

- Do ESH properties appear on Home Link?
- Is ESH an ethical landlord?
- How are rents set for ESH properties?

Areas for investigation

The group agreed it was interested in exploring the following:

1. What is Ermine Street Housing and how does it operate. Of particular interest is:
 - Staffing
 - Succession planning
2. The financial inter-relationship between the Council and ESH.
3. Tenants:
 - Tenant management
 - Tenancy agreements
 - Tenant welfare
 - Maintenance
4. The impact of ESH on the market

Documents of interest to inform the group further were identified as:

- The Ermine Street Housing Risk Register
- Accounts
- Original proposal documents and reports for the set up of ESH.

Other witnesses/organisations to meet with were identified as:

- Alex Colyer, Executive Director
- The Public Works Loan Board

Next steps

- To meet with Stephen Hills after the September 2017 Scrutiny Committee meeting. Discussions with Stephen would help further inform the group's lines of enquiry.

Terms of Reference

Membership:

The task and finish group will consist of the following councillors:

- David Bard
- Anna Bradnam
- Grenville Chamberlain
- Philippa Hart
- Tumi Hawkins

This is not exclusive and other interested members who are either members or substitutes of the Scrutiny and Overview Committee, could join the group subject to the agreement of the task and finish group Chairman.

The group will nominate a Chairman.

Frequency of meetings

The group will meet as often as required in order to achieve its purpose.

Purpose of the group

The purpose of the group is to investigate the following:

1. What is Ermine Street Housing and how does it operate. Of particular interest is:
 - Staffing
 - Succession planning
2. The financial inter-relationship between the Council and ESH.
3. Tenants:
 - Tenant management
 - Tenancy agreements
 - Tenant welfare
 - Maintenance
4. The impact of ESH on the housing market

Timescale

Work of the group to be completed between February and April 2018 (before the May 2018 elections).

Agenda Item 10



REPORT TO: Scrutiny and Overview Committee

7 September 2017

LEAD OFFICER: Head of People and Organisational Development

WORK PROGRAMME

Purpose

1. To provide the Scrutiny and Overview Committee with an opportunity to plan its work programme for future meetings.

Recommendations

2. It is recommended that the draft Work Programme attached at **Appendix A** of this report be approved, subject to any amendments put forward at the meeting.

Background

3. The latest version of the Committee's work programme is attached at **Appendix A**.
4. The Scrutiny Prioritisation Tool is attached at **Appendix B**.
5. The Notice of Key and Non Key Decisions is attached at **Appendix C**.

Considerations

The four principles of effective scrutiny

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

Work Programming

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

Implications

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

Consultation responses (including from the Youth Council)

