



10 September 2018

To: Chairman – Councillor Grenville Chamberlain
Vice-Chairman – Councillor Brian Milnes
Members of the Scrutiny and Overview Committee – Councillors Ruth Betson,
Anna Bradnam, Dr. Martin Cahn, Sarah Cheung Johnson, Gavin Clayton,
Graham Cone, Dr. Claire Daunton, Dr. Douglas de Lacey, Bill Handley,
Peter McDonald, Dawn Percival and Eileen Wilson

Quorum: 5

There is a pre-meeting session at 5pm in the Monkfield Room, 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 **TUESDAY, 18 SEPTEMBER 2018 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

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AGENDA		PAGES
1.	Apologies To receive apologies for absence from committee members.	
2.	Declarations of Interest	
3.	Minutes of Previous Meeting To authorise the Chairman to sign the Minutes of the meeting held on 14 August 2018 as a correct record.	1 - 8

4.	Public Questions	
5.	Local Development Scheme	9 - 28
6.	2018-19 Q1 Position Statement: Performance, Finance and Risk	29 - 72
7.	Work Programme For the committee to consider its work programme; this is attached with the Council's draft Notice of Key and Non Key Decisions to be taken from October 2018.	73 - 86
8.	The role of Scrutiny Monitors	87 - 90
9.	To note the date of the next meeting Thursday 18 th October 2018 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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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Tuesday, 14 August 2018 at 6.00 p.m.

PRESENT: Councillor Grenville Chamberlain – Chairman

Councillors:	Ruth Betson	Anna Bradnam
	Nigel Cathcart	Sarah Cheung Johnson
	Graham Cone	Dr. Claire Daunton
	Dr. Douglas de Lacey	Bill Handley
	Steve Hunt	Peter McDonald
	Dawn Percival	Eileen Wilson

Councillors Sue Ellington, Neil Gough, Jose Hales, Bridget Smith, Hazel Smith and Bunty Waters were in attendance, by invitation.

Officers:	Patrick Adams	Senior Democratic Services Officer
	Alex Colyer	Executive Director
	Susan Gardner Craig	Head of People and Organisational Development
	Dawn Graham	Benefits Manager
	Bukky Gray	Senior HR Advisor
	Mike Hill	Director of Health and Environmental Services
	Kathrin John	Democratic Services Team Leader
	Stephen Kelly	Joint Director of Planning and Economic Development
	David Roberts	Principal Planning Policy Officer

1. APOLOGIES

Apologies for absence were received from Councillors Brian Milnes (Vice-Chairman), Dr. Martin Cahn and Gavin Clayton. It was noted that Councillor Steve Hunt was present as a substitute for Councillor Cahn and Councillor Nigel Cathcart was present as a substitute for Councillor Clayton.

An apology for late arrival was received from Councillor Ruth Betson.

2. DECLARATIONS OF INTEREST

None.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 12 July 2018 were agreed as a correct record of the meeting, subject to the amendment of the words Super Intendent to “Superintendent” in the third bullet point of minute no.7.

4. PUBLIC QUESTIONS

No public questions had been received.

5. IMPLEMENTATION OF UNIVERSAL CREDIT

The Benefits Manager introduced Dave Winterton and Ana Sivelli from the Department

of Work and Pensions (DWP). The Benefits Manager explained that:

- Universal Credit replaced six different benefits.
- Cambridge City and South Cambridgeshire would go live on 17 October 2018.
- Universal Credit had already been implemented in other areas, including Peterborough in November 2017, and the Council would learn from their experience.
- Payments were made in arrears, but advance payments could be made to cover the first five weeks. These would have to be paid back over 12 months.
- It was estimated that by 31/03/2019 766 residents would no longer be receiving Housing Benefit. That figure was estimated to rise to about 2,000 by March 2020.
- Recipients would be split approximately 50/50 between those who had retired and those of working age.
- Information was being communicated to residents through South Cambs Magazine, the Tenants Magazine, leaflets and social media.
- There would be a briefing for Councillors on 3 September.

During discussion, Members of the Committee raised a number of questions and comments. The Benefits Manager and DWP representatives provided responses and further background information including the following:-

(a) Improving the service

Dave Winterton explained that when Universal Credit had first been introduced, 42% of clients had not received their payments in the first 5 weeks. This was now down to 13% and was usually because the DWP was still waiting for a completed application.

(b) IT

Dave Winterton explained that computers would be free to use in the five job centres that served the District and free Wi-Fi would also be available. Staff would be at the centres to provide assistance, to those who required it. Dedicated e-mails could be set up for clients who required them. Ongoing support would also be provided.

(c) Work coaches

Dave Winterton reported that work coaches, who were front line DWP staff based in Job Centres, would be allocated to clients, if required, and would provide the support necessary with regard to their claim. It was noted that the Cambridge Job Centre had the Citizens Advice Bureau(CAB) located at their centre, which meant that CAB assistance was available to clients five days a week.

(d) Vulnerable People

Dave Winterton explained that officers would carry out home visits if necessary to support clients with claims. Whilst it was usual for the entire payment to go to one member of the household, split payments could be provided if this was considered to be more appropriate. The DWP was well aware of the implications associated with issues such as domestic violence, alcoholism, drug use and gambling.

The Chairman thanked the Benefits Manager, Dave Winterton and Ana Sivelli from the DWP for their presence and informative answers.

After the Benefits Manager had left the meeting, Councillor Jose Hales asked whether support on Universal Credit would be available in Community Hubs. It was agreed that this question should be sent to the Benefits Manager for response.

6. COMMUNITY CHEST REVIEW 2018

Councillor Jose Hales, Chairman of Grants Advisory Committee, presented this report which recommended changes to the criteria for the Community Chest grants scheme.

During discussion, the following points were raised:-

(a) Limits of total amounts to wards and parishes

Councillor Hales explained that paragraph 12(l) should be removed as it had been concluded that it was unnecessarily restrictive to set a limit on the annual amount of grants received by the size of ward. He also explained that in the Grants Advisory Committee's view community chest grants should be paid to small parishes, which could not raise sufficient funds via their precept. Further work was needed around eligibility for small parishes. Larger parish councils should not be eligible to receive community chest grants, as these should be paid from either their parish precepts or other available funds. It was suggested clarification was needed as to whether paragraph 13 (a) should refer to smaller parish meetings and "parish councils". The Director of Health and Environmental Services agreed to find out what percentage of grants had been awarded to parish councils in the past. It was noted that for these purposes, the location of the organisation determined which parish it was in, not where the activities took place.

(b) Tackling isolation and loneliness

Concern was expressed at the proposal in paragraph 12 (f) for priority to be given to community projects/activities that had a youth development focus and the importance of making available grants to other groups, such as those which tackled isolation and loneliness was emphasised. It was suggested that this criterion should be reviewed.

(c) Historic buildings

It was noted that community grants would only be awarded to historic buildings in public ownership, but concern was expressed that there was no longer any funding for historic and listed buildings in private ownership and this was having a detrimental long-term effect on those buildings.

(d) Additional funding

Councillor Hales understood the support from the Committee to tackle isolation and renovate historic building, but he explained that extra funding would be required to satisfy all these demands. He asked that the Executive consider this.

(e) Officer support

Councillor Hales explained that officers assessed each application and asked for an estimate of the total costs of the project, before it was presented to councillors.

The Chairman thanked Councillor Hales and the Director of Health and Environmental Services for their attendance and participation in the debate.

7. WATERBEACH NEW TOWN SUPPLEMENTARY PLANNING DOCUMENT (SPD)

In introducing the item, the Chairman explained that the Committee was concerned that given the size and complexity of the Waterbeach New Town SPD document and as it had not been made available to Members until 5 working days before the meeting, it had been given insufficient time to review and make a considered and informed response to Cabinet. The Committee was therefore minded to recommend Cabinet to defer consideration at its meeting on 5 September 2018. This would enable Scrutiny and Overview Committee to consider the item at its meeting on 18 September 2018. The Joint Director of Planning and Economic Development explained that if the Committee decided to defer this item, it would mean sending the report a month later to Cabinet and delaying the public consultation on the SPD. He outlined the consequences of delaying

the consultation, including the impact on determining two planning applications noting that the Council's ongoing 5 year housing land supply partly depends upon completions at Waterbeach new town from 2021/2022 onwards.

The Chairman accordingly invited the Committee to consider the Draft SPD. Comments raised by Members of on the document included the following:-

- The draft document lacked focus and did not drill down into the questions that the Council wished the consultees to respond to. There was no indication of the ultimate objective of the consultation process.
- The Foreword to the SPD indicated that there was more than one land owner and site promoter involved in the new town and that it was important that it should be delivered as a single unified development. However there was a concern to understand how the District Council could ensure that the objective of a single unified development was achieved. It was important that Members were clear about how this process would work and how the risk of disagreement between landowners/site promoters would be mitigated.
- Pages 60 – 61 of the document set out the Strategic Development Objectives, however, there was a concern that these were vague aspirational statements and were not specific targets that could be measured. For example, it was argued that the reference to “prioritisation of walking and cycling for local journeys” in objective 2 was not specific enough and should perhaps indicate that pedestrians and cyclists would have priority at every junction. The reference to “high quality, innovative and distinctive design” in objective 4 was considered to be similarly vague and did not indicate the standards expected. There was therefore a need to review the narrative in respect of the Strategic Development Objectives and make it more “hard edged”.
- The Council needed to take account of the lessons learned from the developer-led approach of the Cambourne development. Referring to the roles of new town commissions/development corporations in shaping the development of new towns in the past, the need for a masterplan for the new town with appropriate levels of enforceability, was emphasised.
- It would have been useful for the Committee to have been provided with information on the relevant policy section within the Local Plan. The relevant extract of the emerging Local Plan should therefore be made available with the consultation documents to provide context and background for consultees.
- The draft SPD was “light” in terms of references to the Transport Strategy and to the Cambridgeshire and Peterborough Combined Authority's (CPCA) infrastructure proposals. The document should include reference to the emerging transport proposals of the CPCA.
- In view of the size and complexity of the document, the Committee concurred that an executive summary should be added. The need to add the relevant extract from the emerging Local Plan was again emphasised.
- The point about learning from the developer-led approach at Cambourne was reiterated and reference was made to the need to ensure that there were enforceable timescales for developer compliance.
- Some of the wording in the document was felt to be “woolly” (for example the section relating to Play Space on page 99).
- A covering document should be added to the SPD which provided information about the purpose of the consultation and greater direction on the areas upon which consultees were being invited to comment.

Officers responded to the points raised by Members as follows:-

(a) Emerging Local Plan

In response to concerns that the SPD alone would not guarantee that the developers delivered its aspirations, the Principal Planning Officer explained that the Council's planning policies were included in the Local Plan. The SPD would sit alongside the Local Plan Policy for the new town in guiding the Planning Committee when it was determining any planning applications relating to this development. The Joint Director of Planning and Economic Development further explained that the Section 106 agreement would put legally enforceable obligations on the developers.

(b) Further consultation

In response to comments that the consultation process needed to be clarified the Principal Planning Officer explained the proposal to hold public exhibitions and to engage with the County Council and other stakeholders. The SPD would be reviewed following consultation with residents and stakeholders and would then be resubmitted for Member consideration.

(c) Learning from previous developments

In respect of the comments regarding previous developments and the need for developers to build the new town in accordance with the agreed plan and to ensure that community facilities were provided by the developers in a timely way, the Joint Director of Planning and Economic Development explained that the Council had gained experience from previous developments such as Cambourne and Northstowe. He also commented that the SPD would not operate in isolation and would sit alongside design codes and other planning guidance.

(d) Section 106 Agreements

The Joint Director of Planning and Economic Development explained that the purpose of the Section 106 Agreement would be to ensure that facilities were provided according to a set timescale. This was not the primary purpose of the SPD.

(e) Providing a summary

The Joint Director of Planning and Economic Development acknowledged that it would be helpful to add an executive summary that also explained the purpose of the consultation and how it related to the local plan. He further accepted that it would have been useful if the Committee had been provided with guidance on how the SPD related to the policies in the emerging Local Plan.

(f) Working with landowners and developers

With reference to the challenges of achieving the objective of "a single unified development" the Joint Director of Planning and Economic Development explained that it was not unusual for there to be more than one landowner for major developments. The onus was on the two developers to demonstrate how they would deliver the project.

(g) Transport Strategy

The Joint Director of Planning and Economic Development observed that some elements of the Cambridgeshire and Peterborough Combined Authority's (CPCA) Transport Strategy were still evolving but indicated that reference could be made in the consultation documentation to the CPCA's emerging transport proposals.

The Environmental Services and Licensing Portfolio Holder, who was in attendance at the meeting, reflected that the Committee's views appeared to fall into two categories – comments on the content of the SPD itself and comments on the consultation process. Based on the discussion, it was apparent that the Committee felt that the proposals for consultation were not clear and that in order to ensure that meaningful responses were received, it would be important to provide information on the background and context to the consultation and to consider possibly narrowing down the scope for comments or at

least highlighting the main areas upon which the Council was inviting responses from consultees.

Given the advice of the Joint Director of Planning and Economic Development on the impact of deferring consideration of the SPD, the Committee reflected on options for submitting comments to the Cabinet on 5 September 2018. A proposal to authorise a small group of Committee members to work up a response was not supported on the basis that this would not necessarily reflect the views of the whole Committee. Instead it was suggested that Members should provide comments to the Principal Planning Officer individually.

At the conclusion of the debate, the Chairman summarised the comments of the Committee as follows:-

- Given the size of the document and the limited time it was made available to Members before the meeting, the Committee had been given insufficient time to review and make a considered and informed collective response to Cabinet upon the Waterbeach New Town Draft SPD.
- In the circumstances the Committee would have welcomed the opportunity to have recommended that Cabinet defer consideration at its meeting on 5 September 2018 so that Scrutiny and Overview Committee could have given more in depth consideration to the document, provided a co-ordinated response and made recommendations to inform decision making at Cabinet.
- Given the advice of the Joint Director of Planning and Economic Development on the impact of deferring consideration and delaying the public consultation exercise, the Committee had reluctantly concluded that, on this occasion, it had no option but to invite its Members to submit their comments on the Draft SPD individually with the intention that the responses (including those expressed at the meeting) be collated; that planning officers provide responses to Members' comments and that a schedule of comments and responses be submitted to Cabinet on 5 September 2018 for consideration alongside the item.
- The Committee had agreed that there was a need to add a covering document which provided background and context to the purpose and objectives of the consultation; referred to the relevant section of the emerging Local Plan and highlighted the areas upon which consultees were being invited to comment.
- Noting that the Scrutiny and Overview Committee would receive a further report following the conclusion of the consultation process, Members requested that the report be published in good time to allow proper review and consideration by the Committee.

The Chairman thanked the Joint Director of Planning and Economic Development and the Principal Planning Policy Officer for their informative answers.

8. WORK PROGRAMME

The Chairman presented this item on the Committee's Work Programme for 2018/19.

Barriers to Council Procurement from SMEs (Small and Medium sized Enterprises) Task and Finish Group

Members noted that it was hoped to arrange the first meeting of this group between 20

and 28 September 2018.

Recruitment and Retention Task and Finish Group

Councillors Grenville Chamberlain, Sarah Cheung-Johnson, Douglas de Lacey, Dawn Percival and Eileen Wilson volunteered to serve on this Group.

Crime in Rural Areas Task and Finish Group

Councillors Anna Bradnam, Claire Daunton, Bill Handley and Peter McDonald volunteered to serve on this Group. The Director of Health and Environmental Services stated that he would ask Inspector Paul Rogerson to support this Group.

It was agreed that the proposed Task and Finish Group on Gypsy and Travellers should be formed at a later date, to ensure that the Committee gave this subject sufficient time and resources.

Concerns were expressed regarding the size of the 247 page agenda. It was noted that reports were published five clear working days before the date of the Committee meeting in accordance with statutory requirements. It was explained that it would be difficult to bring forward publication dates, However officers had taken on board the concerns expressed by the Committee at the need for adequate time to read papers and consideration would be given to whether information could be presented in alternative formats, for example by way of briefings, where appropriate.

9. MONITORING THE EXECUTIVE

It was agreed that the role of Scrutiny Monitors should be reviewed at the next meeting of the Committee.

10. TO NOTE THE DATE OF THE NEXT MEETING

The Committee noted that its next meeting would take place on Tuesday 18 September 2018 at 6pm.

The Meeting ended at 8.10 p.m.

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Agenda Item 5



**South
Cambridgeshire
District Council**

REPORT TO: Scrutiny and Overview Committee
Cabinet

18 September 2018
3 October 2018

LEAD OFFICER: Joint Director for Planning and Economic Development Cambridge
and South Cambridgeshire

Local Development Scheme

Purpose

1. The purpose of this report is to agree a new Local Development Scheme (LDS) for Greater Cambridge, as it applies to South Cambridgeshire, to guide the preparation of a new jointly prepared Local Plan for Greater Cambridge and a jointly prepared Cambridge Northern Fringe Area Action Plan.
2. This is a key decision because it is significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority. It was first published in the August 2018 Forward Plan.

