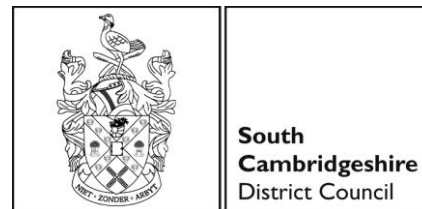


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26 February 2018

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 4pm for members of the Committee only, to plan their lines of enquiry.

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM A AND B - GROUND FLOOR** on **TUESDAY, 6 MARCH 2018** at **5.00 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

PAGES

- | | |
|--|--------------|
| 1. Apologies
To receive apologies for absence from committee members. | |
| 2. Declarations of Interest | |
| 3. Minutes of Previous Meeting
To authorise the Chairman to sign the Minutes of the meeting held on 6 February 2018 as a correct record. | 1 - 8 |
| 4. Public Questions | |

- | | | |
|-----|--|---------|
| 5. | Customer Contact Services 2017 Annual Performance Review | 9 - 14 |
| 6. | Development Management Performance | 15 - 46 |
| 7. | 3C Shared Services Update | 47 - 50 |
| 8. | Update on the work programme | |
| 9. | 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. | |
| 10. | To Note the Dates of Future Meetings <ul style="list-style-type: none">• Thursday 21 June 2018 at 6pm.• Thursday 6 September 2018 at 6pm.• Thursday 8 November 2018 at 6pm.• Thursday 31 January 2019 at 6pm. | |

Exclusion of Press and Public

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

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

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

OUR LONG-TERM VISION

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

OUR VALUES

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

- Working Together
- Integrity
- Dynamism
- Innovation

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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Security

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

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Recording of Business and Use of Mobile Phones

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Disturbance by Public

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

Smoking

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

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Tuesday, 6 February 2018 at 6.00 p.m.

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

Councillors: David Bard Ruth Betson
Grenville Chamberlain Graham Cone
Jose Hales Philippa Hart
Tumi Hawkins

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

Officers: Patrick Adams Senior Democratic Services Officer
Beverly Agass Chief Executive
Suzy Brandes Principal Accountant (General Fund & Projects)
Susan Gardner Craig Head of People and Organisational Development
Richard May Policy and Performance Manager
Trevor Nicoll Head of Waste Resources
Caroline Ryba Head of Finance

1. APOLOGIES

No apologies were received.

2. DECLARATIONS OF INTEREST

None.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 9 November 2017 were agreed as a correct record.

4. PUBLIC QUESTIONS

There were no public questions.

5. SHARED WASTE SERVICE ALTERNATIVE BIN COLLECTION DAY INITIAL PROJECT REVIEW

The Environmental Services Portfolio Holder presented this report, which reviewed the implementation of the Shared Waste Service Alternative Bin Collection Day project.

Collection of cardboard

Concern was expressed regarding missed collections of cardboard. The Head of Waste Services explained that cardboard left beside the bin should be collected, providing it was small enough to fit inside a wheeled bin. Instances of cardboard not being collected should be reported to the Council to ensure that errors were rectified. He also pointed out that the Council could provide an extra blue bin for households that required it. This was a better solution than continuously having to put out side waste. The Committee recommended that the Council be more proactive in communicating how it collected

cardboard side waste.

Reducing waste

It was suggested that the Council should reduce the number of plastic cups used at its offices, especially at its meeting to give the correct perception to the public. The Portfolio Holder explained that there was a complex debate about the virtues of paper as opposed to plastic cups. It was noted that the Council had recently changed the way in which it collected its office waste in an aim to increase its recycling rate.

It was suggested that more could be done to encourage businesses, particularly those that used mail order, to reduce the amount of packaging. The Head of Waste Services explained that the Council was lobbying for this, but we were one voice in a larger national issue.

Improving practice

It was noted that the Council's collection vehicles were equipped with CCTV cameras, which could be used for training purposes. For example, bins should be placed back where they were collected from and any instances of this not happening could be investigated.

It had been reported that batteries were being mixed in with recycling, which caused contamination. The Portfolio Holder apologised for this, as the aim was to collect these separately.

The Portfolio Holder reported that the operatives were gaining experience of rounds, which meant that cover could be provided in the event of staff sickness.

In response to questioning the Head of Waste Services explained that there was no policy in place with regard to lying bins on their sides in windy weather, it was a judgement call for the operatives.

Missed bins

Whilst missed bin collections were responded to promptly, they should not have occurred in the first place. The Head of Waste Services explained that all missed collections were analysed to try and avoid repeats. If they were promptly reported then it was likely that a vehicle would only have to make a brief detour to collect it. Analysing the data could also identify instances of assisted collections being repeatedly missed. The aim was to avoid repeat errors as these cost the Council money and resources.

Training

The Head of Waste Services reported that operatives had recently received training, which covered health and safety and promoting mutual respect and dignity at work. This would help to improve the service.

Overall performance

The Portfolio Holder stated that the Council provided an excellent service, with the lowest collect rate recorded this year for a village in a single quarter was 99.4%. He explained that overall the Council collected 5 million bins a year and it was inevitable that some bins would be missed. A number of Committee members reported that they had not received any complaints.

Export of recycling waste

China had recently announced that they would no longer be accepting certain types of plastic for recycling. The Portfolio Holder explained that as the Council's recycling was collected by Ameycespa, who disposed most of its waste locally, he was hopeful that the

announcement from China would not have a detrimental effect on the Council's recycling rate. The Portfolio Holder offered to send this information to all councillors and put in on the Council's website.

The Committee recommended that communication be improved for residents through the website and parish councils through direct contact.

The Committee thanked the Portfolio Holder and officers for a comprehensive report and presentation. The Committee **NOTED** the report.

6. 2017-2018 THIRD QUARTERLY POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

In the absence of the Business and Customer Services Portfolio Holder, the Finance and Staffing Portfolio Holder presented this report which provided the Committee with details of the Council's performance at the end of the third quarter.

Finance

The Finance and Staffing Portfolio Holder advised that the variances between the working budgets and the forecasted figures were all within acceptable limits.

Use of temporary accommodation

Concern was expressed at the number of families in temporary Bed and Breakfast accommodation and their length of stay. The Portfolio Holder for Housing shared the Committee's concerns. She explained that due an increase in demand for housing there had been an increase in the use of Bed and Breakfast accommodation. The longest a family had been housed in such temporary accommodation was six weeks.

Concern was also expressed at the number of under 35s in temporary accommodation. It was noted that under Government guidance, single males under the age of 35 were not a priority for affordable housing.

The Chairman expressed concern at the reference to the unpaid invoices regarding December's figures for the amount spent on Bed and Breakfast accommodation. It was suggested that the total amount could be included in the comments field in future reports.

The Housing Portfolio Holder explained that the pressures on affordable housing were reflected nationally. The Council were looking at alternatives, such as building pre-fabricated buildings for residents who required temporary accommodation. The Portfolio Holder for Finance and Staffing explained that the Council had set a £60,000 contingency budget for this area and it had not yet proved necessary to use it.

Risk Register

The Leader explained that the Risk Register had been improved to make it a more dynamic document where risks were regularly reassessed. Member of the Committee considered each risk in turn and focussed on recent changes to the risk ratings.

STR 2 Gypsy and Travellers

Members of the Committee queried why the importance of this risk had been reduced before the Local Plan Inspector's report had been received.

STR 25 Risk of Designation as a Poorly Performing Planning Authority

It was queried why both the gross and net risk had been reduced to 9. The Planning Portfolio Holder explained that whilst the number of appeals lost stood at 10.8%, which

was just above the 10% threshold, the majority of lost appeals related to the five year land supply. When this was taken into account the actual percentage of lost appeals was only 2%. In addition, the Local Plan was closer to adoption than had been the case when the major applications had been determined. For these reasons it was believed that this risk was being managed.

STR 12 Shared Services Initiatives and STR 14 Access to Primary Care

Members of the Committee questioned why the net risk rating had been reduced. The Leader shared Committee members concerns regarding the ability of the NHS to use Section 106 money to provide health care to new communities. The Housing Portfolio Holder stated that there were also issues regarding the County Council's use of Section 106 funds and it was important that the District Council were involved in these discussions.

It was noted that the Mare Fen Bank was an earth bank designed to protect the nature reserve.

The Finance and Staffing Portfolio Holder thanked the Committee for their concerns regarding the Risk Register, which would be discussed at Cabinet.

Minor amendments

Members of the Committee identified typographical errors and requested financial appendices to be printed in larger size in future reports for clarity.

The Committee **NOTED** the report.

7. CORPORATE PLAN 2018

The Chief Executive introduced this report which highlighted what the Council was seeking to achieve in 2018/19. The Committee were invited to make recommendations to Cabinet.

Members of the Committee made the following points:

- It was important to receive feedback from residents, especially those moving in to new communities, as they could challenge pre-existing ideas.
- It was acknowledged that the provision of broadband was led by the County Council. 97% of the District received broadband and so the aim of covering the remaining 3% could prove challenging.
- Concern was expressed regarding the use of inspiring terms such as "Living Well", without providing substance on how such a Strategic Aim would be delivered.
- Concerns were expressed at how the NHS were going to deliver healthcare for villages that were expanding without using section 106 funds to build new facilities.
- The Committee welcomed the format of the Corporate Plan. The snapshot on pages 101-2 of the agenda was praised, in particular how it highlighted that the Council no longer received any Revenue Support Grant funding from the Government.

The Committee **NOTED** the Corporate Plan.

8. MEDIUM TERM FINANCIAL STRATEGY, GENERAL FUND BUDGET 2018-19 (INCLUDING COUNCIL TAX SETTING), HOUSING REVENUE ACCOUNT BUDGET 2018-19 (INCLUDING HOUSING RENTS), CAPITAL PROGRAMME AND TREASURY MANAGEMENT STRATEGY

The Finance and Staffing Portfolio Holder presented the Medium Term Financial Strategy and explained that the Committee were being asked to consider the financial strategies and budgets prior to the report going to Cabinet and then Council.

The Finance and Staffing Portfolio Holder explained that for 2017/18 there had been real surprises from the Government, as expected the Local Government Settlement was £0. In fact the Government was in effect taxing the Council. It was noted that the Council were spending less and would have to continue to find extra savings or more ways of increasing income in the years ahead.

Funding Greater Cambridge Partnership

The Finance and Staffing Portfolio Holder explained that the amount of funding to the Greater Cambridge Partnership had been reduced, as the number of new homes built was less than expected, which meant a decrease in New Homes Bonus.

Council Tax

It was proposed that Council Tax be increased by £5 for a Band D property. The Committee accepted this proposal. The Finance and Staffing Portfolio Holder warned that the underlying Council Tax showed how much savings or additional income still had to be found.

Reserves

The Executive were currently recommending that the minimum reserves should remain at £2.5 million. This figure had been increased years ago from £1.5 million due to the financial uncertainty nationally.

The Finance and Staffing Portfolio Holder explained that whilst the five year Medium Term Financial Strategy showed the Council reaching the limit of its reserves, history had shown that either additional savings or additional income would be found to push this date further back.

