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20 June 2018

To: The Leader – Councillor Bridget Smith
Deputy Leader – Councillor Aidan Van de Weyer
Members of the Cabinet – Councillors Bridget Smith, Aidan Van de Weyer,
Neil Gough, Philippa Hart, Dr. Tumi Hawkins, Hazel Smith and John Williams
Quorum: Majority of the Cabinet including the Leader or Deputy Leader

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **COUNCIL CHAMBER - SOUTH CAMBS HALL** at South Cambridgeshire Hall on **THURSDAY, 28 JUNE 2018 at 9.30 a.m.**

Yours faithfully
Beverly Agass
Chief Executive

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AGENDA		PAGES
PROCEDURAL ITEMS		
1.	Apologies for Absence To receive Apologies for Absence from Cabinet members.	
2.	Minutes of Previous Meeting To authorise the Leader to sign the Minutes of the Extraordinary meeting held on 29 May 2018 as a correct record.	1 - 2
3.	Declarations of Interest	
4.	Announcements	
5.	Public Questions	
6.	2017-18 Year End Position Statement: Performance and Finance	3 - 82
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9. Cambridgeshire and Peterborough Minerals and Waste Local Plan - Preliminary Draft Consultation Response

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10. Dates of future meetings

Thurs 26 July 2018
Weds 5 September 2018
Weds 3 October 2018
Weds 7 November 2018
Weds 5 December 2018
Weds 9 January 2019
Weds 6 February (Budget) 2019
Weds 6 March 2019
Weds 3 April 2019
Weds 1 May 2019

All meetings starting at 9.30am

OUR LONG-TERM VISION

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

OUR VALUES

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

- Working Together
- Integrity
- Dynamism
- Innovation

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Agenda Item 2

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on
Tuesday, 29 May 2018 at 2.00 p.m.

PRESENT: Councillor Bridget Smith (Leader of the Council)
Councillor Aidan van de Weyer (Deputy Leader of the Council)

Councillors: Environmental Services & Licensing Portfolio Holder
Customer Service & Business Improvement Portfolio Holder
Planning Portfolio Holder
Housing Portfolio Holder
Finance Portfolio Holder

Officers in attendance for all or part of the meeting:

Beverly Agass	Chief Executive
Alex Colyer	Executive Director
Rory McKenna	Deputy Head of Legal Practice & Deputy Monitoring Officer
Victoria Wallace	Democratic Services Officer

Councillors Peter Topping and Nick Wright were in attendance, by invitation.

1. APOLOGIES FOR ABSENCE

There were no Apologies for Absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF PREVIOUS MEETING

Cabinet authorised the Leader to sign as a correct record, the Minutes of the meeting held on 19 April 2018.

Regarding the Cabinet meeting dates for 2018/19, members were informed that these were being reviewed. It was likely that meetings would take place in the morning and that the frequency of meetings may be increased.

4. ANNOUNCEMENTS

There were no announcements.

5. CONSTITUENT COUNCIL CONSENT FOR BUSINESS RATES SUPPLEMENT ORDER AND DEVOLUTION OF ADULT EDUCATION POWERS FOR THE CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY

Cabinet considered a report seeking its consent in respect of the power for the Cambridgeshire and Peterborough Combined Authority to levy a business rates supplement and to transfer the Adult Education Budget and associated powers, for the delivery of adult education services.

It was clarified that the levy of a business rates supplement would only affect businesses with a valuation of over £50,000. A ballot of these businesses would be required before a levy could be introduced.

The potential costs of running a ballot and implementing a levy were discussed. Cabinet was informed that the Council would seek to recover all these costs from the levy itself.

In response to a number of queries regarding the business rates levy, the following was clarified:

- The levy would apply to very large businesses only. Following the meeting, the Executive Director would clarify exactly which businesses in South Cambridgeshire would be affected.
- The levy had to be used by the Combined Authority to fund specific projects.

Concern was raised that a business rates levy would impact South Cambridgeshire more significantly than other districts, as the majority of big businesses in the region were based in South Cambridgeshire and Cambridge City. Cabinet was informed that there would need to be a consensus vote from the businesses balloted in order for the business rates levy to be implemented. It was thought that the larger the business, the more weight their vote would carry in the ballot.

The transfer of the Adult Education Budget was discussed, with concern raised regarding whether the Combined Authority was ready to receive this money and whether there were plans for how it would be used.

Cabinet unanimously **AGREED**:

- 1) To give consent to the making of the Cambridgeshire and Peterborough Combined Authority (Business Rate Supplements Functions) Order contained in Appendix 2, including the acceptance to any minor changes which do not alter the substantial meaning.
- 2) To give consent to the making of the Cambridgeshire and Peterborough Combined Authority (Adult Education Functions) Order contained in Appendix 4, including acceptance to any minor changes which do not alter the substantial meaning.

The Chairman of the Council confirmed that as this decision was urgent, he and the Chairman of the Scrutiny and Overview Committee had agreed that this decision would be exempt from call-in.

**The Meeting ended at 2.25
p.m.**



Report To: Leader and Cabinet
Lead Officer: Chief Executive

28 June 2018

2017-18 YEAR-END POSITION STATEMENT: PERFORMANCE, FINANCE AND RISK

Purpose

1. To provide Cabinet with:
 - A provisional 2017-18 outturn position statement on General Fund, Housing Revenue Account (HRA) and Capital expenditure, including requests for budget rollovers from 2017-18 to 2018-19;
 - Statements on the 2017-18 year-end position with regard to the Council's corporate objectives and performance indicators, and
 - The Strategic Risk Register.
2. Approval of capital and revenue budget rollovers constitutes a key decision, notice of which was first published in the March 2018 Forward Plan.
3. The Strategic Risk Register is currently under management review and will be reported to Cabinet in September 2018, incorporating the priorities of the new Administration; the current version is attached to this report for information at **Appendix F attached.**

Recommendations

4. Cabinet is requested to:
 - (a) Consider, comment on and note the Council's provisional financial outturn position, together with the overview of Corporate Plan 2017-2022 achievements and performance against key performance indicators set out in the report and appendices **A-E attached**;
 - (b) Approve budget rollovers totalling £83,555 on General Fund revenue budgets, £382,839 on HRA Revenue budgets and £3,303,383 on the Capital Programme, as detailed in **Appendices E(1) General Fund Revenue, E(2) HRA Revenue and E(3) Capital**, to be carried forward into the 2018-19 financial year, and
 - (c) Note the Strategic Risk Register at **Appendix F attached.**

Reasons for Recommendations

5. These recommendations are required to enable Cabinet to understand the organisation's financial position and performance. This contributes to the evidence base for the ongoing review of priorities and enables, where appropriate, redirection of resources to reflect emerging priorities and address areas of concern.
6. Rollovers are required to be submitted to Cabinet as, subject to approval, they will result in increases in 2018-19 budget estimates for specific, exceptional items that were originally included in the 2017-18 estimates but will now fall in 2018-19. Rolling over revenue and capital budgets will allow the re-phasing of specific

expenditure into 2018-2019 as stated in proposal forms, summarised in **Appendices E(1), E(2) and E(3) attached.**

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 final position statement for 2017/18, providing updates in respect of:
 - The Corporate Plan 2017-2022, agreed by Council in February 2017;
 - Key monthly, quarterly and annual Performance Indicators at 31 March 2018, and
 - Draft Budget Outturn variances at 31 March 2018, and
 - The Strategic Risk Register.

Corporate Plan 2017-2022

9. The Corporate Plan 2017-2022 set out the following Vision for the Council:

'South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.'
10. We worked to attain our Vision through four strategic objectives: Living Well, Homes for our Future, Connected Communities, and an Innovative and Dynamic Organisation, and 22 accompanying actions. A summary of progress and achievements with each of the actions, bringing together relevant performance information, is set out in **Appendix A** attached.

Key Performance Indicators (KPI) and Corporate Plan outcome measures

11. Cabinet has agreed a suite of 28 key performance indicators (KPIs) to provide a strategic overview of organisational health. Performance against Key Performance Indicators is set out in **Appendix B** attached, accompanied by narrative for each KPI. For the year end performance report, narrative is split into three sub-headings explaining how we did during the year in relation to target and intervention levels, what the context was for levels of performance and what the outlook is for 2018-19.
12. The data in **Appendix B** shows actual performance against target and intervention levels, which were agreed at the beginning of the year by directors in consultation with Portfolio Holders. The Council uses a 'traffic light' system to denote performance, whereby:
 - **Green** signifies performance targets which have been met or surpassed;
 - **Amber** denotes performance below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions at the operational level to raise standards as required.
 - **Red** denotes performance below the intervention level. This represents underperformance of concern, and should prompt interventions at the strategic level which are likely to involve the reallocation of resources and proposals to redesign how services are provided.

Finance

(Note – references in the report and appendices are to 2017-2018 Portfolios which were used for the preparation of outturn figures)

13. Provisional outturn report for General Fund is set out at **Appendix C** attached. Variance explanations are provided in **Appendices C1-C3**.
14. The provisional General Fund outturn as at March 2018 is positive due largely to the staff savings in Finance and Staffing, Housing General Fund and Strategic Planning and Infrastructure portfolios.
15. Outturn for General Fund has changed significantly since the report was published with the Scrutiny and Overview Committee Agenda, to take account of updates to depreciation values. There will be further changes to the HRA results as depreciation values are confirmed and reflected in the Outturn figures; these will be reported to Members when they become available.
16. The March 2018 provisional outturn figures need to be adjusted for rollovers requested. The rollover requests listed in **Appendices E1-E3**, total £83,555 on General Fund revenue budgets, £382,839 on HRA Revenue budgets and £3,303,383 on the Capital Programme.
17. In recent years, capital investment in ICT has been scaled-back whilst the delivery of the ICT function has been in transition and the new shared service has established itself. This has resulted in budgets which were in place to develop the ICT infrastructure being under-utilised. Now that the service has embedded, the capital programme has been re-configured and adopted for our current strategic needs; as such, there is a requirement to reclaim this unutilised budget for our future requirements. A request is therefore being made for a consolidated rollover of £666,000 of unspent ICT budget into 2018-19 to include balances unspent in 2016-17 and rolled over into 2017-18. It is recommended that special dispensation is approved to rollover the total funds available within the ICT capital programme, including those balances that exceed one year.
18. The table below shows the adjusted net March 2018 provisional outturn figures, taking rollover requests into account:

Outturn compared to working budget	Provisional Outturn variance March 2018		Rollover etc requests	Adjusted Outturn variance March 2018	
	£	%		£	%
General Fund	(823)	(5%)	84	(739)	(4%)
Housing Revenue Account (HRA) – Expenditure	(1,694)	(6%)	383	(1,312)	(4%)
GF Capital	(1,492)	(25%)	3,303	(234)	(1%)
Housing Revenue Account (HRA) – Capital	(1,578)	(9%)			

19. A summary of Earmarked Reserves is also provided in **Appendix D**.

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	Actuals	Variance	Comment
	2017/18	2017/18	(positive)/ negative	
	£	£	£	
Land Charges	(£254,360)	(£325,589)	(£71,229)	Surplus transferred to Earmarked Reserve
Trade waste*	(£3,517,900)	(£3,602,620)	(£84,720)	These variances are explained under Single Shared Waste Service narrative in Appendix C1
Refuse Recycling Credits*	(£1,180,000)	(£1,004,830)	£175,170	
Paper Recycling*	(£307,700)	(£166,622)	£141,078	
Other Environmental Health charging services	(£95,930)	(£93,747)	£2,183	Variance explained under Environmental Health General narrative in Appendix C1
Taxi Licensing Fees and Charges	(£170,000)	(£257,451)	(£87,451)	Variance explained under Taxi Licensing Service narrative in Appendix C1
Licences under Acts - Fees and Charges	(£115,000)	(£125,920)	(£10,920)	Variance referred under Licences narrative in Appendix C1
Travellers Sites Rents	(£109,700)	(£116,352)	(£6,652)	Variance referred under Travellers Sites narrative in Appendix C1
Development Control Fees	(£1,915,000)	(£1,650,107)	£264,893	Variance referred under Development Control narrative in Appendix C1
Development Control Pre-App Fees	(£120,000)	(£201,206)	(£81,206)	
New Communities Charges for Services	(£431,240)	(£340,554)	£90,686	Variance referred under Growth Agenda/ Northstowe narrative in Appendix C1
New Communities Pre-App Fees	(£75,000)	(£243,778)	(£168,778)	
Total	(£8,291,830)	(£8,128,776)	£163,054	

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

Consultation responses

21. Corporate Plan aims and actions, are based on assessed priorities and are subject to consultation each year prior to adoption.
22. Council Action and Performance Indicator updates have been prepared in liaison with lead officers in each directorate.

Effect on Strategic Aims

23. 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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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
LIVING WELL			
Objective (A) - Support our communities to remain in good health whilst continuing to protect the natural and built environment.			
(i) Proactive intervention to improve mental health and emotional wellbeing for all	<p>Took action to better understand and address social isolation through:</p> <ul style="list-style-type: none"> (i) Social Prescribing pilot at Granta Medical Practice (with Local Health Partnership): Recruited to social prescribing post. Successful bid to County Council's Innovate and Cultivate Fund. (ii) Member Task and Finish Group: report recommendations agreed by Cabinet. First phase Parish Toolkit drafted. Timebanking delivery partner contract let. (iii) CAB outreach service pilot operating from Willingham and Longstanton GP surgeries since July <p>Supporting parish councils to develop community-led activities to improve</p>	<p>112 residents supported by a new weekly Citizens Advice Bureau outreach service at Willingham and Longstanton GP surgeries, launched in July 2017 (a Northstowe Healthy New Towns project).</p> <p>Participation levels in sports programmes:</p> <ul style="list-style-type: none"> - Holiday camps and competitions (>850 children) - Parklife event (>5,000 visitors) - South Cambs School Sports Partnership's Year 4 Mini Olympics (>1,500 participants) 	<p>(i) Social prescribing postholder in post (two-year fixed term from May 2018).</p> <p>(ii) Implement Task and Finish report recommendations:</p> <ul style="list-style-type: none"> - Consult on first phase parish toolkit - Set up timebanking pilots - Commission faith and social isolation audit <p>(iii) Evaluate CAB Outreach pilot</p> <p>Ongoing sports programmes</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>mental health:</p> <ul style="list-style-type: none"> - Mental Health Awareness Week in Histon (in partnership with Histon and Impington Community and CCC: 41 delegates). - Run/talk event as part of Mind/England Athletics reducing the stigma of mental health project. 10 people attended <p>Partnerships Review Committee mental health recommendations agreed by Cabinet in November.</p> <p>Annual programme of sports activities carried out, including new initiatives such as buggy walks, Couch to 5k courses, walking football, New Age Kurling and a netball league.</p>		
(ii) Support our residents to stay in good health as they grow older, with access to the services they need	<p>Continued promotion of the Active and Healthy 4 Life exercise referral scheme.</p> <p>Working with partners to ensure effective delivery of the handyperson scheme, including hospital discharge service.</p> <p>Tenant Scrutiny Review of uses of Communal Rooms on Sheltered Housing schemes. Tenant Scrutiny</p>	<p>2016/17 Active and Healthy 4 Life annual report produced highlighting the benefits of the scheme and the conditions treated. 50 completers recorded improvements in their blood pressure, 47 reduced their body fat % and 112 decreased their Body Mass Index. 272 clients started the scheme during 2016/17, and 112 completed courses (some clients completed during 2017/18).</p>	<p>Further promotion of the exercise referral scheme with GPs and Health Professionals, with review through 2017/18 Annual Report.</p> <p>Ongoing contract management of Handyperson Service.</p> <p>Progress Communal Room project seeking better uses of communal rooms to meet the needs of</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	report presented to Portfolio Holder September 2017. Working group set up including councillors, staff and scrutiny team members to take forward and develop the findings from the scrutiny review in consultation with local residents.	2017/18 referrals = 289 and completions 118 Over 100% increase in hospital discharges and referrals into the Handyperson scheme. Both Hinchingbrooke and Addenbrookes Hospitals referring into the scheme; there were 12 hospital discharge assessments for South Cambs residents completed in Quarter Two. 253 South Cambs residents supported by the Handyperson Service between April-December 2017.	communities.
(iii) Ensure our new and established communities provide thriving, healthy, safe and attractive places to live	Legal agreement signed to allow ice-rink construction on land off Newmarket Road, Cambridge, part funded by a £1.85 million loan from SCDC. Construction on site has begun. Agreement signed with parish and county councils to deliver £45 million of community and sporting facilities alongside new homes at Cambourne West including contributions towards an athletics track and swimming pool. Participated in the Northstowe Healthy News Towns (HNT) programme: - Sheffield Hallam older people's accommodation final report	During 2017/18 planning permission was granted for 46 developments where section 106 contributions totalling over £4m were secured for Parish Councils to provide or improve; sports pitches, play areas, villages halls, community transport, burial grounds. Secured over £450k to facilitate the expansion of village surgeries and over £1 million towards primary school provision in Fulbourn, Cottenham, Swavesey and Caldecote. A further £5,500 Community Chest funding has been awarded between Jan-Mar, supporting seven community projects in	Ice Rink build completion scheduled for September/October 2018. Northstowe HNT: <ul style="list-style-type: none"> Commission Extra-care site appraisal tool from Sheffield Hallam (subject to additional NHS England funding). Research report "Establishment of Base Data for Northstowe Healthy New Town modelling" (projection of health and care needs based on Cambourne data). Preparation of research proposal "Evaluation of

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>received and being used to inform provision on future new developments</p> <ul style="list-style-type: none"> - Working with the NHS to develop new models of care, including a new joint post to be based at the Clinical Commissioning Group - Phase 2 Healthy Living, Youth and Play Strategy complete, including costed measures and health impact assessment. - Secured funding for a further 2 years for the HNT programme. <p>Timebanking delivery partner contract let.</p> <p>Revised Taxi Licensing policy agreed by Council following consultation.</p> <p>Developing pilots in Hardwick and Ickleton to trial viability of LED upgrading of footway lighting.</p>	<p>South Cambridgeshire. Approximately £74,500 of funding was awarded over the year to 89 organisations.</p> <p>New Taxi Licensing Policy came into force in April 2018, enhancing public safety by ensuring taxi drivers meet the highest standards.</p> <p>48 of 59 SCDC footway lights in Hardwick and Ickleton upgraded to 'Smart City' enabled LEDs which will inform next steps to upgrade all SCDC lights and identify environmental and financial benefits for communities - awaiting replacement of 11 concrete columns deemed unsuitable for LED upgrade.</p>	<p>sustainable transport interventions at Northstowe" in collaboration with Centre for Diet and Activity Research (CEDAR) at the University of Cambridge.</p> <p>Identify timebanking pilot areas.</p> <p>Implementation, monitoring and review of new Taxi licensing policy</p> <p>Complete replacement of 11 concrete columns and upgrade all to LEDs.</p> <p>Compile and review the learning from LED pilots to inform development of LED Business Case for upgrade of entire SCDC footway lighting network.</p>
(iv) Support local businesses to improve the health of their employees	<p>Took steps towards building a network of 'mindful employers' to support improved mental health. Leaflet produced and business team briefed. Leaflets handed out at the Let's Talk Business event and further promotion</p>	<p>Businesses reporting improved employee health outcomes and associated business benefits will constitute success against this measure.</p> <p>Healthy options scheme rolled out to nine</p>	<p>Continue delivery of 'mindful employers' project, including promotion of the concept during food and health and safety inspections.</p>

CORPORATE PLAN 2017-2022 – YEAR-END PROGRESS REPORT, CABINET 28 JUNE 2018 (APPENDIX A)

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	through the bimonthly newsletter sent to all business on our business register.	businesses. SCDC has had the highest uptake rate in Cambridgeshire.	Focus on signposting businesses to the Healthy Options website and signing up further new food businesses at the point of registration.
(v) Work with other councils, the NHS and public sector partners, to make sure families with the most complex needs are supported to improve their own health, prospects and prosperity	Embedding a “Think Family” & “Person-Centred” approach across SCDC to improve outcomes for families and older people with complex needs: Early contact made with County Leads on Early Help and Adult Early Help.	Together for Families programme helping 533 families in the district. Families and older people with complex needs receive a joined-up, multi-agency response from South Cambs that improves their lives.	Expected project completion date 31 Oct 2018.
(vi) Improve existing private rented housing standards to ensure everyone can be safe and healthy at home	<p>Explored new approaches to the Private Sector Stock Condition Survey to provide more cost-effective methods of gathering relevant data and enable ongoing reporting rather than a five-yearly snapshot.</p> <p>Moving to a multi-agency intelligence-led approach to identify and address potentially substandard housing: multi agency problem solving group Landlord guide to Houses in Multiple Occupation (HMO) launched.</p> <p>Promoting energy-saving schemes:</p> <ul style="list-style-type: none"> - Loaned Thermal Imaging Cameras for use over the winter months to identify where home improvements can be made to 	<p>Thermal imaging cameras loaned out 157 times between October 2017 – March 2018.</p> <p>Improved approach to HMOs will reduce substandard and rogue landlord complaints.</p> <p>New Housing legislation will give new powers to Local Authorities to address substandard private accommodation.</p> <p>New guidance to landlords detailing legal issues and best practice.</p>	<p>Work with partners to adopt local criteria to maximise the number of South Cambs residents able to be supported to improve energy efficiency.</p> <p>Review of worth and effectiveness of Stock Condition survey, with recommendations.</p> <p>Approach external companies to identify what information is available digitally.</p> <p>Continued promotion of Thermal Imaging Cameras and end of season report.</p> <p>Stock condition survey deferred to identify more cost effective methods to achieve outcomes</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>improve thermal efficiency.</p> <ul style="list-style-type: none"> - Open Eco-home programme 8th and 14th October. - Cambridge Carbon Footprint Open Ecohomes programme. Some properties in the programme are within South Cambs (Impington, Girton, and Orchard Park). 		Implementation of new legislation in respect of HMO's due to be introduced Oct 2018
HOMES FOR OUR FUTURE			
Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities			
(i) Influence developers to increase the pace of housing and infrastructure construction, including delivery of affordable housing	<p>Progressed work to prepare an Area Action Plan to guide future growth on the Cambridge Northern Fringe East (CNFE AAP) development site.</p> <p>Prepared Design Codes at Northstowe Phase 2, Wing and Cambourne West to ensure high quality development on all strategic application sites</p> <p>Worked with developers and communities to help ensure that planning permissions/applications deliver the right mix of homes, amenities and employment opportunities and meet local objectives</p> <p>Worked with the Combined Authority (CA) and Greater Cambridge Partnership (GCP) to help plan</p>	<p>The CNFE AAP project has secured funding from the City Council and SCDC to bring forward the document n 2018/19. A new project team has been established to allow for residents/business engagement through 2018 in anticipation of the successful conclusion of the £193m Housing Infrastructure Fund bid to relocate the Water Treatment Works.</p> <p>543 net additional dwellings were completed in the district in 2016-2017, 62 more than the number predicted in the housing trajectory included in the previous monitoring report. Between 2011 and 2017, 3,970 net additional dwellings were completed.</p> <p>41% of dwellings permitted on sites of two or more dwellings were affordable</p>	<p>Ongoing delivery against housing trajectories identified in annual monitoring report, achieving and maintaining a five-year land supply.</p> <p>Completion and adoption of design codes and first phases of development underway at Wing, Cambourne West.</p> <p>Phase 2 Northstowe development to commence on site in July 2018.</p> <p>Confirmation of delivery for Cambourne to Cambridge public transport project/implementation of GCP transport strategy</p> <p>Completion of Trumpington Meadows local centre</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>infrastructure to support strategic growth sites</p> <p>Re-shaped the planning service to provide greater capacity and resilience to enable prompt and effective decision making. The Shared Planning Service published its business plan and completed phase 1 of the project, involving defining the structure and ICT systems for the new service.</p>	<p>(2016/17) where Local Plan Policy HG/3 (40% affordable housing) applied.</p> <p>Continued housebuilding and commencement of new commercial development at Northstowe: first occupations took place in 2017, with 156 dwellings under construction at 5 April 2018. Design Guide approved and enabling planning conditions discharged to enable work to start on Phase 2.</p> <p>Residents have moved into the first of more than 2,000 affordable homes in Northstowe (300 Phase One, comprising 180 for affordable rent and 120 for shared ownership)</p> <p>The Planning Service maintained performance above national targets throughout 2017/18 for speed of decision making (see Appendix B)</p> <p>There were 582 actual completions on development sites of 10 dwellings or more during 2017/18, compared to the 529 predicted.</p>	<p>Pre-application discussions ahead of submission and approval of applications for Darwin Green 2&3 (approximately 1,000 homes)</p> <p>Submission and Approval of phase 2 development proposals at North West Cambridge</p> <p>Affordable housing SPD adopted and being applied to new developments in the District.</p> <p>On the basis of an update published on 21 May 2018, SCDC considers that it can demonstrate a 5-year housing land supply for the period 2018-2023, for the purposes of making decisions on planning applications.</p>
(ii) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes	<p>Used HRA land assets to assist self build applicants and capital receipts to help fund new build development programme</p> <p>Offered a regional service to other local authorities, acting as the self-build 'hub' for registers and events locally and</p>	<p>151 new affordable dwellings were completed in the district during 2017-2018.</p> <p>Attracted 5 Eastern Regional LAs to take up the hub service in 2018/19</p> <p>The first community-led development fund grant of £4,500 was awarded to Cottenham</p>	<p>Create a planning policy position on self build for individual, communal and developer led self build applications. Running a series of sub regional self /custom build events</p> <p>Continued promotion of community-led development through parish</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>regionally.</p> <p>Self build project launched in July 2017. Around 100 self build plots identified (subject to planning) on council land for onward sale. First two Self-Build plots have planning permission and are being marketed and sold. A further 10 plots are at pre app stage with planning</p> <p>In conjunction with technical advisers at Community Land Trusts East we are offering expert guidance and technical support for potential community-led housing groups to bring forward affordable housing.</p> <p>Community-Led Housing Grant launched September 2017: Groups with an interest in developing their own affordable housing for the community can apply for up to £4,500 in grant funding to cover all their start-up costs.</p> <p>Investigating options for modular construction: approval for a 'proof of concept' project with modular contractor Cubicco granted April 2017.</p> <p>Sites under HRA ownership being assessed for suitability.</p> <p>Heads of Terms agreed in March 2018 to progress a Strategic Collaborative Agreement with Homes England for a bespoke Northstowe Starter Homes</p>	<p>Community Land Trust in November 2017 and from April 2018 they successfully became a legally incorporated Community Benefit Society.</p> <p>Currently working with 15 communities who are interested in taking forward community-led development. Two potential sites have been identified for affordable housing are being investigated further, working with Hastoe Housing Society.</p> <p>Planning Committee on 24 April 2018 approved an application for the temporary installation of a modular show home at Cambourne Business Park.</p> <p>A proof of modular concept pilot will allow learning and assist the development of commercial relationships, and can assist the delivery of self/custom build project outcomes.</p>	<p>forums, magazines, website, etc.</p> <p>Identification of potential communities to work with.</p> <p>Complete a feasibility study to explore the potential for system build and other modular homes to be able to maximise provision of homes, reduce construction costs and provide homes that are affordable; and test this through the commissioning of a pilot scheme.</p> <p>Adopt community-led strategy (Summer 2018); preparatory work underway</p> <p>Pilot modular (factory-based) build for Temporary Accommodation on SCDC owned site – subject of an EU bid for research and shared learning funding – Subject to planning – could be 6-8 one-bed units for single homeless residents.</p>