Recommendations

3. That the Scrutiny and Overview Committee recommends to Cabinet that:
 - (a) the new Local Development Scheme for Greater Cambridge, prepared joint with Cambridge City Council, set out in Appendix 1 is adopted, which confirms the intention to prepare:
 - (i) a joint Local Plan for Greater Cambridge, comprising the administrative areas of both Councils,
 - (ii) a joint Cambridge Northern Fringe Area Action Plan, for the area shown in the Local Development Scheme at Appendix 1, which, when adopted, will form part of the development plan for Greater Cambridge; both prepared under section 28 of the Planning and Compulsory Purchase Act with separate democratic processes to agree both plans, informed by a joint member advisory group;
 - (b) the Joint Director of Planning and Economic Development is granted delegated authority, in liaison with the Deputy Leader, to make any editing changes identified prior to publication.

Reasons for Recommendations

4. The Planning and Compulsory Purchase Act 2004 (as amended) requires that Local Planning Authorities must prepare and maintain a Local Development Scheme (LDS). The new LDS provides information on the documents that the Councils intend to produce to form their planning policy framework and sets out the timetable for their production.

5. In the context of the Greater Cambridge area, the new Local Development Scheme sets out the broad timetable for the preparation of a new joint Local Plan for Greater Cambridge and a Cambridge Northern Fringe Area Action Plan (CNF AAP). This will replace the adopted LDS of Cambridge City Council (November 2015) and South Cambridgeshire District Council (December 2016). Overall the LDS is designed to help the local community and all our partners interested in development and the use of land and buildings in Greater Cambridge to understand what plans the Councils have and intend to produce.

Joint Greater Cambridge Local Plan

6. The Councils have previously committed to start work on a joint Local Plan in 2019 as part of the City Deal agreement with Government established in 2013. The Councils' new Local Plans both include a policy which makes a commitment to an early review of those Plans. The policies are for a new Local Plan to be prepared jointly by Cambridge and South Cambridgeshire Councils for their combined districts (Greater Cambridge) and include a timetable for this review, to commence before the end of 2019 and with submission to the Secretary of State for examination anticipated by the end of summer 2022.
7. A programme for all key stages in the preparation of the joint Greater Cambridge Local Plan is included in the LDS to meet this timetable. Early scoping of the issues and approach, including the preparation of evidence will commence in the coming months. This will include responding to the newly published National Planning Policy Framework (24 July 2018), and emerging strategic planning and economic work, for example the Cambridgeshire and Peterborough Independent Economic Review (CPIER), the Mayor's Non-Statutory Spatial Strategy, continued requirements around housing and employment growth delivery, and protection of the special character of Cambridge and the surrounding rural areas.

Governance

8. The Councils need to decide the governance arrangements for agreeing the joint Local Plan. If a joint committee were to be proposed, this would need to be stated in the LDS, however this is not the preferred approach to preparing these plans (see Options section of this report). The proposed approach is the same as taken in the past for joint Area Action Plans for the Cambridge fringe sites whereby the Councils agreed, utilising section 28 of the Planning and Compulsory Purchase Act, to prepare joint plans and undertook separate democratic processes to agree the plans, including respective Full Council meetings. This process was informed and coordinated by use of a non-decision making Member group, the Joint Strategic Transport and Spatial Planning Group, comprising three members of each local planning authority and also the County Council as transport authority. This approach has proved effective in preparing a number of joint statutory plans over recent rounds of plan making. It is also the approach taken by the Councils in preparing the separate but aligned new Local Plans recently found sound. It has the advantage of engaging the wider membership of the Council in plan making, as key decisions on preparing a statutory plan lie with full Council. Whilst this approach has an inherent risk that the Councils could seek to prepare a joint plan but fail to reach agreement through separate Member processes, this has not proved to be a significant barrier to joint plan making in the past.

Cambridge Northern Fringe Area Action Plan (CNF AAP)

9. The new Local Plans both include a policy allocating an area of land on the northern fringe of Cambridge to enable the creation of a revitalised, employment focussed area centred on the new transport interchange created by Cambridge North Station. Policy SS/4 of the new South Cambridgeshire Local Plan says that “the amount of development, site capacity, viability, timescales and phasing of development will be established through the preparation of an Area Action Plan (AAP) for the site. The AAP will be developed jointly between South Cambridgeshire District Council and Cambridge City Council, and will involve close collaborative working with Cambridgeshire County Council, Anglian Water and other stakeholders in the area. The final boundaries of land that the joint AAP will consider will be determined by the AAP”.
10. Since the start of the Local Plan examinations, the Combined Authority submitted a Housing Infrastructure Fund (HIF) bid for funding, working with Cambridge City Council, Anglian Water and other partners for the relocation of the Cambridge Water Recycling Centre, to enable comprehensive redevelopment of the site. In March 2018, the Government announced that the bid had been shortlisted and work is currently in progress to further develop the bid. A decision is expected early in the new year. A successful HIF bid would facilitate relocation of the Water Treatment Works and a significant regeneration opportunity to redevelop this major brownfield site and would be a key part of demonstrating delivery of the Local Plan allocations. In turn, an advanced AAP will be an important part in parallel with the HIF bid in shaping development on this site.
11. A timetable for the AAP has been prepared, with a programme that reflects the timetable and subsequent planning process that would result from the HIF bid. Note that there would be a hiatus between the Councils agreeing the Proposed Submission AAP for consultation and actually undertaking the consultation. It would only be appropriate for consultation to proceed following a successful granting of permission for relocation of the Water Recycling Centre, which would be necessary to demonstrate deliverability of the AAP proposals. The relocation of the Water Recycling Centre would follow a process separate from preparation of the AAP.
12. The preparation of a new Local Development Scheme requires the area to be covered by the AAP to be confirmed. The Local Development Schemes of each Council have included an intention to prepare an Area Action Plan for Cambridge Northern Fringe East since 2014. The earlier Issues and Options consultation for the AAP in 2014 consulted on extending the boundary to include Cambridge Science Park. A decision was made to pause work on the AAP following that consultation and no decision was made on the appropriate boundary. New evidence now available in the Ely to Cambridge A10 Transport Study identifies significant capacity issues in the network in the vicinity of Cambridge Northern Fringe East such that it will be necessary to consider such that a comprehensive approach to managing the future of the Cambridge Science Park together with the CNF area identified in the Local Plans is required to ensure best use is made of land in this area having regard to the constraints of the current transport network. It is therefore proposed that the Area Action Plan will be prepared for both the CNF area and the Cambridge Science Park (see Annex 1 of the LDS at Appendix 1 of this report. It is proposed that the proposed extent of the AAP forms part of the proposed Issues and Options consultation and the Councils make a decision in the light of comments received.

13. In order to make clear that the Area Action Plan comprises a wider area than the Cambridge Northern Fringe East policies in the Local Plans, and to simplify the title, it is proposed to update the name of the Area Action Plan to Cambridge Northern Fringe.

Governance

14. It is proposed that similar governance issues apply to the AAP, and a similar approach to preparation of the joint Local Plan is proposed, with separate Member processes, informed by a non-decision making joint Member group.

Considerations

15. The proposed new Local Development Scheme is attached at Appendix A.
16. The Local Development Scheme includes the proposed timetable for the preparation of the Greater Cambridge Local Plan, and the Cambridge Northern Fringe Area Action Plan, both to be jointly prepared with Cambridge City Council.
17. The South Cambridgeshire Local Plan 2018 identifies a number of Supplementary Planning Documents to be prepared to guide the implementation of new policies. It is not required that the timetables for SPD are included within the LDS. Detailed information on these matters will be published on the Council's website as it becomes available.
18. The list of Neighbourhood Areas and Forums designated in the Greater Cambridge Area has been updated.

Options

19. **To agree the proposed Local Development Scheme as drafted** – this option is recommended, as it will meet the requirement to undertake an early review of the new Local Plans in South Cambridgeshire and Cambridge in accordance with the Inspectors' Report, and ensure progress in the delivery of the Cambridge Northern Fringe Area Action Plan.
20. **To agree the proposed Local Development Scheme with amendments** – Possible amendments could include an alternative approach to governance of either or both proposed DPDs would be the creation of a joint committee to be the local planning authority for plan making purposes under section 29 of the Planning and Compulsory Purchase Act 2004. The specific purpose of a Joint Committee set up under Section 29 of the 2004 Act is to bring the County Council into plan making at the local level. District Councils can formally agree to produce joint plans under the provisions of Section 28 of the Act without the need for County Council involvement. A section 29 committee must be made by order by the Secretary of State (and would only be dissolved by the SOS) and would specify the area covered by the committee and the matters it would cover. In making such an order the Secretary of State has a wide discretion to include in the order any additional provisions which he considers necessary or expedient to facilitate the joint committee exercising its functions. The Councils established a section 29 committee for plan making (with the County Council) around ten years ago at the request of DCLG as part of an arrangement whereby funding was provided to Cambridgeshire Horizons, but in the event did not use it and it was subsequently dissolved. A section 29 committee would have the advantage of ensuring an agreed joint plan is prepared. However, it could result in the wider membership not feeling engaged in plan making and would share responsibility

for agreeing the Local Plan with others. Depending how it was established, a S29 committee could mean that an individual council may not retain control over the joint plan prepared, and the parent authorities may therefore only be able to make representations on the plans prepared by the Section 29 Committee rather than directly control the plan prepared. This option is not recommended.

21. **To reject the proposed Local Development Scheme** – this option is not recommended as it would introduce delay in bringing forward a jointly prepared Local Plan for Greater Cambridge, to which the Council has committed and in the preparation of the Cambridge Northern Fringe Area Action Plan.

Implications

22. 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

23. The preparation of the joint Local Plan and Cambridge Northern Fringe AAP, including preparation of evidence documents, have been included in planned budgets.

Legal

24. The legal implications of preparing these statutory plans has been considered in the writing of this report.

Staffing

25. Currently anticipated to be within current budgets. This will be kept under review alongside other work priorities and as part of the Greater Cambridge Shared Planning Service Phase 2.

Risk Management

26. These plans identified in the LDS are key corporate priorities and will be monitored against the timetable set out in the LDS.

Equality and Diversity

27. These plans identified in the LDS will each require an Equalities Assessment to be undertaken as part of their preparation.

Climate Change

28. These plans will each need to ensure they plan for climate compatible development.

Consultation responses

29. None.

Effect on Strategic Aims

A. LIVING WELL Support our communities to remain in good health whilst continuing to protect the natural and built environment

30. The commitment by the Council to prepare plans for the district is a good means of ensuring that the quality of life of its residents and their environs is protected and enhanced into future years.

B. HOMES FOR OUR FUTURE

Secure the delivery of a wide range of housing to meet the needs of existing and future communities

31. The Local Plan aims to support delivery of new homes to meet identified needs. The CNF AAP will give consideration to the potential for accelerating delivery of housing on a major regeneration site within the urban area of Cambridge within both districts.

C. CONNECTED COMMUNITIES

Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity

32. Preparing development plans for the district means transport and digital infrastructure can be appropriately planned to accommodate growth.

D. AN INNOVATIVE AND DYNAMIC ORGANISATION

Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost

The LDS provides clear information about future plan making.

Appendices

Appendix A: Greater Cambridge Local Development Scheme (2018)

Report Author: Caroline Hunt – Planning Policy Manager
Telephone: (01954) 713196

Greater Cambridge

**(Cambridge
and
South Cambridgeshire)**

Local Development Scheme

October 2018



This LDS was approved by:

(To be completed)

Introduction

1. The Planning and Compulsory Purchase Act 2004 (as amended) requires that Local Planning Authorities must prepare and maintain a Local Development Scheme (LDS). This LDS provides information on the documents that the Councils intend to produce to form their planning policy framework and sets out the timetable for their production.
2. The LDS is designed to help the local community and all our partners interested in development and the use of land and buildings in Greater Cambridge to understand what plans the Councils have and intend to produce.
3. Cambridge City Council and South Cambridgeshire District Council ("the Councils") have committed to work together to prepare a new Local Plan for Greater Cambridge. They have also committed to prepare jointly an Area Action Plan for Cambridge Northern Fringe. This LDS is therefore prepared and agreed jointly by both Local Planning Authorities.

What are the current adopted Development Plan Documents?

(Note : This section is drafted on the basis that the Councils will each adopt the Local Plans recently found sound following independent examination. The Cambridge Local Plan will be considered at Planning and Transport Scrutiny on 2 October and a full Council meeting on 18 October. The South Cambridgeshire Local Plan will be considered at a Special Cabinet meeting on 24 September and a full Council meeting on 27 September.)

4. The Councils have prepared a number of Development Plan Documents (DPDs) jointly or in parallel in recent years. The Development Plan for both authorities currently consists of the documents set out in the table below:

Cambridge City Council	South Cambridgeshire District Council
Cambridge Local Plan (October 2018)	South Cambridgeshire Local Plan (September 2018)
	The Northstowe Area Action Plan (2007) (excluding Policy NS/3 (1g))
	Cambridge Southern Fringe Area Action Plan (2008)
Jointly prepared Area Action Plans	
Cambridge East Area Action Plan (February 2008) (excluding Policies CE/3 and CE/35)	
North West Cambridge Area Action Plan (October 2009)	
Documents prepared by Cambridgeshire County Council which apply to the Greater Cambridge area	
Cambridgeshire and Peterborough Minerals and Waste Core Strategy & Proposals Map C (July 2011)	
Site Specific Proposals Plan, Proposals Map A: Minerals Transport Zones and Proposals Map B: Waste (February 2012)	

5. Decisions on planning applications are to be taken in line with the policies of the above development plan documents unless there are significant matters ('material considerations') that indicate otherwise.

What new Development Plan Documents are to be prepared?

Greater Cambridge Local Plan

6. The Councils have previously committed to start work on a joint Local Plan in 2019 as part of the City Deal agreement with Government established in 2013. The Councils' new Local Plans both include a policy which makes a commitment to an early review of those Plans. The policies are for a new Local Plan to be prepared jointly by Cambridge and South Cambridgeshire Councils for their combined districts (Greater Cambridge) and include a timetable for this review, to commence before the end of 2019 and with submission to the Secretary of State for examination anticipated by the end of summer 2022. A timetable for all key stages in the preparation of the joint Greater Cambridge Local Plan is included below.
7. The National Planning Policy Framework (NPPF) was published in July 2018 and continues to include a strong expectation that Local Authorities will prepare plans which positively seek opportunities to meet the development needs of their area, and that are sufficiently flexible to adapt to rapid change. Strategic policies should set out an overall strategy for the pattern, scale and quality of development, and make sufficient provision for a number of key land uses. These are housing (including affordable housing), employment, retail, leisure and other commercial development, infrastructure for transport and other key utilities, community facilities, and the conservation and enhancement of the natural, built and historic environment.

Cambridge Northern Fringe Area Action Plan

8. The new Local Plans both include a policy allocating an area of land on the northern fringe of Cambridge to enable the creation of a revitalised, employment focussed area centred on the new transport interchange created by Cambridge North Station. The policies say that "the amount of development, site capacity, viability, timescales and phasing of development will be established through the preparation of an Area Action Plan (AAP) for the site. The AAP will be developed jointly between South Cambridgeshire District Council and Cambridge City Council, and will involve close collaborative working with Cambridgeshire County Council, Anglian Water and other stakeholders in the area. The final boundaries of land that the joint AAP will consider will be determined by the AAP".
9. Since the start of the Local Plan examinations, the Combined Authority submitted a Housing Infrastructure Fund (HIF) bid for funding, working with Cambridge City Council, Anglian Water and other partners for the relocation of the Cambridge Water Recycling Centre, to enable comprehensive redevelopment of the site. In March 2018, the Government announced that the bid had been shortlisted and work is currently in progress to further develop the bid. A decision is expected early in the new year. A successful HIF bid would facilitate relocation of the Water Treatment Works and a significant regeneration opportunity to redevelop this major brownfield site and would be a key part of demonstrating delivery of the Local Plan allocations.
10. A timetable for the AAP has been prepared, with a programme that reflects the timetable and subsequent planning process that would result from the HIF bid. Note that there would be a hiatus between the Councils agreeing the Proposed Submission AAP for consultation and actually undertaking the consultation. It would

only be appropriate for consultation to proceed following a successful granting of permission for relocation of the Water Recycling Centre, which would be necessary to demonstrate deliverability of the AAP proposals.