Ermine Street Housing Ltd

The Committee welcomed the funds that had been brought in through Ermine Street Housing Ltd, but expressed concern that the Council was relying on this. The Finance and Staffing Portfolio Holder explained that the funds brought in for 2017/18 were higher than expected, but the Executive recognised the risks such as fluctuating interest rates and assured the Committee that the Council was not complacent. Ermine Street Housing Ltd had its own risk register.

Business Rates

The Finance and Staffing Portfolio Holder explained that Business Rate appeals could be backdated to 2010 and so could adversely affect the Council's finances. The Business Rates revaluation, which came into effect in April 2017 could also reduce receipts. The implications of the Government's Fair Funding Review was not yet known but it was likely to mean extra funding to the County Council at the expense of the Districts.

Precautionary items

It was noted that none of the precautionary items for 2017/18 had yet been spent.

Cost of planning appeals

Whilst noting the costs of appeals, two members of the Committee stated it was money well spent as it defended local democracy and championed the views of local residents by forcing deeply unpopular proposed developments to appeal. The Finance and Staffing Portfolio Holder recognised the strength of feeling from councillors and local residents, but it was his duty to inform the Committee that planning appeals, on decisions made by the Planning Committee against the recommendation of the officer, had cost the Council £250,000. It was noted that the Planning Committee was made up of all parties and took non-political decisions.

Local Plan

The Finance and Staffing Portfolio Holder explained that the £750,000 cost of the Local Plan had been budgeted for. It was not known if this funding was sufficient to cover the entire cost of the Local Plan. It was noted that all planning authorities had to deal with changing definitions resulting from a Supreme Court ruling regarding the definition of sustainability and five year land supply.

Cambridge – Milton Keynes – Oxford corridor

The hope was expressed that the Council could ensure that the district took advantage of its position between Cambridge and Oxford. The Finance and Staffing Portfolio Holder explained that the Leader had met with the Mayor of Cambridgeshire and Peterborough and the local MPs about this matter. It was hoped that the District's villages would be included on the proposed new rail line.

Treasury Management

The Finance and Staffing Portfolio Holder explained that the Council was enjoying a far higher level of return compared to other authorities and this was due to the loan to Ermine Street Housing Limited.

Housing Revenue Account (HRA)

The Housing Portfolio Holder provided the Committee with an overview of the challenges facing the HRA.

Right to buy receipts

It was expected that there would be a reduction in the number of right to buy completions over the next five years. The Housing Portfolio Holder explained that if receipts were not spent within a certain time limit the receipts had to be returned to Government with interest. It therefore made sense to ensure that right to buy receipts were appropriately invested within the required timescale.

Rent

The Housing Portfolio Holder explained that rent had to be decreased by 1% for the next two years, but then will be increased by the rate of inflation plus 1% for five years.

Self-build affordable housing

The Housing Portfolio Holder shared the Committee's disappointment with regard to the lack of take up of self-build affordable housing and she expressed the hope that this situation would improve.

Re-financing of housing debt

The Housing Portfolio Holder explained that the Council was not attempting to pay off its £205,000,000 housing debt and so this would have to be re-financed in the future.

The Finance and Staffing Portfolio Holder expressed his thanks to the officers for their hard work in producing the reports and appendices.

The Committee **NOTED** and **ENDORSED** the recommendations to Cabinet as laid out in the report.

9. WORK PROGRAMME

The Committee **NOTED** its Work Programme.

10. MONITORING THE EXECUTIVE

No updates were provided by the Scrutiny Monitors.

11. TO NOTE THE DATES OF FUTURE MEETINGS

It was noted that the next meeting will be held on 6 March 2018 at 5pm.

The Meeting ended at 8.00 p.m.

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Agenda Item 5



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee 6 March 2018
Lead Officer: Head of People & Organisational Development

Customer Contact Service 2017 Annual Performance Review

Purpose

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

Recommendations

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

Reasons for Recommendations

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

Background

4. The Scrutiny and Overview Committee has conducted an annual review of the operational performance of the Customer Contact Service since the service returned in house in December 2012.
5. On the 4 December 2002 the Council entered into a contract with Cambridgeshire County Council, for the provision of a contact centre service for a period of ten years at an off-site location in St Ives.
6. The Council conducted a review of the options during 2010-2011 and the outcome following the completion of the review was to bring the service back in-house and to achieve a £250K reduction in cost.
7. The new service module would provide a service where customers would be able to resolve their queries in the majority of cases at first point of contact; which was a change from the previous contract where high numbers of calls were taken through a switchboard service.
8. The service at Cambourne 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.
9. The targets agreed for performance currently are :-
 - 85% calls answered
 - 80% calls answered at first point of contact (no longer reported corporately)

- 100% of calls answered within 2 Minutes (Performance information available is based on average)

Considerations

10. 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 the spring and summer of 2016.
11. The Customer Contact Service operational performance is demonstrating an ongoing improvement. As shown in **Appendix A** Performance for 2015, 2016, 2017,2018.

The key improvements are:-

- a) Call answer time averages- have reduced (average 01:48 against 02:00 target)
- b) Call abandonment level rate- has reduced (average 88% against target of 85%)
- c) Performance against targets - has improved significantly

There are a series of planned improvements for 2018/19 which will be reflected in performance targets. It is expected that performance improvement will be incremental as the project is implemented and consolidated.

Service Activities

12. A detailed call analysis has been undertaken of the Planning Service telephone calls to inform a work plan. This work plan will improve the customer service provided to residents by the Contact Centre Service and Planning Service together. Initial findings from the analysis has shown that the majority of residents who telephone the council for planning their call can be categorised to 3 main areas: -
 - Duty planning appointment
 - Planning application progress
 - Wanting to speak to planning office
13. A joint work plan is currently being developed with the Planning Service and the Customer Contact Service to address the area's highlighted above with the express aim to:-
 - Remove the need for residents to call SCDC to book a duty planning appointment
 - Reduce the number of residents who need to contact a planning officer directly either by telephone or email
 - Increase the resident's satisfaction with planning service
 - Reduce number of avoidable calls taken by contact centre
 - Reduce call waiting times for residents who telephone
 - Reduce the % of calls received and abandoned before answering.
14. The aim of the work plan is to fully embrace and build on service improvements and embrace the Chief Executive's vision of "Putting the customer at the heart of what we do".
15. A data exercise has been undertaken to analyse the reason why personal callers presented at the council reception, which was completed during the autumn of 2017. This data provided detailed information to the composition of service areas and has

enabled an opportunity to improve the reception arrangements. There are around 2000 personal callers monthly and of those around 750 callers arriving for pre-booked meetings.

16. An automated visitor management system which is an additional element of the room booking management system has been procured and expected to be installed during March-April 2018
17. The System will enable:-
 - Visitors for pre-booked meetings to self-serve to book in and print a visitors badge.
 - Improve the visitor experience by reducing or eliminating the need to queue at reception.
 - Meeting hosts to be notified immediately by email that their visitor has arrived in reception.
 - Reception with a real-time list of visitors expected and in the building at any time.
 - Resource requirement for staffing reception to be reduced and customer service improved.

Some small cosmetic changes to signage and positioning of chairs and tables will be undertaken to ensure that this change is successfully implemented.

18. The service area projects which are currently in progress, which will have a significant impact on reducing telephone calls to the contact centre are shown below: -
 - Revenues and Benefit portal- to allow online access to council tax, benefit and business rate account information. This Project is likely to go live in quarter 1 of 2018/19
 - Revenues electronic forms- these forms will be fully integrated with back office systems. This will allow back office system to be updated with little or no human intervention required. This project is likely to go live in Quarter 2 2018/19.
 - Analysis of telephone calls has been undertaken and completed to ensure that residents who are able to access information electronically in the majority of cases can self-serve using the website/customer portal to answer their queries and obtain the necessary information they require.

It is planned following successful implementation of the above project that a smaller promotion piece of work will be undertaken by the teams to increase the amount electronic communications which are conducted between the Revenues and Benefits teams and residents. The express aim of this will be to channel shift residents and colleagues within teams to more cost-effective means of communications.

19. The shared Building Control service has withdrawn the requirement for telephone calls to be taken by the Contact Centre from January 2018. We are currently redirecting residents to a new number (Hunts DC) and have changed the contact details in "South Cambs" Magazine and on our website. The number of calls taken for Building Control Service is small at around 1% of total calls (9 average daily).

20. The Contact Centre continues to have some unexpected spikes in personal visitors or calls from service area activities which are not communicated. The team will work with service areas to improve communication where necessary to ensure activities and communications are planned more effectively.
21. The Contact Centre will shortly be conducting a soft survey with personal callers to establish why residents visit the council and establish how we can enable those residents who are able to access services differently.
22. The Contact Centre will conduct during 2018/19, a strategic review of Customer Contact services provided to back office with the express aim to increase the first time resolution and reduce the number of hand off and repeat callers.
23. The Contact Centre Service will continue during 2018/19 to work with all service areas and communications/web team to encourage those residents who are able to have a digital relationship with the council; where services have capability, and enabling resident's information or request a council service 24/7 without having to telephone or visit the council in person.
24. When looking at the medium term for the customer contact service, it is expected that the time taken to deal with each telephone call will increase as the overall number of calls decrease: the percentage of simple calls decrease, and the percentage of more complicated calls increases.
25. The team will continue to support the more vulnerable residents to access council services who either visit the council offices or telephone.
26. In writing the report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and other key issues, the following implications have been considered:-

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.

27. The in-house customer contact service is providing a service to residents at a substantially reduced cost; the current changes to the contact centre, reception and post services 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 "Putting the customer at the heart of what we do" and reducing the number of calls which are abandoned, and the time taken to answer calls.