CORPORATE PLAN 2017-2022 – YEAR-END PROGRESS REPORT, CABINET 28 JUNE 2018 (APPENDIX A)

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	model whereby the discount will be reinvested in the future for affordable housing in Northstowe and the wider District.		
(iii) Continue to progress the Local Plan to adoption	Completed consultation on proposed modifications to the Local Plan and submitted all material to the Planning Inspector for consideration	936 representations received on the modifications to the modifications consultation, provided to the Local Plan Examination Inspectors.	Inspector's report likely to be received in Summer 2018.
(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities	<p>Neighbourhood Planning Toolkit agreed and published.</p> <p>Ongoing support for 14 parish councils in the development of Neighbourhood Plans.</p> <p>The Planning Service successfully bid for £130K from the National Housing Delivery funds to work with local communities on establishing better quality housing outcomes through local character assessments.</p>	<p>Parishes wishing to adopt Neighbourhood Plans successfully do so, supported positively by SCDC.</p> <p>Great Abington was the first community in the district to submit its Neighbourhood Plan to the Council, in March 2018.</p>	<p>Delivery of neighbourhood plan toolkit with parishes and annual review of its effectiveness.</p> <p>We are also preparing some additional guidance on particular topics of interest to PCs.</p> <p>Launch and deliver a project to help local communities produce Village Design Guides to help them shape and influence future housing schemes.</p>
(v) Find solutions for people facing homelessness	<p>Carried out work to produce a new Homelessness Strategy for 2018:</p> <ul style="list-style-type: none"> - CIH Review completed to inform strategy. - Joint themes identified with Cambridge City 	<p>Excellent prevention figures achieved during 2017/18 with a total of 207 preventions compared to an annual target of 120.</p> <p>Completed Homelessness Strategy will meet statutory obligations including the identification of specific pathways as set out in the new Homeless Reduction Act.</p>	<p>Implementation, monitoring and review of new processes and procedures as required by Homeless Reduction Act.</p> <p>District review of homelessness will go on to inform Homelessness Strategy.</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>Policies and procedures have been reviewed in advance of the Homeless Reduction Act, which came into force on 1st April, and staff have received training.</p> <p>Regular shared learning from Trailblazer work and other implementation issues through monthly Sub regional homeless meetings</p>	<p>Service fully compliant with the Homeless Reduction Act which came into force on 1 April 2018.</p> <p>Successful placement of first tenants in six Private Sector Leasing (PSL) scheme homes.</p>	<p>PSL focus is on increasing portfolio of properties and negotiations with landlords: 11 properties taken on so far with more in the pipeline.</p> <p>Ongoing dialogue with partner agencies regarding joint working arrangements, including as part of the Trailblazer project.</p>
(vi) Secure a viable future programme for our Council houses	<p>Additional affordable homes built or under construction:</p> <p>Completions imminent at:</p> <ul style="list-style-type: none"> - Waterbeach (23 homes) - Great Abington (9 homes) <p>On site at:</p> <ul style="list-style-type: none"> - Longstanton (4 homes) - Balsham (13 homes) - Gamlingay (14 homes) 	<p>Completion of 15 rented homes in Foxton.</p> <p>Estimated build programme per annum likely to be around 35-45 new homes at a budget cost of circa £5.5-6.5 million.</p> <p>Expected:</p> <p>A further 30 homes on site by end of 2018-19 Q3 (9 at Waterbeach, 18 at Great Abington and 3 at Caldecote).</p> <p>A Viable S106 pipeline established to 2022 and an Exception site pipeline to 2025.</p>	<p>Keep securing exception site and S106 opportunities (subject to planning permission and funding).</p> <p>Use self build plot sale receipts to support a secure new build programme for next 3-5 years</p> <p>Make offers on a number of S106 sites covering c.116 new build homes over next 3-4 years.</p> <p>Identification of exception site opportunities to establish a future 'pipeline'; around 75 new build homes identified so far.</p>
(vii) Lead the Combined Authority's (CA) Housing Investment Programme	<ul style="list-style-type: none"> • Recruited programme team including Housing lead. • Draft framework prepared • Presented delivery pipeline of almost 3,000 homes using all of the £100m to DCLG in Feb & to CPCA 	<p>Sites in Papworth, Melbourn and Willingham are among 11 locations across Cambridgeshire and Peterborough receiving funds as part of the first wave of housing schemes. Construction has now started on-site at Melbourn and Willingham.</p>	<p>Engaging with Housing Associations, landowners, member LAs to further develop the funding programme</p> <p>Delivery of programme to be undertaken by CPCA</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	Board in March.		
CONNECTED COMMUNITIES			
Objective (C) Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity			
i. Support the delivery of City Deal (GCP) and Combined Authority (CA) transport, housing, technology and skills programmes	<p>Engaged in the delivery of the GCP programme to support transport, housing, economic and smart programme outcomes for the benefit of residents in SCDC.</p> <p>Combined Authority:</p> <p>SCDC Chief Exec appointed lead Chief Exec for the Combined Authority Spatial Strategy. SCDC officers will support the CA in the delivery of Phase 1 of the Non-Statutory Spatial Plan (NSSP) (Spring 2018) and the development of future growth options under phase 2 of the NSSP through to 2019</p> <p>£8.7 million from Cambourne West developer agreement provisionally allocated to improving public transport links between Cambourne, Cambridge and nearby villages</p> <p>Housing: See B(vii) above</p>	<p>Our participation will contribute towards:</p> <ul style="list-style-type: none"> - Approval of infrastructure projects delivering enhanced public transport access between Cambridge and Cambourne - A Greater Cambridge transport strategy to enable development at Waterbeach and new development in the Cambridge Northern Fringe East Area Action Plan area - The development of Rural travel hubs to improve travel options/choices for SCDC residents (C(iv) below) <p>Combined Authority:</p> <p>SCDC economic growth will be supported by adopted investment strategies of the Combined Authority</p> <p>A new station for South Cambridge.</p>	<p>Develop a programme of interventions to support unlocking stalled housing developments on brownfield sites across SCDC.</p> <p>GCP/CA aiming for NSSP phase 2 to be commenced in summer 2018.</p> <p>Work on Greater Cambridge Local Plan to start in 2019, consistent with GCP agreement.</p> <p>Continue to engage actively with the CA on the development of transport and economic strategies for the CA area</p> <p>Continue to work with City Council and CA to ensure that the investment in the new Cambridge South Station benefits residents across SCDC area.</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
ii. Bring forward strategic transport improvements, with particular regard to A14, A428 and A1307 improvement proposals, the M11 corridor and an East-West rail link	<p>SCDC officers have supported GCP projects to bring forward development of key transport corridor enhancements as part of GCP delivery programme. Officers are working with County Council, GCP and CA to support effective prioritisation of infrastructure investments.</p> <p>Officers from SCDC supported GCP in the development of submissions to the National Infrastructure Commission enquiry into transport in the Oxford to Cambridge Corridor.</p>	<p>Outcomes from our work and funding will enable:</p> <ul style="list-style-type: none"> • The A14 improvement scheme to be completed by March 2021 • A decision on alignment and format of E-W rail corridor through SCDC to allow effective planning for the future growth of the area. • Delivery of a new station at South Cambridge • Delivery of enhanced public transport along A428 Cambourne to Cambridge Corridor • Improvements to the A1307 corridor 	<p>A decision on the preferred route for the A428 (Black Cat to Caxton Gibbet) is awaited from Highways England.</p> <p>A1307 consultation on Bus Priority options, completed in April 2018. A report will be taken to Combined Authority / GCP in summer to consider how to proceed.</p> <p>Ely to Cambridge Transport Study completed in February 2018, to enable targeted investment that secures delivery of new developments in the corridor at Waterbeach and Cambridge NFE. Preferred options consultation anticipated summer 2018.</p> <p>E-W Rail anticipate informal public consultation on route options October to December 2018, SOBC and confirmation of preferred route early 2019.</p>
iii. Take a stronger leadership role in shaping economic growth for the area, through the development of shared economic strategies with partners Related PI(s).	Worked with CA and GCP towards an economic strategy for Cambridgeshire and Peterborough which supports SCDC businesses and ensures appropriate investment takes place to grow the area's economy in ways that benefit local people.	<p>The Local Plan has proposed the release of additional land for economic growth on the edges of Cambridge and the enlargement of existing research parks at Babraham and Granta Park.</p> <p>Nine new Enterprise Zone production units at Cambridge Research Park, Waterbeach</p>	<p>Economic Development strategy refresh to be completed by October 2018.</p> <p>Member task and finish group – implement recommendations.</p> <p>Continue to promote Enterprise</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>Continued involvement with Local Enterprise Partnership to deliver Enterprise Zones in Cambourne, Northstowe & Waterbeach.</p> <p>Member task and finish group on rural business report and recommendations to Cabinet, February 2018.</p> <p>Participated in the NIC Oxford to Cambridge Corridor project to ensure SCDC/Greater Cambridge is represented effectively</p> <p>Supporting the area's economic prosperity through effective service delivery – including investing to improve planning services</p>	<p>were launched in May and there is strong interest in at least two of the units. The first business rates discount has been given to one of the new companies within the Enterprise Zone.</p> <p>Planning permission granted for Babraham Institute expansion to create 450 new jobs and contribute £200k towards local cycling links.</p> <p>Plans for a comprehensive redevelopment of Sawston Trade Park approved, expected to lead to the creation of 1,400 new jobs.</p> <p>New Local Plan Policies have been promoted to support rural enterprises on the edges of villages (subject to specific controls)</p> <p>Between 2011 and 2015 there was a net gain of 6,000 jobs in South Cambridgeshire. There were 22,209 sq metres of business completions. (Local Plan Annual Monitoring Report 2016-2017).</p>	<p>Zones attracting businesses with the prospect of business rate exemptions and a simplified planning process.</p> <p>Implementation of shared planning service including new capacity for strategic planning and efficient business processes to support prompt and efficient decision making (see D(iii) below)</p>
iv. Support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community led services and targeted	Community Rail Partnership - supported a number of parishes to enhance the rail community by working with the local community and stakeholders to deliver improvements in rail stations, services, travel and integration. Partnership-funded Community Rail Partnership	<p>Community Rail Partnership will enable better maintained stations with improved user access.</p> <p>Community led supplementary street cleansing services – SCDC equipment used by volunteers to respond to local</p>	<p>GCP-led Rural travel hubs Phase 2 business cases to be completed during 2018/19. SCDC support in engaging communities.</p> <p>Ride-in sweeper scheme pilot operating within Melbourn and surrounding areas and</p>

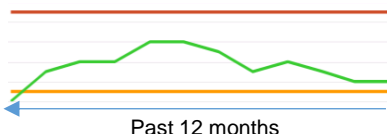
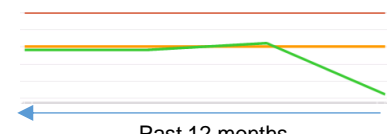
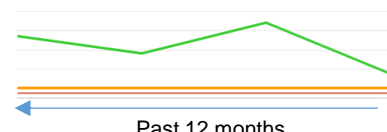
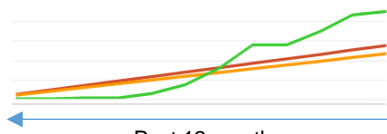
Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
support for the rural economy.	<p>Officer in post.</p> <p>See A (iii) above re Timebanking</p> <p>Facilitated discussions between the County Council and parishes affected by changes to the 7a bus service (Whittlesford, Hinxton, Pampisford and Babraham)</p> <p>Piloting community street cleansing initiatives: Expressions of Interest received from 20 parishes to be involved in street cleansing pilot.</p> <p>Rural Travel Hubs – first stage feasibility study complete and pilot sites for further investigation in South Cambs agreed by the GCP Board; work to develop business cases underway</p> <p>Adopted a discretionary business rate relief policy which will benefit around 300 rate payers.</p>	<p>street cleansing priorities</p> <p>Rural travel hubs have the potential to reduce isolation by improving access to services and reduce congestion, supporting delivery of SCDC and GCP transport priorities.</p> <p>Street Cleansing pilots now underway with 7 parishes, tailoring the support provided over the next 6 months of the Pilots.</p> <p>Ride-in sweeper scheme designed and developed working closely with representatives of Melbourn parish and surrounding areas. Four volunteers trained, local business engaged to support delivery and first community sweep scheduled to take place in May.</p>	<p>monitored/reviewed prior to evaluation. Further street cleansing support developed and tailored to the needs of the other 6 parishes.</p> <p>Council to consider a report in respect of a Compulsory Purchase Order for The Tree Public House, Stapleford.</p>
AN INNOVATIVE AND DYNAMIC ORGANISATION			
Objective (D) Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost			
i. Develop strategies for the Council to take advantage of commercial and investment opportunities as they arise	<p>Feasibility work has been carried out to make a business case for the potential acquisition and development of a Build to Rent scheme at Orchard Park.</p> <p>Ermine Street Housing (ESH) continues to acquire a property portfolio in line</p>	<p>ESH paid over £1 million interest to SCDC during 2017/18, slightly below the amount anticipated (£1.4m) due to a number of acquisitions towards the end of the financial year. The projected interest payment to SCDC during 18/19 is £1.7</p>	<p>The results of the Orchard Park feasibility study was presented to Cabinet in February 2018. The Business Case is currently under review.</p> <p>Develop a Commercial Strategy for</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>with the Business Plan projections. 140 MOD leased properties and 203 acquired properties (31 March 2018, compared to 127 at 31/3/17).</p> <p>Equity Share scheme investing in Council properties to sell on the open market.</p> <p>Renewable Energy Generation investment options: Cabinet agreed the establishment of Community Energy Fund for small grants to local organisations. Community Energy Grant fund opened to applications from March 2018 - £55k available.</p> <p>Business Hub Primary Authority work embedded as business as usual as a cost recovery income stream.</p>	<p>million.</p> <p>Equity share projected net income for 2017-18 is £265,000.</p> <p>£215k savings achieved on cyclical maintenance contracts. Moving to a price-per-property contract with our response housing repairs contractors has generated an underspend of £435k.</p> <p>Identifying and researching green energy investment opportunities will enable EMT to make informed decisions about where available finance can best be invested to ensure sufficient financial return.</p> <p>An SCDC renewables fund will enable local community and voluntary groups to apply for loans or grants for investment in renewable energy or energy efficiency.</p>	<p>the Council to provide a clear strategic approach, and associated corporate processes, to the commissioning, development and delivery of commercial projects ensuring that it is best-placed to seek and take advantage of opportunities.</p> <p>A staff workshop has identified potential new commercial/income generating projects for consideration by EMT.</p> <p>Continued delivery of ESH business plan.</p> <p>Equity share project continuing as business as usual. Project Team to consider if this approach can be used with other properties</p> <p>Establish Renewables Working Group to identify, explore and make recommendations on potential investment opportunities.</p> <p>Business Hub: Explore the development of a fully operational commercial arm.</p>
ii. Complete full integration of the Single Shared Household and Commercial Waste Services	<p>Projects:</p> <p>(a) Recycling policy review (paper in/out).: Cabinet agreed change to a co-mingled service for the collection of all</p>	<p>a) The collection service has successfully moved to a fully commingled service for recycling. Residents have embraced this change and the service received over 2,500 requests for second recycling bins</p>	<p>Finalise Memorandum of Understanding for the service.</p> <p>Develop the Greater Cambridge</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>SCDC kerbside recycling material; launched 11 December 2017</p> <p>(b) Review of SCDC Street Cleansing - This project has been delayed due to a focus on the refuse side of the service. Work has started to collect data on litter bins, sweeping and litter picking routes to ensure it is mapped prior to undertaking the review.</p> <p>(c) Memorandum of Understanding re-draft and agreement - This has grown in scope and is now awaiting final clarification of financial questions and resource commitments. Legal are working on a draft of the document.</p> <p>(d) Fleet licence and operation changes – On track</p>	<p>enabling them to recycle more.</p> <p>b) Work has started to collate information for the Street Cleansing review including locations of litter and dog bin; detailed sweeping locations.</p> <p>c) The Memorandum of Understanding has been re-drafted including reporting and financial split agreements.</p> <p>d) 11 new collection vehicles delivered in Q4 (four more to be purchased during 2018/19) and all vehicles have transferred from Cambridge City Councils Operators licence</p> <p>Bins collected on schedule improved over the year from 98.70% in Q1 (following major service change) to 99.73% in Q4</p> <p>The annual recycling figure is slightly below 50% target at 49.22%, this was due to disruptions in Q1 caused by the service change and due to an extended winter reducing the green waste tonnage available.</p>	<p>Shared Trade Waste Service to help fund waste and recycling in the area.</p> <p>Review of SCDC Street Cleansing.</p>
iii. Consolidate existing shared services and develop plans for shared Finance, Planning and Housing services	<p>Completed staff consultation on new management structure for shared planning service and TUPE transfer of all staff to SCDC by 1 April 2018.</p> <p>3C Digital and ICT Strategy drafted and submitted to each council for</p>	<p>3C ICT Strategy and high-level action plan “Roadmap” agreed by all 3C Partners in November 2017.</p> <p>3C Shared Services now moved from “set-up” phase to operational delivery work.</p> <p>New on-line Service Desk and meeting</p>	<p>Delivery of 3C ICT 2018-19 Business Plans.</p> <p>Planning Shared Service – recruit shared management team.</p> <p>Arrange Member and staff briefings on 3C ICT strategy and gather views</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>consideration.</p> <p>All 3C Heads of Services in post.</p> <p>Updated business cases and performance indicators developed by new Heads of Service for 3C ICT and Building Control.</p> <p>New internal project team appointed to take forward shared financial management system implementation project</p>	room booking systems launched.	<p>on priorities for digital strategy.</p> <p>Agree and deliver revised SCDC go-live date for new shared financial management system.</p>
iv. Deliver an Organisational Development Strategy that ensures that we recruit and retain staff with the skills and behaviours required to embrace new ways of working and address the challenges ahead	<p>SCDC Apprenticeship Strategy approved.</p> <p>Member Task & Finish Group has reviewed the Councillor role profile, Member Induction, and representation on Outside Bodies.</p> <p>Employee Health and Wellbeing Strategy adopted. Events held included financial wellbeing support, nutrition/healthy eating a weight management programme and personal career planning.</p> <p>Monthly management reports on absence and cost implemented – cases being monitored and actions taken by managers (See Appendix B).</p> <p>Improved Health & Well Being pages on</p>	<p>Five apprentices have been recruited, with recruitment ongoing for an HR apprentice. One of our apprentices has since moved into a permanent role within the organisation.</p> <p>Procurement of Apprenticeship providers through framework.</p> <p>Nicole Stimson from the Communications Team was Highly Commended in the Business Apprenticeship of the Year category in the Hunts Post Business Awards.</p> <p>Maintained a positive staff turnover rate of 10.6% (2.9% in Q1&2, 2.3% in Q3 and 2.4% in Q4) compared with a target 13% for the year.</p> <p>Reduced accident risk from improved</p>	<p>Identification and recruitment of remaining apprenticeships.</p> <p>Develop management apprenticeship programme.</p> <p>Revisit the Health & Wellbeing Survey to benchmark improvement and satisfaction with project outcomes so far</p> <p>Continue to build relationships through existing Health Champions in particular at Waterbeach</p> <p>Shared Waste Service manager training/coaching for the effective handling of sickness absence to be delivered.</p>

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>Insite.</p> <p>Final cohort of staff has completed Leadership Development Programme</p> <p>Delivered H & S and employment/dignity at work briefings to all staff in the waste operations service</p>	<p>training and risk management.</p> <p>Increased the number of females in management roles. Gender Pay Gap reporting showed a positive bias towards women e.g. 48% women in the top 5% of earners</p>	
v. Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them	<p>New revs and bens Workflow system has gone live; work proceeding on revs and bens phase of online customer portal</p> <p>Improved the look and feel of the 'find your bin collection dates' web page, including an 'add to my calendar' function too.</p> <p>Implemented the new and improved 'What goes in which bin?' page</p> <p>Changed the look and feel of the A-Z and search facility to improve it.</p> <p>Launched new Intranet</p> <p>Customer Contact Service has recruited to combined post-handling / customer advisor roles to produce additional flexible capacity to deal with peak demand periods.</p> <p>Developed a corporate Digital Strategy.</p>	<p>19,427 completed e-forms were submitted during 2017-18, compared to 18590 during 2016-2017.</p> <p>88.9% of calls to the customer contact service were handled during 2017-18 (87.9% in Q4 - 89.4% in Jan, 90.7% in Feb and 84.2% in Mar), compared with 77.9% in 2016-17 (86.0% in Q4 2016-17).</p> <p>The average call waiting time was 104 seconds in 2017-18 (113 in Q4 – 100 in Jan, 92 in Feb, 147 in Mar) compared with 231 seconds in 2016-17 (134 in Q4 2016-17).</p> <p>Implementation of the Revs and Bens customer portal is complete. Revenues integrated e-forms to enable customers to self-serve.</p>	<p>Finalise and adopt Corporate Digital Strategy with 3C ICT.</p> <p>Deploy the Waste Service Integrated ICT system focusing on digital solution for customer to crew.</p> <p>Implement payment solution with IEG4</p>

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments
Housing Management					
AH211 Average days to re-let all housing stock					How did we do?: Re-let days reached a high of 22 in Aug and Sep. Thereafter there was a trend of improvement, and a reduction to 18 by year-end.
Anita Goddard					
	Jan	19	17	25	
	Feb	18	17	25	
	Mar	18	17	25	
		What was the context?: Although 'Amber' for much of 17/18, results have remained within the best 25% for organisations submitting data to the Housemark benchmarking club, demonstrating the demanding nature of meeting a 17 day target.			
		17/18 outlook: We will be assessing the relationship with our contractor Mears to identify opportunities for increasing efficiencies within the void process. There are also plans to review our approach to the management of void properties within our Neighbourhood Services Team, focussing on feedback received from our customers.			
Housing Advice					
AH203 Number of households in temporary accommodation					Comment covers AH203 and AH208
Susan Carter/Heather Wood					
	Dec	61	60	70	How did we do?: The number of households helped to prevent homelessness was better than target throughout, with 207 preventions in 17/18, compared with 126 in 16/17. The number of households in temporary accommodation was better than target, with the exception of Q3, when target was exceeded by one household.
	Mar	46	60	70	
			What was the context?: These good results have been achieved within challenging conditions, caused by a lack of affordable private rental stock and the impacts of welfare reform. South Cambs mirrors the national trend of increasing homelessness, placing further pressure on temp. accomm. including B&B placements.		
AH208 Number of households helped to prevent homelessness					
Susan Carter/Heather Wood					
	Dec	64	30	27	18/19 outlook: These PIs will continue to be used to measure Strategic Risk 10 - Increase in costs of managing homelessness. Target and intervention for number of households helped to prevent homelessness will increase in line with the performance trend seen in 17/18, allowing us to compare the impact of further pressures, including the introduction of the Homeless Reduction Act. Number of households in temporary accommodation to remain unchanged.
	Mar	38	30	27	
			How did we do?: Results were 'Red' from Nov and reached £22,607 by year-end.		
		What was the context?: High spend was due to enforcement action which displaced several families from Traveller sites, triggering accommodation under homeless legislation. South Cambs also mirrors the national trend of increasing homelessness, placing further pressure on B&B placements.			
		18/19 outlook: B&B spend will continue to be an important measure of Strategic Risk 10 - Increase in cost of managing homelessness. Control measures are in place to reduce the likelihood of this risk, including development of Shire Homes Private Sector Leasing scheme as a means of minimising B&B use, alongside the ongoing homeless prevention work undertaken by the team. Target and intervention have been increased in line with 17/18 spend to allow easy comparison to take place.			
AH212 £s spent on Bed and Breakfast accommodation (cumulative)					
Susan Carter/Heather Wood					
	Jan	17551	9740	11500	18/19 outlook: B&B spend will continue to be an important measure of Strategic Risk 10 - Increase in cost of managing homelessness. Control measures are in place to reduce the likelihood of this risk, including development of Shire Homes Private Sector Leasing scheme as a means of minimising B&B use, alongside the ongoing homeless prevention work undertaken by the team. Target and intervention have been increased in line with 17/18 spend to allow easy comparison to take place.
	Feb	21674	10714	12650	
	Mar	22607	11688	13800	

Landlord Services

AH204 % tenants satisfied with responsive repairs

Anita Goddard

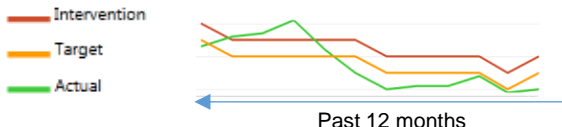
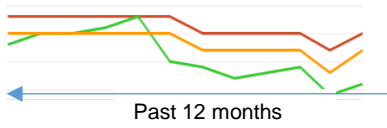
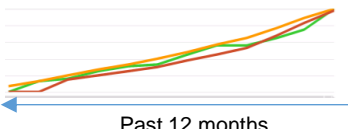



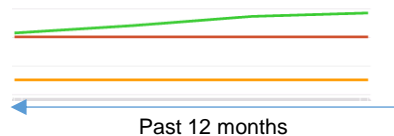
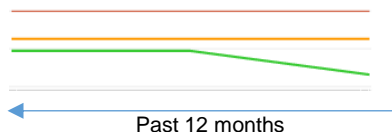
Dec	97.39	97
Mar	97.95	97

How did we do?: Performance has remained above target throughout 17/18.