11. The preparation of a new Local Development Scheme requires the area to be covered by the AAP to be confirmed. The Local Development Schemes of each Council have included an intention to prepare an Area Action Plan for Cambridge Northern Fringe East since 2014. The earlier Issues and Options consultation for the AAP in 2014 consulted on extending the boundary to include Cambridge Science Park. A decision was made to pause work on the AAP following that consultation and no decision was made on the appropriate boundary. New evidence now available in the Ely to Cambridge A10 Transport Study identifies significant capacity issues in the network in the vicinity of Cambridge Northern Fringe East such that it will be necessary to consider such that a comprehensive approach to managing the future of the Cambridge Science Park together with the CNF area identified in the Local Plans is required to ensure best use is made of land in this area having regard to the constraints of the current transport network. It is therefore proposed that the Area Action Plan will be prepared which includes both the CNF area and the Cambridge Science Park (see Annex 1). This approach will form part of the proposed Issues and Options consultation and the Councils will reach a decision as to the extent of the AAP area in light of that consultation process.
12. In order to make clear that the Area Action Plan comprises a wider area than the Cambridge Northern Fringe East policies in the Local Plans, and to simplify the title, it is proposed to update the name of the Area Action Plan to Cambridge Northern Fringe.

Development Plan Documents to be produced

Document title	Subject matter and geographical area	Chain of Conformity	Consultation	Publication of Proposed Submission DPD and public consultation	Submission and Examination of DPD	Adoption and publication of DPD	Policies it will Replace*
Greater Cambridge Local Plan	Includes the Vision, Objectives and Spatial Development Strategy and policies for Greater Cambridge Prepared for the whole of the administrative areas covered by Cambridge City Council and South Cambridgeshire District Council.	Conformity with the NPPF	Issues and Options (Reg 18) Autumn 2019 Draft Plan Consultation (Reg 18) Autumn 2020	Proposed Submission Consultation (Reg 19) Autumn 2021	Submission to Secretary of State for independent Examination (Reg 22) Summer 2022	Subject to progress of independent Examination Adoption Summer 2023	Policies contained within the Cambridge Local Plan (2018) and the South Cambridgeshire Local Plan (2018)

Document title	Subject matter and geographical area	Chain of Conformity	Consultation	Publication of Proposed Submission DPD and public consultation	Submission and Examination of DPD	Adoption and publication of DPD	Policies it will Replace*
Cambridge Northern Fringe Area Action Plan	Vision and planning framework to ensure the coordination of development in the Cambridge Northern Fringe East development site and the Cambridge Science Park (see map at Appendix 1)	Conformity with the NPPF Compatibility with the adopted Cambridgeshire and Peterborough Minerals and Waste Core Strategy (July 2011) and Site Specific Proposals Plan (February 2012) Development Plan Documents	Issues and Options 2 (Reg 18) Spring 2019 Draft Area Action Plan (Reg 18) Winter / 2020	Proposed Submission Consultation (Reg 19) Spring 2021	Submission to Secretary of State for independent Examination (Reg 22) Summer 2021	Subject to progress of independent Examination Adoption Summer 2022	Policy 15 of the Cambridge Local Plan (2018) Policy SS/4 of the South Cambridgeshire Local Plan (2018)

* Note: The policy numbers quoted are from the new Local Plans as submitted and will be updated as necessary once the Local Plans are adopted.

Neighbourhood Planning

13. Local communities have the power to influence the future of the places they live and work by preparing neighbourhood plans. Neighbourhood plans are led and prepared by the community, not the Council, although the Council has a statutory role to provide advice and support to those producing a plan. When a neighbourhood plan is passed by an independent examiner and a local referendum, the Council must adopt it as part of its development plan framework and take it into account when it makes decisions on planning applications in the area, alongside other adopted development plan documents.
14. As neighbourhood plans are not prepared by the Council and their timetables are dependent on the progress made by the community, it is not appropriate to include them in the list of documents in this LDS.
15. The following neighbourhood forums and areas have been approved as at end of August 2018.

Cambridge

16. Within Cambridge City there is one designated neighbourhood area and its associated neighbourhood forum:
 - South Newnham – approved in March 2017.
17. There is a neighbourhood planning page on the Cambridge City website - <https://www.cambridge.gov.uk/neighbourhood-planning>

South Cambridgeshire

18. There are eighteen designated neighbourhood areas in South Cambridgeshire as at the end of August 2018. In chronological order these are:
 - Linton and Hildersham (designated jointly) – these two parishes have joined together to form a single neighbourhood area that was approved in May 2014
 - Histon and Impington (part of the parish excluded) – this covers the area of the two parishes to the north of the A14 and was approved in September 2014
 - Gamlingay – this covers the parish and was approved in February 2015
 - Waterbeach – this covers the parish and was approved in August 2015
 - Cottenham - this covers the parish and was approved in November 2015
 - Foxton - this covers the parish and was approved in November 2015.
 - West Wickham - this covers the parish and was approved in November 2015
 - Melbourn – this covers the parish and was approved in May 2016
 - Whittlesford – this covers the parish and was approved in August 2016
 - Great Abington Former Land Settlement Association Estate – this covers the former Land Settlement Association estate, which only forms part of the parish of Great Abington and was approved in September 2016
 - Stapleford and Great Shelford – this two parishes have joined together to form a single neighbourhood area that was approved in November 2016
 - Swavesey – this covers the parish and was approved in November 2016
 - Thriplow – this covers the parish and was approved in August 2017
 - Bassingbourn-cum-Kneesworth – this covers the parish and was approved in December 2017
 - Pampisford – this covers the parish and was approved in March 2018
 - Sawston – this covers the parish and was approved in June 2018

- Babraham – this covers the parish and was approved in June 2018
 - Fulbourn – this covers the parish and was approved in August 2018.
19. There were no Neighbourhood Plans ‘made’ within South Cambridgeshire as of end of August 2018.
20. The Great Abington Former Land Settlement Association Neighbourhood Plan was being considered at independent examination as of August 2018.
21. For further information on Neighbourhood Planning, including the current status of the neighbourhood forums and plans being prepared, there are Neighbourhood Planning pages on the South Cambridgeshire District Council’s website which provide more information about the progress of each neighbourhood plan - www.scambs.gov.uk/neighbourhood-plans.

Supporting evidence and other planning documents

22. Whilst not forming part of the Local Plan, the councils have produced other supporting documents to aid in the preparation or implementation of Local Plan policies:
- A detailed evidence base
 - Statement of Community Involvement
 - Sustainability Appraisal & Strategic Environmental Assessment
 - Local Plan Policies Map
 - Supplementary Planning Documents and Guidance
 - Annual Monitoring Reports

Evidence Base

23. In order to carry out the preparation of the new joint Greater Cambridge Local Plan, the councils will develop and maintain a sound evidence base. Necessary research and studies will be conducted and will be supplemented by research undertaken by others as appropriate. Providing a sound and comprehensive evidence base is fundamental to developing sound planning documents. The key evidence base documents will be made available to view and download from the relevant Local Plan webpage as plan preparation progresses.

Statement of Community Involvement (SCI)

24. A significant concern of planning is to improve community and stakeholder engagement from the outset, ensuring people’s views can be taken into account. This commitment is reinforced by the requirement for all LPAs to produce a Statement of Community Involvement (SCI).
25. The existing SCI for the City was adopted in 2013 and for South Cambridge was adopted in 2010, with a short addendum inserted in both SCIs in summer 2018 to make clear the support offer in place for communities preparing a Neighbourhood Plan. They detail how the community and stakeholders will be involved in the preparation, alteration and review of all local plan documents as well as the consideration of minor and major planning applications.

26. The SCI is not a DPD, and the requirement for SCIs to be subject to public examination has been removed. However, to ensure the SCI remains relevant and has regard to new methods of engagement, the councils will produce a new joint SCI and will keep this under review, updating it as necessary.

Sustainability Appraisal (SA)

27. Sustainability Appraisal (SA) is required for all DPDs. It is an integral component of all stages of plan-making. The purpose of the SA is to promote sustainable development through better integration of sustainability considerations into the preparation and adoption of plans. The SA embraces economic, environmental and social objectives, including equalities and health impacts, the therefore has a wider scope than Strategic Environment Assessment (SEA) which is a requirement of an EU Directive and is primarily concerned with environmental impacts.
28. Work on producing a DPD cannot proceed without corresponding work on the SA. Therefore, each DPD will be accompanied by a supporting SA. Both the draft document and the SA will be made available for consultation at the same time and comments invited on both. The findings of the SA, will inform the DPD and will be a material consideration in determining soundness of the document at the examination in public.

Local Plans Policies Map

29. The Policies Map identifies sites allocations and areas of planning constraint, such as Green Belt and other local and national designations. The policies map is updated as new DPDs are prepared or revised so as to provide a clear visual illustration of the application of policies across the area.

Supplementary Planning Documents

30. Supplementary Planning Documents (SPDs) provide further information and guidance on the implementation of Local Plan policies and can be given substantial weight in planning decisions. A list of adopted SPDs, as well as those the councils are intending to review or prepare, are set out on the councils' websites.

Authority Monitoring Reports (AMR)

31. The AMR is a 'state of the environment' report published at least annually. It assesses the effectiveness of the Local Plan policies in managing development and achieving the outcomes and strategic objectives of the planning framework. It also monitors the implementation of the LDS, highlighting whether revisions to the scheme are necessary.
32. AMRs are particularly useful in identifying development trends, patterns of land use, as well as reporting on transport, housing and population/socio-economic trends in order to provide a 'baseline' context for reviewing and amending existing policies.
33. The latest versions of the AMRs are available to view on the Councils' websites.

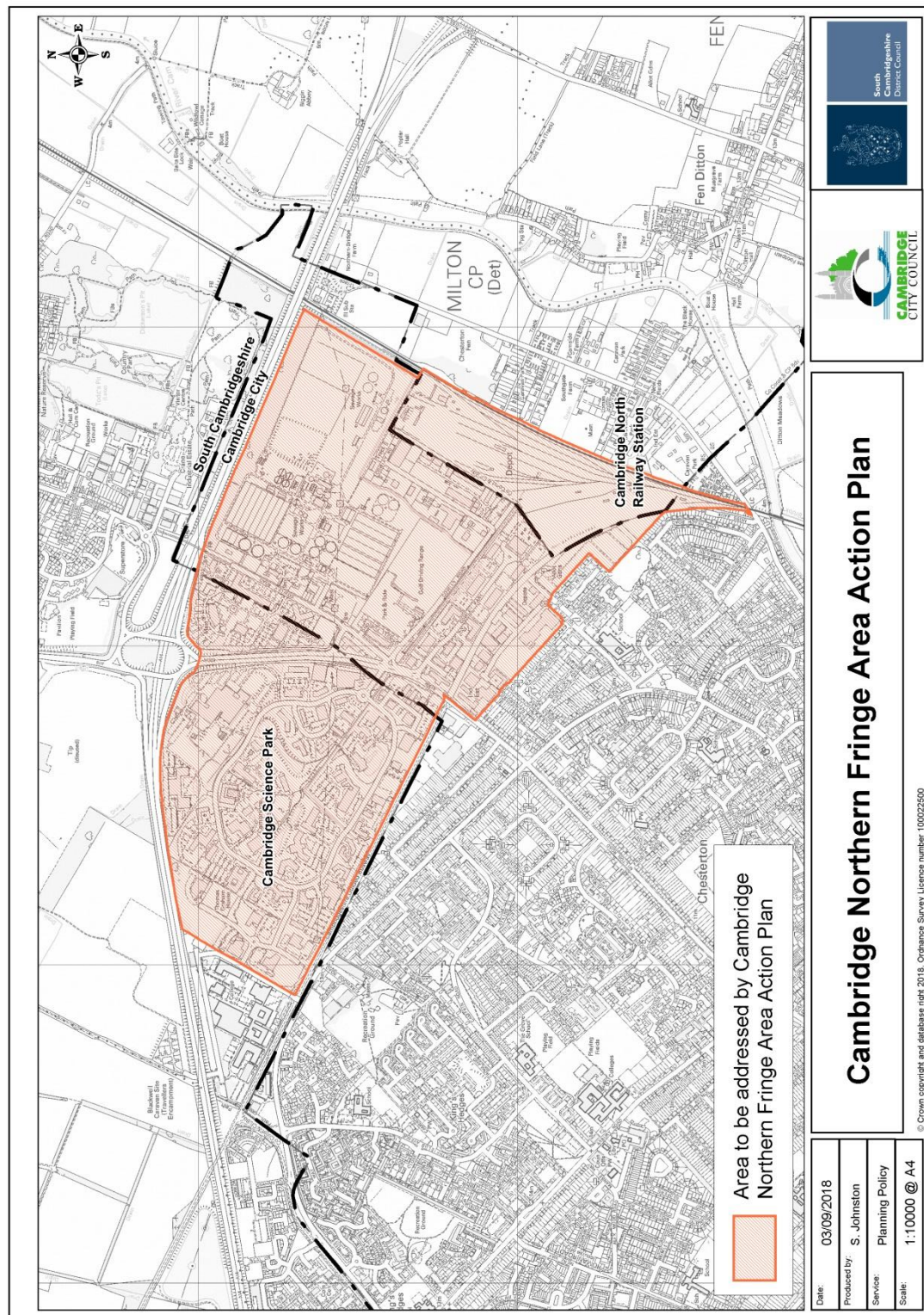
Community Infrastructure Levy

34. The Community Infrastructure Levy (CIL) is a tax on new development, which helps fund a wide range of strategic infrastructure, such as public transport, parks and community facilities, needed to support growth. Both councils had previously sought to introduce a CIL and had submitted draft charging schedules for examination in 2014. The intention was for these to be examined following the conclusion of the examinations into the Local Plans. The councils each agreed to withdraw their CIL draft charging schedules in 2017 reflecting a number of changes in circumstances and to jointly reassess the position. In spring 2018, the government held a consultation on the future of developer contributions which, amongst other things, proposed changes to how CIL rates are calculated and proposed the removal pooling restrictions for section 106 receipts where a CIL is in place. The intention is to await further announcements - anticipated to be in the Autumn Budget 2018 - on when and how these beneficial measures are to be taken forward before consideration of commencing work on a joint Greater Cambridge CIL.

Monitoring and Review

35. The councils will monitor the progress of the work set out in this LDS and will publish the results as part of the annual AMR.
36. The LDS will be updated or reviewed where the need to do so is identified.

Appendix 1: Geographic extent of Cambridge Northern Fringe Area Action Plan



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Agenda Item 6



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee
Lead Officer: Head of Finance

18 September 2018

2018-19 Q1 POSITION STATEMENT: PERFORMANCE, FINANCE AND RISK

Purpose

1. To provide Scrutiny and Overview Committee with a draft of budget forecast based on Q1 position with regard to its General Fund, Housing Revenue Account (HRA) and Capital budgets, performance indicators (by exception as agreed by EMT at 18th July) and strategic risks, for consideration and onward submission to Cabinet. Integrated reporting in this way gives Officers and Members the opportunity to examine any areas of concern and decide on the appropriate action.
2. More work will be done prior to publication of the final version of this report.
3. To invite Scrutiny and Overview Committee to comment on the suite of Key Performance Indicators, previously agreed by EMT, as attached at **Appendix A**.
4. The Strategic Risk Register is currently under management review and will be reported to Cabinet in the near future, incorporating the priorities of the new Administration; the current version is attached to this report for information at **Appendix F**.

Recommendations

5. Cabinet is requested to:
 - (a) Review the provisional forecast outturn position together with the key performance exceptions (as identified by EMT) and risk issues contained in this report and appendices **B-E attached**, determining, where appropriate, any actions, including redeployment of resources, required to address issues identified;
 - (b) Approve the suite of Key Performance Indicators, previously agreed by EMT, as attached at **Appendix A**;
 - (c) Note the Strategic Risk Register at **Appendix F attached**.

Reasons for Recommendations

6. These recommendations are required to enable Members to understand the organisation's financial position and performance. This contributes to the evidence base for the ongoing review of priorities and enables, where appropriate, redirection of resources to reflect emerging priorities and address areas of concern.
7. The Strategic Risk Register and Matrix form the record of corporate risks the Council currently faces in the achievement of strategic aims delivery of services, together with control measures to address / sources of assurance over the risks.

Background

8. This is the first quarterly position statement for 2018/19, providing updates in respect of:
- Key monthly and quarterly Performance Indicator (KPIs) exceptions at 30 June 2018; with KPIs having been agreed by EMT on 18 July 2018 and quarter 1 exceptions identified by CMT (8th August 2018) (**Appendix B**); and
 - The Financial Position at 30 June 2018, showing variance between original budgets and actuals for the period (**Appendix C**).