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

Appendix A Contact Centre Performance Yearly Telephone Calls

2015	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	ANNUAL
Total Calls	13575	11574	17227	16839	12691	12344	13302	11347	14462	13623	12739	9840	159563
Handled number	12089	10024	12930	11114	10123	11049	12194	10295	12426	11926	10947	8994	134111
Handled percentage TARGET 85%	89%	87%	75%	66%	80%	90%	92%	91%	86%	88%	86%	91%	84%
Abandoned number	1477	1547	4295	5725	2568	1295	1108	1052	2036	1697	1792	846	25438
Abandoned percentage	11%	13%	25%	34%	20%	10%	8%	9%	14%	12%	14%	9%	16%
Average call answer time TARGET 00:02:00	00:02:56	00:02:32	00:03:33	00:04:45	00:02:44	00:01:31	00:01:10	00:01:17	00:02:05	00:01:51	00:02:09	00:01:09	00:02:18

2016	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	ANNUAL
Total Calls	13042	12168	14627	15803	15026	16900	13601	16134	14216	12387	12299	9016	165219
Handled number	10559	9869	11270	12612	11039	11496	8860	9415	10763	10830	10921	8191	125825
Handled percentage TARGET 85%	81%	81%	77%	80%	73%	68%	65%	58%	76%	87%	89%	91%	76%
Abandoned number	2483	2299	3357	3191	3987	5404	4741	6719	3462	1557	1378	824	39402
Abandoned percentage	19%	19%	23%	20%	27%	32%	35%	42%	24%	13%	11%	9%	24%
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	00:04:03

2017	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	ANNUAL
Total Calls	13614	12660	16951	13759	16317	12332	13172	12448	13194	13004	12705	9110	159266
Additional calls taken by 3rd Party CC			1329										1329
Handled number	11329	11459	14378	11909	14052	11366	11572	11304	11560	11421	11834	8423	141936
Handled percentage TARGET 85%	83%	91%	85%	87%	86%	92%	88%	91%	88%	88%	93%	92%	88%
Abandoned number	2285	1201	2573	1850	2265	966	1600	1144	1634	1583	871	687	15518
Abandoned percentage	17%	9%	15%	13%	14%	8%	12%	9%	12%	12%	7%	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	00:01:26	00:02:05	00:02:04	00:01:03	00:01:10	00:01:48

2018	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	ANNUAL
TARGET													
Total Calls	13805												13805
Handled number	12346												12346
Handled percentage TARGET 85%	89%												89%
Abandoned number	1459												145900%
Abandoned percentage	11%												11%
Average call answer time TARGET 00:02:00	00:01:46												00:01:46

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Agenda Item 6

REPORT TO: Scrutiny and Overview Committee

6th March 2018

LEAD OFFICER: Joint Director for Planning and Economic Development

Development Management Performance

Purpose

1. To update Scrutiny and Overview Committee on performance and on-going service improvements within the Development Management Service.

Recommendations

2. It is recommended that Committee notes the report.

Background and considerations

3. This report comes following a request from the Scrutiny and Overview Committee to receive an update on planning performance.

Performance

4. Overall the performance remains strong for April – December 2017, with the service continuing to achieve the Governments targets each quarter with only a slight dip in the major performance in July, due to 2 major appeals being decided (refer Appendix 1,2 &3).
5. Data is generally showing that the overall number of applications, the on-hand figure and officer caseload is reducing month on month. This is due not only to a reduction in the number of applications being submitted but also to an increased focus on decisions being issued (refer Appendix 4).
6. However, for the last quarter, 689 planning applications were received compared to the previous quarter of 583. This increase of applications submitted has led to a slight drop in validation performance on the previous quarter (refer appendix 5 & 6).
7. More positively, continued focus on the efficient management of caseloads means that over the last quarter, the use of extension of time requests (134 requests as compared with 176 and 214 in Q2 and Q1 respectively) has continued to fall, meaning that performance is being maintained without the need to have agreed time extensions beyond national targets (refer appendix 7).

Designation

8. The Joint Director of Planning and Business Manager met with Martin Hutchings from PAS (Planning Advisory Service) in February to discuss South Cambridgeshire position on designation. PAS confirmed that SCDC performance in respect of “quality of decision making”, means that the Authority, along with some 14 other authorities, has exceeded the performance threshold set by government and is at risk of “designation” by the government. PAS have indicated that a letter would be sent, outlining the next stages to designation to all affect authorities but have not been able to advise the Councils as to when. PAS have also outlined the governments support proposals that can be provided to authorities facing designation. In the event that the

Secretary of State writes to the Council, an opportunity will be given to SCDC to request the Secretary of State not to formally designate the Authority – for which a detailed submission will need to be made.

9. SCDC is at risk of designation solely because of its “performance” on major planning appeals. 31 major appeal decisions were made in the designation period (a two-year period ending in Dec 2017), of which 22 related to 5 yr land supply applications. Of these;
 - i. 17 were allowed (of which 14 related to 5 yr land supply)
 - ii. 14 were dismissed (of which 6 related to 5 yr land supply)
 - iii. 7 were allowed following officer delegated refusals
 - iv. 8 were allowed following member overturns
 - v. 2 were allowed following appeal for non- determination
10. If the 5 yr land supply applications were taken out of the above figures, South Cambridgeshire’s percentage against major appeals decisions allowed would be 1.92% compared to the 10% threshold (refer appendix 8).

Housing Delivery

11. For the last quarter 14 S106’s were completed and permissions issued. These will deliver 3025 homes including approx. 900 affordable homes. Included in the 14 completed S106’s, is the site for Cambourne West for development of up to 2,350 homes.
12. Ensuring the completion of a number of key S106 agreements associated with major residential applications is our current focus – particularly having regard to the scrutiny the service will potentially face from PAS. These are being actively tracked on a fortnightly basis.
13. Land Charges forms an important part of our service. Ensuring searches are carried out in a timely manner is critical to help those buying/moving home. The team continue to process land searches within the national 10-day target. There is no backlog, a position which has been sustained since April 2017 and for the last quarter the team has been processing land searches in an average 6 days.

Customer Service

14. It is acknowledged that improvement still needs to be made in this area.
15. Recently we have changed our process and we have added a dedicated resource to log service requests, compliments and to track and address complaints. Complainants are now contacted by a member of the business support team, we talk with the complainant about their concerns and how they would like it resolved. This approach is beginning to show benefits with some more positive feedback being given. The number of compliments received for the last quarter was 23, compared to 9 only received for the previous quarter (refer appendix 9).
16. Following on from last year’s successful planning open day, a programme of open evenings in locations around the district and with the City will begin in March. The first on 5th March at Northstowe will build upon the lessons learnt from last year with advice and guidance sessions aimed at residents and potential DIY’ers, provided by officers from the planning team. The programme will continue into the early autumn at venues in SCDC and the City. This will help promote the work of the Council and help give planning guidance to residents and local businesses.

Improved use of Data

17. Data is showing a downward trend for the number of applications received since April 2016. This trend is across all three categories, majors, minors and others. Whilst exhibiting some significant variance, officers will continue to monitor activity closely having regard to the potential budget and resource impacts and requirements (refer appendix 10,11,12 & 13).

Shared Planning Service

18. Following the appointment of the Joint Director of Planning and Economic Development, the project to implement the shared planning service is continuing. Consultation with staff has recently closed around the management structure and the service is developing the ICT specification, alongside reviewing areas of common and overlapping activity, with the objective of aligning DM practices where appropriate through 2018. SCDC and City Council Planning staff are also being deployed across the authority boundaries to maximise capacity/capability as the service seeks to respond to work demands. The project remains on track to deliver the phased implementation of the service through 2018 and 2019.

Implications

19. 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.

Legal

20. Monthly meetings with officers and 3C Legal to oversee work programmes, identifying and escalating key issues are proving beneficial. The focus at present is on completing a number of key S106 agreements associated with major residential applications and managing risks associated with complex and controversial planning decisions, plus planning enforcement activity.

Staffing

21. We have recently been successful in appointing Senior and Planning officer posts into the Development Management Team. However, there are currently 2 Principal Officer vacancies and recruiting at this level is proving difficult, both here and at the City Council (refer appendix 14). The Service will be exploring how we may need to respond to this national challenge through the spring, as the proposals for phase 2 of the shared service emerge. A new recruitment microsite is already in development to improve the authorities "shop window" for future recruitment rounds.
22. There is currently one agency staff member supporting Development Management.

Consultation responses

23. No consultation has taken place on the content of this report.

Effect on Strategic Aims

24. We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money
25. The Scrutiny and Overview Committee contributes to this strategic aim as it challenges decision takers and holds them to account as part of its deliberations and is looking to ensure the Planning Service meets this aim.

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.

Appendix 1 - Major performance

Appendix 2 - Minors performance

Appendix 3 - Others performance

Appendix 4 – Applications throughput and on – hand

Appendix 5 – Applications received/valid/invalid/workings days

Appendix 6 - % validated within 5 working days

Appendix 7 – Use of Extension of time

Appendix 8 – Performance against appeals designation

Appendix 9 – Customer service complaints/compliments/service requests

Appendix 10 – Applications validated per month

Appendix 11 – Majors validated per month

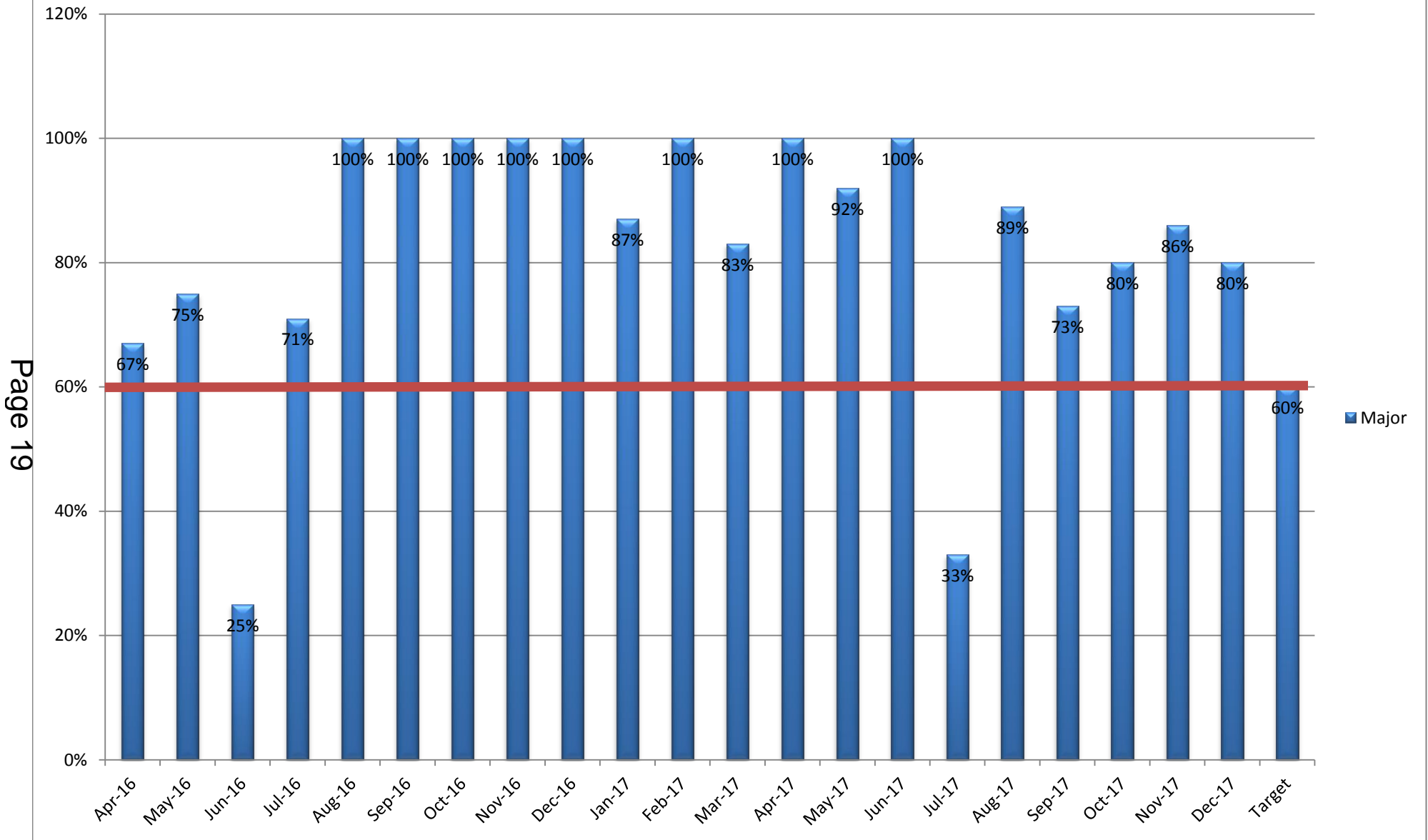
Appendix 12 – Minors validated per month