What was the context?: Results during 17/18 have been consistently above the Housemark benchmarking club median for Qs 1 to 3 (95% in Qs 1 and 2 and 94.3% in Q3).

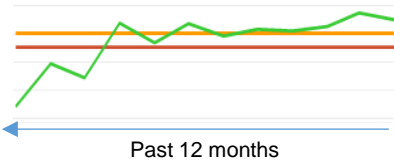

18/19 outlook: We are continuing to target satisfaction levels at 97% or above. Target and intervention therefore remain unchanged.

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments	
Benefits						
FS112 Average number of days to process new HB/CTS claims						
Dawn Graham						
	<div>In-year targets account for seasonal variation</div>	Jan	14	15	20	How did we do? New claims processing days were 'Red' from May to Jul, before reducing to within target in Sep, and remaining green thereafter. Change events processing days were 'Amber' in Jul and Aug, reducing to better than target from Sep.
		Feb	9	10	15	
		Mar	10	15	20	
FS113 Average number of days to process HB/CTS change events						
Dawn Graham						
	<div>In-year targets account for seasonal variation</div>	Jan	9	12	15	18/19 outlook The team will target a continuation of the good performance seen in the second half of 17/18. Processing days are typically higher in the opening months of the year and this has been accounted for within target and intervention levels.
		Feb	4	8	12	
		Mar	6	12	15	
PF740 % Discretionary housing grant paid (cumulative)						
Dawn Graham						
		Jan	65	77	68	How did we do? Results were 'Green' or 'Amber' until Jan, when a slow in spend resulted in two 'Red' results. Despite this, all of the fund was spent by year-end.
		Feb	75	89	83	What was the context? Awards are considered where those receiving Housing Benefit are at risk of homelessness. The Benefits team work with Housing Advice and Rents teams to identify cases that would benefit from awards.
		Mar	100	100	98	
Contact Centre						
CC303 % total calls to the Contact Centre handled						
Dawn Graham						
		Jan	89.4	85	80	How did we do? Total number of calls handled remained above target throughout, until Mar, when the result dropped to 84% compared with a target of 85%. Average call answer times remained better than the 2 minute target during 7 of the 12 months. Where target was exceeded, only Mar had an average call answer time of more than 130 seconds (147 seconds). In total 88.9% of calls were handled and there was an average call answer time of 104 seconds during 2017-18. This compares with 77.9% of calls handled and an average call answer time of 231 seconds in 2016-17. (Continues on following page)
		Feb	90.7	85	80	
		Mar	84.2	85	80	

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments	
HR						
FS116 Staff sickness days per FTE (non-cumulative)						
Susan Gardner Craig		Dec	2.86	1.75	2.5	How did we do? Sickness was higher than intervention each quarter, with a small increase as the year progressed. The year end cumulative was 11.04% (target 7%, intervention 10%). The transfer of a sizeable workforce with several ongoing sickness cases following the launch of the Greater Cambridge Shared Waste Service contributed to this increase. There was also significant virus-related sickness absence early in the year.
	Mar	2.92	1.75	2.5		
						What was the context? Sickness information is provided to managers on a monthly basis and self-service access to the HR system enables managers to monitor absences independently. Complex and long term cases are being managed with HR support, with cases resulting in a successful return to work and, in some cases ill health dismissals. There remain a significant number of cases in the Shared Waste Service and steps are being taken to support managers to address this. The Council uses a range of initiatives to combat ill health including; coaching, counselling, occupational health support, health promotion, well-being initiatives and social events.
					18/19 outlook? We will continue to support and coach managers to manage performance and sickness absence effectively, and to support all staff to maintain good attendance levels.	
FS117 Staff turnover (non-cumulative)						
Susan Gardner Craig		Dec	2.3	3.25	4	How did we do? Staff turnover figures remained better than target throughout 17/18. At year-end the total cumulative result was 10.6% compared with a target of 13.0% for the year.
	Mar	2.4	3.25	4		
						What was the context? Target and intervention levels were increased at the beginning of the year to more accurately represent levels that are seen as success and cause for concern.
					18/19 outlook: Target and intervention levels continue to reflect healthy levels of staff turnover and therefore remain unchanged for the new financial year. Recruitment and retention remain very 'live issues for the Council and we will review and refresh employment policies and terms and conditions as appropriate. We will also refresh our job marketing to ensure that the council attracts the best candidates.	
Revenues						
FS102 % Housing Rent collected						
Katie Brown	<div>No line chart included - scale of chart means actual is indistinguishable from target.</div>	Jan	98.33	97.3	87.6	How did we do? Housing rent, NNDR and Council Tax collection rate targets were all exceeded at year-end, having remained predominantly at or better than target throughout 17/18.
		Feb	98.50	97.9	88.2	
		Mar	98.50	98.0	90.0	
		What was the context? Good collection rates have been achieved through efficient collection processes. (Continues on following page)				

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments
FS104 % NNDR collected (cumulative)		(Continued from previous page)			
Katie Brown					Work has also been undertaken to implement and receive training on new Civica Workflow software as part of the Revs and Bens automation project.
No line chart included - scale of chart means actual is indistinguishable from target.	Jan	96.30	95.5	86.0	18/19 outlook? Continuation of good performance through efficient collection processes, including continued realisation of Civica Worflkow system business benefits.
	Feb	97.90	98.4	88.6	
	Mar	99.45	99.0	90.0	
FS105 % Council Tax collected (cumulative)					
Katie Brown					
No line chart included - scale of chart means actual is indistinguishable from target.	Jan	97.60	97.8	88.0	
	Feb	98.90	98.6	88.7	
	Mar	99.34	99.1	90.0	

Report continues on following page

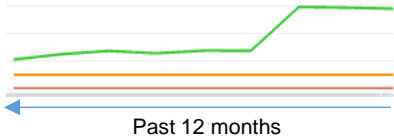
PI and PI owner and Month organised by Service Area		Actual Target		Int.	
Waste Services					
ES418 % of household waste sent for reuse, recycling and composting (cumulative)				How did we do?: Year-end result was marginally below 50% target.	
Trevor Nicoll					
		Jan	50.25	50	48
		Feb	49.66	50	48
		Mar	49.66	50	48
				18/19 outlook? The MetalMatters recycling campaign has seen a reported increase in dry recycling. The service will be undertaking other campaigns around contamination and individual materials, in addition to continuing to provide second blue bins for recycling as requested by residents.	
ES408 % of bins collected on schedule (SSWS)					
Trevor Nicoll					
		Jan	99.62	99.50	99.25
		Feb	99.86	99.50	99.25
		Mar	99.74	99.50	99.25
				18/19 outlook? The service's new data management system will provide a greater level of detail to enable us to maintain the high percentage of bins collected on schedule and enable the service to be able to focus on resolving individual collection issues.	
Environ. Health & Licensing					
ES406 % major non-compliances resolved (in rolling year)				How did we do? The Q1 result was 'Amber', Q3 'Red' and Q2 and 4 'Green'.	
Rob Lewis / Emma Knight					
		Dec	75.0	90	80
		Mar	93.3	90	80
				18/19 outlook? Target and intervention remain unchanged for 18/19 as we will continue to prioritise the resolution of major non-compliances to reduce the risk of harm to the public.	
ES401 % business satisfaction with regulation service					
Rob Lewis / Emma Knight					
		Dec	88.9	90	80
		Mar	91.9	90	80
				18/19 outlook? We will continue to engage constructively with businesses to maintain high levels of satisfaction.	

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

PN510 % of major applications determined within 13 weeks or agreed timeline (designation period cumulative)

Jane Green

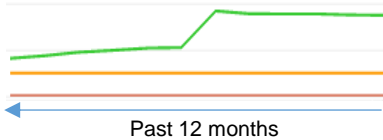


Jan	87.10	65	60
Feb	86.15	65	60
Mar	85.00	65	60

Commentary to be obtained for onward submission to EMT and Cabinet.

PN511 % of non-major applications determined within 8 weeks or agreed timeline (desig. period cumulative)

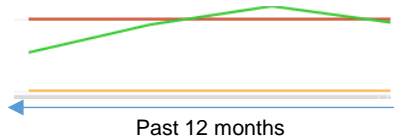
Jane Green



Jan	87.72	75	70
Feb	87.52	75	70
Mar	87.43	75	70

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

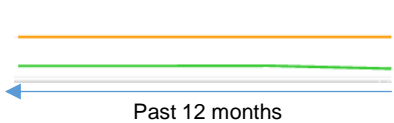
Jane Green



Dec	10.90	5	10
Mar	9.77	5	10

PN513 % of appeals against non-major planning permission refusal allowed (designation period cumulative)

Jane Green



Dec	1.35	5	10
Mar	0.98	5	10

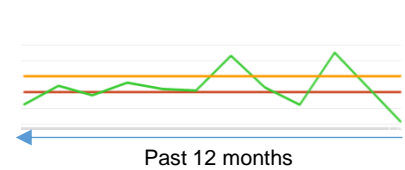
Commentary to be obtained for onward submission to EMT and Cabinet.

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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PNC (directorate wide)

PN505 % customers satisfied with Planning and New Communities

Jane Green



Jan	85	70	60
Feb		70	60
Mar	41	70	60

Commentary to be obtained for onward submission to EMT and Cabinet.

Land Charges

SX025 Average Land Charges search response days

Jane Green



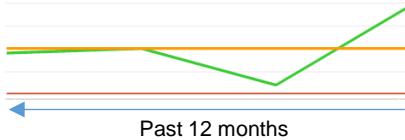
Jan	6.3	8	10
Feb	8.6	8	10
Mar	3.8	8	10

Commentary to be obtained for onward submission to EMT and Cabinet.

Planning Policy

PN518 % of new homes permitted that are affordable home (on developments requiring affordable housing provision)

Jane Green



Dec	32	40	30
Mar	49	40	30

Commentary to be obtained for onward submission to EMT and Cabinet.

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Appendix C

Budget 2017/18 - Draft Outturn Variances

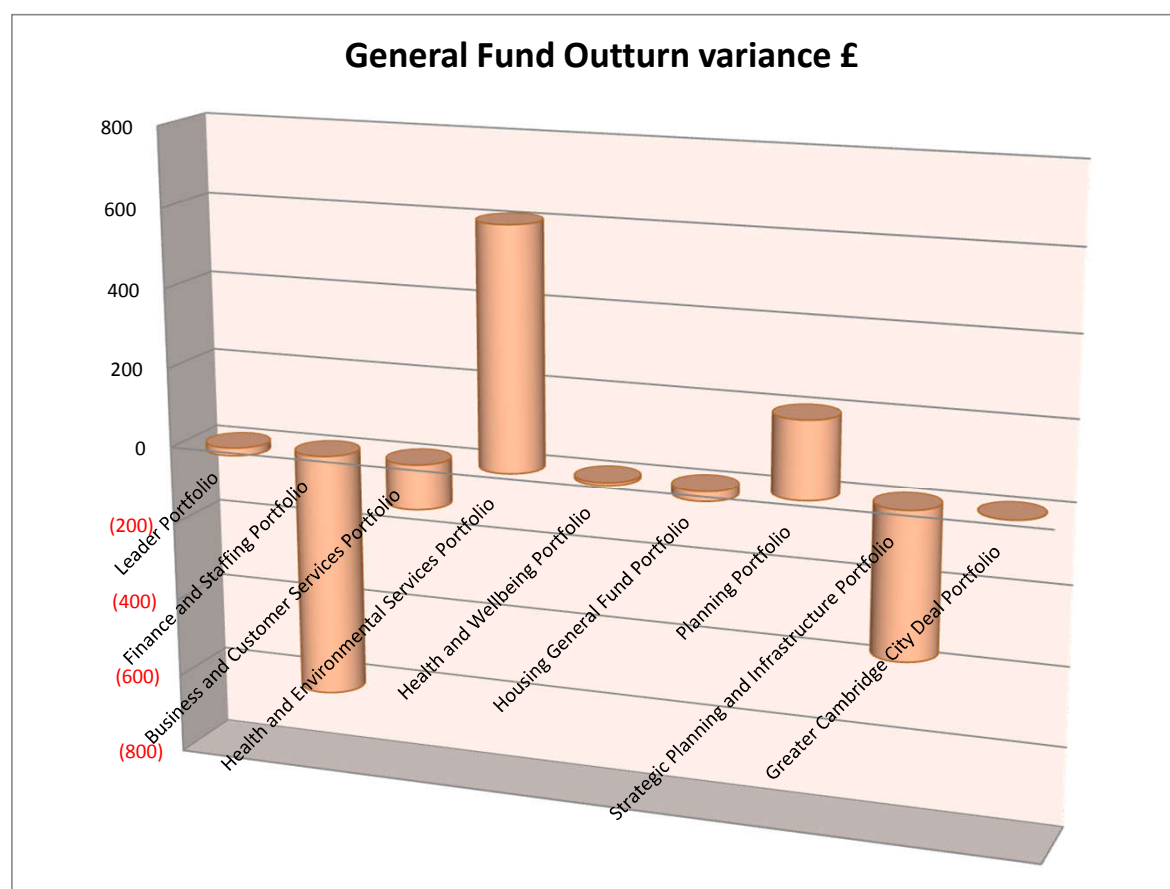
Portfolio	Full year Budget	Total expenditure	Transfer to/(from) reserves	Variance	Variance to date
	£'000	£'000	£'000	£'000	%
General Fund					
Leader Portfolio	344	351	(26)	(20)	-6%
Finance and Staffing Portfolio	3,508	2,999	(105)	(613)	-17%
Business and Customer Services Portfolio	2,151	1,938	99	(114)	-5%
Health and Environmental Services Portfolio	6,249	6,434	419	604	10%
Health and Wellbeing Portfolio	288	281	0	(7)	-2%
Housing General Fund Portfolio	1,645	1,424	197	(24)	-1%
Planning Portfolio	2,675	2,389	480	194	7%
Strategic Planning and Infrastructure Portfolio	1,084	373	346	(365)	-34%
Greater Cambridge City Deal Portfolio	0	1,224	(1,224)	0	100%
Total GF Allocated Portfolio Expenditure	17,945	17,412	187	(346)	-2%
Reversal of statutory accounting adjustment				(1,093)	
Additional central depreciation charges				78	
Unallocated savings and precautionary				538	
Net General Fund Outturn for the year				(823)	-5%

HRA					
Housing Repairs - Revenue	4,365	3,539	0	(825)	-19%
Sheltered Housing	463	305	0	(158)	-34%
Administration	3,363	3,361	0	(2)	0%
Other Alarm Systems	0	7	0	7	100%
Flats - Communal Areas	81	53	0	(28)	-35%
Outdoor Maintenance	119	139	0	20	16%
Sewage	7	3	0	(4)	-61%
Tenant Participation	273	248	0	(25)	-9%
Reprovision & New Homes Programme	200	210	0	9	5%
Other	91	87	0	(4)	-4%
Interest	7,178	7,193	0	15	0%
Central Recharges	741	946	0	205	28%
Transfer to Reserves & Capital Charges	12,764	12,382	(522)	(904)	-7%
Total HRA expenditure	29,645	28,474	(522)	(1,694)	-6%
Reversal of statutory accounting adjustment	0	(459)	0	(459)	100%
Additional central depreciation charges				19	
Income	(29,128)	(29,118)	0	10	0%
Total HRA	517	(1,103)	(522)	(2,124)	
Unallocated reduction for vacancies					
Net HRA Outturn for the year					

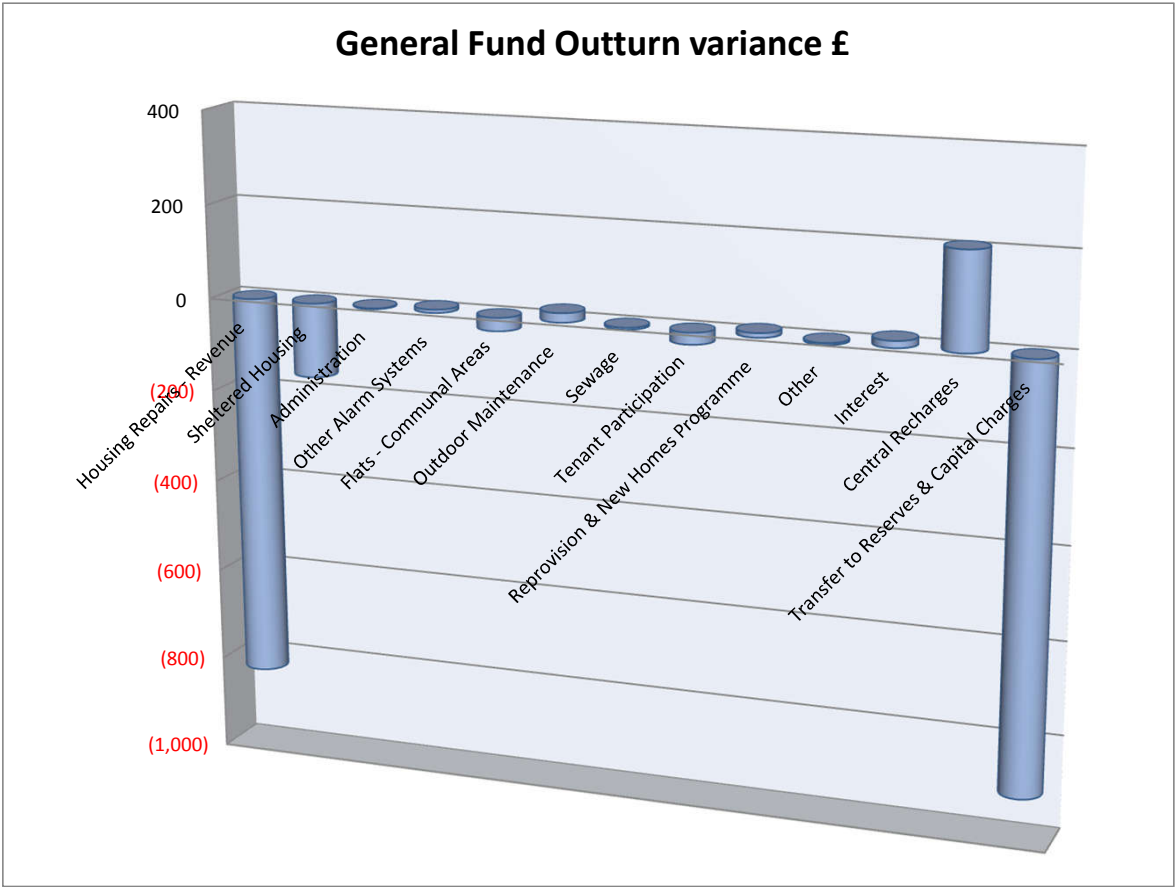
Portfolio	Full year Budget	Total expenditure	Transfer to/(from) reserves	Variance	
	£'000	£'000	£'000	£'000	%
GF Capital					
Cambourne Offices	150	21	0	(129)	-86%
ICT Development	485	399	0	(86)	-18%
Waste Collection & Street Cleansing	2,674	1,880	0	(794)	-30%
Awarded Watercourses	100	122	0	22	22%
Repurchase of GF Sheltered Properties	1,100	1,232	0	132	12%
Environmental Protection and Air Quality	50	0	0	(50)	-100%
Improvement Grants	770	751	0	(19)	-2%
Grants-Provision of Social Hsg	500	42	(42)	(500)	-100%
Refurbishment of GF Equity Share Properties	50	39	0	(11)	-22%
Website Development	70	24	0	(46)	-66%
Other (Mainly Capital Receipts)	10	0	0	(10)	-100%
Total GF Capital	5,959	4,510	(42)	(1,491)	-25%

Budget 2017/18 - Draft Outturn Variances

HRA Capital					
Land	300	156	0	(144)	-48%
New Homes Programme	7,453	6,675	0	(778)	-10%
Reprovision of Existing Homes	1,803	1,343	0	(460)	-26%
Repurchase of HRA Shared Ownership Homes	300	342	0	42	14%
Cash Incentive Grants	0	0	0	0	100%
Housing Repairs - Capital	8,694	8,456	0	(238)	-3%
Total HRA Capital	18,550	16,972	0	(1,578)	-9%



Budget 2017/18 - Draft Outturn Variances



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Significant Items of Variance from Working Budget

General Fund Budget 2017/18 - 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 £	Proposed Roll Over £
	Not blank				
Leader Portfolio					
Voluntary Sector Grants	Positive variance is made up of £5k grants underspend and £1k saving on vacancies.			(6,757)	
Community Chest Grants	Variance below threshold for investigation			3,579	
Sustainability	Variance below threshold for investigation			(5,895)	
Community Safety	The key driver for the saving is £19k underspend on projects in the year.			(8,987)	
Other net variances				0	
Total variance for Portfolio				(19,560)	0
	Not blank				
Finance and Staffing Portfolio					
Council Tax Support	The variance is created by £70k staff savings due to the 4 vacancies in the team, some staff reducing their hours and also some staff not paying the pension contributions and use of an outsourced service, which is cheaper than agency staff.			(68,496)	
Rent Allowances	The variance on the Rent Allowances, Rent Rebates, Council Tax support etc is due to a combination of factors. The main Government Admin Grant was forecast to be £364,112, actual received was £403,740 due to higher than expected Local Council Tax Scheme grant by £14k and a Universal Credit grant of £25k	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	(144,423)	
Rent Rebates	The total admin costs came in £136,225 less than forecast, mainly due to receipts of miscellaneous small grants from DWP totalling nearly £106k. In short, the admin costs of the Benefits Service was £175,854 less than forecast. We also recovered nearly £37k extra in overpayments than we forecast.			(73,658)	
Corporate Management	The variance is due to a number of factors: savings on vacancies and recharges for external secondments partially offset by the variance to the budgeted staff pensions costs and recruitment at higher than budgeted grades.	CC303 - % total calls to the Contact Centre handled CC307 - Average call answer time (seconds) CC305 - % of formal complaint responses sent within timescale (all SCDG) FS116 - Staff sickness days per FTE FS117 - Staff turnover	STR11 - Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes STR13 - Recruitment & Retention	(197,921)	
Treasury Management	Variance below threshold for investigation	FS109 - % invoices paid in 30 days	STR4 - Medium Term Financial Strategy	(2,229)	
Cost of NNDR Collection	The underspend is made up of £38k saving on vacancies, recharges saving of £12k due to lower than budgeted headcount and other small savings of £4k total.	FS104 - YTD % NNDR collected		(54,025)	
Discretionary NNDR Relief				0	
Cost of Council Tax Collection	The bulk of the underspend is due to receipt of £70k government grant for family annexes Council Tax exemption, not included in the budget.	FS105 - YTD % Council Tax collected		(75,895)	
3C SharedServicesProgramme Hub	Variance below threshold for investigation		STR12 - Shared Services Initiatives with other authorities	2,628	
Miscellaneous	Variance below threshold for investigation			592	
Other net variances				0	
Total variance for Portfolio				(613,427)	0
	Not blank				
Business and Customer Services Portfolio					
Land Charges	Variance below threshold for investigation			314	
Elections	Variance below threshold for investigation			2,986	
Register of Electors	The variance is driven by the £23k savings on the cost of postage for year to date.			(16,736)	
Democratic Representation	The positive variance is due to £15k saving on unfilled vacancies in the team, £15k saving on consultancy costs, a further £15k saving on members allowances and £40k recharge for SCDG time spent on GCP work. This is offset by higher than budgeted recharges costs, including £20k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			(25,814)	
Policy & Performance	The positive variance arises from £61k staff savings due a number of unfilled vacancies in the team.		STR1 - Consultation and Engagement	(61,429)	
Street Naming & Numbering	£12k saving on materials is offset by £7k unbudgeted cost of building contract			(6,693)	
Communications	The adverse variance is due to the staff costs exceeding budget by £39k for the year, this is due to recruitment of a web developer, funded from the saving made on the CEO vacancy earlier in the year, and higher than budgeted recharges costs, including £21k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			52,015	
Economic Development	The saving is made up of £38k underspend on Consultancy, £14k income raised from staff costs recharges to Cambridge City Council and £13k vacancy savings. This is partially offset by £7k spend on agency staff and £9k unbudgeted cost of recharges, including £6.5k account adjustment.			(50,443)	
Tourism Initiatives	The savings is mainly due to £7.5k underspend on Visit Cambridge funding			(8,604)	