Key Performance Indicators (KPIs)

9. EMT has agreed a suite of 31 Key Performance Indicators (KPIs) (listed in full at **Appendix A**) to provide a strategic overview of organisational health. Performance against Key Performance Indicators, plus accompanying narrative, was reported in full to CMT on 8th August 2018.
10. Within their review of full KPI results, CMT identified exceptions for onward submission to EMT, Scrutiny and Overview Committee, and Cabinet. These exceptions are made up of all Red and Amber results (as defined in paragraph 11), plus Green results where CMT have identified that exceptional performance or circumstances have taken place.
11. The data in **Appendix A** shows actual performance against target and intervention levels. The Council uses a 'traffic light' system to denote performance, whereby:
- **Green** signifies performance targets which have been met or surpassed;
 - **Amber** denotes performance below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions at the operational level to raise standards as required.
 - **Red** denotes performance below the intervention level. This represents underperformance of concern, and should prompt interventions at the strategic level, which are likely to involve the reallocation of resources and proposals to redesign how services are provided.

Finance

12. This position statement is reporting the variance between the 2018/19 working budgets and the projected Outturn for Q1 of the year – as at the end of June 2018.
13. The table below shows the adjusted provisional forecast outturn figures, as at 30 June 2018:

	Q1 Provisional Forecast Variance	
	Compared to Working Budget	
	£'000	%
General Fund	202	1
Housing Revenue Expenditure	0	0
Housing Revenue Income	0	0
Capital	0	0

14. Position report for Q1 is set out at **Appendix C** attached. Variance explanations are provided in **Appendices C1-C3**.
15. In a change of format from prior years, this year the report is set out by Directorate, rather than by Portfolio.
16. The Q1 actual position as at June 2018 is positive due largely to the additional income in Development Control and service costs savings in Planning Policy.

Enterprise Zones

17. South Cambridgeshire District Council receives 100% of the business rates income from businesses that locate onto the three Cambridge Compass Enterprise Zone sites located in South Cambridgeshire. As part of the agreement to establish the Enterprise Zone, until 2021, the Council has committed to pass 30% of this onto the Cambridgeshire and Peterborough Combined Authority (CPCA) (originally the commitment was payment to Greater Cambridge and Greater Peterborough Local Enterprise Partnership). From 2021 to 2041 South Cambridgeshire District Council will pass 50% onto CPCA.
18. During 2017/18 the Net Rates Payable by Ratepayers for the Enterprise Zones was £560,807. The figure to be paid to CPCA for 2017/18 is therefore £168,242.10.
19. The 30% payable to CPCA would also be applied to the S.31 grant received from Government which reflects the discount paid to eligible businesses locating on the Enterprise Zone. However, when it is received, the amount returned from Government is not differentiated from the other S.31 grant received by the Council. Therefore further work is required to understand how this Enterprise Zone S.31 income can be identified going forward.

Income

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

Key lines of income generating activities across the Council	Budget	Budget	Actuals	Variance
	for full	to date	for year	(positive)/
	year		to date	negative
	£	£	£	£
Land Charges	(£254,360)	(£63,591)	(£96,916)	(£33,325)
Waste and Recycling*	(£5,071,380)	(£2,425,040)	(£2,449,473)	(£24,433)
Other Environmental Health charging services	(£96,150)	(£11,160)	(£12,638)	(£1,478)
Taxi Licensing Fees and Charges	(£185,090)	(£46,280)	(£49,082)	(£2,802)
Licences under Acts - Fees and Charges	(£117,990)	(£23,669)	(£25,234)	(£1,565)
Private sector leasing scheme	(£58,010)	(£1,200)	£4,607	£5,807
Travellers Sites Rents	(£112,560)	(£28,110)	(£24,648)	£3,462
Development Control Fees	(£2,400,000)	(£600,000)	(£1,272,876)	(£672,876)
Development Control Pre-App Fees	(£150,000)	(£37,500)	(£39,677)	(£2,177)
New Communities Charges for Services	(£431,240)	(£107,811)	(£1,516)	£106,295
New Communities Pre-App Fees	(£75,000)	(£18,750)	(£117,624)	(£98,874)
Total	(£8,951,780)	(£3,363,111)	(£4,085,077)	(£721,966)

*Shared service with Cambridge City Council - figures represent total for the service.

Consultation responses

21. Council Performance Indicator updates have been prepared in liaison with lead officers in each directorate.

Effect on Strategic Aims

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

Background Papers: None

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Appendix A 2018-19 Key Performance Indicators

Directorate	Service Area	PI	Reporting Frequency
Affordable Homes	Housing Advice	AH203 Number of households in temporary accommodation	Quarterly
		AH208 Number of households helped to prevent homelessness	Quarterly
		AH212 £s spent on Bed and Breakfast accommodation (cumulative)	Monthly
	Housing Management	AH211 Average days to re-let all housing stock	Monthly
	Landlord Services	AH204 % tenants satisfied with responsive repairs	Quarterly
Corporate Services	Benefits	FS112 Average number of days to process new HB/CTS claims	Monthly
		FS113 Average number of days to process HB/CTS change events	Monthly
		SF740 % Discretionary housing grant paid (cumulative)	Monthly
	Contact centre	CC303 % of calls to the Contact Centre that are handled (answered)	Monthly
		CC307 Average call answer time (seconds)	Monthly
	Communications	CC306 Number of completed e-forms received	Quarterly
	Corp. Services	CC305 % of formal complaint responses sent within timescale (all SCDC)	Quarterly
	Finance	FS109 % invoices paid in 30 days	Monthly
	HR	FS116 Staff sickness days per FTE (non-cumulative)	Quarterly
		FS117 Staff turnover (non-cumulative)	Quarterly
	Revenues	FS102 % Housing Rent collected	Monthly
		FS104 % NNDR collected (cumulative)	Monthly
		FS105 % Council Tax collected (cumulative)	Monthly
Health and Environmental Services	Environmental Health and Licensing	ES401 % business satisfaction with regulation service	Quarterly
		ES403 % satisfaction with local environmental quality	Yearly
		ES406 % major non-compliances resolved (in rolling year)	Quarterly
	Shared Waste Service	ES402 % satisfaction with waste services	Yearly
		ES408 % of bins collected on schedule (SSWS)	Monthly
		ES418 % of household waste sent for reuse, recycling and composting (cumulative)	Monthly
Planning & New Communities	Development Management	PN510 % of major applications determined within 13 weeks or agreed timeline (designation period cumulative)	Monthly
		PN511 % of non-major applications determined within 8 weeks or agreed timeline (desig. period cumulative)	Monthly
		PN512 % of appeals against major planning permissions refusal allowed (designation period cumulative)	Quarterly
		PN513 % of appeals against non-major planning permission refusal allowed (designation period cumulative)	Quarterly
	Land Charges	SX025 Average Land Charges search response days	Monthly
	Planning Policy	PN518 % of new homes permitted that are affordable homes (on developments requiring affordable housing provision)	Quarterly
	Directorate-wide	PN505 % customers satisfied with Planning and New Communities	Monthly

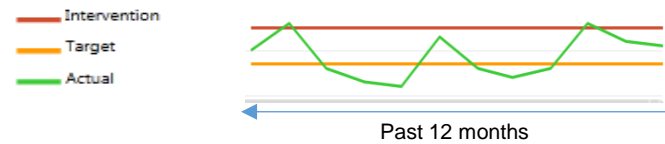
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PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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Housing Management

AH211 Average days to re-let all housing stock

Anita Goddard

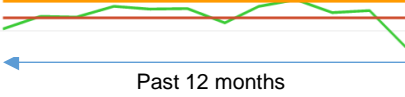



Apr	26	17	25
May	22	17	25
Jun	21	17	25

We have investigated the causes of the increase in void time which has thrown up a number of areas we need to look more in depth at to reduce turnaround time, particularly in relation to refusals and some specific areas of processing where properties are adapted.

A re-focussing of resource for overseeing the process from termination to re-let will take effect from September.

Report continues on following page

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments	
Finance						
FS109 % invoices paid in 30 days						
Caroline Ryba	 Past 12 months	Apr	97.1	98.5	44 invoices have been identified as 'late' during June. A third of these were delayed at the depot before being presented to Finance for payment. Due to resource constraints no further investigation has been done on June late invoices, but this analysis will be undertaken for later months.	
		May	97.4	98.5		96.5
		Jun	93.0	98.5		96.5
HR						
FS116 Staff sickness days per FTE (non-cumulative)						
Susan Gardner Craig	 Past 12 months	Mar	2.92	1.75	This quarter's performance has shown a 11.82% decrease on the previous quarter's figure (Q4 2017-18) in the number of sick days. The reduction is in part attributable to the resolution of a number of long term cases (reaching Ill Health retirement outcomes). There has been a decrease for viral infections, compared to Q4 2017-18. This was to be expected as we were moving out of the winter months.	
		Jun	2.44	1.75		2.5
					Stress/depression related absence has decreased since Q4 2017-18. The Council has existing measures in place to support mental health in the workplace. This includes offering a free and confidential counselling service, Mental Health First Aider training and the use of stress risk assessments.	

Report continues on following page

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

PN512 % of appeals against major planning permissions refusal allowed (designation period cumulative)

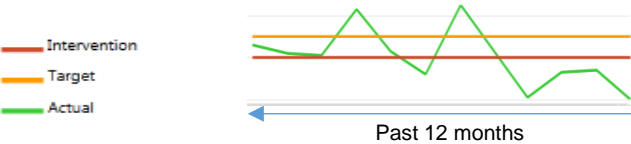
Line chart to be provided later in the year once additional results from current designation period are available.

Mar	9.77	5	10
Jun	10.34	5	10

Planning KPIs are to be reviewed by Assistant Directors to ensure that these are outcome focussed based on the new shared service objectives, and reflect metrics from both development management and policy/economic development.

Planning and New Communities (directorate-wide)

PN505 % customers satisfied with Planning and New Communities



Apr	53	70	60
May	54	70	60
Jun	40	70	60

Investment in a new customer engagement and monitoring resource is expected to result in a new customer satisfaction monitoring process (including a revised performance indicator).

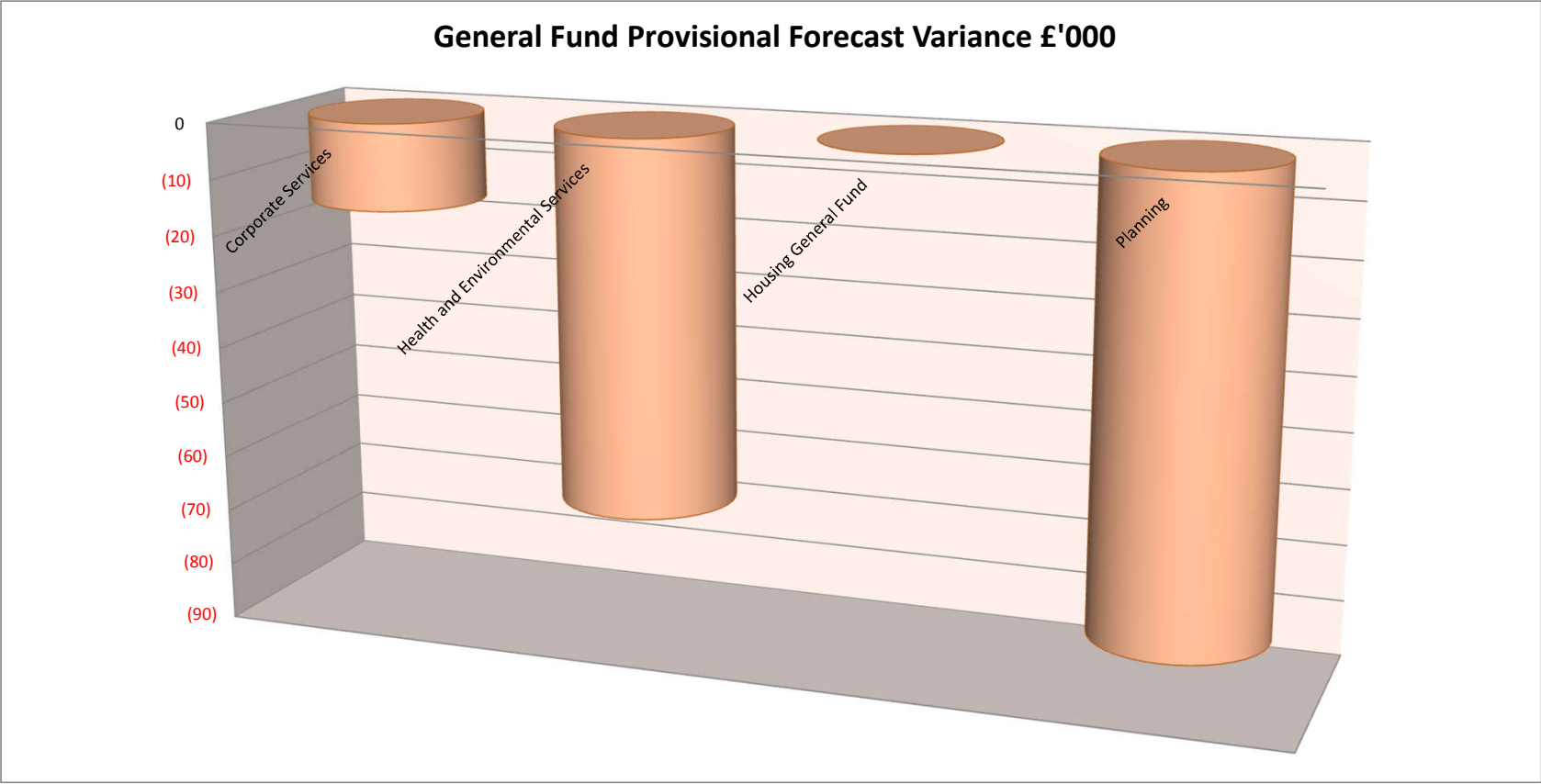
Budget 2018/19 Q1 - Provisional Forecast Variance

Directorate	Full year Budget	Budget to date	Total expenditure	Variance to date	Variance to date	Budget Remaining	Projected (under)/Over Spending
	£'000	£'000	£'000	£'000	%	£'000	£'000
General Fund							
Corporate Services	6,403	8,172	8,095	(77)	-1%	(1,692)	(15)
Health and Environmental Services	6,639	606	540	(66)	-11%	6,099	(66)
Housing General Fund	1,373	185	123	(62)	-34%	1,250	0
Planning	4,723	1,181	595	(585)	-50%	4,128	(81)
Net Service Costs	19,138	10,144	9,353	(791)	-8%	9,785	(162)
Overhead Costs	6,164	1,301	1,405	105	8%	4,758	(23)
Unallocated savings and precautionary	578	31		31			578
Benefit derived from Negative RSG not charged							(191)
General Fund variance to date	25,880	11,476		(655)	-6%		202
HRA							
Housing Repairs - Revenue	4,134	883	662	(222)	-25%	3,472	0
Sheltered Housing	237	32	8	(24)	-77%	229	0
Administration	3,399	887	799	(87)	-10%	2,600	0
Other Alarm Systems	0	(12)	(18)	(6)	49%	18	0
Flats - Communal Areas	84	23	14	(9)	-40%	69	0
Outdoor Maintenance	116	58	56	(2)	-4%	60	0
Sewage	9	(17)	(17)	0	0%	27	0
Tenant Participation	252	65	45	(20)	-30%	206	0
Reprovision & New Homes Programme	195	49	105	57	116%	90	0
Other	122	2	1	(1)	-29%	121	0
Transfer to Reserves & Capital Charges and interest on loan	21,082	0	(59)	(59)	100%	21,142	
Total HRA expenditure	29,630	1,970	1,596	(374)	-19%	28,034	0
Income	(28,638)	(7,010)	(7,067)	(57)	1%	(21,571)	0
Total HRA	991	(5,040)	(5,471)	(431)	9%	6,462	0
Net HRA Outturn forecast for the year							0