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

Effect on Strategic Aims

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

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

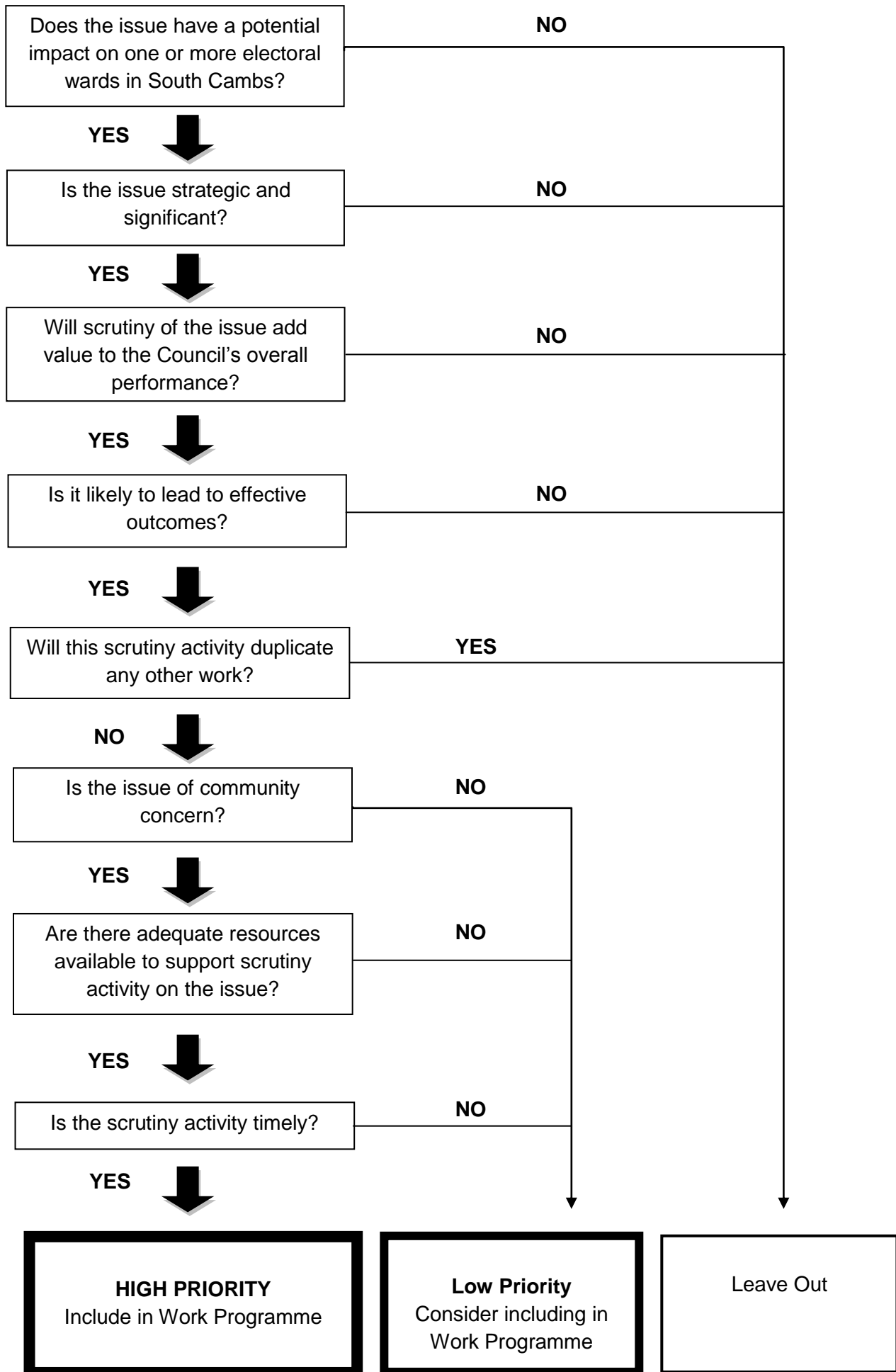
Report Author: Victoria Wallace – Democratic Services Officer
Telephone: (01954) 713026

Scrutiny and Overview Committee Work Programme

Date of meeting	Title of Report
09 November 2017	2017/18 2 nd quarter position report
	Draft MTFS and Corporate Plan
	3C Shared Services performance
06 February 2018	2017/18 3 rd quarter position statement
	MTFS, budget setting and council tax
	Corporate Plan
	Contact Centre Annual performance
12 April 2018	

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Scrutiny Work Programme Prioritisation Tool



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APPENDIX C

NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 8 August 2017



Notice is hereby given of:

- Key decisions that will be taken by Cabinet, individual Portfolio Holders or Officers
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part)

A Key Decision is a decision, which is likely:

- (1) (a) to result in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards
- (2) On determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance).

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

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

*If you have any queries relating to this Notice, please contact
Victoria Wallace on 01954 713026 or by e-mailing victoria.wallace@scambs.gov.uk*

**Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended)
(Reason for a report to be considered in private)**

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

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

Cabinet

Councillor Peter Topping
Councillor Nick Wright
Councillor Francis Burkitt
Councillor Simon Edwards
Councillor Sue Ellington
Councillor Lynda Harford
Councillor Mark Howell
Councillor Robert Turner
Councillor Tim Wotherspoon

Leader of the Council
Deputy Leader and Business and Customer Services
Greater Cambridge Partnership
Finance and Staffing
Health and Wellbeing
Housing
Environmental Services
Planning
Strategic Planning and Infrastructure