Other net variances				0	
Total variance for Portfolio				(114,406)	0
	Not blank				
Health and Environmental Services Portfolio					
Awarded Watercourses	Variance driven by depreciation cost being higher than budgeted by £10k			7,308	
Footway Lighting	The adverse variance is predominanetely due to the LED pilot which was agreed by cabinet. The installation of new lights (£16k) and the purchase of new equipment (£10k) account for the majority of this variance. This variance also includes 2k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			30,971	
Single Shared Waste Service	This adverse variance is caused be a number of reasons. An increase in monitoring and tighter controls at Amey, of contaminated material has led to an increase in the MRFcontract costs (£129k). As a consequence of the tighter controls the level of income due from Recycling credits has also reduced, resulting in an adverse variance of £189k. The income and costs associated with the collection of paper has fallen following the change of service in December, resulting in an adverse variance (£128k). Depreciation cost was £65k above budget, this is due to insufficient budget allocated to the service. These adverse variances are offset by favourable variance within the fleet costs - mainly fuel. This is due the cost of fuel being lower than budgeted (9p per litre) and less fuel consumption by nearly 35k litres from 16/17. A favourable variance within Overhead recharges (£70k) has also reduced this adverse variance. This variance also includes 354kk unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure, and the transfer to reserves for future capital funding £337k.	ES418 - YTD % of household waste sent for reuse, recycling and composting ES408 - % of bins collected on schedule		622,859	
Envirocrime Enfmen't Strategy	Variance includes £4k depreciation costs above budget and £3k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			8,314	
Food Safety	Variance below threshold for investigation			5,307	
Environmental Health General	Other than staffing costs saving of (£81k), this service has seen an increase of income (£15k) generated from the licence fee that is set for administering houses of multiple occupations. This variance also includes 26k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.	ES406 - % major non-compliances resolved (in rolling eyar)		(84,714)	
Environmental Protection	The service has re-embedded itself following the return to work of 2 contaminated land officers from maternity leave and the fairly recent appointment of the scientific officer (air quality). While the service was getting back up-to-speed it was decided to continue using the specialist services of EPS to in effect backfill these roles and offer additional specialist advice on planning matters etc. This service level agreement cost £3,000 pcm and was not budgeted for within the service. The arrangement ceased at the end of June which meant that the financial pressure on the service is £9k. EPS have also provided specialist advice and undertook an environmental assessment on a potential contaminated land site at Whittlesford. This advice on contaminated land investigations has cost £9k against an annual budget provision of £7k – a £2k adverse variance. The income attained from the issuing of Local Authority Pollution Prevention Control licences has been on a downward trend in recent years and this has continued this year. The shortfall of income was £4k. Depreciation cost was £1.5k lower than budgeted. Total variance also includes 7k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			40,976	
Emergency Planning	Variance not significant, therefore not investigated			(1,451)	
Licences	This favourable Year End variance is partially driven by a salary saving (£16k) due to posts being vacant during the year. The other main contributor to the variance is higher than expected license fee income (£11k). This variance also includes 9k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.	ES401 - % business satisfaction with regulation service		(23,542)	
Taxi Licensing Service	There has been an exponential increase in taxi licence fee income in recent years which has continued in this financial year. The charge imposed for the licence fee was not increased this year which has meant that this increase has been generated from the volume of licences issued alone. This has of course impacted on the staff resources required to administer this service. As the service received more money than it has spent it has resulted in £80k being transferred to reserves. With any surplus of income generated through the licence fee having to be re-invested (or the licence fee reduced), it has been approved for a further resource officer to be recruited to, funded completely from this additional taxi licence income. This variance is due to 6k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			6,097	
Action on Dogs	Variance below threshold for investigation			3,267	

Miscellaneous env	Variance below threshold for investigation			7,074	
Localism	From the £35k base budget in place to support patch-based working within the district, £30k has been earmarked for utilising on community projects such as Timebanking (£20k), the provision of a faith audit (£3k), the setting up of the Northstowe Community Hub by providing furniture etc. (£5k) and running the community awards ceremony. A delay in getting Cabinet approval has resulted in only £10k of the budget being spent on the Timebank project, remaining £10k are subject to a rollover request. The remainder of this budget (£20k) will be rolled over to 2018/19. In addition to the project budgets, there is a £8k saving on staffing costs, due to a post being vacant all year. This variance also includes 8k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			(18,544)	10,000
Other net variances				0	
Total variance for Portfolio				603,922	10,000
	Not blank				
Health and Wellbeing Portfolio					
Children, YoungPeople&Families	Expenditure under this heading is made in conjunction with Cambridge City Council through the South Cambridgeshire and Cambridge City Children and Young Peoples Area Partnership, administered by Cambridgeshire County Council. SCDC provides finance support for this partnership and as such the funds are held within SCDC's statement of accounts. The current balance in this fund stands at nearly £75k.			(9,408)	
Health and Wellbeing	Variance below threshold for investigation		STR6 - Demands on services from an ageing polulation	(4,288)	
Northstowe, Healthy New Town	This variance includes 4k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.		STR14 - Access to Primary Care in Growth Areas	13,702	
Mobile Warden Schemes				(6,777)	
Other net variances				0	
Total variance for Portfolio				(6,770)	0
	Not blank				
Housing (General Fund) Portfolio					
Loans for House Purchase etc				0	
Housing Association Support	£6k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure. £42k funding of Capital Expenditure, reimbursed from Earmarked Reserve			50,511	
Homelessness	Private Renting Service - (46,884) favourable : The majority of 17/18 deposits to private landlords was covered by providing bonds rather than paying cash deposits and there was a (9,000) favourable adjustment to correct a prior year entry. Sub-Regional Single Homelessness Service - (12,500) favourable. Cambridge City Council did not invoice budgeted fee for 2017/18 as they were able to utilise other funding streams.	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	(58,846)	
Letting & Advisory Service	£26k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			31,549	
Private Sector Leasing Scheme	Favourable variance is due to the delay in timing of the service, with Q1 and Q2 spent on business set-up/prepatory work for Shire Homes Lettings Limited, with first property rented in October 2017			(81,671)	25,530
Strategic Housing	Due diligence work approved by Cabinet, which was not included in the original 2017/18 estimate: Orchard Park £36,265 , Cambourne High Street £15,710 (Total spend approved of £50k for each project).			47,142	48,025
Sub-Regional Homelink Service	Overspend caused by £6k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			6,204	
Equality & Diversity	This favourable variance is due to a post which became vacant during the year which was not filled (£8k) which subsequently affected the allocation of overhead recharges (£9k).			(15,019)	
Travellers Sites	£199k cost of depreciation for the New Farm site has not been included in the budget. This is offset by favourable variance due to a vacant post (£34k) which has been unfilled all year. Additional income from rent and water charges from both Whaddon (£1,409) and Milton (£5,241) have also contributed to reduce the adverse effect of the depreciation charge.			159,926	
Improvement Grants	This is a capital charge not provided for in the budgets. This is a notional charge and is reversed out on the GF summary and therefore will not impact on the overall financial position.			61,173	
GF Sheltered Properties	Depreciation of approx £120k to be posted			(116,290)	
Recharges from/to HRA	Favourable variance of £70k - Visiting Support Service did not require the budgeted funding from general fund in year due to reduced staffing costs and use of available reserves. Favourable variance of £55k arising from reduced expenditure in Community Lifelines Service. £15k adverse variance Grounds Maintenance due to increased activity in 2017/18			(108,907)	
Other net variances				0	
Total variance for Portfolio				(24,228)	73,555
	Not blank				

Planning Portfolio					
Development Control	The service made £324k saving on staff costs, and £31k saving on Legal costs for Appeals. This is offset by £136k overspend on Planning Consultancy, of which £13K was incorrectly coded and should have been allocated again the Legal costs for Appeals budget, £26K was incorrectly coded and should have been coded to Agency Staff budget, an additional cost of £45K which relates to the Planning Shared service for the recruitment of Phase 1 - of which no budget was allocated for in 17/18, therefore leaving an overspend of £18K against budget of £35K. £247k is shortfall in charges income. Recharges cost to the service is £272k higher than budgeted, of which £132k is unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure. Transfer to reserves represents S106 income received in the year, intended to be used on future activities.		STR25 - Risk of Designation as Poorly Performing Planning Authority	230,521	
Planning Policy	The variance is made up of underspends in a number of areas on consultancy budgets due to the delays with the Local Plan. Underspend on the Local Plan related work comes to £365k, of which £344k were transferred into the Planning Policy Earmarked Reserve, approved by the Council in February. These funds will be used in the future years, when the Local Plan work takes place. Additional work load in the year resulted in £22k staff costs overspend.		STR3 - Failure to meet Housing Need	5,168	
Building Control Service	This is a shared service led by Cambridge City Council			(13,271)	
Open Space Agreement				0	
Conservation	Underspends in the service are due to £10k underspend on Garden maintenance, which was being kept aside to use on disused Churchyards and grounds maintenance at Landbeach Tithe Barn, but haven't been spent in the year. £12k of budgeted grants for Wildlife Enhancement haven't been distributed in the year. A further £11k of funds were transferred back to the service following decision not to renovate the Sawston Tannery barn. This is offset by £5k overspend on staff costs and £10k of additional consultancy expenditure. Of the £8k adverse variance on recharges, £5k is unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			(5,132)	
Museums	Variance not significant, therefore not investigated			56	
Enforcement Issues	Saving of £46k on Legal services is offset by £9k staff costs overspend, additional £5k cost of recharges and £11k smaller than expected transfer from reserves. Funds transferred from reserves are raised from Proceeds of Crime service and are allocated to be used for specific equipment purchases.		STR2 - Gypsy and Travellers and those not meeting new definition	(20,939)	
Illegal Encampments	Variance not significant, therefore not investigated			(2,560)	
Other net variances				0	
Total variance for Portfolio				193,844	0
	Not blank				
Strategic Planning and Infrastructure Portfolio					
Growth Agenda/Northstowe	The service shows £400k saving on staff costs and £40k saving on Legal. Additional income was raised from £110k salary recharge to Cambridge City Council and £293k additional Pre-App income. Recharges are also £11k lower than budgeted, due to the smaller than budgeted staff numbers. These savings are offset by £120k additional Consultancy costs and £8k shortfall in Charges income. £143k transfer to reserve is Capacity Funding received from DCLG in 2015-16, this is to be used 2018-19 to fulfil the grant's objectives and further £202k is transferred to reserves in relation to PPA income received in advance.			(355,482)	
Transport Initiatives & Policy	The service raised £7k from salary recharges to Cambridge City Council and £13k budgeted costs for community rail partnership project have not been spent this year due to delays with the project. This is offset by £3k staff costs overspend and additional £6k cost of recharges. This variance also includes 4k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			(9,712)	
Other net variances				0	
Total variance for Portfolio				(365,195)	0
	Not blank				
	Not blank				
Total for General Fund Revenue				(345,820)	83,555

Significant Items of Variance from Working Budget

Housing Revenue Account 2017/18 - 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 £	Proposed Roll Over £
Housing Repairs - Revenue					
Cyclical Revenue Maintenance	Favourable outturn is due to savings resulting from re-tendering the cyclical maintenance contracts, where prices are lower than previously budgetd..			(215,860)	0
Response Revenue Repairs	Savings have been made in response repairs as a direct result of moving to a Price-Per-Property contract with Mears (from April 2017).	AH204 - % tenants satisfied with responsive repairs		(435,175)	0
Specialist Investigations	This budget is reactive, and activity in any one year is impossible to predict. Fewer investigations were required in 2017/18 than allowed for in the budgets.			(62,641)	0
Asbestos Surveys and Removals	This removal element of this budget is reactive, and activity in any one year is difficult to predict. Fewer surveys resulted in action being required in 2017/18 than allowed for in the budgets.			(36,847)	0
Garden Works	The favourable variance in the repairs budget for reactive garden works is partially offset by overspending in the outdoor maintenance budgets for the year.			(34,505)	0
Other net variances				(40,069)	0
Total Variance for Service				(825,097)	0
Sheltered Housing					
Sheltered Housing	Over-achievement in service charge income following review of sheltered housing service delivery and identification of staff as being landlord or service charge related in their activiteis.			(171,162)	0
Visiting Support	This variance relates to an unbudgeted pension accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			13,258	0
Other net variances				0	0
Total Variance for Service				(157,904)	0
Administration					
Administration	No major variances			0	0
Other net variances				(1,966)	0
Total Variance for Service				(1,966)	0
Other Alarm Systems					
Alarms	This variance relates to an unbudgeted pension accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			6,918	0
Other net variances				0	0
Total Variance for Service				6,918	0
Flats - Communal Areas					
Flats	Costs associated with communal areas of flats were lower than anticipated in 2017/18, with specific savings made in the cost of insurance for these premises.			(28,016)	0
Other net variances				0	0
Total Variance for Service				(28,016)	0
Outdoor Maintenance					
Grounds Maintenance	The adverse variance in responsive grounds maintenance works is more thn offset by underspending in the garden works budget managed within the Repairs Service.			19,596	0
Other net variances				0	0
Total Variance for Service				19,596	0
Sewage					
Sewage	No major variances				
Other net variances				(4,041)	
Total Variance for Service				(4,041)	0
Tenant Participation					
Tenant Participation	Staff costs were lower than budgeted due to a reduction in the hours worked across the team and spending on tenant related activity was also lower than anticipated.			(24,558)	0
Other net variances				0	0
Total Variance for Service				(24,558)	0

Reprovision & New Homes Programme					
Re-provision and New Homes	This variance includes £15,768 in unbudgeted pension accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			9,366	0
Total Variance for Service				9,366	0
Central Recharges					
Central Recharges - Pension Adjustment	This variance includes £212,937 in unbudgeted pension accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			212,937	0
Central Recharges - Corporate Management	Corporate Management costs were lower than anticipated, in part due to the ability to recover salary costs for senior officers seconded to projects outside of the Council.			(51,905)	
Central Recharges - Unallocated Vacancy Saving	An allowance is made for natural savings across the HRA due to natural staff turnover. The saving is not allocated to each service, but is held centrally and would expect to be offset by small underspending across all service areas.			50,000	
Other net variances				(6,131)	0
Total Variance for Service				204,901	0
Other					
Interest on Self Financing Debt	Interest paid was in line with that anticipated for the self-financing debt. The budget had been reduced marginally to reflect interests due to the HRA for internal lending, whilst the actual income for this was recorded against interests received.		STR9 - HRA Business Plan	14,518	0
Depreciation	Depreciation charged to the HRA in 2017/18 was significantly lower than anticipated due to a reduction in asset values, coupled with extension of asset lives, recognising the impact of decent homes investment.			(2,326,731)	0
Direct Revenue Financing of Capital Expenditure	An increased use of revenue funding to meet capital expenditure is reported in 2017/18 as a direct result of the reduction in depreciation, to ensure that the capital programme could still be fully funded.			1,943,892	382,839
Other net variances				(3,848)	
Total Variance for Service				(372,169)	0
	Not blank				
Reversal of statutory accounting adjustment					
Pension Adjustments	Reversal of statutory pension adjustments shown above			(458,696)	
Total Variance for Service				(458,696)	0
	Not blank				
Reserves funding					
Withdrawals from / transfers to Earmarked Reserves	Transfer of funds to Earmarked Reserves net of Withdrawals to fund expenditure as per Earmarked definition of the relevant reserves			(522,305)	
Total Variance for Service				(522,305)	0
	Not blank				
Central depreciation charges					
Additional central depreciation charges	Depreciation charges on Central Accounts calculated late and therefore not included in the Service recharges			19,455	
Total Variance for Service				19,455	0
	Not blank				
Income					
Rent and Other Income	Rent income was over-achieved due to fewer than anticipated right to buy sales, coupled with additional income in respect of de-minimus receipts for small parcels of land or access rights.			(74,919)	
HRA Interest	The positive variance is forecast based on the increased interest due to the high level of cash balances and additional lending to Ermine Street Housing	FS102 - % Housing Rent collected		84,676	0
Other net variances				0	
Total Variance for Service				9,757	0
Total for Housing Revenue Account				(2,124,759)	0

Significant Items of Variance from Working Budget

HRA Capital Budget 2017/18 - Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Proposed Roll Over £
Housing Revenue Account - Land			
HRA Land	Expenditure in respect of the preparation of HRA land as self-build plots was lower than anticipated, with cautious assumptions about how much it would cost to bring a plot to market made and the incidence of activity increasing over time.	(144,588)	144,580
Other net variances		0	
Total variance for Capital Programme		(144,588)	144,580
Housing Revenue Account - New Homes Programme			
Pembroke Way, Teversham	Pre-commencement costs for this site were less than anticipated, as progress has been delayed on this site whilst a detailed scheme is agreed.	(12,544)	12,540
Pampisford Road, Great Abington	The scheme at Great Abington was handed over in the early part of 2018/19 as opposed to the latter part of 2-17/18 as was originally anticipated.	(200,227)	200,220
High Street, Balsham	Progress on this site has been halted whilst planning conditions are fully discharged.	(336,921)	336,920
Woodside, Longstanton	This scheme is now well underway, but some delays in start on site in 2017/18 have resulted in the need to re-phase more of the budget into 2018/19 than originally anticipated.	(38,682)	38,680
Bannol Drive, Waterbeach	This scheme was materially complete by the end of 2017/18, with only final invoices and the marketing and sales costs for the shared ownership units yet to be realised.	(93,945)	93,940
Gibson Close, Waterbeach	This scheme has not progressed to being on site as quickly as anticipated, with the need to carry resource forward into 2018/19 when the scheme will now be delivered.	(137,053)	137,050
Highfields, Caldecote	Pre-commencement costs for this site were less than anticipated, as progress has been delayed for start on site.	(29,670)	29,670
Acquisitions	The budget ear-marked for the acquisition of market homes for use as affordable rented housing was overspent marginally due to delays in the payment of stamp duty for prior year acquisitions.	73,321	0
Other net variances		(2,337)	
Total variance for Capital Programme		(778,058)	849,020
Housing Revenue Account - Reprovision of Existing Homes			
Reprovision Robinson Court, Gamlingay	The re-provision of out-dated bedsit accommodation on this site was delayed initially, but the scheme is now progressing well. There is the need to carry forward some resource into 2018/19 to complete the build.	(459,647)	459,640
Other net variances		0	
Total variance for Capital Programme		(459,647)	459,640
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.	42,178	0
Other net variances		0	
Total variance for Capital Programme		42,178	0

Housing Revenue Account - Improvement of Housing Stock

Improvement to the Housing Stock --Re-Wiirng	The programme to install upgraded alarm and fire safety technology in sheleterd housing has taken longer than anticipated, with the need to carry forward £165,730 into 2018/19 to complete the programme.	(165,728)	165,728
Improvement to the Housing Stock - Willingham Refurbishment	The work to refurbish homes in Wilford Furlong and Brickhill has been delivered at a lower cost than anticipated.	(139,518)	0
Other net variances		67,718	
Total variance for Capital Programme		(237,528)	165,728
		Other Net Variations	0
Total for Housing Revenue Account Capital		(1,577,643)	1,618,968

General Fund

Cambourne Offices	Most of this budget was allocated for the project to relocate the meeting rooms in South Cambridgeshire Council building. This project has not commenced in the year, leading to the underspend. The works will occur in 2018/19 (Facilities management are currently appraising the quotes) and therefore the budget is requested to be rolled over.	(129,497)	129,497
ICT Development	With the ICT function effectively being managed through the 3c ICT shared service by HDC, the investment in capital has been scaled-back over the last year. It is recognised that there is a collective desire to streamline ICT investment through the 3c development programme with the ultimate goal of achieving large-scale shared savings through a more collaborative investment policy. This has resulted in budgets which were in-place to develop the ICT infrastructure being under-utilised. Now that the service has embeded, the capital programme has now been re-configured and adopted for our current strategic needs and as such there is a requirement to claw-back this unutilised budget for our future requirement. Current financial regulations prohibit the rollover of unspent budgets going back more than one year so it is a recommendation that special dispensation is approved to rollover the total funds available within the ICT capital programme, including those balances that exceed one year. Therefore a special request is being recommended for a consolidated rollover of £666,000 of unspent ICT budget into 2018-19 to include balances in excess of one year.	(86,015)	666,000
Waste Collection & Street Cleansing	The underspend on this budget is due to only purchasing 11 new trucks rather than the 15 that were budgeted. The remaining 4 will be purchased in 2018/19, therefore this underspend needs to be rolled forward.	(793,918)	793,918
Awarded Watercourses	The replacement of a tractor and flail mower cost more than budgeted, this varaince should be covered by existing reserves	21,700	
Repurchase of GF Sheltered Properties	The variance is due to the difficulty of correct budget profiling as expenditure only occurs when property is vacated. Properties are repurchased as they become available.	131,879	
Environmental Protection and Air Quality	The budget was for the possible replacement of one of our air quality monitors. An evaluation of monitors showed that no investment is required at this moment and therefore the budget should be rolled forward.	(50,000)	50,000
Improvement Grants	Underspend due to a combination of the Home Improvement Agency's capacity to process grant claims received and the demand presented within the year, which can fluctuate.	(18,511)	
Grants-Provision of Social Hsg	Underspend of was anticipated at P10. Award of grants from S.106 monies held. Money earmarked for contribution to the redevelopment of Robinson Court, Gamlingay (delayed) will now be utilised in 2017/18.	(500,000)	
Refurbishment of GF Equity Share Properties	Variance below threshold for investigation	(10,814)	
Website Development	The underspend is due to the delay on the project to enhance cooperation with 3CICT and is subject to a rollover request.	(46,312)	45,000
Other (Mainly Capital Receipts)	Variance below threshold for investigation	(10,000)	
		Other Net Variations	0
Total for GF Capital expenditure		(1,491,488)	1,684,415
Capital Expenditure Total		(3,069,131)	3,303,383

Earmarked and specific funds

In addition to general reserves, the council maintains a number of earmarked and specific funds held to meet major expenditure of a non-recurring nature or where the income has been received for a specific purpose but not yet spent. Details of opening and closing balances, with approved/anticipated use over the budget period are set out in Appendix D.

The major earmarked and specific funds are listed below with balances as at 1 April 2018.

Fund	Balance at 1 April 2017 £000	Movement £000	Balance at 31 March 2018 £000	Committed spend in 2018-19
Revenue reserves				
New Homes Bonus GCP Reserve	(7,637)	1,224	(3,095)	£58.3k
New Homes Bonus A14 upgrade Reserve			(3,318)	
Business Rates Growth and Renewables Reserve	(5,744)	(3,152)	(8,896)	£1.270k available, of which £555k is approved expenditure
Pension Deficit Reserve	(702)	66	(637)	
Planning Enforcement Reserve	(500)	0	(500)	
Business Efficiency Reserve	(340)	100	(240)	
Homelessness Reserve	0	(166)	(166)	
Sustainability - climate change reserve	(117)	117	0	
Taxi Licencing Reserve	(67)	80	(147)	
Business accommodation reserves	(98)	(43)	(141)	£98k
Land Charges- appropriations	(19)	(99)	(118)	£19k
Private Stock Condition Survey	(75)	(15)	(90)	
Children & Young People	(75)	0	(75)	
Business Hub	(67)	10	(57)	
Subtotal	(15,440)	(2,039)	(17,479)	
Planning reserves (revenue)				
Planning Policy	0	(568)	(568)	
Major Developments and Parish Liaison Fees Reserve	(472)	0	(472)	£323k
Growth Agenda and Northstowe Reserve	(128)	(346)	(473)	
S106 Admin Fees	0	(109)	(109)	
Planning Fee Reserve excl Growth agenda	(179)	(0)	(179)	£179k
Service Contingency-Planning	(100)	0	(100)	£100k
Planning other	(95)	2	(92)	£95k
Brownfield Sites Reserve	0	(30)	(30)	
Subtotal	(974)	(1,050)	(2,024)	
Other	(259)	(37)	(296)	
Total General Fund Revenue Earmarked reserves	(16,673)	(3,126)	(19,799)	

Capital reserves				
Refuse Collection	(407)	(240)	(647)	
Refuse Supervisors' vehicles	(46)	(15)	(61)	
Street Cleansing	(229)	(81)	(310)	
Air Quality Monitoring	(119)	12	(106)	
Footway Lighting	(87)	0	(87)	
Cambourne Office	(83)	0	(83)	£83k
Heritage Initiatives and historic buildings	(40)	0	(40)	£40k
Community Development - Capital	(35)	30	(5)	
Other	(39)	(4)	(42)	
Total General Fund Capital Earmarked reserves	(1,084)	(298)	(1,382)	
Total General Fund Earmarked reserves	(17,757)	(3,424)	(21,181)	
Breakdown of "Other" in GF Revenue				
Travellers Site Reserve	(50)	(31)	(81)	
RCV's Sinking Fund	(41)	0	(41)	
South Cambs Crime & Disorder Partnership	(33)	0	(33)	
Air Quality Monitoring	(29)	0	(29)	
Street Cleansing Vehicles Sinking Fund	(24)	0	(24)	
Health & Environmental Services	(24)	0	(24)	
Economic Development Portfolio Reserve	(13)	0	(13)	
Waterbeach Depot	(5)	(5)	(10)	
Land Charges- new burdens grant	(9)	0	(9)	
Swavesey Byeways Fund	(6)	(0)	(6)	
Contributions-Cambridge Sports Lake Trust	(6)	(0)	(6)	
Insurance All Risks	(6)	(0)	(6)	
Air Quality Monitoring	(6)	0	(6)	
Community Chest Grants	(1)	(3)	(3)	
Webb's Hole Sluice	(3)	0	(3)	
2012/13	(3)	2	(1)	
Ecological Support Services	(0)	0	(0)	
Conservation Reserve -Revenue	(0)	(0)	(0)	
Total General Fund Revenue Earmarked reserves "Other"	(259)	(37)	(296)	

General Fund Revenue Reserves - £17,479k

New Homes Bonus GCP Reserve - £3,095k

NHB monies the authority receives from the Government, which are not used towards GF expenditure previously funded by Housing & Planning Delivery Grant or to meet Local Plan and associated costs; the any City Deal funding commitments A14 contribution of £5m will eventually come from this reserve. £1,124k contribution towards the Greater City Partnership was paid in 2017/18 using the balance on this reserve.

New Homes Bonus A14 upgrade Reserve - £3,318k

The A14 contribution of £5m will eventually come from this reserve.