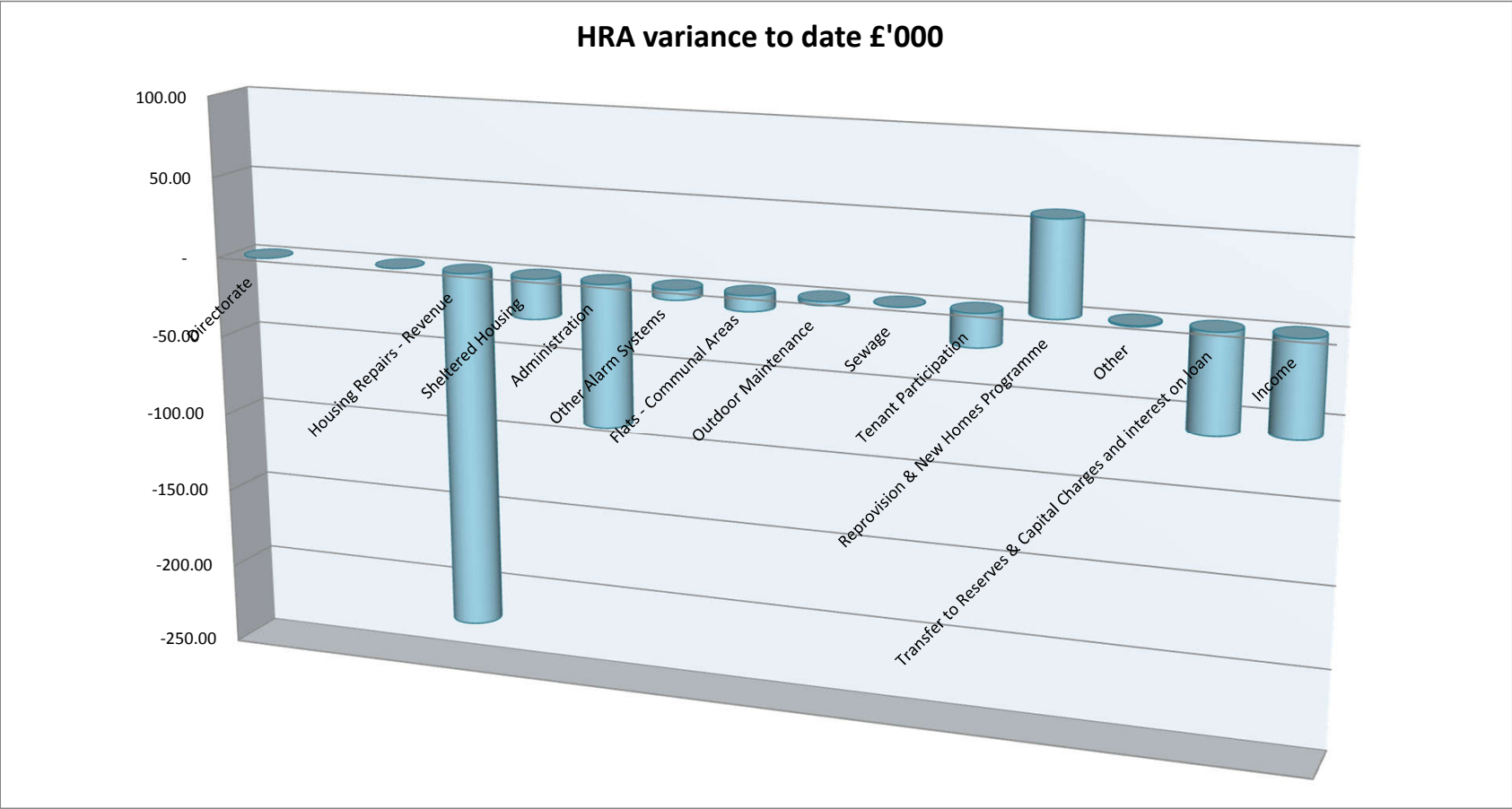
Budget 2018/19 Q1 - Provisional Forecast Variance

Directorate	Full year Budget	Budget to date	Total expenditure	Variance to date	Variance to date	Budget Remaining	Projected (under)/Over Spending
	£'000	£'000	£'000	£'000	%	£'000	£'000
GF Capital							
Cambourne Offices	341	80	8	(71)	-89%	333	0
ICT Development	1,061	86	63	(23)	-26%	997	0
Waste Collection & Street Cleansing	1,198	165	644	479	291%	554	0
Awarded Watercourses and Air Quality	8	0	0	0	100%	8	0
Repurchase of GF Sheltered Properties	1,100	275	328	53	19%	772	0
Environmental Protection	16	0	0	0	100%	16	0
Improvement Grants	770	74	40	(34)	-46%	730	0
Grants-Provision of Social Hsg	716	0	0	0	100%	716	0
Refurbishment of GF Equity Share Properties	0	0	2	2	100%	(2)	0
Website Development	0	0	4	4	100%	(4)	0
Other (Mainly Capital Receipts)	10	0	0	0	100%	10	0
Total GF Capital	5,219	679	1,090	410	60%	4,130	0
HRA Capital							
Land	600	150	(16)	(166)	-110%	616	0
New Homes Programme	14,186	3,546	458	(3,088)	-87%	13,728	0
Reprovision of Existing Homes	450	450	436	(14)	-3%	14	0
Repurchase of HRA Shared Ownership Homes	300	75	54	(21)	-28%	246	0
Cash Incentive Grants	0	0	0	0	100%	0	0
Housing Repairs - Capital	7,337	1,820	1,116	(705)	-39%	6,221	0
Total HRA Capital	22,873	6,042	2,049	(3,993)	-66%	20,824	0
Capital receipts							
Right to Buy	(2,607)	(652)	(1,123)	(471)	72%	(1,484)	0
Equity Share-HRA	(294)	(73)	(1,034)	(960)	1307%	740	0
Equity Share - GF	(1,231)	(308)	(518)	(210)	68%	(714)	0
Other	(972)	0	4	4	100%	(976)	0
Grants & Contributions	(18,018)	(332)	(657)	(325)	98%	(17,360)	0
Total Capital Receipts	(23,122)	(1,365)	(3,328)	(1,963)	144%	(19,794)	0
Capital Total	4,970	5,356	(189)	(5,546)	-104%	5,160	0

Budget 2018/19 Q1 - Provisional Forecast Variance



Budget 2018/19 Q1 - Provisional Forecast Variance



Significant Items of Variance from Working Budget
General Fund Budget 2018/19 Q1 - Major Variances from Budget

Service Grouping	Reason for Outturn Variance	Cross reference to Performance report	Cross reference to Strategic Risk Register (4Risk)	Actual (Favourable) / Adverse Variance £	Outturn projection £	Outturn projection variance %
Corporate Services						
Staffing Overheads Total				102,157	3,898,687	0%
Accountancy	Overspend due to agency staff costs to cover closedown. These costs should begin to reduce during Q2 unless more resources are brought in to support Audit and T1 go live.			33,026	663,046	5%
HR	Underspend is due to a small underspend on staffing and awaiting the invoice for the Payroll Service provided by City. Expecting this in Q2			(22,256)	331,200	0%
Cashiers/Debtors	Small underspend on staffing while Team Leader vacancy was filled by secondment.			(3,118)	67,752	-4%
Internal Audit	Awaiting invoice from City			(26,207)	59,830	0%
Contact Centre	Underspend due to staff vacancies is £18k for the quarter, this is partly offset by £3k over budget telephone costs.			(16,301)	711,779	-2%
ICT Development	£110k is the overspend from 2017-18, which was not posted into the correct year due to the invoice from 3C ICT being received after the accounts were closed. The causes of this overspend is , microsoft licences and Progress Database support service which were needed to be bought in by 3C. A further £21k will be recharged to 3C later in the year as they are legacy costs which SCDC paid in Q1			137,811	1,739,970	0%
Legal	Variance not significant, therefore not investigated			(799)	325,110	0%
Overhead Accounts Total - CS				25,718	1,844,521	-1%
Cambourne Office	Underestimation of Business rates & NHS Furniture purchase, NHS will be paying back in instalments			36,951	1,146,220	0%
Waterbeach Depot	Timing difference: underspend on ICT/ Health & Safety Training to date, expected in Q2.			(6,517)	252,940	0%
Central Expenses	Timing difference: the spend on ICT/ Health & Safety Training budgeted for Q1 is expected in Q2.			(15,149)	245,281	-6%
Central Support Services	Increase on MFD Annual Rental & increase in salary for Tea/Coffee staff			10,433	200,080	0%
Service accounts total - CS				(77,043)	6,387,798	0%
Elections	The variance is due to the budget profiling not fully corresponding to expenditure profile, as all out elections were held in May 2018			46,463	358,733	15%
Register of Electors	Lower postage costs than profiled budget (£4,171)			(6,039)	267,921	-2%
Democratic Representation	Unbudgeted income from clerking for City Deal & members allowance underspend for the period.			(58,553)	1,155,577	-5%
Policy & Performance	Underspend is mainly salaries (vacant post) and no Renewable Energy loans have been made in Q1		STR1 - Consultation and Engagement	(28,127)	694,073	-4%
Street Naming & Numbering	Variance not significant, therefore not investigated			(578)	3,960	0%
Communications	The incorrect profiling of the budget for income in period 3, which is not expected until period 4 (£6,773)			7,050	335,590	0%
Council Tax Support	Receipt of £97k local Council Tax Support Subsidy. This arrived in P2 was profiled to P12 so budget appears underspent. No expecting any change to Outturn	FS112 - Average number of days to process new HB/CTS claims FS113 - Average number of days to process HB/CTS change events SF740 - % Discretionary housing grant paid	STR5 - Welfare Reform	(67,782)	371,280	0%
Rent Allowances				0	302,760	0%
Rent Rebates				0	41,060	0%
Corporate Management	This underspend is due to a slight delay in receipt of invoices for Unfunded Pension Costs (approx £10k each month. In Q1 we only paid April. Not expecting any change to the outturn	CC303 - % total calls to the Contact Centre handled CC307 - Average call answer time (seconds) CC305 - % of formal complaint responses sent within timescale (all SCDC) FS116 - Staff sickness days per FTE FS117 - Staff turnover	STR11 - Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes STR13 - Recruitment & Retention	(17,142)	1,752,020	0%
Treasury Management	This overspend is the cost of our newly appointed Treasury Advisers - Link Asset Services. (£7,750 annually). Their appointment was agreed after the Bids process and Estimates were finalised	FS109 - % invoices paid in 30 days	STR4 - Medium Term Financial Strategy	7,736	32,304	2275%
CT and NNDR	Net position is £19k underspend. Underspend is partly down to staffing costs and we are still awaiting the invoice for Annual Billing (c.£5k) Recoding of some expenditure will take place in P4 due to data migration.			36,670	0	100%
Hsg and CT Bens				115	0	100%
Cost of NNDR Collection		FS104 - YTD % NNDR collected		(11,673)	177,780	0%
Discretionary NNDR Relief				0	0	100%
Cost of Council Tax Collection		FS105 - YTD % Council Tax collected		(43,986)	851,610	0%
3C SharedServicesProgramme Hub	The overspend is due to the invoice for Q1 not being raised in time for the report.		STR12 - Shared Services Initiatives with other authorities	59,304	40,560	0%
Miscellaneous	Variance not significant, therefore not investigated			(500)	2,570	0%
Total variance for Directorate				50,832	12,131,006	0%
Health and Environmental Services						
Overhead Accounts Total - HES				(14,666)	115,430	0%
Environmental Health	The variance is due to the budget profiling not fully corresponding to expenditure profile			(14,666)	115,430	0%
Service Accounts Total - HES				(66,145)	6,572,995	-1%
Awarded Watercourses	This favourable variance is caused by the vacant Drainage Manager post (£11k). The other driver of this variance is unbudgeted income received for Maintenance Watercourse (£10k).			(25,374)	330,476	-7%
Swavesey Byeways	Variance not significant, therefore not investigated			1,400	1,400	0%
Environmental Protection	Variance not significant, therefore not investigated			(100)	276,190	0%
Footway Lighting	Variance not significant, therefore not investigated			(1,080)	112,910	0%
Waste Management Policy	Variance not significant, therefore not investigated			1,096	0	100%
Street Cleansing	This favourable variance is mainly due to vacant posts (£17k) and lower fuel costs that budgeted (£4k)			(29,000)	789,620	-4%
Single Shared Waste Service	This variance is mainly due to lower fuel costs (£34k), than budgeted. This variance will require close monitoring due to changes in the cost of fuel	ES418 - YTD % of household waste sent for reuse, recycling and composting ES408 - % of bins collected on schedule		(35,633)	4,249,537	-1%
Shared Commercial Waste	Unbudgeted commercial Waste agreement with Arney Cespa for Mixed recyleables (£19k)			22,091	(1,015,909)	2%
HECA	Variance not significant, therefore not investigated			(246)	1,050	0%
Ageing Well - Mobile Warden S	Variance not significant, therefore not investigated			149	78,100	0%
Sustainability	This main driver of this variance is caused by vacant posts which are now filled (£3,072)			(4,828)	39,872	-11%
Transport Initiatives & Policy	Variance not significant, therefore not investigated			(1,775)	40,960	0%
Voluntary Sector Grants	Variance not significant, therefore not investigated			(810)	148,350	0%
Community Safety	Staff costs (£1,864) and budget profile variance (£2,370) are the main drivers of this variance			(4,288)	94,240	0%
Community Chest Grants	Variance not significant, therefore not investigated			(1,980)	69,500	0%
Northstowe - Healthy New Town	Variance not significant, therefore not investigated	STR14 - Access to Primary Care in Growth Areas		312	7,490	0%
Localism	This variance is mainly caused by £5k unbudgeted income and staff costs (£3,856) caused by a vacant post			(10,303)	186,867	-5%

Health and Wellbeing	This variance is driven by £12k staff saving due to staff vacancies which are now filled. More income (£4.5k) than budgeted has been received, while the remainder of this variance is driven by budget profiling of Misc costs (£11k).	STR6 - Demands on services from an ageing polulation		(27,179)	258,921	-13%
Environmental Health General	This adverse variance is due additional temporary staff (£29k) supporting the service, but no budget was set. These costs are covered by staff vacancies across the directorate.	ES406 - % major non-compliances resolved (in rolling eyar)		39,117	505,067	8%
Business Hub	Cancelled invoices from 2017/18 are the reason for this adverse variance. An invoice was raised incorrectly with VAT to Cambs County Council. This will be re-raised in this year.			7,618	(27,382)	-22%
Food Safety	This main driver of this variance is caused by vacant posts which are now filled (£2,023)			(1,876)	165,744	-1%
Envirocrime Enforcement	Unbudgeted legal costs (£1,838) are driving this adverse variance			2,540	65,710	4%
Action on Dogs	Variance not significant, therefore not investigated			547	20,560	0%
Miscellaneous HES	Unbudgeted burial costs (£3,593) are driving this variance. Unbudgeted bural costs are included in Precautionary items, for which £75k are included in the budget each year and will be used to cover this variance at year end.			3,277	4,897	202%
Licences	Variance not significant, therefore not investigated			1,435	76,960	0%
Taxi Licensing Service	Variance not significant, therefore not investigated			(1,374)	(940)	0%
Animal Licensing	Variance not significant, therefore not investigated			(956)	280	0%
Miscellaneous Licensing Provis	Variance not significant, therefore not investigated			(1,967)	49,790	0%
Emergency Planning	This adverse variance is due to the payment of invoices for CPLRF (£6,016), butdgeted in Community Safety, which shows corresponding underspend.			4,295	14,375	43%
Children, YoungPeople&Families	Variance not significant, therefore not investigated			(576)	28,360	0%
Total variance for Directorate				(80,811)	6,688,425	0%
Housing General Fund						
Overhead Accounts Total - H GF				12,619	30,690	0%
Housing Man Service				12,619	30,690	0%
Service Accounts Total - H GF				(62,175)	1,372,740	0%
Loans for House Purchase etc				0	0	0%
Housing Association Support				3,363	73,730	0%
Homelessness	Q1 underspent due to i) Staffing vacancies - £21k ii) Combined affect of reducing use of King Street Housing for private renting & recovery of previous year costs - £16k iii) Homelessness Reduction Grant £26k	AH203 - Number of households in temporary accommodation, AH208 - Number of households helped to prevent homelssness, AH212 - YND £s spent on Bed and Breakfast accommodation	STR10 - Inrease in cost of managing homelessness	(70,394)	569,600	0%
Letting & Advisory Service				23,387	143,170	0%
Private Sector Leasing Scheme	Variance not significant, therefore not investigated			1,539	182,080	0%
Strategic Housing				(20,595)	117,860	0%
Sub-Regional Homelink Service				14,431	0	0%
Equality & Diversity				(2,980)	32,040	0%
Travellers Sites				(8,504)	22,240	0%
Improvement Grants	Variance not significant, therefore not investigated			(422)	60,700	0%
GF Sheltered Properties	Variance not significant, therefore not investigated			(2,000)	107,220	0%
Recharges from/to HRA				0	64,100	0%
Total variance for Directorate				(49,556)	1,403,430	0%
Planning						
Overhead Accounts Total - PI				(21,148)	251,792	-8%
Planning Admin	Q1 agency budget underspent (agency staff now being coded to Development Management).			(21,148)	251,792	-8%
Design Enabling				0	0	0%
Service Accounts Total - PI				(585,339)	4,642,340	-2%
Land Charges	Additional Land Charges & Searches income for Q1 (33k). In addition awaiting (19.5k) 2017-18 year end invoice.			(65,630)	(96,500)	-213%
Development Control	Over recovery on Fee Income for Q1.		STR25 - Risk of Designation as Poorly Performing Planning Authority	(261,910)	2,022,720	0%
Planning Policy	Q1 underspent due to i) 2017-18 accruals reversals (awaiting invoices) ii) expenditure budgets are currently underspent (need to investigate further with cost centre manager).		STR3 - Failure to meet Housing Need	(106,626)	1,002,820	0%
Building Control Service	Variance not significant, therefore not investigated			(1,364)	117,900	0%
Open Space Agreement	Variance not significant, therefore not investigated			(1,536)	10	0%
Conservation	Favourable variance arising from 130k DCLG Income received for 2018-19.			(84,315)	146,500	0%
Museums	Museum grant(s) not passed on at Q1.			(4,250)	8,670	0%
Enforcement Issues	Variance not significant, therefore not investigated		STR2 - Gypsy and Travellers and those not meeting new definition	(5,583)	156,637	-3%
Illegal Encampments	Variance not significant, therefore not investigated			(1,332)	5,490	0%
Economic Development	Salary recharge and little/no spend on expenditure budgets at Q1 contribute to the favourable variance.			(9,649)	187,111	-5%
Tourism Initiatives	Variance not significant, therefore not investigated			12	23,912	0%
Growth Agenda/Northstowe	Shortfall in income at Q1 is offset by underspends on employee related costs underspends (vacant posts) and the legal budget currently being underspent.			(41,809)	1,027,780	0%
Greater Cambridge City Deal	Variance not significant, therefore not investigated			(1,346)	39,290	0%
Total variance for Directorate				(606,487)	4,894,132	87%