Appendix 13 – Others validated per month

Appendix 14 – Staff structure and current vacancies

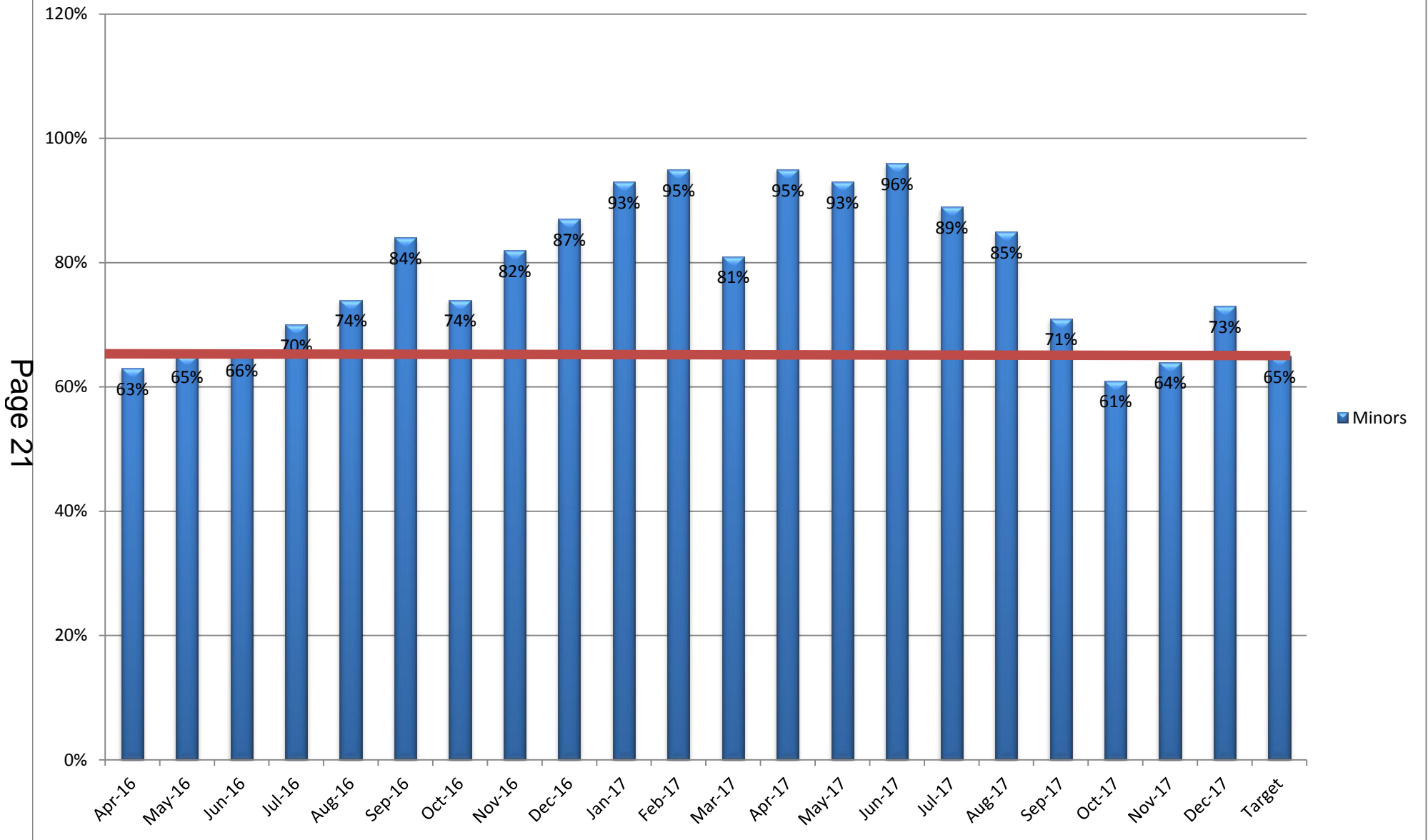
Report Author: Stephen Kelly
Telephone: (01954) 713350

Major applications performance



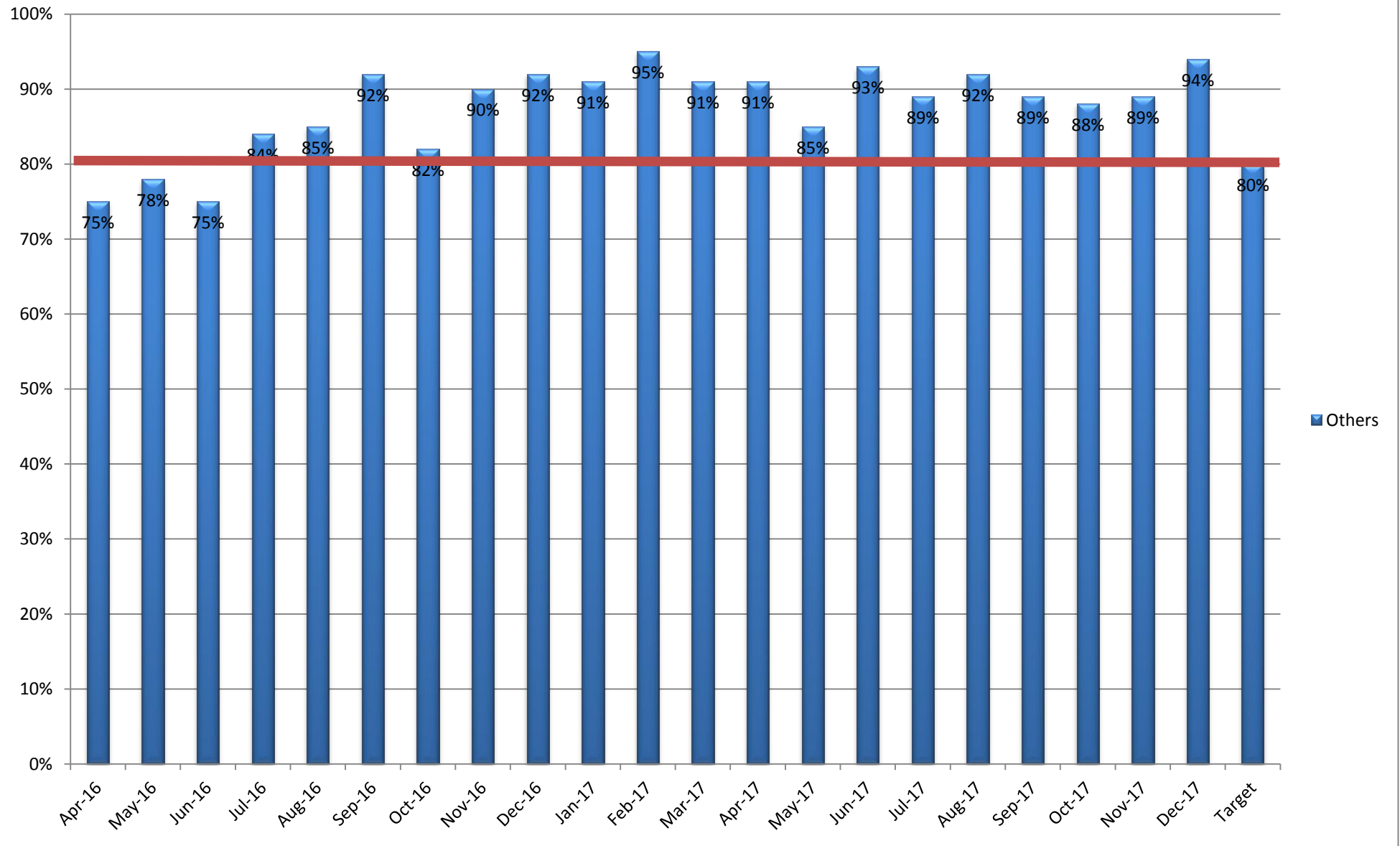
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Minors applications performance



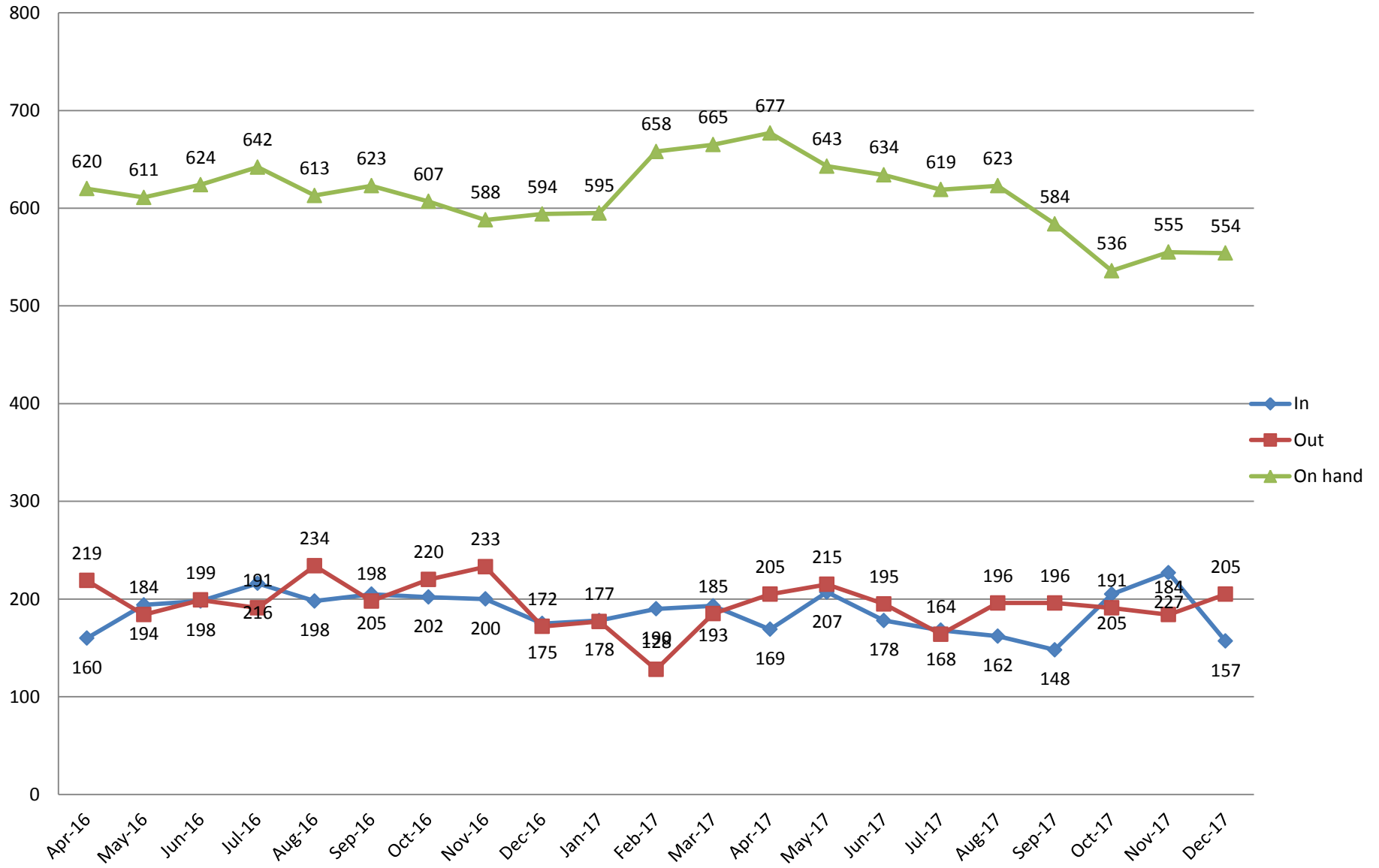
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Others applications performance