Business Rates Growth and Renewables Reserve - £8,896k

Set up at the end of 2015/16 in order to fund an investment programme to build new sources of renewable energy. A proposal for use of these funds prepared by the Policy team has been presented to EMT on 27 September 2017. This will utilise £1.2m element of the reserve arising from the Business Rates received from the Renewable Energy sources and permitted to be retained locally at 100% in order to be reinvested back in Renewable Energy.

Remainder of the reserve consists of funds from the rates retention pilot.

Pension Deficit Reserve - £637k

An allocation from employer pension contributions to meet the current deficit on the Cambridgeshire Local Government Pension Scheme over the next few years.

Planning Enforcement Reserve - £500k

Established to meet legal and other costs arising from planning enforcement actions. This reserve is to be maintained in case of major enforcement and will be topped back up if used.

Business Efficiency Reserve - £240k

Set aside to meet costs associated with council actions, implementation of the Business Improvement and Efficiency Programme and Commercialisation Programme projects and the Shared Services Programme. Annual contribution of £50k is currently budgeted for transfer to this reserve. The Leaders of Cambridge City Council, Huntingdonshire District Council and SCDC have committed £200k of this reserve towards the costs of the 3C Programme Office over two years. This reserve was reduced by £60k to cover the costs of the 3C Shared Services Hub for 2016/17 and a further £40k relating to the budgeted costs of the 3C Shared Services Hub for 2017/18, making the two year cost of the 3C Shared Services Hub £100K instead of £200k.

Annual contributions to this reserve are stopped and the available remaining funds will be used to continue the work of setting up the Shared Services.

Homelessness Reserve - £166k

The Homelessness Reserve is used to hold government grant receipts (Flexible Homelessness Support Grant) which will be used over the next 3 years to finance increased staffing levels and

administrative costs arising from the new prevention and relief duties required under the Homelessness Reduction Act, which came into force in April 2018.

Taxi Licencing Reserve - £147k

Fund has been built up recently from excess income generated through the service compared to how much it costs to administer the function. Excess fee income must be re-invested back into the service or licence fees reduced to offset this excess sum on account. Plans are in place to draw-down from this fund by employing additional resource to cope with the high demand whilst keeping the licensing fee within current levels in the short term.

Business Accommodation Reserves - £138k

Consists of the Cambourne Office reserve of £23k relating to the access road and the Facilities Reserve of £75k created in 2015/16 to spread the cost of repairs. There is a separate capital reserve specifically for capital improvements to the Cambourne office (see below).

Reserves relating to the Cambourne office and Facilities improvements are to be used to fund the approved bids for office refurbishment programmes.

Land Charges - Appropriations - £118k

Set aside to either provide capital investment in Land Charges e.g. electronic service delivery or to offset unforeseen revenue demands that accrue but cannot be recovered through the current fee structure, set at the start of the year. The reserve has been accumulated in recent years from high income levels which have out-stripped costs; a significant amount was withdrawn from this reserve in 2016-17. Balance in the reserve at the end of 2016-17 is to be used towards a revenue bid in 2018-19. By its nature, this reserve can only be utilised through the Land Charges function.

Private Stock Condition Survey - £90k

Set aside to fund a future survey on the condition of private housing in the district. This is part of a Housing Standards initiative. It was a statutory obligation imposed on local authorities to undertake a survey of this nature every 5 years - £15k is set aside from budget each year (including 2017-18) to meet these 5 year costs.

Children & Young People- £75k

Set side to fund the current and future costs of the South Cambridgeshire and Cambridge City Children and Young People Area Partnership. SCDC provide the financial support and

administer the finances on behalf of the South Cambridgeshire and Cambridge City Children and Young Peoples Area Partnership. This is a partnership reserves shared with the County.

Business Hub- £57k

Reserve set up in 2015/16 to support the Business Hub initiative. Funds in this reserve include funds from the County Council (originally £72K), which cannot be used without their consent.

Planning Reserves - £2,024k

Planning Policy reserve - £568k

Planning Policy reserve was created in 2017-18 with the funds allocated from

1. Roll over from year 2016-17 relating to the Local Plan (£223,877);
2. Topped up from the underspend projected to occur this year and to be used for future "commissioning" of SCDC specific policy work from the shared planning service policy team.

Creation of the reserve is based on the need for a carry forward of unspent funds associated with the delay in adoption of the Local Plan and associated projects (such as CIL) – which will push some of the final bills and costs into 2018/19.

Major Developments Fees and Parish Liaison Reserve - £472k

This reserve has been established from pre-app and planning application fees received in respect of major developments, to be called on as and when necessary to ensure planning teams are resourced to support and progress applications for those developments.

This includes the balance remaining from the Planning Enforcement Reserve when it was decided to reduce that reserve from a maximum of £1m to £500,000, set aside to fund two two-year fixed term posts, one in housing and one in planning, to support parish liaison and site development initiatives.

It is expected that this reserve will be used to cover Planning bids for funds in 2018-19, including the anticipated income shortfall.

Growth Agenda Reserve - £346k

Northstowe Reserve - £128k

Transfer of DCLG Capacity Funding income to reserve. This amount was previously incorrectly carried forward as receipt in advance is £144k in Growth Agenda Reserve. A further £202k is PPAs received in advance in 2017-18 in relation to future projects.

Northstowe reserve has been established from pre-app and planning application fees received in respect of Northstowe, identified separately in recognition of its importance, to be called on as and when necessary to ensure planning teams are resourced to support and progress applications for the Northstowe development.

S106 Admin Fees - £109k

Transfer of S106 Admin fees transferred to Reserve to cover future S106 Admin Officer costs. This amount was previously incorrectly carried forward as receipt in advance.

Planning Fee Reserve excl Northstowe - growth agenda - £179k

Parish Liaison & Site Development Reserve - £100k

These are general use reserves to be used to support Growth budget or additional Planning service requirements as and when necessary.

A detailed 5-year project plan for Growth sets out periodic shortfalls in revenue versus costs and would indicate when and how much for this reserve needs to be allocated for this purpose. This is due to be presented to Finance shortly. It is recommended that this is reviewed and any remainder of the reserve is used towards Planning service bids for 2018-19 or released.

Planning other - £92k

Includes Enforcement of unauthorised developments, Habitat Regulations Assessment, Legal costs: re Northstowe Trust. To be used towards Planning Revenue bids in 2018-19.

Brownfield Sites Reserve - £30k

DCLG Brownfields Sites income transferred to Reserve for future use. This amount was previously incorrectly carried forward as receipt in advance.

Capital Reserves - £1,382k

Refuse Collection reserve - £647k

Refuse Supervisors' vehicles - £61k

This is a sinking fund being built-up to fund future replacement vehicles for the Shared Waste Service. There is also a sum of £61k set aside for replacement of Supervisors' vehicles.

Street Cleansing reserve - £229k

This is a sinking fund being built-up to fund future replacement vehicles for the Street Cleansing Service.

Air Quality monitoring - £310k

The reserve was set up to fund replacement of equipment used for Air Quality monitoring.

Footway Lighting reserve - £87k

The reserve was set up in 2015-16 to fund the future planned replacement programme of those lights identified as of higher priority in the electrical and safety inspection survey undertaken recently.

Cambourne Office - £83k

The reserve was set up in 2008 for improvements to the office building, this was earmarked for refurbishment projects including moving the meeting rooms to a new location.

There is a separate Cambourne office revenue reserve of £23k (mentioned above).

It is recommended that this reserve is used towards the bids submitted for 2018-19 projects.

Heritage initiatives and historic buildings - £40k

The Reserves for Heritage and Historic Buildings consists of the following:

The Historic Buildings/Conservation Area Grants Reserve, which appears to have been overspent and currently has a debit balance of £28k.

The Preservation of Historic Buildings Reserve, first established in 1982 to provide the means, in the last resort, to save buildings at risk. It has enabled the Council to use its statutory powers, which could lead to compulsory purchase, repair and resale of such property. This Reserve currently has a balance of £35k.

The Heritage Initiatives Reserve set up in 1996/97 with a one-off contribution of £200,000, for use over a number of years to fund larger conservation projects. The balance of this Reserve is currently £34k.

No use of these reserves was made in the last 2 years, therefore these are recommended for release.

Community Development - Capital - £5k

This reserve has been given up to provide extra Community Chest funding in 2017/18.

GF Revenue Reserves - Other - £296k

Travellers Site Reserve - £81k

This fund has built-up in the last two years from the excess rental income generated from the two Council owned sites at Milton and Whaddon. Both sites have had capital injected in them recently and as such are relatively newly developed with low maintenance costs, meaning rental income as out-stripped the costs of running the sites. The money on this fund could be used for future capital improvements in the sites or used to counter-balance unexpected and therefore unbudgeted day-to-day running costs.

RCV (Refuse Collection Vehicle) Sinking Fund - £41k

This is a revenue fund which we make contributions to as an insurance against heavy maintenance and repair costs that may be incurred on RCV's beyond their warranty period e.g. new engine or gearbox which aren't budgeted for within the running maintenance budget. Previously, these heavy costs would be covered under the contract lease agreement but SCDC are moving away from this policy to one of asset ownership.

South Cambs Crime & Disorder Partnership - £33k

Partnership reserve held on behalf of the South Cambridgeshire Crime & Disorder Reduction Partnership. Any decision to utilise spend from this is made at Board level.

Air Quality Monitoring x2 - £29k + £6k

These are in respect of two separate s106 agreements, one at Northstowe (£29k) and one on the Cambridge NW development site (£6k). These s106 will have conditions attached to them ensuring that the funds are spent in accordance with the purpose set out in the agreement.

Street Cleansing Vehicles Sinking Fund - £24k

As RCV, but in respect to Street Cleansing vehicles.

Health & Environmental Services - £24k

Council was successful in securing funding from Improvement East towards a new systems thinking process design. Funds from this are earmarked towards the facilitation of better mobile working strategy within the H&ES department.

Economic Development - £13k

Council was successful in securing funding from Improvement East towards a new systems thinking process design. Funds from this are earmarked towards the facilitation of better mobile working strategy within the H&ES department.

Waterbeach Depot - £10k

There is an annual £5k appropriation into this fund (jointly funded with Cambridge City Council) as an insurance against any unexpected maintenance costs which as tenants, we'd be expected to cover. It is proposed that a ceiling level be set for this so that when it reaches this point e.g. £20k, no more extra money is put in, only replenishments up to the £20k.

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Details of rollovers from 2017/18 into 2018/19

General Fund Revenue Budgets

Item		Rollover Value £
	Housing Portfolio (Housing General Fund)	
1	Localism Rollover is requested in relation to underspend on the Timebanking project, the project will be carried forward into the year 2018/19 and will require allocated funding.	10,000
2	Private Sector Leasing Scheme Underspend on budget for 2017/18 due to late start to the scheme and fewer properties on board than budgeted for. Rollover requested for additional set up costs.	25,530
3	Housing Strategy This is rollover of the underspend from the 2x £50k budget approved in year by cabinet for David Ousby to undertake due diligence & feasibility work.	48,025
	Total General Fund revenue budget rollovers from 2017-18 to 2018-19:	83,555

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Details of rollovers from 2017/18 into 2018/19

General Fund Revenue Budgets

Item		Rollover Value £
	Housing Portfolio (Housing General Fund)	
1	Direct Revenue Financing of Capital Expenditure As a direct result of the request to rollover budget in the housing capital programme, any revenue funding to meet this cost will need to be rolled forward to match.	382,839
	Total General Fund revenue budget rollovers from 2017-18 to 2018-19:	382,839

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Details of rollovers from 2017/18 into 2018/19

Capital Budgets

Item		Rollover Value £
	Housing Portfolio (Housing Revenue Account)	
	Maintenance and Improvements Capital Funded	
1	Housing Revenue Account - HRA Land, Self-Build Plots Carry forward balance of funding identified in 2017/18 to prepare and market land identified as self-build plots.	144,580
2	Housing Revenue Account - New Build Carry forward balance of funding identified in 2017/18 to provide new homes	849,020
3	Housing Revenue Account - Re-provision of existing homes Carry forward balance of funding identified in 2017/18 to complete the re-provision of homes at Robinson Court, Gamlingay	459,640
4	Housing Revenue Account - Improvement of Housing Stock Electrical Alarms upgrade project not completed in the year	165,728
	Total HRA Capital budget rollovers from 2017-18 to 2018-19:	1,618,968
	Customer Service and Business Improvement	
	Cambourne Offices	
1	Reception Remodelling This project has not commenced in the year, leading to the underspend. The works will occur in 2018/19 (Facilities management are currently appraising the quotes) and therefore the budget is requested to be rolled over.	129,497
2	ICT Development Current financial regulations prohibit the rollover of unspent budgets going back more than one year so it is a recommendation that special dispensation is approved to rollover the total funds available within the ICT capital programme, including those balances that exceed one year. Therefore a special request is being recommended for a consolidated rollover of £666,000 of unspent ICT budget into 2018-19 to include balances in excess of one year.	666,000
3	Waste Collection & Street Cleansing Funds remaining for the purchase of 4 trucks budgeted for purchase in 2017/18, but now not required until 2018/19	793,918
4	Environmental Protection and Air Quality Funds for replacement of air quality monitors, which will now be purchased in 2018/19	50,000
5	Communications Digital Customer Portal. Project not initiated in 2017/18 due to opportunity to work with 3C partners (CCC and HDC) to deliver across all three. One off funding was in budget for implementation and integrations with some back office services.	45,000
	Total General Fund Capital revenue budget rollovers from 2017-18 to 2018-19:	1,684,415
	Total Capital revenue budget rollovers from 2017-18 to 2018-19:	3,303,383

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SCDC Strategic Risk Report



Report Date	08 Jun 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	Increase in cost of managing homelessness - Cllr Hazel Smith Head of Service: Stephen Hills Risk Owner: Stephen Hills Last Updated: 08 Jun 2018	Cause (January 2013) Potential impacts from welfare benefit changes, more responsibilities under the Homeless Reduction Act and instability in the housing market, 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. 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) Failure to meet housing need (STR3) is also linked and will impact on the level of homelessness.	I = 5 L = 5 25 (25)	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.	I = 5 L = 4 20 (20)	The success of the new PSL project will be known within 6 months.	28 Feb 2018
				New hostel opened in 2015 with increased TA.		Cabinet decision on financial bid for additional staff team.	28 Feb 2018
				Successful Joint Trailblazer bid to introduce more joint working and initiatives around homeless prevention.		Update customer information on the website so that a self service option exists in relation to basic housing advice.	30 Jun 2018
				CIH review of homelessness in 2016, identifying existing good practice and future recommendations.		Review working practices with mental health services to help prevention amongst this group.	31 Oct 2018
				Staffing bid submitted November 2017 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.		Produce a new Homeless Strategy and action plan	31 Oct 2018
						Monitor impact of proposed funding system for supported housing.	31 Oct 2018
						The mitigation work will be closely monitored throughout the year.	31 Dec 2018

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 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)	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. Department for Work & Pensions (DWP) have confirmed increased Discretionary Housing Payments (DHP) budget for 2017/18 following the reduction in the level of the Benefit Cap (£20k). Local Council Tax Support (LCTS) and welfare reform workshop to take place with regard to proposed LCTS scheme 2018/19 and possible welfare changes. 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.	I = 3 L = 4 12 (12)	Bid for additional funding submitted, 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	30 Jun 2018

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 25	Risk of Designation as Poorly Performing Planning Authority - Cllr Tumi Hawkins Head of Service: Stephen Kelly Risk Owner: Jane Green Last Updated: 08 Jun 2018	Cause Failure to deal with planning applications in the DCLG prescribed time limits. The Planning Inspectorate failing to support the Council's decision to refuse planning permission or allowing appeals lodged against non determination. Consequence Designation means that an alternative avenue opens for developers to submit planning applications direct to PINS. SCDC would be responsible for administration costs but without any planning fee. Loss of income and reputational damage plus ability to influence outcomes could lead to a loss of local control of development forms, quality etc. Reputational risk. Deter inward investment into the District. Potential impact on staff recruitment and retention.	I = 5 L = 4 20 (20)	Establishment of planning service improvement board and regular (weekly) management meeting to ensure effective collaborative management of performance and workload priorities across the service.	I = 4 L = 3 12 (12)	Direct engagement with government on the circumstances surrounding SCDC position regarding appeals.	31 Mar 2018
				Improvements to data resilience and quality leading to greater insight and more dynamic management of workloads to support effective performance and staff/workload management on planning applications.		Advice from Counsel on current position regarding 5-year housing land supply.	31 Mar 2018
				Investment by Council in continued recruitment and service development and regular reports to Senior Management Team, Scrutiny and Cabinet.		Review of Scheme of Delegation	31 Jul 2018
				Progression of the Local Plan through to adoption and on-going review of the case supporting applications for sites relying upon paragraph 14 NPPF			
				Training for Planning Committee to support high quality decision making on major applications.			
STR 28	Failure to produce / late certification / approval of accounts and/or to obtain unqualified audit opinion - Cllr John Williams Head of Service: Alex Colyer Risk Owner: Caroline Ryba (SCDC) Last Updated: 08 Jun 2018	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. 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, 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.	I = 5 L = 4 20 (20)	A team review meeting of 2016-17 close down conducted and plan of action determined for the 2017-18 close down process.	I = 4 L = 3 12 (12)	Plan of actions and close down timetable, including information for auditors, prepared and team members informed of the tasks.	31 May 2018
				Accountancy meetings to monitor progress against closedown programme take place weekly.		Prompt replies to audit queries.	31 Jul 2018
				Additional resources added to the team as required: an interim Chief Accountant appointed to ensure efficient close down process.			
				Attendance at CIPFA/ external audit final accounts workshops.			
				Close liaison with the auditors to ensure all requests are fulfilled on time.			
				Meeting auditors' requirements with regard to the content and format of the final accounts working papers.			
				Separate auditors appointed for the Company on a time-bound contract.			

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: 08 Jun 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 (HCA), and/or Internal Drainage Board, financial and reputational loss to the council</p>	<p>I = 4 L = 4 16 (16)</p>	Discussions with Housing and Combined Authority colleagues to explore alternative sources of finance underway	<p>I = 4 L = 3 12 (12)</p>	Chase EA for update on sign-off of final design, which will enable project to proceed, subject to funding: public sector cooperation agreement (EA/SDCDC), commissioning works etc.	31 Jan 2018
				Liaison group formed between SCDC, Developer (HCA) and EA. Negotiated HCA providing project management and C&D skills to help design and deliver scheme, EA waiving permit fees and providing staff capacity and experience. HCA to source build material. HCA to use own site contractor to carry out works, compliant with SCDC procurement Regs.		Review cost estimates received from HCA 11/01/2018 and apply to Combined Authority for grant aid (to be taken to CA February Board for decision).	31 Jan 2018
				Regular updates to PFH, Director, Communications Manager			
				Service risk EC7 elevated to Strategic Risk Register.			
						Draft and sign-off public sector cooperation agreement between SCDC and EA enabling SCDC to commission works on behalf of EA (dependant upon EA regulatory approval of proposed scheme)	31 Mar 2018
						Estimated cost of works £340,000, based on initial EA design. Source of funding to be investigated and secured.	31 Mar 2018
						Options paper to EMT as part of process to obtain formal decision for SCDC to carry out works on behalf of EA	31 Mar 2018

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: Stephen Kelly</p> <p>Last Updated: 08 Jun 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. Potential delays to delivery arising from delays to infrastructure programmes. Recruitment and retention of appropriate staff to provide maintain consistency and continuity overseeing major, long term and complex schemes.</p> <p>Consequence</p>	<p>I = 4 L = 4 16 (16)</p>	<p>Housing Delivery Project to manage this situation with measures including:</p> <ul style="list-style-type: none"> - Monthly monitoring of 5-year supply sites - Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR) - Tracking of outline planning permissions through to implementation - reduced time limits on outline permissions from 3 to 2 years - requiring delivery programmes from developers - Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff. - Neighbourhood Planning Toolkit to enable parishes to develop local housing and design policies reflecting local circumstances 	<p>I = 2 L = 4 8 (8)</p>	Work with Housing to maximise self-build opportunities.	31 Mar 2018
						Effective programme management and regular liaison with developers.	31 Mar 2018
						Consider alternative delivery mechanisms e.g LDOs to encourage timely delivery.	31 Mar 2018
						Consider alternative delivery mechanisms e.g LDOs to encourage timely delivery.	01 Apr 2018
				Modification to the Local Plan to include method of 5 year supply calculation based on Liverpool method.		Review design guide SPD.	31 Mar 2019

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
Page 72		<p>Failure to meet Housing needs identified in Local Plan, including affordable housing, and potential consequential impact on local economic growth.</p> <p>A lack of five-year supply of housing, leading to continuation of speculative planning applications for housing that is inconsistent with normal planning policies, resulting in;</p> <ul style="list-style-type: none"> - impacts on local communities, - increase in planning appeals, - lack of confidence in the planning system and in the Council in being able to plan for the district. <p>Risk to City Deal achieving agreed target of 1,000 additional homes on rural exception sites, as no dwellings can be counted on qualifying sites towards this City Deal target until the Council is in credit against its Local Plan target.</p> <p>Lack of efficient planning process to deliver strategic sites to anticipated housing trajectory timescales, along with necessary supporting infrastructure, which is key to overall housing delivery and demonstrating a 5-year housing land supply.</p> <p>Potential adverse impact on quality of schemes and customer confidence.</p>					

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>	Identify further opportunities for commercial income and assess the risks associated with each commercial project. Implement bids and savings process to evaluate demands on the Council's financial resources going forward.	23 Feb 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 Feb 2018
				Implement plans to deliver Council's programme in line with latest General Fund income and savings targets, review use of reserves.		Quarterly reports on commercial projects and market price trends to Cabinet.	28 Feb 2018
				Monitor inflation factors, effect of current economic climate on demand led services and budgets.			
				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	Gypsy and Travellers and those not meeting new definition - Cllr Tumi Hawkins Head of Service: Stephen Kelly Risk Owner: Caroline Hunt Last Updated: 08 Jun 2018	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. 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.	I = 4 L = 3 12 (12)	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. Local Plan review to start in 2019 including further updated evidence of needs.	I = 3 L = 3 9 (9)	Carry out consultation on proposed Modifications to ensure a sound plan.	31 Jul 2018
						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.	31 Dec 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 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: 08 Jun 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 announced in the Government's July 2015 Budget on:</p> <ul style="list-style-type: none"> •1% rent reduction for 4 years, •loss of relets to fund the extension of the RTB scheme to Registered Providers, •Sale of estimated 50% of voids to fund extension of RTB to RPs 	<p>I = 4 L = 3 12 (12)</p>	<ul style="list-style-type: none"> •Cuts successfully identified to HRA during 2017 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 2017 Service Plan. •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 •Potential to negotiate with Government for retention of high value sales receipts to fund a replacement programme. •Revised HRA Business Plan was approved in February 2017. •SoS Dec 17 announcement that sale of high value council houses to be postponed for at least 12 months from April 18. •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. •The potential loss of properties through the 'higher value voids levy' would put further pressure on the HRA Business Plan and creates further pressure on Risk STR25. 	<p>I = 3 L = 3 9 (9)</p>	<p>Update 2017/18 HRA Business Plan as part of the 2018/19 budget setting process, taking account of any government announcements or legislative change.</p>	<p>28 Feb 2018</p>

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. The Facilities Manager was also absent for 12 weeks during the summer of 2017. 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..</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 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 27	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)	Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.	31 May 2018

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 2017

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: Brian O'Sullivan</p> <p>Last Updated: 08 Jun 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: Richard May</p> <p>Last Updated: 08 Jun 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>

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 16	<p>Delivery of Devolution by Combined Authority - Cllr Bridget Smith</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 2016) Change in local and national economic outlook and/or political priorities, ineffective governance and delivery structures and/or a lack of skills and capacity to deliver them,</p> <p>Consequence leading to: Real and perceived 'democratic deficit', lack of proper accountability, the diversion of human and financial resources away from SCDC strategic priorities and failure to deliver key service commitments within the Deal, resulting in inability of SCDC to deliver its Corporate Plan, financially unviable services, reputational damage for SCDC, wider loss of credibility for the Combined Authority and all partners within it, reducing the prospect of successful future devolution deals with government.</p>	I = 4 L = 2 8 (8)	<p>The risk is that the parties involved in setting up the combined authority don't move quickly enough or coherently enough, however, by this time the progress is as follows:</p> <ul style="list-style-type: none"> -Appointed Interim officers for the 3 key positions, adverts for permanent recruitment to go out during Autumn 2017; -Advert for Combined Authority Chief Executive published and new Chief Executive appointed and in post; -Agreed a draft staffing structure, reviewed by Scrutiny and confirmed; -A number of work streams are put together to work on objectives; -A Work Plan is set up which captures all the details. 	I = 3 L = 2 6 (6)		
STR 30	<p>Commercialisation - Cllr Bridget Smith</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Alex Colyer</p> <p>Last Updated: 08 Jun 2018</p>	<p>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</p> <p>Consequence leading to 1. Activities undertaken do not generate profits; 2. Commercial services are not performed well; 3. Reputational damage caused; 4. Legal implications.</p>	I = 4 L = 2 8 (8)	<p>1. Consider formation of a corporate programme hub with key business analysis and commercial skills. Recruitment of team members with experience in commercial organisations;</p> <p>2. Scrutiny of new revenue-generating projects;</p> <p>3. Monitoring of revenue-generating activities.</p> <p>4. Identified in the OD strategy</p>	I = 3 L = 2 6 (6)		

Agenda Item 7

REPORT TO: Cabinet

28 June 2018

LEAD OFFICER: Mike Hill, Director Health and Environmental Services

Crime and Disorder Reduction Partnership (CDRP) draft Action Plan and Police Southern Neighbourhood Team proposals

Purpose

1. To present:
 - (a) the Crime and Disorder Reduction Partnership (CDRP) Priorities and draft Action Plan for 2018-19 and;
 - (b) the proposals for the Police Southern Neighbourhood Team following the Local Policing Review.
2. This is not a key decision, but is presented for information and comment.