Significant Items of Variance from Working Budget

Housing Revenue Account 2018/19 Q1 - Major Variances from Budget

Service Grouping	Reason for Outturn Variance	Cross reference to Performance report	Cross reference to Strategic Risk Register (4Risk)	Actual (Favourable) / Adverse Variance £	Outturn projection £
Housing Repairs - Revenue					
Revenue Maintenance	Favourable variance reported due to delayed invoicing of cyclical maintenance works and lower demand to date on our response maintenance budget.	AH204 - % tenants satisfied with responsive repairs		(221,761)	4,133,950
Other net variances					
Total Variance for Service				(221,761)	4,133,950
Sheltered Housing					
Sheltered Housing	Variance is due to late receipt of invoices that were expected. ie for Grass cutting contract. Deep Clean not commenced on Communal Rooms that originally planned for Qtr1.			(24,480)	236,730
Other net variances					
Total Variance for Service				(24,480)	236,730
Administration					
Administration	Favourable variance reported due to staffing vacancies (£48k) and budgeted expenditure on corporate subscriptions not being paid until the next quarter			(87,414)	3,398,990
Other net variances					
Total Variance for Service				(87,414)	3,398,990
Other Alarm Systems					
Alarms	Variance not significant, therefore not investigated			(5,984)	0
Other net variances					
Total Variance for Service				(5,984)	0
Flats - Communal Areas					
Flats	Variance not significant, therefore not investigated			(9,359)	83,550
Other net variances					
Total Variance for Service				(9,359)	83,550
Outdoor Maintenance					
Grounds Maintenance	Variance not significant, therefore not investigated			(2,349)	115,565
Other net variances					
Total Variance for Service				(2,349)	115,565
Sewage					
Sewage	Variance not significant, therefore not investigated			82	9,160
Other net variances					
Total Variance for Service				82	9,160
Tenant Participation					
Tenant Participation	No demand on Tenant led Estate works but expect budget to be spent by the end of the year.			(19,865)	251,840
Other net variances					
Total Variance for Service				(19,865)	251,840

Reprovision & New Homes Programme					
Re-provision and New Homes	The variance is due to £34K of Yr 2017/18 recharges still to be invoiced to Cambs County Council and £25k of expenditure on self-build plots, which will be transferred to capital.			56,614	195,440
Total Variance for Service				56,614	195,440
Other					
Other	Variance not significant, therefore not investigated			(569)	121,950
Other net variances					
Total Variance for Service				(569)	121,950
Transfer to Reserves & Capital Charges and interest on loan					
Interest on Self Financing Debt	Reversal of year end accrual for adjustment of annual PWLB loan interest		STR9 - HRA Business Plan	(59,119)	21,082,410
Other net variances					
Total Variance for Service				(59,119)	21,082,410
Total HRA expenditure					
Total Variance for Service				(374,204)	29,629,585
Income					
Rent and Other Income				(56,989)	(28,638,480)
HRA Interest		FS102 - % Housing Rent collected			
Other net variances					
Total Variance for Service				(56,989)	(28,638,480)
Total for Housing Revenue Account				(805,397)	30,620,690

Significant Items of Variance from Working Budget

HRA Capital Budget 2018/19 Q1 - Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Outturn projection £
Housing Revenue Account - Land			
HRA Land	Minimal expenditure in respect of the preparation of HRA land as self-build plots with £25k charged in Q1 to the revenue budget to be capitalised	(165,525)	600,000
Other net variances			
Total variance for Capital Programme		(165,525)	600,000
Housing Revenue Account - New Homes Programme			
New Homes Programme	Delays to work at High Street, Balsham whilst planning conditions were discharged (now back on site) and delayed starts on site at Highfields Caldecote and Gibson Close, Waterbeach have given rise to the large variance. However, there will be £1.5m expenditure in Q2 on 6 acquisitions and we will soon be on site at Grace Crescent, Hardwick where 27 new homes will be delivered	(3,088,043)	14,186,000
Other net variances			
Total variance for Capital Programme		(3,088,043)	14,186,000
Housing Revenue Account - Reprovision of Existing Homes			
Reprovision of Existing Homes	Variance not significant, therefore not investigated	(13,664)	450,000
Other net variances			
Total variance for Capital Programme		(13,664)	450,000
Housing Revenue Account - Repurchase of Shared Ownership			
Repurchase of Shared Ownership	This budget is reactive, and spend is dependent upon the number of homes which are re-presented to the Council in any year, and the value at which they are re-acquired.	(21,000)	300,000
Other net variances			
Total variance for Capital Programme		(21,000)	300,000
Housing Revenue Account - Improvement of Housing Stock			
Improvement to the Housing Stock	Favourable variances reported against Heating Installations, Energy Conservation, Kitchen and Bathroom Installations where orders are with contractors but not yet completed	(704,716)	7,337,000
Other net variances			
Total variance for Capital Programme		(704,716)	7,337,000
		Other Net Variations	0
Total for Housing Revenue Account Capital		(3,992,948)	22,873,000

General Fund

Cambourne Offices		(71,020)	341,000
ICT Development		(22,731)	1,060,500
Waste Collection & Street Cleansing	The variance is due to variance between the budget profiling and actual timing of purchases.	479,199	1,197,620
Awarded Watercourses		0	8,000
Repurchase of GF Sheltered Properties		53,322	1,100,000
Environmental Protection and Air Quality		0	16,000
Improvement Grants		(34,261)	770,000
Grants-Provision of Social Hsg		0	716,100
Refurbishment of GF Equity Share Properties		1,802	0
Website Development		3,800	0
Other (Mainly Capital Receipts)		0	10,000
	Other Net Variations	0	0
Total for GF Capital expenditure		410,111	5,219,220
Capital Expenditure Total		(3,582,837)	28,092,220

**Strategic Gross Risk Matrix
June 2018**

Notes: Risk Tolerance Line - - - - -

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



			IMPACT				
			Insignificant	Low	Medium	High	Extreme
			1	2	3	4	5
LIKELIHOOD	Almost certain	5				5. Welfare Reform 13. Recruitment & Retention 28. Failure to produce / late certification / approval of accounts and/or to obtain unqualified audit opinion	10. Increase in cost of managing homelessness.
	Likely	4				3. Failure to meet Housing Need 26. Contract Failure 27. Mare Fen Bank Improvement Project (NEW)	
	Possible	3			6. Demands on services from an ageing population 7. Partnership working with Cambridgeshire County Council 12. Shared Services initiatives with other authorities 14. Access to Primary Care in Growth Areas	2. Gypsy and Travellers and those not meeting new definition 9. HRA Business Plan 11. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes	4. Medium Term Financial Strategy
	Unlikely	2				1. Consultation and Engagement 30. Commercialisation	
	Rare	1					

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			IMPACT				
			Insignificant	Low	Medium	High	Extreme
			1	2	3	4	5
IKELIHOOD	Almost certain	5					
	Likely	4			5. Welfare Reform	28. Failure to produce / late certification / approval of accounts and/or to obtain unqualified audit opinion	10. Increase in cost of managing homelessness.
	Possible	3			2. Gypsy and Travellers and those not meeting new definition 13. Recruitment & Retention	26. Contract Failure 27. Mare Fen Bank Improvement Project (NEW)	
	Unlikely	2		3. Failure to meet Housing Need	1. Consultation and Engagement 6. Demands on services from an ageing population 7. Partnership working with Cambridgeshire County Council 9. HRA Business Plan 12. Shared Services initiatives with other authorities 14. Access to Primary Care in Growth Areas 30. Commercialisation	11. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes	4. Medium Term Financial Strategy

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SCDC Strategic Risk Report



Report Date	10 Sep 2018
Risk Status	Open
Council / Service	Strategic (STR)
Control Status	Existing
Action Status	Outstanding

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 10	<p>Increase in cost of managing homelessness - Cllr Hazel Smith</p> <p>Head of Service: Heather Wood</p> <p>Risk Owner: Susan Carter</p> <p>Last Updated: 04 Sep 2018</p>	<p>Cause (January 2013) Potential impacts from welfare benefit changes, more responsibilities under the Homeless Reduction Act and instability in the housing market,</p> <p>Consequence leading to an increase in duties owed by the Council along with the new Homeless Reduction Bill, ultimately resulting in significant increase in costs to the Council to meet its statutory obligations. Likely to see an increased demand for the service, and more in-depth support and assessment for those that do approach the Council. Increased expectation on assistance, but no increased access to accommodation.</p> <p>The introduction of Universal Credit and the impact of this on customer finances and on the housing market increases the risk of homelessness. Linked risk (STR 5)</p> <p>Failure to meet housing need (STR3) is also linked and will impact on the level of homelessness.</p>	<p>I = 5 L = 5 25 (25)</p>	Successful Joint Trailblazer bid to introduce more joint working and initiatives around homeless prevention.	<p>I = 5 L = 4 20 (20)</p>	Referral system for other agencies to identify early risk of homelessness	01 Oct 2018
				Review of homelessness in the district.		Monitor impact of proposed funding system for supported housing.	31 Oct 2018
				Developing an in-house Private Sector Leasing Scheme to replace the King Street scheme. Use of Rent Deposit Scheme, CAB Money advice, other homeless prevention measures and New Build programme.		Produce a new Homeless Strategy and action plan	31 Oct 2018
				Staffing bid approved for 2018-19 budget to increase staff team by up to 5 members in order to ensure service compliance with new legislation. Failure to properly resource the team will lead to additional temporary accommodation costs as well as legal sanctions.		Prepared for Universal Credit in the area - working with HB dept and CAB	30 Nov 2018
						The mitigation work will be closely monitored throughout the year.	31 Dec 2018
						Exit strategy for trailblazer project	28 Jun 2019

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 28	<p>Failure to produce / late certification / approval of accounts and/or to obtain unqualified audit opinion - Cllr John Williams</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Caroline Ryba (SCDC)</p> <p>Last Updated: 10 Sep 2018</p>	<p>Cause (January 2018) Significant changes in accounting requirements increasing the length and complexity of the Statement of Accounts, together with a reduction of a month for closure of accounts and, a 10 month hard close to facilitate audit demands, and incorporation of group accounts.</p> <p>Recent changes in staff mean that it may be more difficult to complete some tasks on time as training and guidance will be required for tasks only occurring at year-end potentially, putting strain on other stages of the closedown programme,</p> <p>Consequence leading to reputational loss and adverse publicity, uncertainty over the Council's financial position, resulting in increased stress and workload for the Accountancy Service and diversion from other accounting responsibilities such as budget monitoring.</p>	<p>I = 5 L = 4 20 (20)</p>	Additional resources added to the team as required: an interim Chief Accountant was appointed to ensure efficient close down process until 31 July 2018	<p>I = 4 L = 4 16 (16)</p>	Prompt replies to audit queries.	30 Sep 2018
				Attendance at CIPFA/ external audit final accounts workshops.		Date extended from 31 July to 30 September, reflecting delayed audit timing.	
				Close liaison with the auditors to ensure all requests are fulfilled on time.		Additional technical resource being sought to be in place for 4 weeks from 17 September 2018, if available.	15 Oct 2018
				Meeting auditors' requirements with regard to the content and format of the final accounts working papers.		The audit has been postponed and will re-start on 24 September.	31 Oct 2018
				Plan of actions and close down timetable, including information for auditors, prepared and team members informed of the tasks.			
				Separate auditors appointed for the Company on a time-bound contract. Company audit completed and signed off.			

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 5	Welfare Reform - Cllr John Williams Head of Service: Alex Colyer Risk Owner: Dawn Graham Last Updated: 08 Jun 2018	Cause (December 2010) (Update Jan 2017) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system, Consequence leading to possible: •increased IT cost due to required system changes; •implementation costs not fully reimbursed by Government grant; •increased workload for Benefits and Homelessness teams, resulting in potential for: •adverse effect on service provision due to the number of changes; •increased dissatisfaction with the service due to reduced amounts of benefit payable; •impact on Medium Term Financial Strategy; •devastating effect on people with mental health problems; and •dislocation of private sector housing market.	I = 4 L = 5 20 (20)	Local Council Tax Support (LCTS) and welfare reform workshop to take place with regard to proposed LCTS scheme 2018/19 and possible welfare changes.	I = 3 L = 4 12 (12)		
				Bid for additional funding approved in 2018-19 budget, to cover the case that grants currently provided for housing benefit assessment work are reduced. late implementation of Universal Credit has meant that grant reduction is less than anticipated for 2018/19. The implementation of UC needs to be constantly reviewed during 2018/19 to assess impact for 2019/20			
				Delay in roll out for Cambridge. Continuing to monitor roll out of Universal Credit (UC) in other LA's to ensure lessons learnt are implemented at SCDC. Information currently available indicates the rollout of UC will be a slow process during this current parliament with all new working age claims processing not available until 2020-21.			
				Scoping work currently being undertaken by the Benefits Manager to assess the impact of Universal Credit and how it impacts the administration of Housing Benefit, Localized Council Tax Support and Rent Collection for SCDC tenants.			

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 13	<p>Recruitment & Retention - Cllr Philippa Hart</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Susan Gardner Craig</p> <p>Last Updated: 08 Jun 2018</p>	<p>Cause (September 2015)</p> <p>(Update Jan 2018)</p> <p>Reduced staffing capacity due to fluctuations in the job market and difficulties in recruitment and retention, especially in some professions,</p> <p>Consequence leading to loss of resources / experience / expertise in key services, increased workload and pressure on remaining staff to deliver services, increased sickness absence and stress, increased costs (including of repeat recruitment) and additional cost of using the agency staff; resulting in lack of capacity to meet service delivery needs, loss of effectiveness/productivity, disruption to, or lower quality of, services provided, either internally or to the public, failure to comply with statutory processes or meet statutory deadlines; damage to the Council's reputation; legal challenge.</p>	<p>I = 4 L = 5 20 (20)</p>	<p>Variety of actions in place, appropriate to service areas, including:</p> <ul style="list-style-type: none"> •Internal development opportunities •Funded professional development & qualifications •Secondments, both internally and with partnering authorities •Shared services with partnering authorities •Market supplements on a fixed term basis •Use of temporary workers •Changes to recruitment approaches, new jobs page on website, use of different media •Keep under review marketplace pay levels using e-paycheck and other means •Increase in the number of apprenticeships across all service areas of the council. •Participation in national apprenticeship Trailblazer programmes •Developing a career progression scheme, particularly in Planning •Offering trainee LGV Driver places 	<p>I = 3 L = 3 9 (9)</p>	<p>Ongoing: Additional actions being considered in some service areas.</p>	<p>30 Jun 2019</p>
STR 26	<p>Contract failure - Cllr Neil Gough</p> <p>Head of Service: Trevor Nicoll</p> <p>Risk Owner: Rebecca Weymouth-Wood</p> <p>Last Updated: 08 Jun 2018</p>	<p>Cause (September 2017)</p> <p>Supplier failure including contractual arrangements - Major contract concern is the MRF contract.</p> <p>Consequence If the MRF contract fails it will impact income (if prices are renegotiated) or viability of disposal of recyclable materials (with knock-on impacts for collections and logistics and costs around that).</p>	<p>I = 4 L = 4 16 (16)</p>	<p>Management of the potential contract dispute is in progress and meeting happening with Amey at senior officer level. RECAP is due to send AMEY a letter to highlight contract issues RECAP wishes to raise with AMEY once this letter is approved by 3C Legal services.</p>	<p>I = 4 L = 3 12 (12)</p>		