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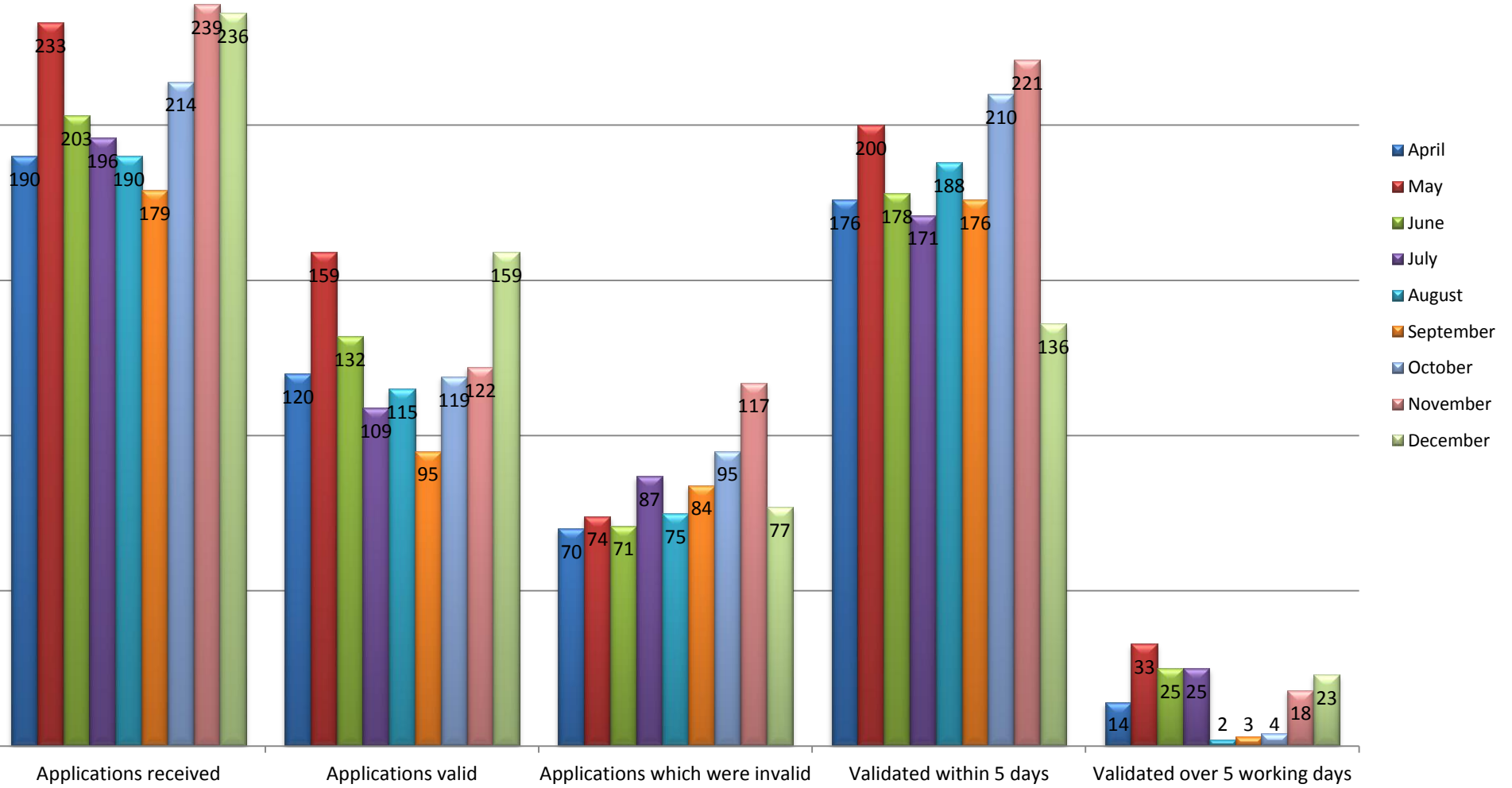
Applications throughput and on-hand



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Applications received/valid/invalid/workings days

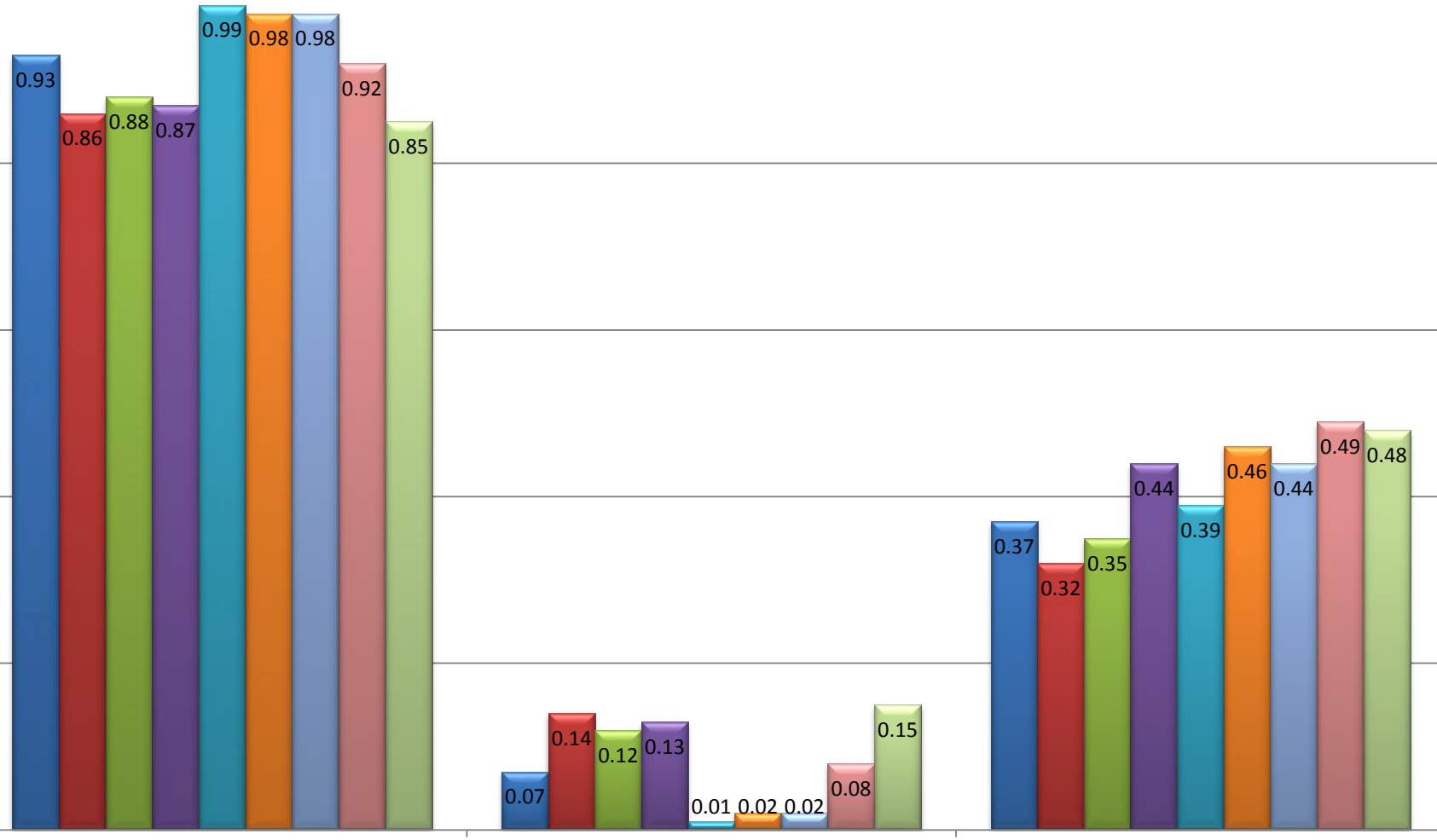
Page 27



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% validated within 5 working days/over and % invalid