Recommendations

3. It is recommended that Cabinet
 - (a) note and comment on the draft CDRP Action Plan (Appendix A), and
 - (b) note the Police Southern Neighbourhood Team proposals (Appendix B).

Reasons for Recommendations

4. Members of the CDRP are required by the Partnership's Terms of Reference to report back to their constituent bodies details of the Partnership Action Plan and other issues of significant interest. The priorities were agreed by the CDRP on 23 February 2018, delegating responsibility to its Tasking and Co-ordination Group (T&CG) to develop and agree the action plan. The draft plan was presented for approval at the T&CG on 6 June 2018 and comments from Cabinet are welcome.

Background

5. Each year the CDRP produces a partnership Action Plan based on an analysis of crime data and trends information produced by the Cambridgeshire Research Group (County Council). Together with local intelligence from the constituent bodies, this Strategic Assessment is received by the CDRP whose members agree priorities for action for the coming year.
6. Activities are undertaken by CDRP members with the aim of adding value through partnership working. Resources for this Plan come from the following sources:
 - (a) The individual organisations of the CDRP Board (their own budgets);
 - (b) The CDRP pooled fund of £33,113.55 (all in reserve, dating from when partners each contributed an annual sum. This practice ended in 2010); and
 - (c) The Office of the Police and Crime Commissioner (OPCC). Resources are allocated based on applications submitted annually. On 16 March 2018 the OPCC announced that he would be reviewing the process for 2018/19, with

applications for continuation of funding only to be submitted at that time. £5,000 has now been allocated for 2018-19 for County Lines theatre production work in schools. For the remainder, applications will be invited following completion of the countywide OPCC review of funding, which we understand will be complete in July 2018. Ordinarily the total grant is in the order of £16,000.

7. SCDC, as one of the responsible authorities, allocates staffing as a resource to the delivery of CDRP priorities, as follows (including on costs):
 - (a) Head of Sustainable Communities and Wellbeing: £7,285
 - (b) Development Officer / Community Safety Officer: £25,841
 - (c) Operational Manager, Env Health - £11,722
8. In addition, the Director of Health and Environmental Services chairs the T&CG and attends various partnership meetings, such as the Community Safety Strategic Board (CSSB) and all officers make links with the CSSB delivery groups.
9. Over and above what has already been agreed and allocated, there should be no further financial or resource impact on South Cambridgeshire District Council of the implementation of the partnership Action Plan.

Considerations

10. The CDRP and its T&CG are closely involved with the work of the County Community Safety Strategic Board and its various theme-based Delivery Groups. The CDRP seeks not to duplicate activity that is led elsewhere and has developed an action plan that can add value on issues specific to South Cambridgeshire.
11. The CDRP also seeks to challenge the data where appropriate and provide evidence where assumptions are made regarding low levels of crime.
12. For the 2018-19 year the priorities for the Action Plan, as follows, are to:
 - (a) Support vulnerable groups – those who might become victims and potential perpetrators of crime, including hate crime, scams and rogue trading, domestic abuse, radicalisation;
 - (b) Tackle thefts from homes and cars – reducing vulnerability by increasing engagement and raising awareness; and
 - (c) Build community resilience – improving support for our diverse communities, understanding the impact of rural crime (such as hare coursing and fly tipping) and raising awareness of emerging crime types (such as modern day slavery, County Lines).
13. The Local Policing Review and Police Control Strategy priorities have been considered in the development of the Action Plan for 2018-19 and members of the T&CG have worked closely with the police representatives on the CDRP to formulate an action plan that adds value to police activity.
14. The Local Policing Review has resulted in the creation in Cambridgeshire of North and South Divisions. The three pillars of policing activity will be:
 - (a) Response;
 - (b) Investigations; and
 - (c) Neighbourhood Policing.
15. The Southern Neighbourhood Team proposals make clear that, alongside prevention, there will be a Partnerships team, organised into three sub-teams:

- (a) Geographic problem solving team looking at causal factors for crime and disorder;
 - (b) Community Action Team looking at high demand people, action plans for specific places and projects to improve neighbourhoods; and
 - (c) Police Community Support Team looking at community engagement, contact and communication, visibility and community support.
16. Neighbourhood Policing will be executed under four main strands:
- (a) Visibility, presence and engagement;
 - (b) Problem solving;
 - (c) Community resilience-building; and
 - (d) Managing offenders in our Communities.

Implications

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

Financial

18. Where funds are necessary for the delivery of the action plan, these will be sought from the OPCC in July and / or sourced from the CDRP Pooled Fund and / or sourced from CDRP members. There are no additional costs to South Cambridgeshire District Council of this action plan.

Staffing

19. Where there is the need for SCDC to take the lead on activity, this will be co-ordinated and supported by the Development Officer providing support to the CDRP in a Community Safety Officer capacity.

Risk Management

20. The action plan is reviewed monthly at T&CG meetings where risks and barriers to delivery are discussed and addressed collaboratively. CDRP partners are open to adapting the action plan at any point in the year should the need arise out of emerging issues and threats.

Equality and Diversity

21. The CDRP seeks through this action plan to understand vulnerability to crime and to support groups at risk of becoming victims or perpetrators. Priority 3 specifically seeks to better understand the needs of diverse groups across South Cambridgeshire.

Consultation responses

22. The CDRP Board has agreed the priorities and delegated the development of specific actions to the T&CG. Partners will agree this action plan at the 6 June meeting of the T&CG.

Effect on Strategic Aims

Aim 1 – Living Well

23. The CDRP Plan and the Police Southern Neighbourhood Team proposals contribute to ensuring South Cambridgeshire's communities remain in good health whilst

continuing to protect the natural and built environment. Of particular relevance are Objectives 3, 4 and 5:

- (3) contributing to improving residents' mental and emotional wellbeing and physical health;
- (4) having a planning policy framework that enables new and established communities to be thriving, healthy, safe and attractive places to live;
- (5) finding solutions for people facing homelessness and managing the impacts of welfare reform on our vulnerable residents.

Background Papers

South Cambridgeshire Crime and Disorder Reduction Partnership – Strategic Assessment, December 2017.

Report Author: Kathryn Hawkes – Development Officer
Telephone: (01954) 712932

South Cambs CDRP priorities and action plan April 2018 to March 2019

Adding value

This partnership action plan identifies how we can work together to “add value” to existing core services delivered by individual agencies. It does not list core services or activities and initiatives planned by individual agencies.

Priority 1	Priority 2	Priority 3
Work together to....		
Support vulnerable groups	Tackle Thefts from Homes & Cars	Build Community Resilience
Context		
<p><i>There are many different groups of vulnerable people living in the District including those vulnerable to:</i></p> <ol style="list-style-type: none"> 1. Domestic Abuse 2. Violence Against Women & Girls 3. Hoarding 4. Hate crime 5. Cyber Harassment, particularly Young People 6. Scams & Rogue Trading 7. Radicalisation 	<p><i>Compared to national and county levels, burglary remains low in the District.</i></p> <ol style="list-style-type: none"> 1. Reduce community vulnerabilities by increasing community engagement and awareness 	<ol style="list-style-type: none"> 1. Improve our understanding of South Cambridgeshire’s increasingly diverse communities and how we can better support them. 2. Rural Crime <ol style="list-style-type: none"> a. Better understand the impact of Hare Coursing on rural communities & businesses and develop an effective partnership response. b. Improve intelligence sharing around fly-tipping. 3. Raising Awareness of: <ol style="list-style-type: none"> a. Modern Day Slavery b. Human Trafficking c. “County Lines” drugs trade d. “Radicalisation” & PREVENT e. Child Sexual Exploitation (CSE)
<p>Cross-cutting themes</p> <p>Improved and appropriate information sharing leading to targeted partnership initiatives</p> <p>Contribute to the Serious Organised Crime Local Profile (SOCLP)</p> <p>Communicate key messages to residents and partner agencies</p> <p>Improve effective partnership working</p>		

Priority	Action 2018-19	Responsible Agency / Officer & Timescales	Progress (to be updated monthly via T&CG)
1. SUPPORTING VULNERABLE GROUPS	<p>1.1 a) Deliver localised communications to ensure residents communities, parishes and voluntary sector can recognise and report incidents or concerns about:</p> <ul style="list-style-type: none"> • Domestic Abuse • Violence Against Women & Girls • Cyber Harassment, particularly Young People • Scams & Rogue Trading • Radicalisation / PREVENT • Hoarding • Hate crime <p>1.1 b) Cascade as appropriate through each partner agency and to public i.e. DA/VAWG comms through SCDC licensing to pubs.</p> <p>1.1 c) Member briefings for SCDC / County Councillors about police activity and resourcing</p> <p>FUNDING ALLOCATED: £ POOLED FUND</p>	<ul style="list-style-type: none"> • DA / VAWG Police (PR), by June 2018 • Cyber Harassment, particularly Young People Police (PR), by Jan 2019 for internet safety week in Feb 2019 • Scams & Rogue Trading County Council (EM), by Scams awareness month in June 2018 • Radicalisation / PREVENT Police (PR) & SCDC (KH) by Nov 2018 • Hoarding SCDC (EK / KH) & CFRS (PC), by April 2019 in time for Hoarding awareness week in May 2019 • Hate crime Police (PR) & SCDC (KH), by Sept 2018 for Hate Crime month Oct 2018 • Police (PR) between 23 May-31 July 2018 for new members, and ongoing as appropriate. 	
	1.2 Continue to contribute to the Serious Organised Local Crime Profile	ALL , as appropriate	

Priority	Action 2018-19	Responsible Agency / Officer & Timescales	Progress (to be updated monthly via T&CG)
	<p>1.3 Make links with Countywide delivery groups and partnerships where they exist to:</p> <ul style="list-style-type: none"> • ensure an understanding of their action plans; • amend TOR to reflect open invitation to bring any event / trend information relevant to South Cambs to the attention of the CDRP & TCG • gain an understanding of existing provision and support the scoping and planning of appropriate services to support vulnerable groups 	<ul style="list-style-type: none"> • ALL, ongoing 2018-19 • Update T&CG TOR – SCDC KH, June 2018 • Support / maintain two-way communication with delivery groups and support scoping and planning of services, ALL ongoing 2018-19 	
	<p>1.4 Develop services to address the Mental Health aspect of the most complex Hoarder cases FUNDING ALLOCATED: ???</p>	<p>CFRS (PC) & SCDC (EK / Rob Lewis) project devised by July 2018, delivered by Dec 2018</p>	
	<p>1.5 Deliver initiatives to:</p> <ul style="list-style-type: none"> • Identify vulnerable people and communities and provide support; and • Increase community resilience to scams and rogue traders <p>FUNDING ALLOCATED: ???</p>	<ul style="list-style-type: none"> • Respond to referrals of suspected or actual scam victims made to us by the National Trading Standards (NTS) Scams Team and partners with face to face visits and / or information packs and signposting 	

Priority	Action 2018-19	Responsible Agency / Officer & Timescales	Progress (to be updated monthly via T&CG)
	<i>Also meets priority 3. Building Community Resilience</i>	<ul style="list-style-type: none"> Identify appropriate additional support, e.g. call blocking, mail re-direction etc Encourage communities to develop and run local support schemes to protect vulnerable residents from the harm caused by scams Promote Friends Against Scams training, Scams and Fraud Education (SAFE) and community-led support schemes, e.g. GNS. Work with partners e.g. Police, CFRS, NCCZ coordinators, Meals on Wheels providers and Neighbourhood Watch to increase awareness of fraud amongst at risk residents across the district. <p>County Council (EM) ongoing 2018-19</p>	
2. TACKLE THEFTS FROM HOMES & CARS	2.1 Actively share appropriate intelligence, data and information using existing information sharing agreements (e.g. Integrated Offender Management, locality meetings, ECINS, case conferences, Problem Solving Group)	ALL , ongoing 2018-19	

Priority	Action 2018-19	Responsible Agency / Officer & Timescales	Progress (to be updated monthly via T&CG)
	<p>2.2 Provide localised communications and marketing information to:</p> <ul style="list-style-type: none"> • Raise awareness of hotspots geographically; • Raise awareness of current focus (what is being stolen from where); • Effects of burglary and theft on victims. <p>Actions to include:</p> <ul style="list-style-type: none"> • Deliver / support one 'Community Safety Event' • Promote 'Safeland' as a police-endorsed community safety app. • Pilot use of 'Safeland' community safety app with one GNS / Neighbourhood Watch scheme in South Cambs • Use of 'I'm a burglar / I'm a victim' videos to highlight motivations for / impact of burglary • Investigate opportunities for generating funds for CDRP 	<ul style="list-style-type: none"> • Led by Police (PR), supported by ALL partners, by March 2019 • Led by Police (PR), supported by ALL partners, by Sept 2018 (prior to onset of Autumn/ Winter peak) • County Council (EM), by Sept 2018 (prior to onset of Autumn/ Winter peak). • Led by Police (PR), cascaded by ALL partners, by Sept 2018 • Police (PR) / SCDC (KH) in time for Community Safety Event (see 	

Priority	Action 2018-19	Responsible Agency / Officer & Timescales	Progress (to be updated monthly via T&CG)
	use e.g. through sale of video doorbells	above)	
3. BUILD COMMUNITY RESILIENCE <ul style="list-style-type: none"> • Gather data • Analyse the data • Respond to that data • Raise awareness 	3.1 Create outreach opportunities with the diverse communities in the District to: <ul style="list-style-type: none"> (a) increase engagement (b) increase our understanding of their needs (c) respond to their needs and concerns <ul style="list-style-type: none"> • Report from Cambs Research Group on focus groups, outcomes and proposed actions With regard to existing communities: <ul style="list-style-type: none"> • Long term community cohesion work Orchard Park With regard to new communities: <ul style="list-style-type: none"> • Engagement events focussing on crime in new communities, e.g. South Trumpington • Analysis of outcomes of new 	<ul style="list-style-type: none"> • Cambs Research Group (LR/JO), by June 2018 • Led by Police (PR), supported by partners as appropriate, throughout 2018-19 and beyond • Police (PR), demand-led, min of 2 events in 2018-19 • SCDC (GB), <i>timescales tba</i> 	

Priority	Action 2018-19	Responsible Agency / Officer & Timescales	Progress (to be updated monthly via T&CG)
	<p>communities surveys being done by Cambs Research Group</p> <p>FUNDING ALLOCATED: £?</p>		
	<p>3.2 Rural Crime</p> <p>a) Partnership response to hare-coursing:</p> <ul style="list-style-type: none"> • Support positive police action / injunctions against hare coursers and other unauthorised activity on land / affecting businesses. • Refer 'problem place cases' to Problem Solving Group for a partnership view <p>b) Improve intelligence sharing around fly-tipping.</p> <ul style="list-style-type: none"> • Develop and share locally a case study (e.g. Duxford) highlighting good practice around processes that enable effective information sharing, particularly where Env Agency / SOC involved • Understand and promote alternatives to fly-tipping, e.g. SCDC trade waste service 	<ul style="list-style-type: none"> • Led by Police (PR), as necessary, supported by ALL, throughout 2018-19 • ALL, co-ordinated by SCDC (EK / PSG Chair) and reported to T&CG monthly • SCDC (EK / Rob Lewis) and Police (PR), by Sept 2018 • SCDC (EK / Rob Lewis) ongoing throughout 2018-19 	

Priority	Action 2018-19	Responsible Agency / Officer & Timescales	Progress (to be updated monthly via T&CG)
	<p>3.3 Raise awareness through communications, training and education within parishes and other communities (e.g. the school community) of:</p> <ul style="list-style-type: none"> • Modern Day Slavery • Human Trafficking • “County Lines” drugs trade <p>Actions to include:</p> <ul style="list-style-type: none"> • Delivery of County Lines production in village colleges across South Cambs, aligned to and supported by relevant thematic countywide delivery group • Publicise and deliver community production/s in most appropriate location/s • Deliver member briefings and comms for parishes / residents on each of the themes at 3.3 	<ul style="list-style-type: none"> • SCDC (KH / Linda Gallagher), by March 2019 (and in conjunction with Tough Love from 2017-18) • SCDC (KH / Linda Gallagher), by March 2019 (and in conjunction with Tough Love from 2017-18) • Police (PR), supported by SCDC (KH), by Dec 2018 	
	<p>3.4 Contribute to the Prevent Strategy (Radicalisation) and support the imminent transfer of responsibility to LA's by:</p> <ul style="list-style-type: none"> • ensuring frontline agency staff are trained in basic “Prevent” awareness of how to spot and recognise concerns 	<ul style="list-style-type: none"> • ALL partners SCDC to investigate sharing of online PREVENT training across CDRP partners, by Sept 2018. • SCDC (MH) to monitor reports of 	

Priority	Action 2018-19	Responsible Agency / Officer & Timescales	Progress (to be updated monthly via T&CG)
	<ul style="list-style-type: none"> • Raise awareness of PREVENT with GPs and Schools • Embed PREVENT in processes for raising concerns and making referrals referrals 	<p>PREVENT referrals by partners to / from CSSB, ongoing</p> <ul style="list-style-type: none"> • SCDC (Lesley MacFarlane) / Public Health (TL) / CYPAP (MH), by December 2018 • ALL partners 	

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Southern Neighbourhood Team – partnership officer briefing.

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“Partnerships and prevention”

The following briefing is designed to give you an oversight of the South Neighbourhood Teams after the Constabularies local policing review (LPR). I trust this document begins to explain our identity, what our function and purpose is, and what success will look like. As we move through this period of transition I believe we can grow a more successful way of working and achieve lasting renewal in our communities.

Paul Rogerson Insp 1668

What happens after the LPR?

From April 30th the LPR defines three pillars of our organisation as Response, Investigations and Neighbourhood Policing. In the South, we will broadly split our Neighbourhood Policing work into two themes, “Partnerships and Prevention”.

You have been provided this briefing as a partner, officer or elected member who will work broadly with our partnership team. (Much of our work together will involve both teams, however your key contacts will be officers in the partnership team)

The Partnership team. Alongside our colleagues in “Prevention” our Partnership team will be organised into three, with a shared responsibility for Neighbourhood Policing.

- The Geographic problem solving team
- The Community action team (C.A.T.)
- The Police community support team



So what is Neighbourhood Policing? - We will predominately focus on problem solving, crime and demand reduction, partnership work, engagement and community resilience.

From April 30th the Constabulary has commissioned Neighbourhood Police Managers to think about four Neighbourhood Policing strands:

1. **Visibility, presence and engagement**
2. **Problem-solving**
3. **Community resilience-building**
4. **Managing offenders in our communities**

Responsibility for delivering all four strands will be shared across both the Partnership and Prevention teams, with specialisms for us (the partnership team) in strands 1,2 and 3. Strand 4 will be managed by the prevention team.

Context – The neighbourhood partnership team do not represent the total policing activity in your community. In fact our teams are smaller, specialised groups of professionals who ensure that the right policing and partnership activity is present in each of our communities. 24/7 policing teams who answer 999 calls and detectives are also working across our communities, our work helps ensure more bespoke policing is delivered for each community.

Team remits

Geographic Sgts – Each area retains its local Sgt, who will be the co-ordinator of all local activities and your main contact alongside PCSOs.

Cambridge		Huntingdonshire	
North and West	Sgt Tracey Williams	St Ives	Sgt Andy Street
City Centre	Sgt Kevin Misik	Huntingdon	Sgt Michael Basford
South and East	Sgt Jim Stephenson	St Neots	Sgt Adam Bagulay
South Cambs		East Cambs	
Sawston & Cambourne	Sgt John Capes	Sgt Mark Rabel	
Histon area	Sgt Emma Hilson		
Support Sgt	Sgt Phil Priestley		

Geographic problem solving teams

Remit: To focus on “causal factors”. To work with partners, focusing on problem solving the wider contributory factors that cause crime and disorder. Some examples are:

- Dysfunctional family units
- Drug and alcohol abuse
- Exploitation
- Mental health
- Cohesion and isolated communities
- Community renewal

The team will work with Community Safety Partnerships to help achieve long term improvements, crime, disorder and demand reduction. Officers are assigned district areas, but do not assume a neighbourhood police function as we knew it previously. Their geographic assignments are project based and tightly defined by C.S.P. and Constabulary priorities.

Community action team (C.A.T.)

Remit: Front line problem solving professionals. The team will hold a portfolio of tasked problems which will include a wider range of thematic and geographic based problems profiles which will include:

- **People;** high demand, higher risk, high harm individuals.
- **Places;** action plans to tackle crime types, ASB, disorder or confidence.
- **Projects** dedicated to improving our neighbourhoods.

The C.A.T. teams will work in the following ways to ensure that the right response is available in the right places.

- Brigaded response, dealing with issues as a team “on mass”.
- Leading problem solving on the front line to ensure we always make the best use of a “multi agency approach”.
- The C.A.T. will work as active members of the four district P.S.G.s (problem solving groups). Thus officers will be aligned with district areas to form working relationships with partners.

Police community support team (PCSOs)

PCSOs will work as part of area teams under the direction of a Geographic Sgt, working with both the C.A.T. and Geo teams to provide support where it is most in need.

Remit: split into **personal** and **team** responsibilities.

Engagement – “personal” each individual will hold a geographic responsibility for facilitating access, information, influence and answers for local communities and key individuals such as elected members and community leaders.

Contact and communication – “team” each area team will facilitate regular daily communications about what is happening in their area, what the police are doing and how to keep safe.

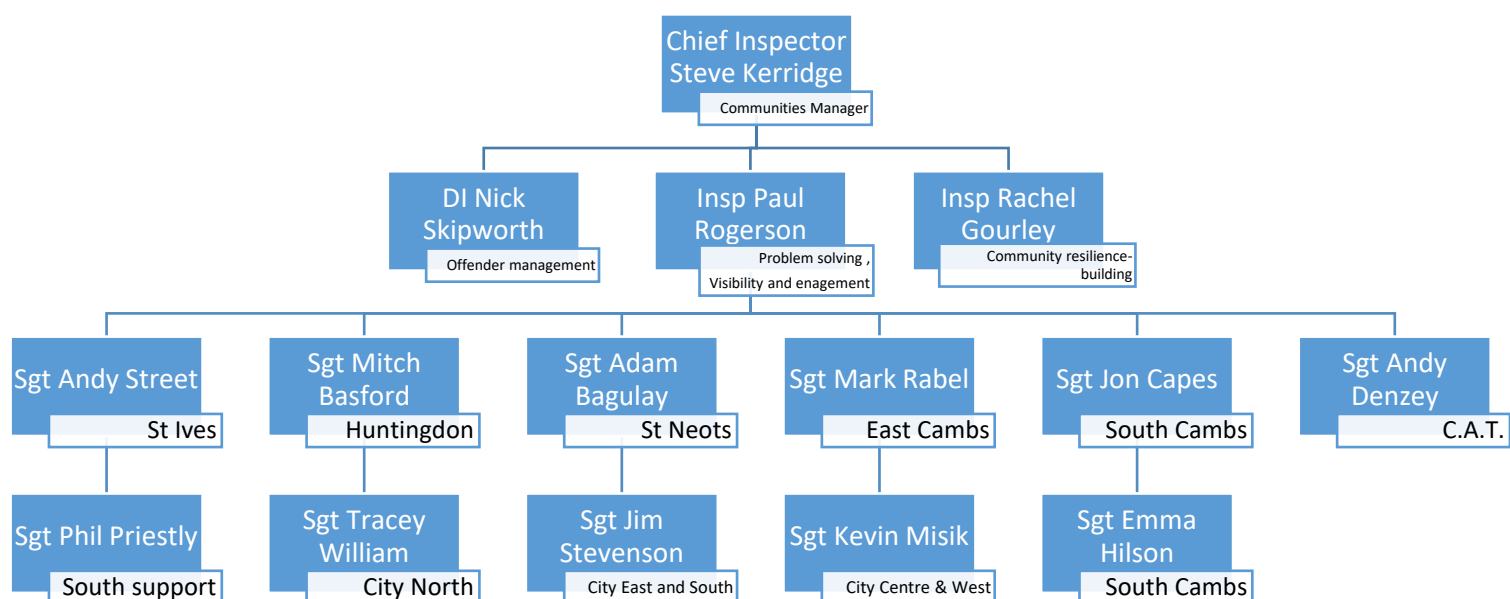
Visibility – “team” Reassuring our community we are there. Linked with the above, but specifically concentrating on physical visibility via patrol and presence.

Community support – “personal” Making our communities safer.

- Being a problem solver, understanding local services and support and making links to help renew and strengthen communities.
- Facilitating meetings, getting people talking, helping communities connect and feel safe.
- Innovator, commissioning projects, making connections, helping our communities help themselves.

Teams, will remain based at the same locations and shift patterns for the immediate future.

Over all team structure.





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REPORT TO: Cabinet
LEAD OFFICER: Executive Director

28 June 2018

Shared Service Annual Reports

Purpose

1. To receive the Annual Reports of the services currently delivered in partnership with Cambridge City Council and Huntingdonshire District Council.
2. This is not a key decision because the report is for information only.

Recommendations

3. It is recommended that Cabinet notes
 - (a) The 3C Shared Services Annual Report at Appendix A
 - (b) The Greater Cambridge Shared Services Annual Report at Appendix B

Reasons for Recommendations

4. The Appendices set out how the various shared services have delivered against the approved business plans for the year ended March 2018.

Background / Considerations

5. The Appendices set out the context for the operation of each of the shared services with a summary of performance against the approved business plans.

Options

6. The report is provided to Cabinet for information. Cabinet is invited to note the content but may request further information or clarification if helpful in that deliberation.

Implications

7. 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

8. The relevant financial implications arising have been reflected in the outturn report set out elsewhere on this Agenda at Item 6.

Other

9. The appendices, attached, set out the staffing and other implications arising on a service by service basis.

Effect on Strategic Aims

10. The operation of the various shared services are designed to assist the three Councils in achieving their Corporate Objectives through the creation of resilient, cost effective services that make best use of shared resources and assets while eliminating duplication and enhancing capacity.