APPENDIX C

Key and non-key decisions expected to be made from 8 August 2017

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Sale of land off Station Road, Foxton Non-Key	Cabinet	15 August 2017		Housing Portfolio Holder Julie Fletcher, Head of Housing Strategy	Report (publication 07 August 2017)
Write Offs Key Page 47	Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder	22 August 2017 21 November 2017		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 15 August 2017) Report (publication expected 13 November 2017)
National Non Domestic Rates Local Discretionary Relief Non-Key	Finance and Staffing Portfolio Holder	22 August 2017		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 15 August 2017)
Uttlesford Local Plan Consultation Non-Key	Planning Portfolio Holder	25 August 2017		Planning Portfolio Holder Caroline Hunt, Planning Policy Manager, David Roberts, Principal Planning	Report (publication expected 17 August 2017)

Key and non-key decisions expected to be made from 8 August 2017

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
				Policy Officer	
Central Bedfordshire Local Plan Consultation Non-Key	Planning Portfolio Holder	25 August 2017		Planning Portfolio Holder Caroline Hunt, Planning Policy Manager, David Roberts, Principal Planning Policy Officer	Report (publication expected 17 August 2017)
Huntingdonshire Local Plan Consultation Non-Key	Planning Portfolio Holder	25 August 2017		Planning Portfolio Holder David Roberts, Principal Planning Policy Officer, Caroline Hunt, Planning Policy Manager	Report (publication expected 17 August 2017)
Corporate Fraud Non-Key	Cabinet	14 September 2017		Corporate and Customer Services Portfolio Holder Myles Bebbington, Head of Service - Environmental Services & Licensing,	Report (publication expected 06 September 2017)

Key and non-key decisions expected to be made from 8 August 2017

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
				Kathryn Hawkes, Partnerships Officer	
Withdrawal of CIL charging schedule Non-Key	Cabinet	14 September 2017		Planning Portfolio Holder James Fisher, S106 Officer	Report (publication expected 06 September 2017)
L2 Orchard Park Key	Cabinet	14 September 2017		Planning Portfolio Holder David Ousby, Housing Development Officer (Growth)	Report (publication expected 06 September 2017)
Future approach to dry recycling collection Key	Cabinet	14 September 2017		Environmental Services Portfolio Holder Jane Hunt, Head of Service, Waste and Recycling Operations	Report (publication expected 06 September 2017)
Quarterly Position Statement on Finance, Performance and Risk Non-Key	Cabinet Cabinet	14 September 2017 16 November 2017		Finance and Staffing Portfolio Holder Suzy Brandes, Principal Accountant (General Fund & Projects),	Report (publication expected 06 September 2017) Report (publication expected 08 November 2017)

Key and non-key decisions expected to be made from 8 August 2017

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
				Richard May, Policy and Performance Manager	
Waterbeach New Town SPD Non-Key	Planning Portfolio Holder	October 2017		Planning Portfolio Holder Katie Parry, Principal Planning Officer	Report (publication in October 2017)
Treasury Management Annual Report Non-Key	Finance and Staffing Portfolio Holder's Meeting	17 October 2017		Finance and Staffing Portfolio Holder Caroline Ryba, Head of Finance	Report (publication expected 09 October 2017)
Revenues and Benefits Performance Report (Q1) Non-Key	Finance and Staffing Portfolio Holder	17 October 2017		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 09 October 2017)
Rural Settlements List 2017-18 Non-Key	Finance and Staffing Portfolio Holder	17 October 2017		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 09 October 2017)
Foxton Conservation	Planning Portfolio	07 November 2017		Planning Portfolio	Report (publication

Key and non-key decisions expected to be made from 8 August 2017

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Area proposed extension and management plan for consultation Non-Key	Holder			Holder Rachel Cleminson, Conservation and Consultancy Officer (Urban Design)	expected 30 October 2017)
Review of the Medium Term Financial Strategy Non-Key	Cabinet	16 November 2017		Finance and Staffing Portfolio Holder Caroline Ryba, Head of Finance	Report (publication expected 08 November 2017)
Corporate Plan Priorities Non-Key	Cabinet Cabinet	16 November 2017 08 February 2018		Cllr Francis Burkitt Richard May, Policy and Performance Manager	Report (publication expected 08 November 2017) Report (publication expected 31 January 2018)

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