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 27	<p>Mare Fen Bank Improvement Project - Cllr Neil Gough</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Paul Quigley</p> <p>Last Updated: 26 Jul 2018</p>	<p>Cause (November 2017) Failure to find funding, gain regulatory approval or commission suitable contractor for Mare Fen Bank Improvement project</p> <p>Consequence leading to delay in progressing Northstowe phase 2 (planning condition requires completion prior to first occupation), leading to potential legal challenge by developer (Homes England), and/or Internal Drainage Board, financial and reputational loss to the council</p>	<p>I = 4 L = 4 16 (16)</p>	<p>£750k funding for works secured from CA. Funding agreement between CA and H.E. under development, enabling grant to be paid direct to H.E. Consent for works submitted to EA. Following EA consent H.E. will pass the design onto their contractor to produce construction drawings and obtain necessary permissions etc. to undertake the works. Works due to commence, depending on above, Autumn 2018 or Spring 2019.</p>	<p>I = 4 L = 3 12 (12)</p>	Chase EA for update on sign-off of final design and issuing of consent for works, which will enable project to proceed.	03 Sep 2018
				<p>Liaison group formed between SCDC, Developer (Homes England) and EA. Negotiated HE providing project management and C&D skills to help design and deliver scheme, EA waiving permit fees and providing staff capacity and experience. HE to source build material. HE to use own site contractor to carry out works, compliant with SCDC procurement Regs.</p>		Chase CA for update on development of funding agreement between CA and HE, enabling grant payment to be made direct to HE.	07 Sep 2018
				<p>Regular updates to PFH, Director, Communications Manager</p>			
				<p>Service risk EC7 elevated to Strategic Risk Register.</p>			

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 3	<p>Failure to meet Housing Need - Cllr Dr. Tumi Hawkins</p> <p>Head of Service: Stephen Kelly</p> <p>Risk Owner: Sharon Brown</p> <p>Last Updated: 10 Sep 2018</p>	<p>Cause (June 2007, was Lack of Land Supply) Delivery of housing falling below levels necessary to achieve:</p> <ul style="list-style-type: none"> - the Local Plan target for housing 2011-2031 - a five-year supply of housing - City Deal 1,000 additional homes on rural exception sites. <p>Economic uncertainty following Brexit and potential slow down in planning application submissions and house building by developers.</p> <p>Potential delays to delivery arising from delays to infrastructure programmes.</p> <p>Recruitment and retention of appropriate staff to provide maintain consistency and continuity overseeing major, long term and complex schemes.</p> <p>Consequence NPPF provides a tilted balance in favour of development applications where housing need not met</p>	<p>I = 4 L = 4 16 (16)</p>	- Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR)	<p>I = 2 L = 2 4 (4)</p>	Effective programme management and regular liaison with developers.	31 Aug 2018
				- Tracking of outline planning permissions through to implementation		Work with Housing to maximise self-build opportunities.	31 Aug 2018
				- Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff.		Review design guide SPD.	31 Mar 2019
				- Neighbourhood Planning Toolkit to enable parishes to develop local housing and design policies reflecting local circumstances		Engagement with house builders aiding housing delivery	30 Nov 2019
				- Monthly monitoring of 5-year supply position			
				Modification to the Local Plan to include method of 5 year supply calculation based on Liverpool method.			
				Tracking of delivery against Housing Delivery test			

Page 61

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 4	<p>Medium Term Financial Strategy (MTFS) - Cllr John Williams</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Caroline Ryba (SCDC)</p> <p>Last Updated: 08 Jun 2018</p>	<p>Cause (June 2007)</p> <p>Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> •not achieving delivery of additional income / savings to meet targets, including from Business Improvement & Efficiency and Commercialisation Programmes projects (and see STR26), shared services initiatives and the housing company; •inflation exceeds assumptions; •interest rates do not meet forecasts; •employer's pension contributions increases exceed projections; •changes in demand for some service areas could lead to pressures in the related budgets, especially Housing; •unforeseen restructuring costs; •retained business rates scheme – volatility of outstanding valuation appeals, made worse by the 2017 revaluation; •retained business rates scheme does not meet forecast; •retained business rates scheme tariff adjustments continue from 2020/21; •uncertainties following the June 2016 referendum vote to leave EU, particularly unpredictable volatility in economic factors, e.g. inflation, interest rates, employment, business confidence, etc. impact assumptions underlying the MTFS; •major developments do not meet housing trajectory forecast; •cost of supporting development and meeting demand from growth; •impact of welfare reform (and see STR15); •availability of budget for Cabinet priorities; •material error or omission in MTFS forecasts; •increased uncertainty in budget setting due to commercial activities, exposure to market competition and commodity price trends, leads to.. <p>Consequence</p>	<p>I = 5 L = 3 15 (15)</p>	Additional income/savings targets built in to Business Improvement & Efficiency and Commercialisation Programmes projects, shared services and other initiatives.	<p>I = 5 L = 2 10 (10)</p>	Quarterly reports on commercial projects and market price trends to Cabinet.	28 Oct 2018
				Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates.		Separately identify commercial income in the Council's reports and projections.	28 Oct 2018
				Implement bids and savings process to evaluate demands on the Council's financial resources going forward.		Implement plans to deliver Council's programme in line with latest General Fund income and savings targets, review use of reserves.	23 Feb 2019
				Monitor inflation factors, effect of current economic climate on demand led services and budgets.		Identify further opportunities for commercial income and assess the risks associated with each commercial project.	23 Feb 2019
				Monitoring of council tax base to identify financial implications of growth.			
				Monthly financial report to Corporate Management Team (CMT); CMT reviews progress in achieving budget targets.			
				Shared Services governance process in place.			
				Spending Review / Autumn Statement and provisional Local Government Finance Settlement: implications modelled for February 2017 Cabinet report.			
				Submission of an efficiency plan to government, thereby seeking to confirm significant elements of income for the next three years as a control/mitigation.			
				Treasury management reports to Finance & Staffing PFH. Monitoring of business rates income, collection rates and appeals.			
				Updated MTFS approved by Cabinet in February 2017.			

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
		leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.					
STR 2	<p>Gypsy and Travellers and those not meeting new definition - Cllr Tumi Hawkins</p> <p>Head of Service: Stephen Kelly</p> <p>Risk Owner: Caroline Hunt</p> <p>Last Updated: 08 Jun 2018</p>	<p>Cause Changes in the planning definition of Gypsies and Travellers and resulting change in planning situation for those that do not meet the new definition. Issue addressed at Local Plan examination and Inspectors' modifications say it is an issue to be addressed in Local Plan review. Final view awaited from Inspectors in their report.</p> <p>Consequence Potential to result in possible increase in unauthorised sites and planning appeals with some uncertainty pending Local Plan review due to start in 2019.</p>	<p>I = 4 L = 3 12 (12)</p>	<p>The Local Plan examination hearing addressed this issue and the modifications identified by the Inspector for consultation do not seek further changes for this Local Plan but identify it as an issue for the next Local Plan review. The final Inspectors' report will provide clarity on the appropriate policy for inclusion in the Local Plan that will then form the statutory basis for decision making.</p> <p>Local Plan review to start in 2019 including further updated evidence of needs.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Carry out consultation on proposed Modifications to ensure a sound plan.</p>	31 Jul 2018
						<p>Consider through Local Plan review, due to start in 2019, including further updated evidence of needs. Monitor applications relating to caravan accommodation for those not meeting the planning definition and any appeals and decisions to inform the next Local Plan. Also ongoing role for Council as local housing authority under Housing Act 2015 as part of role in relation to wider housing needs including those living in caravans.</p>	31 Dec 2019

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 11	<p>Business Improvement & Efficiency Programme - Cllr Philippa Hart</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Phil Bird</p> <p>Last Updated: 08 Jun 2018</p>	<p>Cause The Business Improvement Efficiency Programme (BIEP), and any subsequent Programmes have their own associated risk registers. The risks included are summarised as follows (only those scoring 12 and above are reflected in the summary):</p> <p>The Projects on the programmes are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> •inadequate stakeholder engagement, •conflicting operational, programme and project priorities, or •long term unavailability of relevant and crucial staff, <p>Consequence leading to inadequate programme and project resources and support, resulting in a delay or failure to deliver the outputs, associated benefits, and required income and savings targets.</p>	<p>I = 4 L = 3 12 (12)</p>	<p>The following training programmes are in place to support business development:</p> <ul style="list-style-type: none"> •Delivery of Commercial skills training •Leadership Training •Project Management/Project Sponsor Training <p>The Programme Manager identified programme and project resource requirements before the start of the tranches. The level of resource required is continually monitored by the Programme Manager as projects progress, close and new ones commence.</p> <p>The Senior Responsible Owner is responsible for securing the required resources.</p> <p>Regular 1:1s with Executive Director (Senior Responsible Owner).</p> <p>Monthly Highlight Reports from each Project Manager to the Programme Manager.</p> <p>Monthly Progress Reports to EMT from the Programme Manager. These show a RAG rating.</p> <p>Regular update meetings with Project Managers & Project Sponsors used to assess required resource levels.</p> <p>A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed.</p> <p>Stakeholder engagement activities place regularly throughout the programme.</p> <p>Increasing emphasis on Lessons Learned from other projects will help the Sponsoring Group, Programme Manager and Project Managers mitigate this risk.</p> <p>Each project risk register is updated monthly and reviewed with project manager.</p> <p>There is currently an increased workload for the Corporate Programme Manager (CPM) due to the long-term absence of the Catering Manager. Provision has been made in the canteen with acting up arrangements put in place. This does not impact directly on the Programmes themselves or the Projects within them but limits the time the CPM can spend on them. The continuation of the increased score of 12 reflects the fact that there have..</p>	<p>I = 4 L = 2 8 (8)</p>		

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 9	<p>HRA Business Plan - Cllr Hazel Smith</p> <p>Head of Service: Stephen Hills</p> <p>Risk Owner: Julia Hovells (SCDC)</p> <p>Last Updated: 07 Sep 2018</p>	<p>Cause (March 2012) The HRA Business Plan has its own associated risk register.</p> <p>Consequence The score of the risk in this Strategic Risk Register is a composite score from the HRA Business Plan risk register, and reflects changes in national housing and welfare policy and associated impacts:</p> <ul style="list-style-type: none"> •1% rent reduction for 4 years from April 2016, •Potential impact of Welfare Reform changes, •Ability to top up RTB receipts and spend within required timescales 	<p>I = 4 L = 3 12 (12)</p>	<ul style="list-style-type: none"> •Confirmation in Green Paper of August 2018 of intention to repeal sale of higher value voids legislation. •Cuts successfully identified to HRA during 2017/18 allowing a balanced budget to be set for 30 year business plan period from 2018/19. •Further detailed review of HRA business plan part of 2018/19 HRA Medium Term Financial Strategy. •Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing and respond to formal consultations. •November 2017 Budget announced return to CPI+1% rent rises after 2019 •Revised HRA Business Plan was approved in February 2018. •SoS Dec 17 announcement that sale of high value council houses to be postponed for at least 12 months from April 18. Further supported by intention to repeal legislation in consultation of August 2018. •The Housing Revenue Account (HRA) business plan has been updated to reflect the 1% rent cut for four years announced in the Government's July 2015 Budget. The loss of £134m from the HRA Business Plan has had a significant impact on the Council's build programme. 	<p>I = 3 L = 2 6 (6)</p>		

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 29	Transition to shared services - Cllr Bridget Smith Head of Service: Alex Colyer Risk Owner: Mike Hill Last Updated: 08 Jun 2018	Cause Reduced capacity in teams, both those subject to transition to shared services and those supporting the transition, arising from involvement in consultation activities, general/ operational preparation and resolving of unforeseen issues, Consequence leading to reduced engagement levels; resulting in reduced discretionary effort, increased stress levels among colleagues, disruption to, or lower quality of, services provided, either internally or to the public, failure to comply with statutory processes or meet statutory deadlines, damage to the Council's reputation, legal challenge.	I = 4 L = 3 12 (12)	Ongoing regular communication via the Shared Services newsletter to staff and stakeholders.	I = 2 L = 3 6 (6)	-Improve communication between programme office, shared service leads, affected teams and stakeholders -Improved communication of implementation plans -Recruitment of permanent shared services managers and other vacant posts	31 Mar 2019
				Regular communications with individuals in 1-2-1 meetings etc. Close liaison with our partners to ensure all issues are addressed as effectively as possible.			
				Regular monitoring and reports to the Shared Services Board			
				Support for employees from HR policies in all councils.			
				Support from the Shared Services Programme Hub.			
				User of external consultants.			
STR 6	Demands on services from an ageing population - Cllr Neil Gough Head of Service: Mike Hill Risk Owner: Stephen Hills Last Updated: 08 Jun 2018	Cause (September 2011) Service planning fails to adjust to the districts demographic changes showing a significant growth in the proportion of over 65s, Consequence leading to inability to meet additional demands on health and social care services, including to the Council's sheltered housing and benefits services, resulting in an impact on the quality of life of many older people in the district, adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.	I = 3 L = 3 9 (9)	Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task & Finish Group. SCDC Housing leading on development of sub-regional Older People's Housing Strategy and refresh of County Older People Strategy. SCDC Housing staff contributing to Cambridgeshire Executive Partnership Board projects including Data Sharing, 7-Day Working, Person-Centre System, and Ageing Healthily & Prevention. Issue and impact discussed by Cabinet / EMT. Successful "Healthy New Towns" funding bid now being implemented to undertake research and project work into future housing needs in new communities, initial focus on Northstowe. NHS England now joined SCDC New Communities Project Board.	I = 3 L = 2 6 (6)		

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 7	Partnership with Cambridgeshire County Council - Cllr Aidan Van de Weyer Head of Service: Alex Colyer Risk Owner: Mike Hill Last Updated: 08 Jun 2018	Cause (September 2011) The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council, Consequence leading to the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, together with potential reputational impact, resulting in adverse effects on the district's residents and businesses.	I = 3 L = 3 9 (9)	Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated. Good relationships with County on: RECAP Waste Partnership (and with National Agencies), Children & Young People's Area Partnership, New Communities Project Board, Older People's Accommodation Strategy.	I = 3 L = 2 6 (6)	Timescale to progress: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.	31 Oct 2018

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 12	<p>Shared Services initiatives with other authorities - Cllr Bridget Smith</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Phil Bird</p> <p>Last Updated: 24 Jul 2018</p>	<p>Cause (November 2014) Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> •inadequate stakeholder engagement, •conflicting priorities, •unavailability of key staff, or •Councils not adapting how they work to new arrangements <p>A further risk is that established partnership delivers worse than before in terms of:</p> <ul style="list-style-type: none"> •outputs; •cost of service; •reputation (in particular among residents); •lack of agreed objectives. <p>Consequence leading to inadequate resources and support, inefficient practices and unreasonable expectations on shared-staff, resulting in a delay or failure in delivering the outputs, required additional income and savings targets, and associated benefits for the district's residents and businesses, including possible dilution in service levels initially.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Clear KPIs are in place to track performance on a regular basis. These are reviewed by the Shared Services Board in accordance with the governance set up.</p> <p>Progress to be overseen by a joint steering group including Leaders and relevant portfolio holders.</p> <p>A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet. For SCDC, reports to Cabinet in October 2014 (re ICT, Legal and Waste) November 2014 (re Building Control) and July 2015 (re Building Control, ICT and Legal). Strong programme and project management provided by an overall programme 3C Management Board comprising Directors from each authority, supported by the 3C Programme Manager, individual project boards of lead officers and relevant support services officers from each authority. Prioritisation of projects within workloads. Dedicated external resources obtained for each project, funded from Transformation Challenge Award grant, and additional resources allocated to ensure improved co-ordination and delivery.</p> <p>A dedicated risk register is overseen and monitored by the 3C Management Board and progress will be reported through Corporate Plan monitoring.</p> <p>A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet.</p> <p>Revised recharging models in place from April 2017. This will be monitored through The 3C governance boards.</p>	<p>I = 3 L = 2 6 (6)</p>	<p>Timescale to progress: Work underway to align governance and financial management arrangements. Partnership agreement being reviewed and MOU for services in draft for completion by Summer 2018. Shared Services Management Board reviewing Partnership Agreement</p>	<p>31 Aug 2018</p>

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 14	<p>Access to Primary Care in Growth Areas - Cllr Neil Gough</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Mike Hill</p> <p>Last Updated: 08 Jun 2018</p>	<p>Cause (May 2016) Failure of health partners to provide increased capacity for primary care and mental health services for new and expanding communities,</p> <p>Consequence leading to inability of residents to access quality local health care increasing pressure on existing services, increased public health costs through higher A&E admissions, increased direct costs for SCDC in reacting to the detrimental impacts of ill-health and inability to effectively achieve Corporate Plan Living Well outcomes resulting in reduced quality of life and increased health acute and chronic health conditions for residents in affected communities, reduced capacity by public health agencies to contain viral outbreaks and inability of SCDC to maintain viable service levels.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Proactive negotiations with developers to ensure adequate health infrastructure provision in new communities within relevant legal agreements; Development Delivery Agreements in place/under negotiation to embed a partnership approach. Ongoing participation in robust county health scrutiny and Local Health Partnership. Delivery of Corporate Plan Living Well objectives around ill-health prevention.</p>	<p>I = 3 L = 2 6 (6)</p>		