Background Papers

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

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

None

Report Author: Alex Colyer - Executive Director
Telephone: (01954) 713023



3C Shared Services

VERSION 1.12

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

Executive Summary

This report provides a summary of the progress, benefits realised and examples of work we have undertaken in 2018 to take account of the founding objectives and operational requirements of the partners.

During 2017/18 the services have moved into a more steady operational state with business plans in place and agreed for 2018/19, which outline the way in which improvements will be delivered whilst identifying future areas for development.

The financial benefits of operating shared services are showing fruition and although some re-profiling of the financial benefits was carried out the 15% savings identified in the original business case are realistic and achievable.

All the services now have Senior Managers who are embedded in the services and this has resulted in a number of strategies being produced and approved by all three partners ensuring that services have appropriate plans in place and these are suitably aligned with organisational priorities to deliver against the priorities of the three partners.

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

The increased collaborative working between partners is assisting in delivering the benefits set out in the original business plans with the model of 'buy once use three times' providing increased benefits to all partners. The reduction of IT systems and corresponding support required to maintain is an example of how the principles in the original business plans are being delivered.



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

1.0 Background

- 1.1 In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a model for sharing Legal, Building Control and ICT services. The three services went live within 3C Shared Services in October 2015 with a commitment to provide an Annual report.
- 1.2 The overarching Shared Service performance is monitored through the 3C Shared Services Management Board (containing the lead directors from each authority), Greater Cambridge Chief Executives Board and 3C Joint Advisory Group (comprising of the relevant Executive Councillors from each of the Councils).
- 1.3 The service business plans for the Shared ICT, Legal and Building Control services were approved by the City Council, Huntingdon District Council and South Cambs District Council in March 2018. The business plans provide information on the priorities, key performance indicators and budgetary profiles for 2018/19.
- 1.4 All the services now have Senior Managers who are embedded in the services and this has resulted in a number of strategies being produced and approved by all three partners ensuring that services have appropriate plans in place and these are suitably aligned with organisational priorities to deliver against the priorities of the three partners.
- 1.5 With many of the organisational changes within the Shared Services now delivered it provides the foundation to add further value, reduce operating costs, further improve service delivery as well as increasing resilience in the future.
- 1.6 The increased collaborative working between partners is assisting in delivering the benefits set out in the original business plans.
- 1.7 During 2017/18 a number of items identified in the original business cases have been agreed:
 - A Single ICT Strategy
 - A Single Technology Roadmap
 - Building Control Marketing Plan
 - 3C ICT, Legal and Building Control Business Plans
- 1.8 The focus remains on the shared services providing value for money to the three authorities with the business plans. The ICT, Legal and Building Control business plans for 2018/19 have been finalised and approved by individual partners.

2. Recommendations

2.1 Cabinet is recommended to:

- Note the content of this report

3.0 3C Legal Service Annual Report 2017/18

3.1 Background

3.1.1 3C Legal Service known as 'The Practice' was set up in October 2015 with the following objectives:

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

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

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

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

3.2 General Progress to Date

3.2.1 The Practice has been through considerable change during 2017/18, this included:-

- A. Introduction of time recording software.
- B. The use of a consumption based model to assist with transparency.
- C. Revising the accommodation and operating arrangements.
- D. Decreased reliance on locum and agency staff.

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

3.2.2 The Practice has made savings identified in the original business case. For the financial year 2017/18 the Practice has delivered a surplus of £39k which represents a significant improvement on 2016/17.

3.2.3 With the Practice now operating from a stable platform in terms of location and budgetary position recruitment has been successfully undertaken to senior positions below the Principal Lawyers. Two appointments in litigation will directly replace the use of long term locums and interviews are scheduled over the coming weeks for a senior position in the Property Team. The introduction of IR35 for locum/temporary staff has helped to make in-house positions more attractive to the market which has allowed the Practice to attract the right type of candidate to make full time appointments to its structure. In overall terms this will boost stability and benefit the clients through improved performance.

3.2.4 Work has been completed to analyse demand from partner services on the legal service. With the use of IKEN case and time management software and a new recharging model based on consumption of resources by each partner authority. Work is being carried out with service departments to try and reduce demand where appropriate. In overall terms consumption figures are showing that budgetary contributions by all the partner authorities are close to equating to consumption. This will continue to be monitored as will any sectors where increased demand on legal may require additional resource.

3.2.5 The Practice has also added value to a variety of key projects for all partners during 2017/18, notably:

- Advising all the authorities on the Combined Authority including advice on consent for additional regulatory enablement.

- Involvement in work for Cambridge City Council on injunction relating to unauthorised punt operators using the council's riverside land, including land at Garret Hostel Lane.
- Advice has been provided to South Cambridgeshire District Council in relation to major land acquisitions.
- Legal advice has been provided to all partners in relation to unauthorised occupation of land by Travellers.
- Working with developers and shared ownership leases.

3.3 Finance

3.3.1 The Outturn for 2017/18 is as follows:

£	Budget	Actual	Variance/Outturn
Legal	1,149,140	1,110,003	39,137 (surplus)

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

3.4 Customer Feedback

3.4.1 During 2017/18 work has been undertaken to develop the role of the Intelligent Client with regular meetings established with all partners. KPI's are positive with staff meeting and in the latter part of the year exceeding time recording hours' targets. Customer complaints remain below target.

3.4.2 Further work is required on measuring customer satisfaction in a meaningful manner and will be developed in 2018/19

4.0 3C ICT Shared Service Annual Report

4.1 Background

4.1.1 3C ICT was set up in October 2015 with the following objectives:

- Create a shared IT Applications Systems and technical infrastructure to facilitate wider shared service delivery for all Council Services.
- Reduce overall IT costs.

- Provide a service that can proactively engage with users and has the “critical mass” to develop innovative and novel solutions to support the Councils in delivering services more efficiently.
- Provide increased resilience and capacity to enable the consistent and reliable service delivery required for digital service delivery to the public.

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

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

4.2 General Progress to Date

4.2.1 The 3C ICT service has been through significant change during 2017/18:-

- A. Agreement on a Single Technology Roadmap, aligning back office systems across all 3 partners.
- B. Agreement on a Single ICT Strategy.
- C. Removal of contracted and interim staff.
- D. Integration of the services that were previously provided by NPS in Cambridge City.
- E. Establishing a single virtual digital team equipped to deliver the partner respective digital strategies.

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

- The Data Centre Consolidation Project (Final Stage)
- Shared Planning ICT Solution (Implementation Stage)
- Shared Waste Software (Implementation Stage)

- Shared Housing Software (Procurement Stage)

- 4.2.3 One of the biggest opportunities identified for the service was to look at the digital offer across each authority and provide coordinated advice and support in shaping how digital services will be delivered in the future.
- 4.2.4 A single Technology and Digital Roadmap has been produced and agreed during 2017/18. This will assist with a variety of other operational saving opportunities as well as the obvious savings derived from the efficiencies of scale related to buying once and using three times.
- 4.2.5 The customer is at the centre of this work ranging from the customer interface and their 'on-line' experience, whether they get the outcome they need, system design right through to digitally enabled applications. This reflects the changes in society and although at an early stage has also recognised that not all people have access to or are confident using digital channels.
- 4.2.6 The ICT staff retention has now improved following the shared service creation, which in itself brought uncertainty. Staff are working flexibly, with many staff operating flexibly from all three locations. The reliance on contracted and interim staff has been removed during 2017/18.
- 4.2.7 A single Virtual Digital Team is now in place across all three partners working to improve the customer experience via the web. This will ensure that we are getting the economies of scale to deliver the efficiencies set out in the original business plan for the service.
- 4.2.8 3C ICT has added value to a variety of key projects for all partners during 2017/18, notably:

- The service has initiated a Shared Data Centre project which will save considerable cost for the 3 partners and improve the reliability, performance and availability of the server infrastructure. The project will also improve resilience in the event of a major disaster thus ensuring continuous uptime for IT systems and uninterrupted service to council staff and customers. This project is nearing completion with HDC on the new platform, SCDC 50% complete and efforts commencing in CCC. The project is planned to complete in the next few months.

This is a challenging project for the partners which will effectively unpick and disentangle the incumbent data centres. This is a challenging project and highlights the need for participation to achieve the savings detailed in the business case. This project itself represents 4% of the overall annual savings targets for the service.

- A project to review and overhaul the legacy infrastructure within CCC to provide an environment that will support future digital aspirations and provide greater resilience is 95% complete. The team has conducted an extensive survey of the existing environment and suggested improvements that will

allow staff to work more efficiently and effectively across all of the Cambridge City locations.

- 3C ICT has been providing desktop support services and supporting the Combined Authority with their move into new offices at Alconbury Weald.
- The project team within the service are supporting the project management of the shared planning service to provide a consolidated platform for the new shared initiative and to allow staff to work effectively supporting the service across South Cambridgeshire and Cambridge City.
- Cambridge City was awarded their Public Service Network Certificate of Compliance in September.
- 3C ICT have initiated the Council Anywhere project and are currently out to tender for the hardware and software element of this project. The project is a fresh look at the entire desktop environment and is aligned with a variety of existing Council strategies around space, working flexibly and a desire to collaborate more effectively and efficiently. The project will deliver significant people, member, process, shared service and organisational benefits. As well as these benefits the project represents a complete modernisation of the existing desktop environment with standardisation built in by default. Engagement with staff has started already and the project team is comprised of a partnership wide team all focussed on delivering maximum benefit to the partnership. The project will be run in phases and likely conclude sometime in 2019.
- 3C ICT have been working with the City's Car Park service and the supplier for the new solution. During the project 3C ICT have also spotted opportunities for improvement, for example providing a new network for Grafton Centre Shop Mobility office, protecting circuits by deploying UPS's and recommending the expansion of cabinets to deploy enable more equipment to be deployed. 3C ICT suggested an approach that will save the car park service over £360k over the next 5 years by adjusting the design of the solution to reduce the scope of Payment Card Industry (PCI) compliance.
- 3C ICT staff are actively involved in supporting the direction of emerging council digital strategies and a Virtual Digital team now exists across the partnership sharing innovation and development overhead within the team. This will in time support much greater online functionality, expanding the opportunities for the public to undertake business outside the standard working day.

4.3 Finance

4.3.1 The outturn for the 2017/18 year is provided below:

£	Budget	Actual	Variance/Outturn
CCC	3,102,395	3,042,903	(59,492)
SCDC	1,341,268	1,451,999	110,731
HDC	2,065,833	1,735,077	(330,756)
Total	6,509,496	6,229,979	(279,517)

The final outturn underspend is due to a one-off payment for dual running of contracts as part of the Server Room Consolidation project which was not in the original budget. This resulted in a one-off contribution from partners (as per the Project business case) of £299,000 in the year. With this extra ordinary element removed the total outturn against the revised business case is a positive £20,000.

4.3.2 A re-profiled business case was approved in February 2018 and a saving of £279,000 against the original base budgets was agreed. 3C ICT has saved an additional £45,000 above this during 2017/18 equating to a total saving of £328,000 against original baseline budgets. Whilst this is below the original business case target, it represents concrete progress, with a clear plan in place to achieve the original target of 15% saving on the starting budgets before the creation of 3C.

4.3.3 Partners are now paying 4% less for their ICT service under 3C ICT, a position that will improve as a number of cost consolidation projects are delivered in 2018 and beyond as part of the ICT Roadmap.

4.3.4 Moving forward 3C ICT are well placed for 2018/19. All posts in 2018/19 will be filled by permanent staff or interims within budget. This is forecast to yield circa £400,000 of staff savings against the original partner ICT running costs. Equally, specific projects to reduce costs and consolidate contracts will be realised in 2018 also resulting in circa £400,000 of service savings.

4.3.5 2018/19 budgets may further reduce through the Shared Planning project which will rationalise a number of core back office systems. The project is in an early planning phase making it difficult to predict which financial year savings will be realised.

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

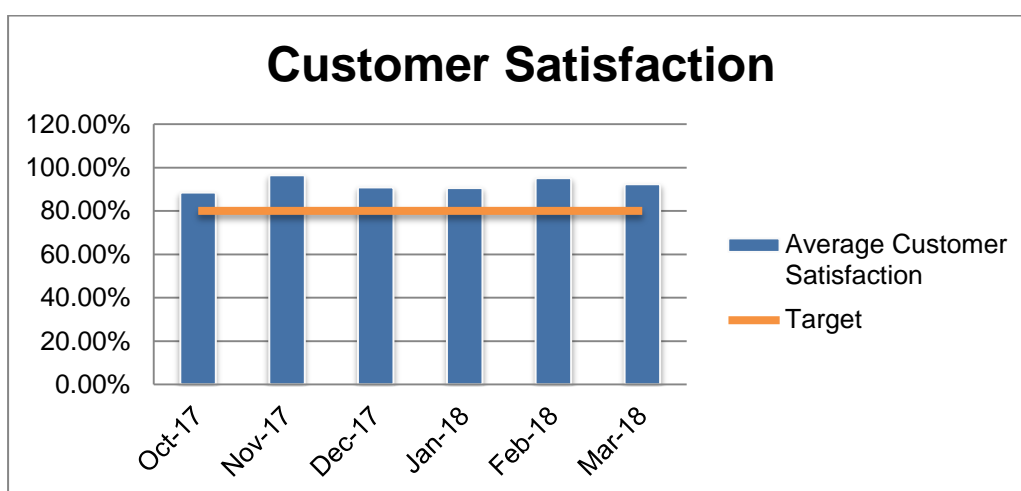
- The Data Centre Consolidation Project (Final Stage)
- Shared Planning ICT Solution (Implementation Stage)

- Shared Waste Software (Implementation Stage)
- Shared Housing Software (Procurement Stage)

4.4 Customer Feedback

4.4.1 Delivering business as usual is a major function of the service and following the approval of the 3C ICT Business case in November a revised set of KPIs has been established for the service. Customer satisfaction has improved and these are verified through ongoing feedback monitoring and the recent bi-annual survey. This is reflected in a steady improvement in the day to day ICT operational service. Considering the amount of change in this year it is a considerable achievement for the service.

4.4.2 Data collection is largely automated and driven from the Service Desk software but a number of measures are still very manual. Historical data is not always available for some of the measures but will build up over time.



4.4.3 A summary of the entire suite of KPIs is as follows as measured over the last 6 month period is detailed below. There is steady improvement within the day to day service delivery and plans to improve further.

Reference	Description	RA G
KPI-1	Customer Satisfaction	G
KPI-2	Service Availability	A
KPI-3	Incident Performance	A
KPI-4	Service Desk Response	G
KPI-5	Service/Work Order Request Performance	G
KPI-6	Project Delivery Performance	A
KPI-7	Staff Budget Savings	G
KPI-8	Software and Services Savings	G

5.0 3C Building Control Annual Report 2017/18

5.1 Introduction

5.1.1 3C Building Control was set up in October 2015 with the following objectives:

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

5.1.2 The creation of a shared service was envisaged to further improve capacity in certain areas (for all three Councils) by expanding the skilled team with management arrangements that enable resources to be deployed effectively and efficiently and the adoption of best practices and processes. Another advantage of the service was to address the issue of recruitment and retention in local authority building control services by creating an organisation that offers greater opportunities for career progression. This includes new posts to enable the recruitment of apprentices and graduates, as well as adopting a career grade for building control surveyors. The configuration of the new service also provides flexibility in the delivery of additional services such as street naming & numbering, considerate contractor scheme, construction monitoring and other potential fee earning opportunities.

5.1.3 The combined net budget of the non-fee-earning account of the building control services for the three partner authorities before setting up the shared service was £338,520 and a savings target of 15% equating to £51,000 was set. Fee earning figures could not be included in the calculation as this is ring fenced monies.

5.1.4 Given the commercial nature of the service only limited information has been included in this public Annual report. A detailed Business Plan for 2018/19 which contained more of the service detail was approved at partner committees in March 2018.

5.2 General Progress to Date

5.2.1 The Building Control service has made considerable progress during 2017/18 with the following delivered:

- A. Recruitment of permanent Head of 3C Building Control
- B. Marketing Strategy implemented
- C. Implement the ISO 9001: 2015 quality management system across the

service

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

- 5.2.2 Recruitment to the service has been positive during 2017/18; there was a planned issue with resource and consequently service provision due to termination of agency contractors and the lag between recruitment and appointment of permanent members for the team.

The ability to recruit and retain qualified and experienced staff has been an on-going issue for the service in terms of delivery and financial benefits. It is important that the service retains the existing staff members; leadership and motivational techniques will become embedded. In addition, it is important to ensure sufficient succession planning is in place. In order to achieve this a full service review will be undertaken during the new financial year.

- 5.2.3 3C Building Control has added value to a variety of key projects for all partners during 2017/18, notably:

- The team are working on a number of schools within the 3C area including new buildings and extensions. The service has also provided consultation on school projects outside the area which will result in further applications under the Partner Authority scheme.
- The service continues to oversee many of the new homes on the Southern fringe developments at Clay Farm and Trumpington Meadows sites.
- The team continues to provide expert advice and support to several important developments on the Cambridge Biomedical Campus at Addenbrookes.
- The team are collaborating on the extensive £300M+ first phase development at North West Cambridge for the University of Cambridge, this includes the University Primary School, student accommodation, large supermarket and other retail units and 500+ residential units, nursery school and community facilities.
- The team has successfully tendered for the next phase of the New Museums Site in the centre of Cambridge.
- The service has entered a training contract with the CIOB (Chartered Institute of Building) to enable the professional membership of the team and to facilitate the provision of CPD (continuous professional development) opportunities for local agents and contractors to attend.

5.3 Finance

- 5.3.1 Income has remained stable over the last nine months and although less than the budgeted forecast the service has rationalised costs as much as possible to compensate.

- 5.3.2 Financial Year 2017/18 ends with a loss of **£25,696** to the fee earning account.

Building Control	Budget £	Actual £
Expenditure	-1,778,910	-1,534,111*
Income	1,779,400	1,534,113
VARIANCE		2

**includes contribution from reserves as detailed below.*

- 5.3.3 The reserves at the beginning of 2017/18 were £310,233. The loss to the fee earning account of £25,696 has been deducted from these reserves. The starting position for the reserves for 2018/2019 is £284,537. The reserves are monies to be retained for works in progress from one financial year to another.

3C Building Control	2017/18	Overspend 2017/2018	2018/19
Reserves	310,233	-25,696	284,537

- 5.3.4 The service will also undertake a review of the fees during the first quarter on the new financial year.

- 5.3.5 It is a requirement that each Council contributes to the non-fee earning account for all statutory works the service is unable to charge for. This currently equates to 30% of the work undertaken by the service. The budgeted contribution from each Council is detailed below, as the service rationalised expenditure this had a positive impact on the actual contribution from each council resulting in a total variance of £52,046.

Contribution from Councils	Budget £	Actual £	Variance £
Cambridge City C	202,140	179,462	22,678
Huntingdon DC	147,670	131,106	16,564
South Cambridgeshire DC	114,130	101,326	12,804
TOTAL	463,940	411,894	52,046

This is a much better position than the previous financial year (2016/2017) when the overspend to the reserves was in the region of £95,000.

- 5.3.6 During 2017/18 the market share for 3C Building Control was 53% with the Private Sector taking around 47%. Considering the pressures on resources during the early part of the year a planned business decision was made not to procure work that could not be fulfilled to the service standard.

5.4 Customer Feedback

5.4.1 The service has a variety of customers. Initial customer feedback was obtained from Agents in November 2017. This was a one off survey which will be repeated again during the new financial year. Response rate was 10%, considered satisfactory.

5.4.2 A series of questions were asked and the responses collated. This has informed the strategy for the service and fed into the business plan and marketing strategy.

Does our service meet your needs	<input type="checkbox"/>	75% confirmed yes
How would you rate our communications	<input type="checkbox"/>	50% found them unsatisfactory
Would you use 3C again	<input type="checkbox"/>	16% answered no
Would you recommend our service	<input type="checkbox"/>	67% answered yes

5.4.3 Customer feedback was also obtained from householders; this is forwarded at the completion stage of every project via an online survey. These are collated periodically and the responses informed the strategy for the service and fed into the business plan and marketing strategy.

How easy was it to understand the application process	<input type="checkbox"/>	100% confirmed yes
How successful was your project	<input type="checkbox"/>	87.5% confirmed yes
How easy was it to get hold of building control	<input type="checkbox"/>	12.5% answered not at all
How helpful was your surveyor on site	<input type="checkbox"/>	100% confirmed yes
Would you use 3C again	<input type="checkbox"/>	75% confirmed yes
Would you recommend our service	<input type="checkbox"/>	12.5% answered no

5.4.4 With the new team members embedded into the service, focus will move towards increasing discretionary services in the new financial year.

The marketing of the service has been identified by the new Head of Service as a key area for its on-going success. A marketing strategy has been produced and is being implemented. Some of the activities underway are:

- Local Continuing Professional Development events have been held in the operational area for customers and citizens.
- Team members are participating in the planning roadshows hosted by South Cambridgeshire District Council.
- Team members also participated in a community event with Kiers at Northstowe.
- The service has 15 finalists in the 2018 LABC National Building Excellence Awards East Anglia region.

- Team members have presented for Anglia Ruskin University to students and to the University of Cambridge Architecture students.
- Social media activity is increasing with LinkedIn the next area to target.

6.0 Conclusion

- 6.1 The Annual Report is for information.
- 6.2 2017/18 has been a positive year regarding financial performance as the services work towards delivering the outcomes of the original business cases. Operationally the services are delivering a better service and the focus on performance management will ensure that the focus remains in this area.
- 6.3 Having a strong management team in place, detailed business plans, good governance and a variety of combined strategies in place the services are in a positive place to deliver further benefits set out in the original business plans.



Greater Cambridge Shared Services 2017/18 Annual Report

VERSION 1.7

15 June 2018

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

15 June 2018

Executive Summary

This report provides a summary of the progress, benefits realised and examples of work we have undertaken in 2017/18 to take account of the needs partners priorities and visions.

Updates are provided on Shared Waste, Planning and Internal Audit who are at varying stages of development. Senior Managers are now in place across all three services and services have business plans agreed for 2018/19.

2017/18 has been period of considerable change for the Shared Waste Service with new collection rounds introduced. The service is now operating in a more steady state achieving a collection rate of 99.55% of bins on due day against a target of 99.5%.

Shared Waste has finished 2017/18 with an overspend of £365k against a budget of £11m per annum. This can be attributed to the reduction in recyclable material income, major service changes and staff costs. Shared Internal Audit had a underspend of £40,300 in 2017/18 against a budget of £298,440.

The Shared Planning Service although in its infancy has made significant progress with the business plan approved, consultations carried out and staff TUPE to SCDC.

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



Greater Cambridge
Shared Services is a
strategic
partnership
between Cambridge
City Council and
South
Cambridgeshire
District Council

1.0 Background

- 1.1 Cambridge City Council and South Cambridgeshire District Councils have set up a number of shared services which are known as Greater Cambridge Shared Services. The services included under Greater Cambridge Shared Services are Waste, Planning and Internal Audit. These services are at differing stages of journey with Waste being the most mature, followed by Audit and with Planning being at early stage only having gone live in April 2018.
- 1.2 The agreed governance structure is in place for Greater Cambridge Shared Services with quarterly meetings and a forward plan in place for the Greater Cambridge Management Board (containing the lead directors from each authority), Greater Cambridge Chief Executives Board and Joint Advisory Group (comprising of the Executive Councillors from each of the Councils).
- 1.3 Shared Planning, Waste and Audit Business Plans for 2018/19 have been finalised and approved by the partners in March 2018. These provide information on the priorities, key performance indicators and budgetary profiles for 2018/19.
- 1.4 The focus remains on the shared services providing value for money and deliver quality services to both authorities with the business plans containing further details. The Waste, Internal Audit and Planning business plans for 2018/19 have been finalised and approved by individual partners committees.

2. Recommendations

2.1 Cabinet is recommended to:

- Note the content of this report

3.0 Shared Planning

3.1 Background

3.1.1 The Greater Cambridge Shared Planning Service went live in April 2018 with the following objectives:

- To create and deliver an effective programme for the creation of a single, unified "Greater Cambridge" planning capability serving the Planning Committees of each of the participating Councils.
- To build a shared capacity and capability within the combined teams (and provide opportunities to support others) in a way that seizes opportunities for efficiency and quality improvements by providing services and products (including additional charged services) that meet the needs of users and the community at the lowest net cost.
- To deliver a service that can be flexible - in deployment and delivery.
- To build/retain a reputation for professionalism, staff development, the delivery of high quality outcomes and competent "business management" amongst peers and partners.

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

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

3.2 General Progress to Date

3.2.1 Following agreement in principle reached in 2015, in July 2017 the decision was made for the Planning Services at SCDC and CCC to join together into a new shared service to provide all of the functions of the District Councils operating as the Statutory Local Planning Authority for the "Greater Cambridge" area.

3.2.2 A number of activities have been completed during 2017/18 or are already underway to assist in the delivery of this project.

- A project board was put in place consisting of the Joint Director for Planning and Economic Development, Senior Management and Project Manager, the board meet on a 3 weekly basis to review the project progress and project work streams.
- An experienced project manager with change and planning experience was recruited to assist with the delivery of the project.
- PRINCE2 methodology is in use for the project management with detailed working documents in place i.e. communications plan, stakeholder's analysis and risk/issue logs.
- Project Initiation Documents were approved by the SCDC/CCC Joint Advisory Group.
- The proposed Business Case for the formation of the Greater Cambridge Planning Service was approved by SCDC and CCC Members in July 2017.
- A Communication and Stakeholder plan was set and agreed.
- A monthly staff newsletter has provided updates for staff in SCDC and CCC on progress of the projects with a Q&A section to address concerns and questions. Regular staff briefings have been held.
- A Member steering group was set up and meets regularly to review the project progress and give advice when needed.
- Regular highlight reports have been provided to the Steering Group and Executive Members in SCDC and CCC.