- April
- May
- June
- July
- August
- September
- October
- November
- December



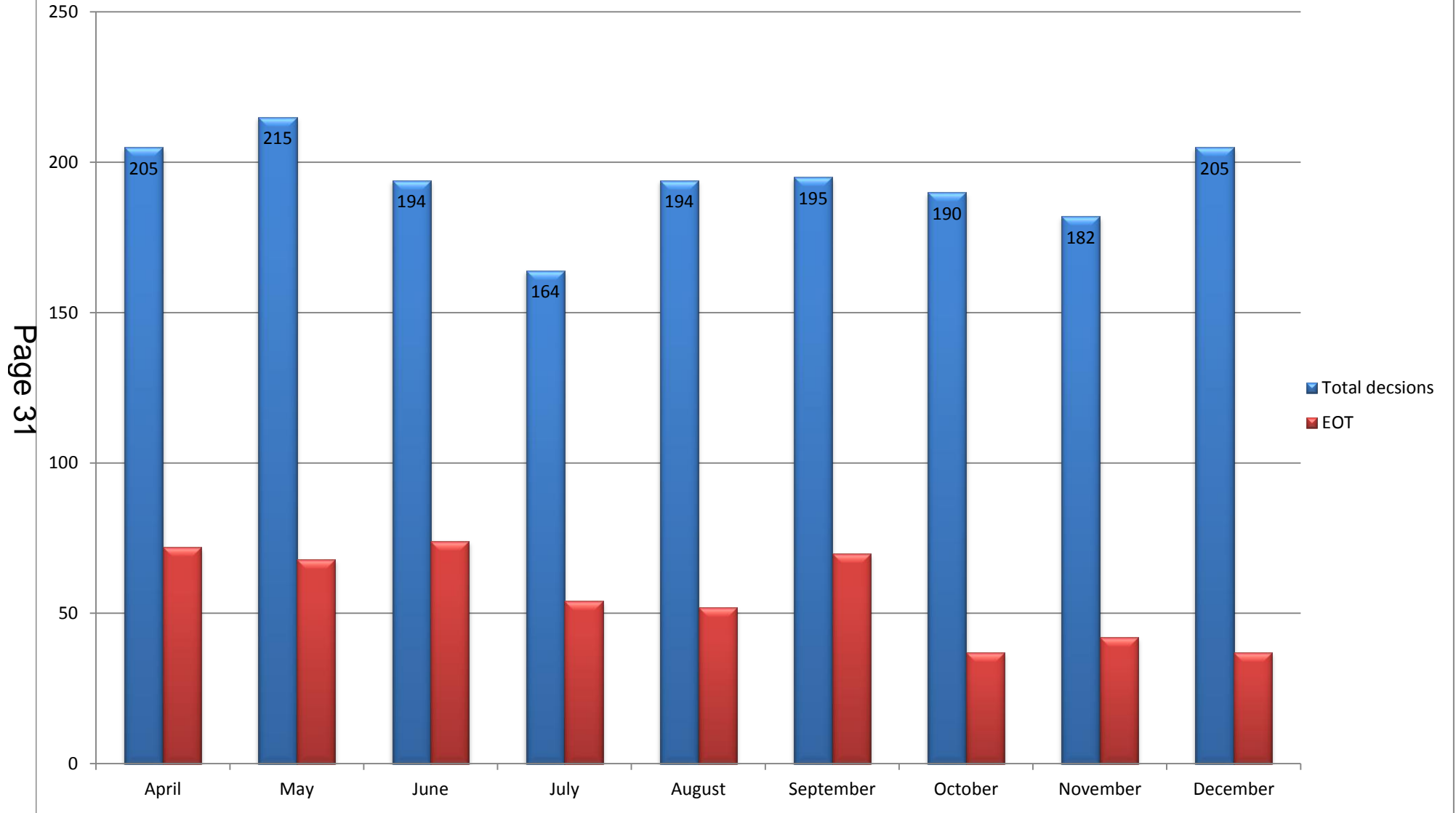
% validated within 5 working days

% validated outside 5 working days

% of applications which were invalid

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Use of EOT's against D/N's April - December



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**South Cambridgeshire District Council
Performance Against Appeals Designation 2015 - 2017**

Reference number	Officer Recommendation	Member Overturn	Appeal Decision	5 Year Land Supply	Number Of Dwellings Approved
S/0882/14/FL	Delegated Refusal	No	Appeal Allowed	No	30
S/0410/15/RM	Delegated Refusal	No	Appeal Allowed	No	285
S/0875/15/OL	Delegated Refusal	No	Appeal Allowed	Yes	30
S/2510/15/OL	Appeal Non Determination	No	Appeal Allowed	Yes	140
S/2830/15/OL	Delegated Refusal	No	Appeal Allowed	Yes	29
S/2870/15/OL	Appeal Non Determination	No	Appeal Allowed	Yes	55
S/3190/15/OL	Delegated refusal	No	Appeal Allowed	Yes	49
S/2764/16/OL	Appeal non determination	No	Appeal Allowed	Yes	58
S/0851/16/FL	Delegated refusal	No	Appeal Allowed	Yes	40
S/2791/14/OL	Delegated approval	Yes	Appeal Allowed	Yes	199
S/0291/15/FL	Delegated approval	Yes	Appeal Allowed	No	12
S/0276/15/OL	Delegated approval	Yes	Appeal Allowed	Yes	35
S/1338/15/OL	Delegated approval	Yes	Appeal Allowed	Yes	29
S/1027/16/OL	Delegated approval	Yes	Appeal Allowed	Yes	99
S/1566/16/OL	Delegated approval	Yes	Appeal Allowed	Yes	26
S/1605/16/OL	Delegated approval	Yes	Appeal Allowed	Yes	70
S/3396/16/RM	Delegated approval	Yes	Appeal Allowed	Yes	35
				Total approved	1,221
				Total approved 5 year land supply	894

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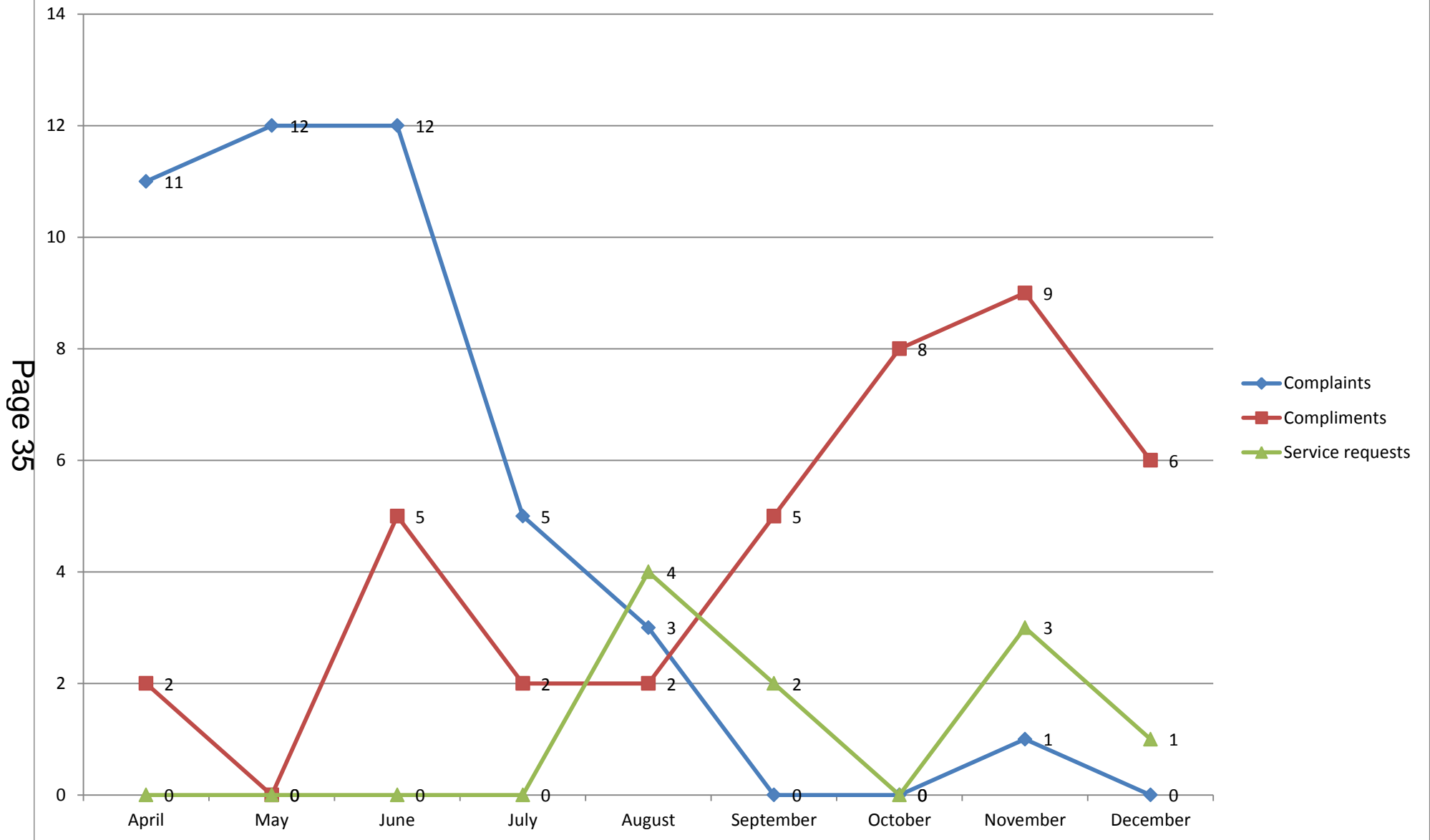
33 major appeal decisions were made in the designation period, of which 22 relate to 5 yr land supply applications

- 17 allowed, of which 14 relate to 5 yr land supply
- 14 dismissed, of which 6 relate to 5 yr land supply
- 2 withdrawn, of which 2 relate to 5 yr land supply

If the 5 yr land supply applications were taken out of the above figures, South Cambridgeshire's percentage against major appeal decisions allowed would be, 1.92%

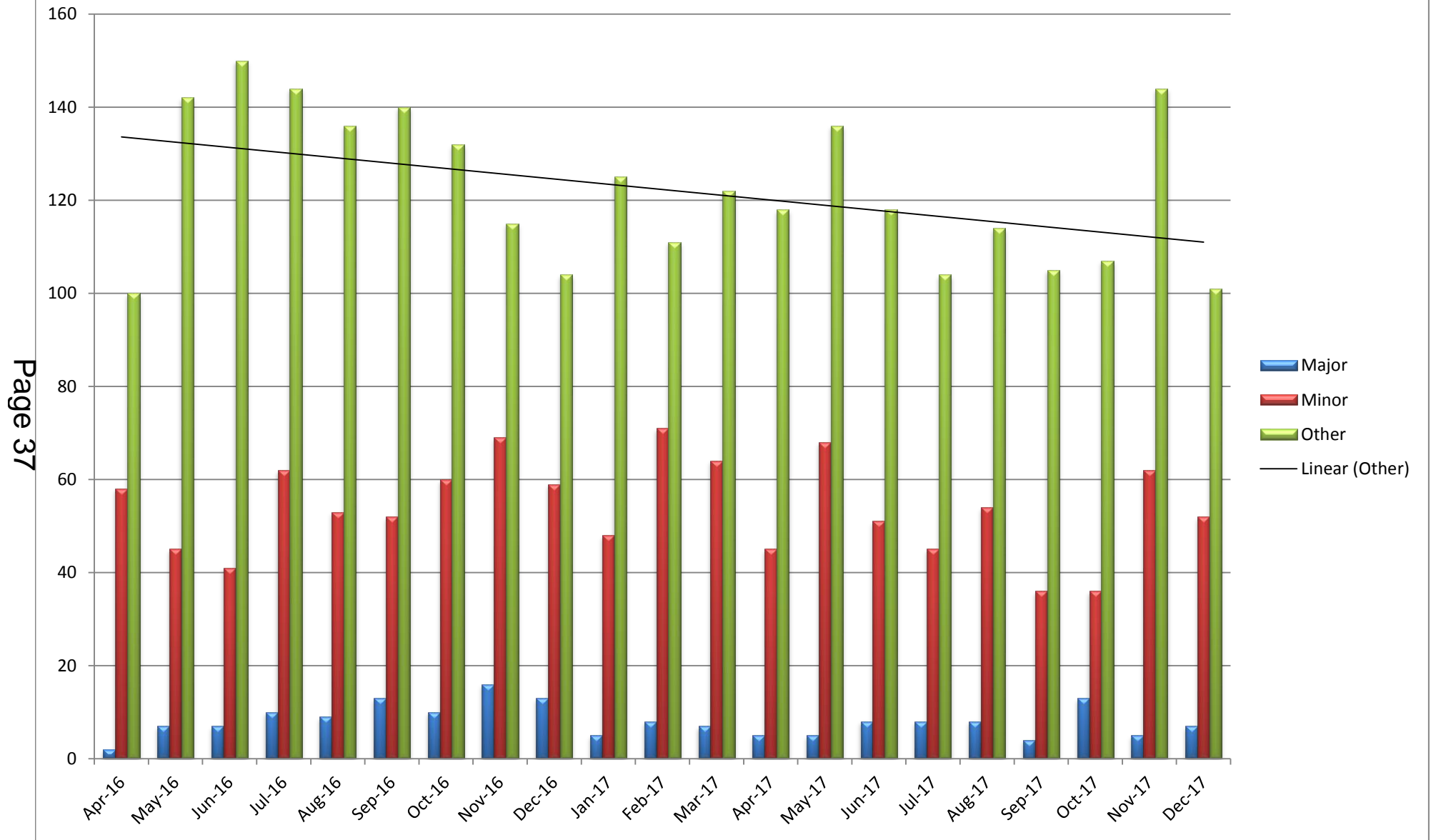
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Customer service complaints/compliments/service requests