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 1	<p>Consultation and Engagement - Cllr Philippa Hart</p> <p>Head of Service: Caroline Ryba (SCDC)</p> <p>Risk Owner:</p> <p>Last Updated: 01 Aug 2018</p>	<p>Cause (Previously Equalities; reviewed July 2016) The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies,</p> <p>Consequence leading to decisions relating to service delivery being overturned and possible Commission for Human Rights and Equalities inspection, resulting in delays to the implementation of new service proposals causing detriment to customer service, preventing the timely delivery of policy and financial objectives, reduction in reserves available to support balanced MTFs, adverse publicity and effect on reputation.</p>	<p>I = 4 L = 2 8 (8)</p>	<p>The Policy Development Officer (PDO) role includes responsibilities for ensuring continuing compliance with our statutory Public Sector Equality Duty, delivery of the Equality Scheme 2015-2020 and a review of corporate consultation and engagement to ensure consistency and quality across all service areas.</p> <p>The Policy Development Officer left her post on 4 August 2017 and has not been filled, thus delaying the completion of specific projects. The Policy and Performance Manager has lead responsibility for equality and diversity until the vacancy is filled, although he has limited capacity given other priorities. He has submitted a briefing note identifying specific projects which will be delayed or paused as a consequence, including reviews of the Council's Community Engagement Strategy and Equality Scheme.</p> <p>CMT considered a report setting out Equalities Issues at its meeting in November 2017, following which a Leadership Development Action Learning Group has begun a project to review the Council's activities in this area and make recommendations for a new Equality Scheme.</p> <p>It is considered that the likelihood of this risk materialising has increased, though not sufficiently to constitute a 'strong possibility' (one in two) at Level 3.</p> <p>ALS made its recommendation to EMT on 13 March 2018; awaiting next steps to be agreed and communicated.</p>	<p>I = 3 L = 2 6 (6)</p>	<p>Report ALS recommendations to EMT.</p> <p>Due for completion in November 2017 the Policy Development Officer was leading a project to refresh the Council's Community Engagement Strategy and Toolkit to ensure the application of consistent best practice standards across the organisation. She has also prepared a briefing paper for management team discussion to inform a review of the Council's Equality Scheme and associated Equality Impact Assessment Process. We intend to adopt a new scheme in March 2018.</p> <p>Projects on hold following loss of Policy Development Officer in August 2017. Review of Community Engagement Toolkit identified as an action in the draft Corporate Plan 2018-19.</p>	<p>31 Jul 2018</p> <p>31 Mar 2019</p>

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 30	Commercialisation - Cllr John Williams Head of Service: Alex Colyer Risk Owner: Alex Colyer Last Updated: 29 Aug 2018	Cause Moving towards commercialisation of the Council activities undertaken by the staff not used to having an entrepreneurial approach and without a background in commerce, Lack of business analysis skills and business finance knowledge Consequence leading to 1. Activities undertaken do not generate profits; 2. Commercial services are not performed well; 3. Reputational damage caused; 4. Legal implications.	I = 4 L = 2 8 (8)	1. Consider formation of a corporate programme hub with key business analysis and commercial skills. Recruitment of team members with experience in commercial organisations; 2. Scrutiny of new revenue-generating projects; 3. Monitoring of revenue-generating activities. 4. Identified in the OD strategy	I = 3 L = 2 6 (6)		

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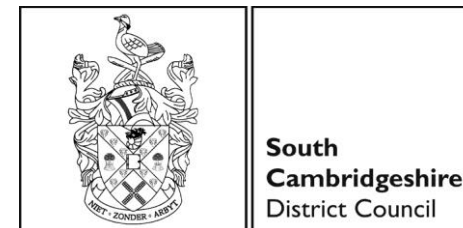
Scrutiny and Overview Committee Work Programme 2018/19

Meeting date	Agenda item	Task and Finish Groups (ongoing)
Every meeting	All Key Decision items prior to Cabinet Selected Non-Key Decision items prior to Cabinet Work programme Feedback from task and finish groups	<ul style="list-style-type: none"> • Barriers to Council procurement from SMEs • Recruitment and Retention (Planning priority): To include attraction, retention, reward • Crime in rural areas • Gypsy and Traveller needs and issues (focus on illegal encampments initially)
October 2018	Items scheduled for November Cabinet Decision: <ul style="list-style-type: none"> • Adoption of Recycling & Waste Operational Policies (Key) • Northstowe Strategic Collaborative Agreement (Key) • Sales of HRA Assets with cumulative total over £1million (Key) • Orchard Park Feasibility Study (Key) • Statement of Community Involvement (Key) • Supplementary Planning Documents – Adoption (Key) • Community Energy Grants Criteria (Non-Key) • Mobile Warden Scheme Grants Criteria (Non-Key) • Quarterly Position Statement (Non-Key) 	
November 2018	Items scheduled for December Cabinet Decision: <ul style="list-style-type: none"> • Countywide Disabled Adaptations Policy (Key) • Localised Council Tax Support Scheme (Non-Key) 	
December 2018	Items scheduled for January Cabinet Decision: <ul style="list-style-type: none"> • Homeless Strategy (Key) 	
January 2019	Items scheduled for February Cabinet Decision: <ul style="list-style-type: none"> • Medium Term Financial Strategy 	

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DRAFT NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 1 October 2018



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 Bridget Smith
Councillor Aidan Van der Weyer
Councillor Tumi Hawkins
Councillor Hazel Smith
Councillor Philippa Hart
Councillor Neil Gough
Councillor John Williams

Leader of the Council
Deputy Leader
Planning
Housing
Customer Services and Business Improvement
Environmental Services and licensing
Finance

Key and non-key decisions expected to be made from 1 October 2018

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Member and Contact Officer	Documents submitted to the decision maker
Quarterly Position Report Non-Key Page 77	To provide a statement on the Council's position with regard to its General Fund, Housing Revenue Account (HRA) and capital budgets, corporate objectives, performance indicators and strategic risks.	Cabinet Cabinet	03 October 2018 07 November 2018		Lead Cabinet member for Customer Service and Business Improvement, Lead Cabinet member for Finance Suzy Brandes, Principal Accountant (General Fund & Projects)	Report (publication expected 28 August 2018) Report (publication expected 30 October 2018)
Brexit Advisory Group - Terms of Reference Non-Key	To approve the terms of reference of the Brexit Advisory Group.	Cabinet	03 October 2018		Kathrin John, Democratic Services Team Leader	Report (publication expected 30 October 2018)
Compulsory Purchase Order of The Tree, Stapleford Non-Key	To consider the use of Compulsory Purchase Order powers with regard to The Tree, Stapleford and decide whether to	Cabinet	03 October 2018	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act	Lead Cabinet member for Planning Kathryn Hawkes, Partnerships Officer	Report (publication expected 25 September 2018)

Key and non-key decisions expected to be made from 1 September 2018

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Member and Contact Officer	Documents submitted to the decision maker
	make a recommendation to Council.			1972		
Northstowe Land Drainage - Mare Fen and Hattons Road Ponds Key Page 78	To consider the future maintenance arrangements for Mare Fen Bank and Hattons Road Ponds, both elements of the Northstowe Drainage Solution designed to enable the Northstowe development to proceed.	Lead Cabinet Member for Environmental Services and Licensing	03 October 2018		Lead Cabinet member for Environmental Services and Licensing Paul Quigley, Head of Environment Commissioning	Report (publication expected 25 September 2018)
Local Development Scheme Key	To agree a new Local Development Scheme for the preparation of a new Local Plan for Greater Cambridge.	Cabinet	03 October 2018		Lead Cabinet member for Planning Caroline Hunt, Planning Policy Manager	Report (publication expected 25 September 2018)
Elite Athletes Grant Scheme Non-Key	To consider changes to the Elite Athletes Grant Scheme as recommended by	Cabinet	03 October 2018		Gemma Barron, Head of Sustainable Communities and Wellbeing	Report (publication expected 25 September 2018)

Key and non-key decisions expected to be made from 1 September 2018

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Member and Contact Officer	Documents submitted to the decision maker
	the Grants Advisory Committee.					
Green Paper - A new deal for social housing Non-Key	To note a briefing paper and approve a consultation response.	Cabinet	03 October 2018		Lead Cabinet member for Housing Julie Fletcher, Head of Housing Strategy	Report - publication expected 25 September 2018)
Supplementary Planning Documents - Adoption Key	Following adoption of the South Cambridgeshire Local Plan, a number of previously agreed Supplementary Planning Documents will be presented for adoption.	Cabinet	07 November 2018		Lead Cabinet member for Planning Caroline Hunt, Planning Policy Manager	Report (publication expected 30 October 2018)
Adoption of Recycling and Waste Operational Policies Key	To agree a single Waste Collection Service Policies and Procedures document setting out the service that the shared waste service will deliver for Cambridge City	Cabinet	07 November 2018		Lead Cabinet member for Environmental Services and Licensing Trevor Nicoll, Head of Waste Resources	Report (publication expected 30 October 2018)

Key and non-key decisions expected to be made from 1 September 2018

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Member and Contact Officer	Documents submitted to the decision maker
	and SCDC residents.					
Northstowe Strategic Collaborative Agreement Key Page 80	To approve the Strategic Collaborative Agreement with Homes England. This Agreement sets out how we will work together to use any capital receipt from the Northstowe Starter Homes equity model to invest into future affordable housing.	Cabinet	07 November 2018		Lead Cabinet member for Housing Julie Fletcher, Head of Housing Strategy	Report (publication expected 30 October 2018)
Mobile Warden Scheme Grants Criteria Non-Key	To consider changes to the Mobile Warden Scheme Grants as recommended by the Grants Advisory Committee.	Cabinet	07 November 2018		Gemma Barron, Head of Sustainable Communities and Wellbeing	Report (publication expected 30 October 2018)
Community Energy Grants Criteria Non-Key	To consider changes to the Community Energy Grants guidance notes, which	Cabinet	07 November 2018		Gemma Barron, Head of Sustainable Communities and Wellbeing	Report (publication expected 30 October 2018)

Key and non-key decisions expected to be made from 1 September 2018

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Member and Contact Officer	Documents submitted to the decision maker
	includes the criteria, as recommended by the Grants Advisory Committee and Climate and Environment Advisory Committee.					
Sales of HRA Assets with Cumulative Total Over £1 million Key	To approve decisions of the Director of Housing to agree the sale of land subject to an annual limit of £1million to be increased.	Cabinet	07 November 2018	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Lead Cabinet member for Housing Laurence Castle, Self/Custom Build Regional Manager	Report (publication expected 30 October 2018)
Rural Settlements List Non-Key	In order to facilitate the administration of Rural Rate Relief (Business Rates), the Council is required to determine annually the rural settlements within its area where the population of the settlement is less than 3,000 and to	Cabinet	07 November 2018		Lead Cabinet member for Finance Katie Kelly, Revenues Manager	Report (publication expected 30 October 2018)

Key and non-key decisions expected to be made from 1 September 2018

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Member and Contact Officer	Documents submitted to the decision maker
	publish a list of settlements indicating their boundaries before 31 st December each year.					
Orchard Park Feasibility Key		Cabinet	07 November 2018		David Ousby	Report (publication expected 30 October 2018)
Compulsory Purchase Order of The Tree, Stapleford Non-Key	To consider the use of Compulsory Purchase Order powers with regard to The Tree, Stapleford and decide whether to make a recommendation to Council.	Cabinet	07 November 2018	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Lead Cabinet member for Planning Kathryn Hawkes, Partnerships Officer	Report (publication expected 30 October 2018)
Statement of Community Involvement Key	To agree a Statement of Community Involvement for the preparation of the new Local Plan for Greater Cambridge.	Cabinet	07 November 2018		Lead Cabinet member for Planning Caroline Hunt, Planning Policy Manager	Report (publication expected 30 October 2018)

Key and non-key decisions expected to be made from 1 September 2018

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Member and Contact Officer	Documents submitted to the decision maker
Great Abington former LSA Estate Neighbourhood Plan Non-Key	To adopt ('make') the Neighbourhood Plan, subject to the Neighbourhood Plan successfully progressing through the preceding plan making stages.	Council, Lead Cabinet member for Planning	29 November 2018		Lead Cabinet member for Planning Jennifer Nuttycombe, Senior Planning Policy Officer	Report (publication expected 22 November 2018)
Licensing Act Policy Non-Key		Council	29 November 2018		Lead Cabinet member for Environmental Services and Licensing	Report (publication expected 21 November 2018)
Gambling Act Policy Non-Key		Council	29 November 2018		Lead Cabinet member for Environmental Services and Licensing Mike Hill, Director of Health and Environmental Services	Report (publication expected 21 November 2018)

Key and non-key decisions expected to be made from 1 September 2018

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Member and Contact Officer	Documents submitted to the decision maker
Localised Council Tax Support Scheme Non-Key		Cabinet Council	05 December 2018 21 February 2019		Lead Cabinet member for Finance Dawn Graham, Benefits Manager	Report (publication expected 28 August 2018) Report (publication expected 29 January 2018)
Countywide Disabled Adaptations Policy Key	To approve the Countywide Disabled Adaptations Policy. This will provide a joint county-wide approach as to how the Disabled Facility Grants can be spent.	Cabinet	05 December 2018		Lead Cabinet member for Housing Julie Fletcher, Head of Housing Strategy	Report (publication expected 27 November 2018)
Homeless Strategy Key	To approve a homeless strategy for South Cambridgeshire.	Cabinet	09 January 2019		Susan Carter, Housing Advice and Options Manager, Heather Wood, Interim Assistant Director of Housing (Statutory and Strategic Services)	Report (publication expected 31 December 2018)
Draft Greater Cambridge Housing	To agree that the Draft Greater	Cabinet	06 February 2018		Lead Cabinet member for	Report (publication expected 29

Key and non-key decisions expected to be made from 1 September 2018

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Member and Contact Officer	Documents submitted to the decision maker
Strategy Non-Key	Cambridge Housing Strategy can go out to external consultation. This is a joint strategy with Cambridge City Council.				Housing Julie Fletcher, Head of Housing Strategy	January 2019)
Decision Making/Governance for New Build Development Schemes Key	For Cabinet decision around a streamlined decision making process for new build development schemes.	Cabinet	06 March 2019		Lead Cabinet member for Housing Gill Anderton, Head of Housing (New Build)	Report (publication expected 28 February 2019)
Greater Cambridge Housing Strategy Key	To approve the adoption of the Greater Cambridge Housing Strategy.	Cabinet	06 March 2019		Lead Cabinet member for Housing Julie Fletcher, Head of Housing Strategy	Report (publication expected 26 February 2019)
Draft Resident Involvement Strategy Non-Key	To agree that the Draft Resident Involvement Strategy can go out to external consultation.	Cabinet	03 April 2019		Lead Cabinet member for Housing Peter Moston, Resident Involvement Team	Report (publication expected 26 March 2019)

Key and non-key decisions expected to be made from 1 September 2018

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Member and Contact Officer	Documents submitted to the decision maker
					Leader	
Non-Domestic Rates Discretionary Relief Policy Review Non-Key	Annual Review of the Discretionary Rates Policy, to ensure any amendments arising from the Spring Budget are updated in a timely manner.	Cabinet	May 2019		Lead Cabinet member for Finance Katie Kelly, Revenues Manager	Report (publication date tbc)
Resident Involvement Strategy Key	To approve the final Resident Involvement Strategy.	Cabinet	Date in 2019 to be confirmed		Lead Cabinet member for Housing Peter Moston, Resident Involvement Team Leader	Report (date tbc)

Agenda Item 8



**South
Cambridgeshire**
District Council

REPORT TO: Scrutiny and Overview Committee

18 September 2018

ROLE OF SCRUTINY MONITORS

Purpose

1. To consider and review the attached role description for Scrutiny Monitors.

Recommendations

2. It is recommended that:
 - (a) The role description as set out at Appendix A be reviewed and approved subject to any agreed amendments.

Reasons for Recommendations

3. To provide Scrutiny Monitors with a role description.

Background

4. Article 6.03 of the Council's Constitution sets out that:

The Scrutiny and Overview Committee will scrutinise, challenge and hold decision takers to account on those issues considered as the Council's internal business and shall:

- Appoint monitors to each Cabinet Portfolio to act as a bridge to the executive, promoting constructive dialogue and supporting effective scrutiny that adds value to the work of the Cabinet and its Portfolio Holders.

5. At its June 2018 meeting, the Scrutiny and Overview Committee appointed monitors to each Cabinet portfolio. Members requested further information regarding the role of these monitors.

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Scrutiny Monitor Role Description

- Scrutinise individual Lead Cabinet Member decisions when published.
- Meet with Lead Cabinet Members to discuss forthcoming decisions or reports that may be of interest to the Scrutiny and Overview Committee.
- Review the Notice of Key and Non Key Decisions on an ongoing basis and flag items with the Scrutiny and Overview Committee Chairman and Vice Chairman as issues the committee may wish to consider.

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