3.2.3 An initial consultation on the proposals for the new Greater Cambridge Planning Service, which included the proposed New Management Structure and the TUPE transfer of staff from CCC to SCDC, took place between August and September 2017. The outcome report was published on 23 November 2017. This was followed by a second consultation, started on 4th Dec 2017, which proposed a revised management structure. The consultation ended at the end of January 2018 and the outcomes report was published in February 2018.

As a result of the consultation the management team is now in place with the two Assistant Director roles currently going through the recruitment process in May/June 2018.

3.2.4 ICT requirements have been assessed and soft marketing has been carried out. A preferred supplier has been procured and a project manager engaged to deliver the system during 2018/19.

3.2.5 With the anticipated increased use of the Greater Cambridge brand throughout the year a number of areas will be addressed to assist in this being a success i.e. review of internal and external facing websites, redesigned templates, stakeholder communications and workshops, use of local and national media.

A logo for the Greater Cambridge Planning Service has been approved by a Joint Advisory Group and a workstream is underway to carry out branding in a controlled manner over the coming months.

- 3.2.6 Once the senior management structure is in place and posts are appointed to, the senior management team will focus on the development of the complete structure and further define the future operating arrangements. This will involve analysis of workloads, demand on the service and processes with a view to adopting best practices and maximising efficiencies. This stage will include a review of the activities which are undertaken outside the current services (having regard also to TUPE), for example trees and landscaping, and an assessment of the impact of the new planning service on wider council's service areas that are not in scope, for example the existing customer contact arrangements. The development of the specialist services capability will also be covered during this phase. Once this structure is developed a further formal consultation process will be carried out with staff and unions in accordance to the agreed policies at both partner authorities. Implementation will then be delivered on a phased work programme.
- 3.2.7 The service will continue to maintain a presence at both Cambridge and Cambourne. Nevertheless, one of the aims of the service is to work in a flexible and agile way aligned to both partners' individual office accommodation and future investment and delivery strategies. There will be no immediate changes in the locations of individual teams until the future structure is known – although collaboration between officers in different offices engaged on specific tasks is expected to increase.
- 3.2.8 Once the office accommodation is reviewed it is expected that a phased implementation of any accommodation changes, to meet wider corporate programme timelines will be required, learning the lessons from previous shared services projects.

3.3 Finance

- 3.3.1 The net costs for the 2017/18 (service still separate) is recorded in the table below.

	Income	Expenditure	Net cost
CCC	2,042,780	3,755,650	1,712,870
SCDC	2,266,050	7,186,287	4,920,237

- 3.3.2 Financial savings have been profiled over the coming years but the emphasis is currently on consolidation of the new shared service and on business delivery.

3.4 Customer Feedback

- 3.4.1 As the service only launched on April 1st 2018, the 2017/18 year was largely focussed on staff consultation and feedback in the setting up of the service. Throughout the next

stages of the service establishment and transformation, focus on staff and stakeholders will continue. A stakeholder plan is incorporated into the communications plan and identifies stakeholders and the appropriate channel and level of communication required

3.4.2 The member steering group, comprising portfolio holders, and key officers from both Local Authorities, continues to act as a focus for core feedback from partners

3.4.3 In terms of the wider customer base the service already operates a feedback process for SCDC decisions and is expecting to review and extend that process through implementation of the new ICT solution. In spring 2018, the service proposes to carry out multi-site “road shows” targeted at residents to raise awareness and improve openness about the service and its objectives amongst users. Both Services hold bi-annual “agents” forums and SCDC has a quarterly Parish Forum of which 2 each year are focused primarily on planning matters.

3.4.4 Through 2018, the service will continue to reach out to the development community via Local Bodies (Cambridge Ahead, Cambridge Construction Awards) and targeted partnership working with the public sector (County Council, GCP and CA). Once the full managed team are in place, capacity to extend the dialogue with key landowners, promoters and developers, building upon existing lines of communication, will grow. The service is already fully embedded in the area forums at the City and networked with local community bodies such as FeCRA, University, and Cambridge PPF etc.

4.0 Shared Waste Annual Report

4.1 Background

4.1.1 The Greater Cambridge Shared Waste Service was set up with the following objectives:

- Deliver a safe and legally compliant service.
- Maintain and improve service quality that residents can see and appreciate.
- Lower operational costs, particularly in the areas of premises, management, administration, fleet and equipment costs.
- Increase opportunities to market and compete for additional business, for instance in relation to trade waste.
- Find new opportunities to reduce net costs in relation to fleet procurement and maintenance.
- Achieve service improvements, greater resilience and better performance, through shared knowledge and experience.
- Enhance opportunities to work with other Cambridgeshire local authorities via the RECAP Waste Partnership to reduce waste collection and disposal costs, improve income and secure service improvements.

- Deliver the KPIs for the service; deliver the ongoing benefits of a shared service through change and innovation.
- 4.1.2 All staff in the Greater Cambridge Shared Waste Service are now employed by SCDC and work on behalf of CCC and SCDC. A Shared Management Team comprises of a Head of Waste, Waste Operations Manager, Waste Policy, Change and Innovation Manager, and Commercial Waste Manager. All staff and vehicles are now located at Waterbeach depot.
- 4.1.3 The Greater Cambridge Shared Waste Service collects 9.5m recycling and waste bins each year from 121,581 households and over 3,000 commercial customers across both council areas.

4.2 General Progress to Date

- 4.2.1 In 2017/18, the service has been focusing on the following operational areas:
- A. Developing improved operational systems.
 - B. Completing scheduled collection in day and reducing missed collections.
 - C. Data integration of round management systems.
 - D. Minor Round changes between vehicles.
- 4.2.2 The Shared Waste Service collected an average of 99.55% of bins on due day over Q2 to Q4, against a target of 99.5%. Following its launch the Service undertook major operational service changes in Quarter 1 of 2017/18 resulting in a complete overhaul of waste collection rounds impacting on over 80% of residents across Cambridge City and South Cambridgeshire. The results and learning from these changes have been reported twice to Scrutiny Committees at both Councils in 2017/18. Discounting the inevitable impacts that these operational changes made in Quarter 1, the Shared Service has successfully embedded the new rounds and restored excellent service levels to residents, hitting a 99.86% collection rate in February 2018.
- 4.2.3 In December 2017, further service changes were delivered across South Cambridgeshire as separate paper collections stopped and paper was moved to being collected in the blue recycling bin. This will enable the Shared Service to save around £600k on the costs of new waste collection vehicles, increase vehicle collection capacity to reduce the number of collection rounds being operated, improve health & safety for crews by removing the need to lift paper caddies, and provide operational flexibility across the Shared Service area by standardising the collection fleet.

- 4.2.4 Provisional recycling rates across Cambridge City and South Cambridgeshire are anticipated to be 49.72% against a target of 50%. This again reflects reduced amounts of recycling material collected during the major service changes in early 2017, as well as reduced tonnages of green waste collected in early 2018.
- 4.2.5 The service is still struggling to recruit qualified drivers into vacant posts due to the high demand for skilled drivers in the local market. The service has increased the amount/type of advertising undertaken to try to attract more drivers. The service has also started two operatives on a driver training courses.
- 4.2.6 New vehicles have been procured and the replacement collection vehicles have now been added to the fleet and liveried in the new branding. This procurement is a major long-term investment in the service as these vehicles will now serve the area for the next 7 years.
- 4.2.7 The procurement of a shared ICT management system for streets, open space and waste operations for HDC, CCC and SCDC is now completed. The service and support services in both councils has been working with the successful contractor 'Yotta' during the implantation stage, which has involved looking at system flows, integration into other systems and communication routes for residents. The system implementation and customer-focused digital changes are currently underway and will go live during summer 2018.

4.3 Finance

- 4.3.1 The outturn for the 2017/18 is recorded in the table below.

£	Budget	Actual	Variance/Outturn
Waste Service	11,000,000	11,365,000	365,000

- 4.3.2 On a spend of £11m per annum, the final position for the Shared Waste Service for 2017/18 was £365k over-budget, split between South Cambridgeshire DC (£240k) and Cambridge City (£125k). While there were underspends on fuel and an increase in commercial income from Trade Waste collections, this overspend is mainly as a result of:
- RECAP Recycling Contract & Market changes. All waste collection Councils across Cambridgeshire face increased costs and reduced income from the collection and sale of "blue bin" recycling material. This is the result of more stringent contract controls, an increase in the amount of "contaminated" recyclate collected resulting in a decrease in recycling credits received from the County Council, and a major downturn in the global

recycling market. This is likely to be an on-going financial pressure for all the Councils and is unrelated to the service being “shared”. Discussions are on-going with our materials recycling facility supplier, and a communications plan is in place to ask residents to reduce contamination and increase the amount of high-quality recycling they put in their blue bins.

- One-off costs associated with the major service changes made in the last year. 3 extra bin trucks were hired with extra crews to support the service changes to ensure a smooth transition to the new collection rounds. These extra rounds ended in late 2017. Extra blue bins were also supplied on request to South Cambridgeshire residents to replace paper caddies.
- Staff sickness levels (average 17.53 day's p.a.) remain above target of average 7 days p.a., resulting in an on-going pressure on staffing budgets. This reflects a high percentage of long-term absences. This is being actively managed and will reduce over time.

4.4 Customer Feedback

4.4.1 Owing to the transition period the service did not undertake a customer satisfaction survey last year. There was a high level of customer feedback and complaints around bin collection raised following the transition which were reported at two committees in 2017/18. The changes and improvements made in year, however, saw these reduced by last quarter.

5.0 Shared Internal Audit Service (SIAS) Annual Report

5.1 Background

5.1.1 There were two main drivers behind the decision to consider setting up the SIAS:

- CCC and SCDC desire to have a strong business focussed leadership model, in line with other shared services, to lead the shared Internal Audit Service across the two Councils.
- Bringing together the professional discipline of internal audit into one team, provides the opportunity to deliver a more resilient and responsive service that would allow internal audit work to be carried out seamlessly and without boundaries across the two Councils.

5.1.2 The rationale for the service establishment is to provide the opportunity to deliver a more resilient and responsive service resulting in:

- improved audit coverage that is of high quality;
- increased productivity; and

- potential for audit services to be offered commercially

5.2 General Progress to Date

- 5.2.1 The Shared Internal Audit Service has had a challenging year as there were significant staff changes within the team, leading to a reduction in resources. This was recognised as a potential risk in the business case, and has been managed by utilising agency workers. Consequently much of the year was devoted to maintaining “business as usual” in this challenging environment.
- 5.2.2 Despite the challenges there have been positive achievements over the last 12 months, including recruitment of the Head of Shared Internal Audit (HSIA) and the TUPE of the SCDC post into CCC. The team is currently recruiting to the vacant posts.
- 5.2.3 The service has delivered a variety of core work notably:
- Production of a risk based Internal Audit Plan, which includes joint working and compliments the needs of both Councils. These were approved, with an updated Charter and Code of Ethics, by both relevant audit committees.
 - Providing assurance on the Council’s compliance with the Local Code of Governance through the production of Annual Governance Statement.
 - Reporting on counter fraud and corruption arrangements, plus completion of data analytics to detect fraud and error.
 - Supported the risk management and internal control framework through the delivery of audits and agreeing actions for improvement with management
 - Providing support and assurance on key projects, and advice on effective controls, including systems, procurement, and governance
- 5.2.4 The team is required to comply with Public Sector Internal Audit Standards and the Local Government Application Note. The team complete an ongoing Quality Assurance and Improvement Programme which identifies opportunities for improvement. An external inspection, to validate this, must be completed once every five years. This validation by a CIPFA appointed assessor commenced in the first week of May. This process has been useful and has helped to inform and structure how the service can be improved. The service has already commenced some parts of its improvement programme, by introducing a new performance management system for the start of the 2018/19 financial year.

5.3 Finance

5.3.1 The outturn for the 2017/18 is recorded in the table below.

£	Budget	Actual	Variance/Outturn
Internal Audit	298,440	243,471	(54,969)

5.3.2 The service underspent by £54,969 in 2017/18 against the planned annual budget of £298,440. This is mainly due to the employee vacancies within the service.

5.3.3 The service will continue to consolidate, with the target of establishing future income generating services. Market analysis will be completed, along with brand development, in years 2018 and 2019, which will enable income projections to be built into the financial overview. Costs will potentially increase with income generation, as the resource need will also increase. This will provide improved resilience and efficiencies for the two Councils, as the team develops, and help to deliver the vision.

5.4 Customer Feedback

5.4.1 The new Head of Internal Audit, Jonathan Tully, joined in December 2017 and has been focussed on addressing staff vacancies and in delivering core business. In 2018, the plan is to develop the brand and customer marketing to increase awareness of the service. Customer feedback surveys and the Quality Assurance and Improvement Programme will be used to inform service delivery and improvement.

6.0 Conclusion

6.1 The Annual Report is for information.

6.2 2017/18 has been a positive year regarding financial performance as the services work towards delivering the outcomes of the original business cases. Operationally the services are delivering a better service and the focus on performance management will ensure that the focus remains in this area.

6.3 Having a strong management team in place, detailed business plans, good governance and a variety of combined strategies in place the services are in a positive place to deliver further benefits set out in the original business plans..

REPORT TO: Scrutiny and Overview Committee
Cabinet

21 June 2018
28 June 2018

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

Cambridgeshire And Peterborough Minerals And Waste Local Plan - Preliminary Draft Consultation Response

Purpose

1. To seek agreement to submit a response to the Minerals and Waste Local Plan: *Preliminary Draft Consultation*, in accordance with the points discussed below.
2. This is not a key decision because the preparation of the Minerals and Waste Local Plan is at an early stage, and the effects on communities living or working in the area covered by the Greater Cambridge Shared Planning Service are not yet clear. The item was first published in the June 2018 Forward Plan.

Recommendations

3. It is recommended that Cabinet agree:
 - (i) the response to the Cambridgeshire and Peterborough Minerals and Waste Local Plan: *Preliminary Draft Consultation* that is consistent with the views set out in this report; and
 - (ii) that officers may submit the final response online via the County Council's website.

Reasons for Recommendations

4. This consultation period provides an opportunity for Cambridge City Council and South Cambridgeshire District Council to jointly shape the preparation of the next Minerals and Waste Local Plan.

Executive Summary

5. The Minerals and Waste Local Plan: Preliminary Draft is subject to consultation until 26 June 2018. The consultation document and its supporting papers set out the broad approach that Cambridgeshire County Council and Peterborough City Council wish to take in preparing the new Plan. This is the first of three stages of consultation.
6. Responses are proposed to specific policy areas, raising initial queries about the approach to adopting an appropriate strategy in the emerging Plan. It is clear that continued partnership working is necessary, and Cambridge and South Cambridgeshire Councils will seek to understand the mechanisms available for this partnership approach in more detail.

7. Key areas for response at this stage include continuing to work with the Minerals and Waste Authority to understand any submissions made via the Call for Sites for Minerals or Waste uses, and how any such submissions may influence the choice of strategy. In respect of waste uses, to be clear on the approach to provision of Household Recycling Centres and how the potential for new or extended Water Recycling Centres will be approached in adopted policy.

Background

8. Cambridgeshire County and Peterborough City Councils ("the County") have prepared the Minerals and Waste Local Plan: Preliminary Draft (MWLP), and this is now subject to public consultation running from 16 May to 26 June 2018. This is the first of three rounds of consultation and puts forward various issues and options for mineral and waste development management up to 2036. The MWLP is prepared for the geographic area covered by the Cambridgeshire & Peterborough Combined Authority.
9. This proposed response is prepared by the Greater Cambridge Shared Planning Service as a joint response on behalf of both Cambridge City Council and South Cambridgeshire District Council ("the Councils"). Comments are provided on the basis that the preparation of the MWLP is in the early stages, and there is insufficient information available to provide more detailed comments. Comments are therefore restricted to matters of principle, and to highlight where further discussions will be required.
10. The County proposes the MWLP will be prepared in accordance with the following timescale:

Plan stages		Date
1	Consultation on Sustainability Appraisal Scoping Report	Dec 2017
2	Issues & Options Consultation (Reg 18)	May/Jun 2018
3	Preferred Options Consultation (Reg 18)	Mar/Apr 2019
4	Proposed Submission (Reg 19)	Nov/Dec 2019
5	Plan submitted (Reg 22)	Mar 2020
6	Independent Examination (hearings)	Jun 2020
7	Inspector's Report	Aug 2020
8	Adoption of Plan	Nov 2020

11. All consultation and background papers are available on the County Council website as follows: www.cambridgeshire.gov.uk/mwlp

Considerations

Overall Approach

12. The Councils will seek to work closely with the County to ensure the adopted Plan meets the overall needs and aspirations of the area. The Councils wish to fully understand the approach to meeting the requirements of the Duty to Cooperate, and would encourage a constructive mechanism for ongoing and positive dialogue is formally established. The Councils are keen to fully engage in the further preparation of the MWLP.

13. Draft Policy 1 sets out a clear approach to achieve sustainable development in meeting objectives around minerals and waste provision. This is combined with detailed policy requirements on minimising greenhouse gases, requiring planning applications to demonstrate how schemes will achieve this. This policy approach to addressing the implications of climate change is largely bought forward from the adopted MWLP.
14. The MWLP proposes a set of objectives, including supporting sustainable economic growth and the delivery of employment opportunities. This is to be welcomed.

Spatial Strategy for Minerals

15. A key driver for the choice of strategy is the future of the Block Fen/Langwood Fen area in East Cambridgeshire/Fenland District Council areas. This allocation, subsequently supported by a Supplementary Planning Document, is due to provide significant sand and gravel resources for the period to 2050. This has not come forward at the rate anticipated (see paras 6.3-6.6 of the MWLP) although a number of areas have received consent and are actively being worked. If it is found this area cannot deliver resources to the full scale originally envisaged, there may be a need to identify extensions to existing sites or entirely new sites for other sand and gravel extraction across the Plan area. A Call for Sites has also been launched as part of the current consultation, and it is not yet known whether additional sites will be promoted and whether any such sites may be within the Greater Cambridge area. The Councils will need to work closely with the County to ensure the potential impacts of any sand and gravel extraction that may emerge in the area are considered carefully.
16. Views are invited on the most appropriate strategy approach, with a view to balancing certainty for land owners and communities whilst incorporating flexibility to ensure continued supply of minerals. The MWLP proposes that an “area of search” approach would provide the most flexibility, but recognises this may also cause significant uncertainty for communities. The MWLP asks whether any strategy approach should take into account the presence of existing infrastructure capacity. The Councils welcome this approach in principle, however this must be balanced against the sites that are promoted, any competing or conflicting land uses, and how any such proposals may align with wider planning considerations. Draft Policy 2 of the MWLP does not propose an approach at this stage, and the proposed strategy will be contained in further iterations of the MWLP. The Councils may wish to provide further comment on this matter in light of any submissions made during the aligned Call for Sites process that is currently open. Officers will continue to seek a positive working relationship with the County as part of the duty to cooperate on the overall approach that would be most appropriate.
17. Extraction of other mineral resources are of less direct relevance to the Councils. Supplies of limestone in the area are more limited, and are found in a small geographical area to the north west of Peterborough. Brickclay deposits are extensive but located close to Whittlesey. Small deposits of for example, high quality chalk, exist throughout the Plan area but these are small in nature and any application to work these deposits is considered on an ad-hoc basis.

Spatial Strategy for Waste

18. The MWLP presents an option for the waste strategy in future which makes allocations for strategic waste management sites, and a criteria-based approach for any other proposal which may come forward. This is in light of only 10 of 34 allocations having been granted planning permission, and a number of consents being granted on non-allocated sites. A full review of the existing allocations and permissions is necessary to understand the reasons for non-delivery, and the Councils would expect the County to prepare this information at an early stage. The Councils are broadly supportive of an approach to investigate the provision of permanent waste management facilities within new settlements or growth sites in principle, subject to achieving a suitable balance between competing land uses. The impact of waste uses on the delivery of those sites, and the suitability of the use taking account of how the sites are being planned, must be explored to understand their suitability on a case by case basis.
19. New policies must put in place appropriate mechanisms to ensure any waste management facilities are not brought into conflict with neighbouring land uses. The MWLP seeks views on the strategy that should be adopted for the delivery of waste management sites and particularly whether allocations should be made, or a criteria-based approach pursued. It is difficult to express a clear view on this at present, as it is not yet understood why the currently adopted set of allocations have not been delivered. The Councils will seek to work with the County in further exploring this matter prior to the publication of the Further Draft Plan in Spring 2019.
20. The MWLP raises the potential use of existing employment areas for the provision of waste management operations, arguing that these facilities are often under cover and indistinguishable from other employment uses. Further information is required on the specific types of use this may entail before a full view could be provided. It will be important to consider this proposal in a wider context that includes the Councils' support for continued economic growth and having regard to the aspirations expressed by the Mayor in achieving a significant uplift in GVA across the Combined Authority area, and the important role of Greater Cambridge in that objective. If employment land is given over to waste management facilities this will need to be balanced against the economic growth impetus desired, recognising that such facilities would not provide a high job density.
21. Policy 4: The Spatial Strategy for Waste is to be developed for the next iteration of the emerging Plan, and as such there is no draft to comment on. However, comments on the approach as set out above will help shape the draft Policy.
22. Policy 5: Providing for Waste Management identifies the existing and forecast capacity across a range of waste management methods. There is a small surplus in capacity for all types of waste management with the exception of "Treatment and energy recovery processes", where there will be a deficit from 2026. It is understood this is the position at present, but if the proposed energy from waste facility in Waterbeach is granted planning permission (by the County Council as Waste Management Authority) the shortfall will be removed. It should be noted that that when consulted on the application South Cambridgeshire District Council raised a number of concerns on the grounds that the proposal would have a significant and adverse visual impact on local character and the surrounding countryside, and the heritage assets at Denny Abbey.

23. There will be an overall challenge to the provision of waste management facilities, and particularly within the strategic sites where land is constrained and competing land uses will further increase land values. The policy approach will need to be clear in achieving a balance in such instances.
24. The approach to Water Recycling Allocation Areas and Water Recycling Consultation Areas is contained within draft Policy 12, and includes criteria that would be used to assess proposals to extend existing works or provide new works, along with a range of criteria based policies elsewhere in the plan in which address issues including design, amenity, biodiversity and heritage. The supporting text for draft Policy 12 references the aspiration to relocate the Cambridge Water Recycling Centre (WRC), in relation to the opportunities for regeneration of Cambridge Northern Fringe East, and that the adopted Cambridgeshire and Peterborough Minerals and Waste Development Plan provides the statutory local waste policy framework under which any proposals would be considered. It will be important that this policy continues to be supportive where new or replacement facilities are needed to support growth, but provide the right criteria to ensure sites for those facilities are appropriate to their location. The Draft MWLP does not allocate a potential site for a new WRC facility.
25. An overall approach of continued partnership working will be required in accordance with the Duty to Cooperate between the minerals and waste authorities, the local planning authorities and those involved in the wider growth agenda across Greater Cambridge, to enable future plan making.

Waste Needs Assessment

26. The Waste Needs Assessment identifies there are “no specific significant planned regeneration or major infrastructure projects identified within the plan area as per the National Infrastructure Delivery Plan 2016-2021 that would result in a significant increase in waste generation not accounted for through dwelling stock forecasts.” Whilst true, it is not clear that this fully takes account of the current proposed growth figures across the Greater Cambridge area (i.e. 33,500 new homes and 44,000 new jobs by 2031) or the significant transport schemes proposed by the Mayor/Combined Authority. Both would give rise to additional demand for household and other waste facilities, and cause further increases in construction waste. It is unclear to what extent the overall growth agenda has shaped the options now presented, and the forecasts of capacity and deficits.

Site Assessment Methodology

27. All sites submitted via the Call for Sites process will be assessed using the Site Assessment Methodology now proposed. The methodology is variable depending upon the potential use proposed, and the two Councils will continue to discuss the application of this methodology with the County.
28. There are several points to raise at this stage. The assessment criteria on Table 1 (page 4-5) and Table 2 (page 7-10) and Table 5 (page 13) refer to deliverability, but does not appear to include the issues in the Greater Cambridge area that have caused challenges in delivery of facilities i.e. high land values, congestion, lack of sites and competing land requirements. It is suggested that site assessments should consider this issue in more detail, recognising that some of these matters will be dealt with in detail at any planning application stage.

29. It is not clear if the zones for potentially significant dust effects in Table A2.9 on page 26 just relate to mineral extraction sites or to mineral and waste processing facilities as well, but would be a further site challenge in urban areas.

Next steps

30. Officers will collate a response on the basis of the discussion within this report to enable an online response to the consultation. This will specifically reflect the points made in respect of draft policies 1, 2, 4, 5 and 12.
31. Further discussions in connection with the County's fulfillment of the Duty to Cooperate will be necessary.

Options

- (i) To not agree that a response is made on the basis of the points in the report above.
- (ii) To agree to add or remove items to the response

Implications

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

There are no significant implications arising from this report.

Consultation responses

33. None

Effect on Strategic Aims

Aim 1 – Living Well

34. The preparation of a new Minerals and Waste Local Plan will enable the Council to work in partnership to continue to promote waste recycling initiatives, and increase the quality and quantity collected

Aim 2 – Homes for Our Future

35. By working in partnership with the Waste and Minerals authorities, the Council will be able to seek the supporting infrastructure required to deliver new homes

Aim 3 – Connected Communities

36. None relevant

Aim 4 - An Innovative and Dynamic Organisation

37. None relevant

Background Papers

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

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

(a) Cambridgeshire and Peterborough Minerals and Waste Local Plan: *Preliminary Draft Consultation* (May 2018)

(b) Sustainability Appraisal Scoping Report (May 2018)

(c) Waste Needs Assessment (May 2018)

(d) Mineral Safeguarding Areas Methodology (May 2018)

(e) Site Assessment Methodology (May 2018)

(f) Flood Risk Assessment Methodology (May 2018)

All papers above are available from www.cambridgeshire.gov.uk/mwlp

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