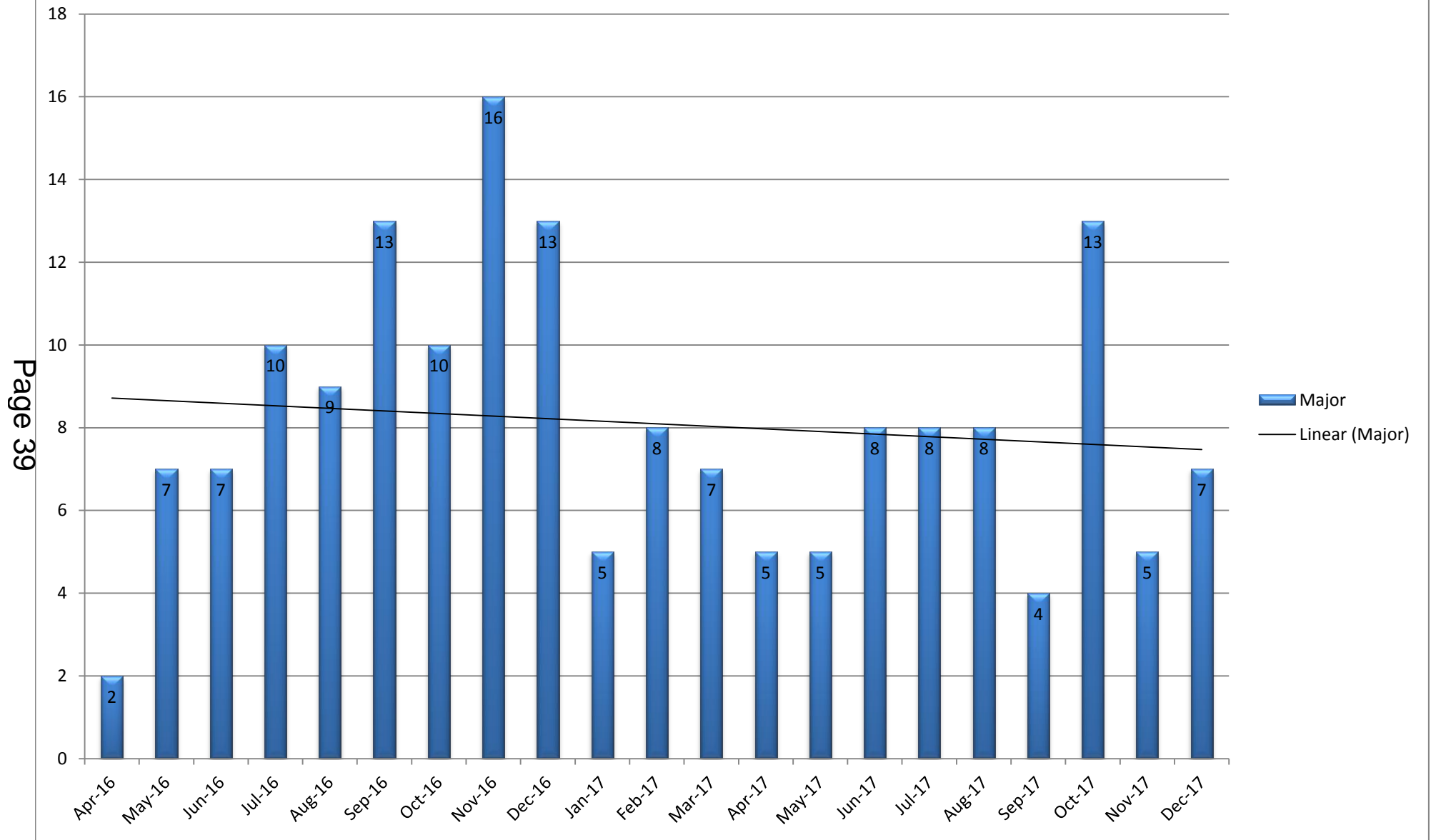
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Applications validated per month and by type



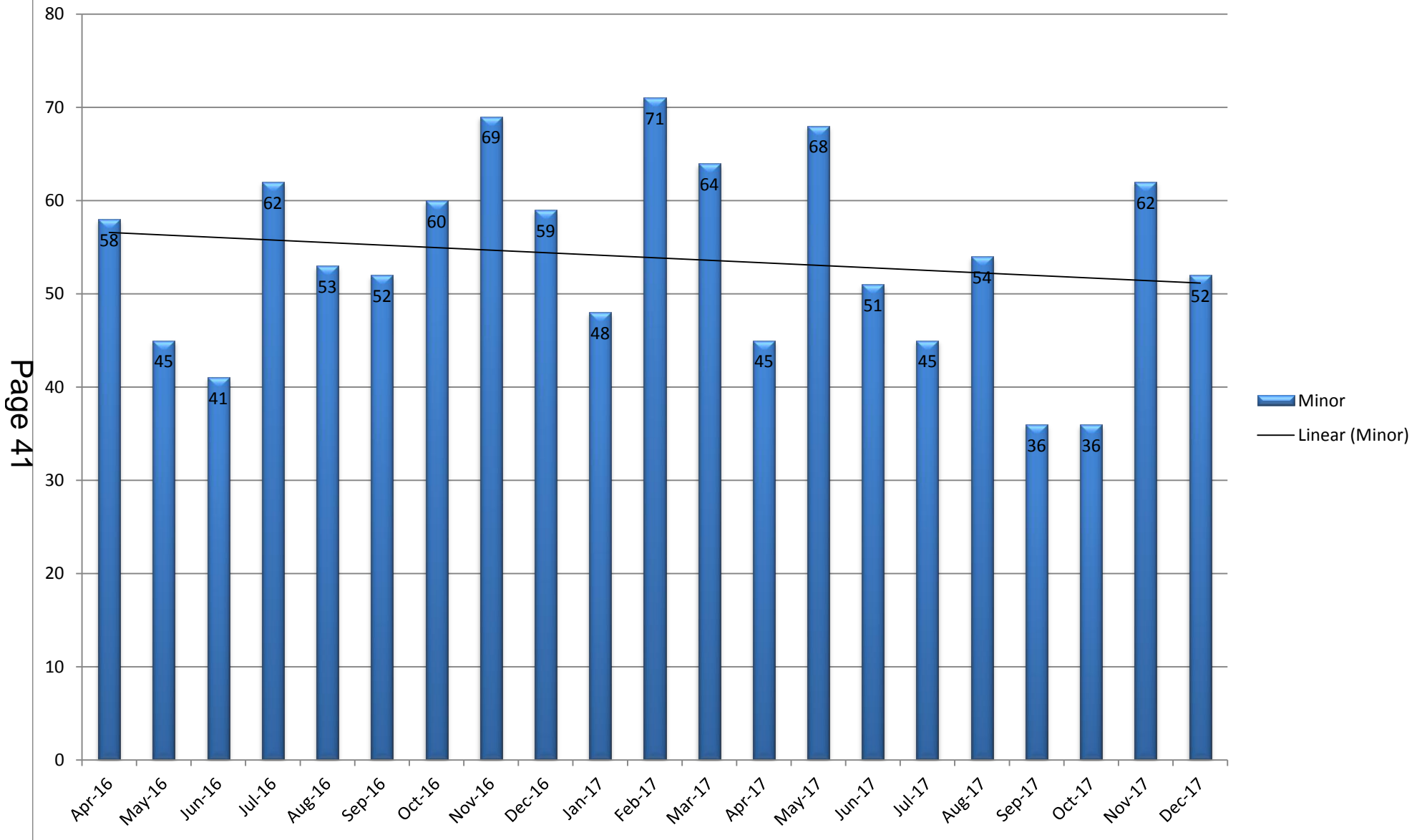
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Major applications validated per month



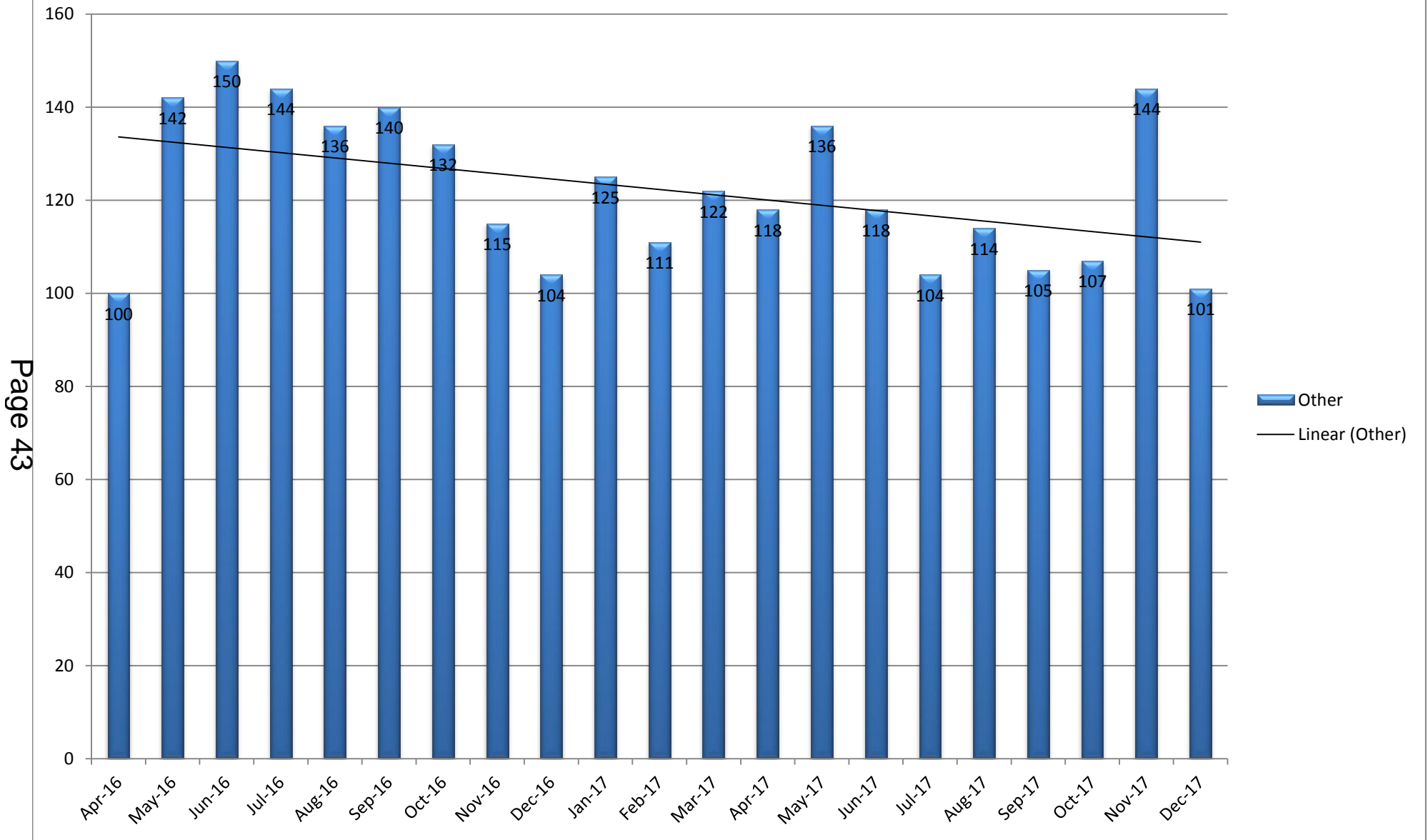
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Minor application validated per month



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Other applications validated per month



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PA Support Agency - over establishment	Head of New Communities	Head of Development Management Vacant Jane Green interim cover					Planning Policy Manager	
Growth	Consultancy Team	Team West	Team East	Trees	Enforcement	Application Support	Policy	Business Support
Growth Team Leader Vacant To be filled via agency	Consultancy Team Leader	Team Leader West	Team Leader East	Tree Officer	Enforcement Principal Officer Charlie Swain	Technical Support Team Leader	Principal Officer	Business Excellence Manager Cat Quay
Principal Officer	Principal Landscape Officer Vacant (New)	Principal Officer Vacant	Principal Officer	Tree Technician	Enforcement Officer Alistair Funge	Technical Support Assistant Team Leader	Principal Officer	Executive Support Manager Vacant
Principal Officer	Principal Urban Design Officer Vacant Back filled via agency	Principal Officer Vacant	Senior Officer		Enforcement Officer William Trotter	Technical Support Officer	Principal Officer	Executive Support Caroline O'Donoghue
Principal Officer	Principal Urban Design Officer Vacant Back filled via agency	Senior Officer Vacant Back filled via agency	Senior Officer		Enforcement Project Officer Tony Wallis (FT)	Technical Support Officer	Senior Officer	Executive Support Danielle Ansell
Principal Officer Vacant from 29/1/18 (Mat)	Lead Urban Design Project Co-ordinator	Senior Officer	Senior Officer			Technical Support Officer	Senior Officer	Executive Support Fay Read (FT)
Principal Officer	Landscape Design Consultancy Officer	Senior Officer	Senior Officer			Planning & Land Charges Technical Support Officer	Senior Officer	System Lead Support Matt Dean
Senior Officer	Assistant Landscape Officer	Planning Officer	Planning Officer			Planning & Land Charges Technical Support Officer	Planning Technician	Executive Support Agency - paid for from vacant ES manager post
Senior Officer Vacant (New)	Consultancy Officer Historic Buildings	Planning Officer	Planning Project Officer			Technical Support Officer Planning	Planning Project Officer	
Planning Officer	Consultancy Officer Historic Buildings	Planning Project Officer	Planning Project Officer			Technical Support Office	Admin Officer	
Programme Manager Vacant (To be appointment as)	Consultancy Officer Historic Buildings					Technical Support Officer		
Programme Manager Vacant (To be appointed as part of SS)	Conservation and Consultancy Officer Vacant (To be reviewed as part of SS)					Land Charges Searches		
Planning Project Officer	Ecology Officer							
	Planning Project Officer							

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Agenda Item 7



South
Cambridgeshire
District Council

REPORT TO: Scrutiny and Overview Committee

6 March 2018

LEAD OFFICER: Director Health & Environmental Services

Shared Services Performance Update

Purpose

1. To update and seek the views of Scrutiny and Overview Committee on Shared Service performance and progress.

Recommendations

2. It is recommended that Scrutiny and Overview Committee comments on and notes the performance and progress of the Shared Services.

Background

3. The Shared Services Management Board comprising Directors of SCDC, Cambridge City and Huntingdonshire DC met on 24th January 2018 to review Quarter 3 performance reports and first-draft 2018-19 Business Plans for:
 - (a) 3C ICT
 - (b) 3C Legal
 - (c) 3C Building Control
 - (d) Greater Cambridge Waste Service
 - (e) Greater Cambridge Internal Audit Service
 - (f) Greater Cambridge Planning Service
4. The Performance Reports and Business Plans will be shared with the 3C Chief Executives Board and Leaders' Joint Advisory Group before going into the formal scrutiny and decision-making processes for each of the partner Councils.

Considerations

3C ICT

5. Overall, Service performance and project delivery is improving under Shared Head of Service Paul Sumpter, with customer satisfaction above 80% in November and December 2017. Service Desk performance is also very positive, helped by the relocation of Service Desk colleagues to be more accessible and visible in the ICT section in Cambourne. There remains a predicted budget overspend of around £774k across the 3 Councils, which creates an in-year pressure for SCDC of £190k. This budget overspend is the result of over-optimistic timescales for the delivery of savings in the original Business Case.
6. A major step forward this year has been the development of an 3C ICT Strategy , "Roadmap" and revised Business Casethat sees the remainder of the 15% targeted savings delivered over a 4 year period. This reworked business case has been fed into the SCDC Medium Term Financial Plan.

7. The 3C ICT Business Plan for 2018-19 focuses on implementing key “RoadMap” priorities to deliver service efficiencies and savings against the new budget. While there are many ICT projects underway at any one time, key projects being led and delivered by 3C ICT include:
 - (a) “Council Anywhere” – standardisation of the ICT hardware used across the 3 Councils, rolling out laptops to support more flexible working. The key efficiency and savings benefits of this project will not be delivered by the ICT equipment itself, but instead must be delivered by individual Services across SCDC by reviewing and implementing changes to working practices.
 - (b) Server Consolidation Project – this will replace, update and align the server hardware and systems used across the 3 Councils, reducing costs by around £200k in 2018-19.
 - (c) Waste System. This has been successfully procured for 3 Councils and will be implemented by August 2018, replacing 2 separate legacy systems at SCDC and City, plus a system at Huntingdonshire.
 - (d) Housing System.
 - (e) Environmental Health & Licensing system.
8. 3C ICT will also be supporting development and implementation of an SCDC Digital Strategy, and implementation of a new Planning system (led by the Planning Shared Service) and Financial Management System (led by Finance teams).

3C Legal

9. 3C Legal is reporting a very positive position under the leadership of Shared Head of Service, Tom Lewis. The budget and work-demand by each Council are on or very close to target, with spend on external legal advice 12% less when compared to this same period last year. Work continues to review this external spend, with no clear pattern emerging at this time to suggest alternative ways of meeting this specialised service need. 95% of litigation cases have been won.
10. The Business Plan for 2018-19 is under development, with consultation on-going with individual Services across the 3 Councils to identify priority legal work for 2018-19.

3C Building Control

11. Improvements at 3C Building Control continue following appointment of Heather Jones as the new Head of Service in Summer 2017. There is a focus on developing the commercial awareness of staff to increase current flat income and improve market share from 54% to at least 60%. A revised Business Case is also being developed. The service is likely to overspend budget by £70k in 2017-18 due to use of agency staff to cover vacancies in Q1 plus under-recovery of income, leading to a budget pressure of £11.5k for SCDC.

Other Shared Services

12. Greater Cambridge Waste Service and Planning Services already report directly into the SCDC performance management process considered by Cabinet on 7th February. Performance data is therefore not duplicated in this report.
13. Greater Cambridge Waste Service continues to embed the major service changes delivered over the past 9 months. A comprehensive review of these service changes and lessons learned was shared with Cambridge City Council Environment Scrutiny Committee in January 2018 and SCDC Scrutiny Committee in February 2018. Both committees have welcomed the detail of this review and the positive improvements of the service to residents after such a major change.
14. The 2018-19 Business Plan will continue to embed these changes as well as complete reviews of the SCDC Street Cleansing Service, Shared Trade Waste Service, joint review of Cambridge City and SCDC waste policies, and implementation of the new shared ICT system with a focus on delivering a digital customer service and operational efficiencies.
15. Jonathan Tully has joined Greater Cambridge Internal Audit Service at the end of December 2017 as Head of Service. An external inspection of the Service against the Public Sector Internal Audit Standards is about to start and will be reported to Corporate Governance Committee. Agency staff have been brought in to help deliver the 2017-18 internal audit plan, while work on the 2018-19 plan is now underway.

Governance Review

16. Governance of Shared Services is currently being reviewed to reflect the transition of ICT, Legal, Building Control, and Internal Audit shared services from “set-up” to “business as usual”, and to streamline reporting and reduce duplication of meetings. The proposal suggests:
 - (a) adopting the “Member Board” model currently used by Greater Cambridge Waste and Planning Services and to create a Member Board for ICT as a key enabling service. Quarterly Performance Reports received by these Members Boards will go straight into partner Councils’ performance reporting processes without further oversight (other than by exception).
 - (b) All other “business-as-usual” shared services (Legal, Payroll, Internal Audit, CCTV, Home Improvement Agency) will be overseen each quarter by the Shared Service Directors’ Management Board working with each Council’s nominated Shared Services lead Councillor (Cllr Nick Wright for SCDC). Again, performance reports will go straight into Councils’ performance reporting processes.
 - (c) Creation of a Shared Service joint CExs & Leaders Board to replace the current separate meetings. This joint Board will meet twice each year to agree Business Plans (October / February) and receive the Shared Service Annual Report (June). Further meetings will be convened as business requires.

Implications

17. 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

18. Overall, an outturn budget pressure of around £300k is forecast for SCDC across the Shared Services, arising from pressures in 3C ICT (£190k), 3C Building Control (£11.5k), and Greater Cambridge Waste Service (around £100k arising from extra trucks and staffing to support service change in Q1). This pressure is predicted to be balanced-out by Service underspends across the rest of SCDC.

Risk Management

19. Each Shared Service has or is developing a Service risk register to accompany its performance reports. Overall, as a result of the appointment of key staff, the re-working of the 3C ICT Business Case and the transition of existing Shared Services to “business as usual”, risk score associated with Shared Services on the SCDC Strategic Risk Register has been reduced. This was reported to SCDC Cabinet in February 2018.

Effect on Strategic Aims

Aim 1 – An Innovative & Dynamic Organisation

20. Consolidate existing Shared Services.

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: Mike Hill – Director, Health & Environmental Services.
Telephone: (01954) 713398