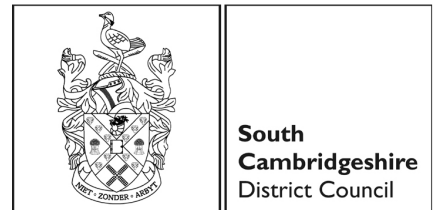


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 03450 450 500
f: 01954 713149

www.scambs.gov.uk



2 September 2015

To: The Leader – Councillor Ray Manning
Deputy Leader – Councillor Simon Edwards
Members of the Cabinet – Councillors Mark Howell, Mick Martin, Peter Topping,
Robert Turner, Tim Wotherspoon and Nick Wright
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, FIRST FLOOR** at South Cambridgeshire Hall on **THURSDAY, 10 SEPTEMBER 2015 at 6.00 p.m.**

Yours faithfully
JEAN HUNTER
Chief Executive

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AGENDA		PAGES
PROCEDURAL ITEMS		
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2.	Minutes of Previous Meeting To authorise the Leader to sign the Minutes of the meeting held on 9 July 2015 as a correct record.	1 - 12
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STANDING ITEMS

- 9. Issues arising from the Scrutiny and Overview Committee**
To receive any recommendations arising from the Scrutiny and Overview Committee meeting held on 3 September 2015.
- 10. Issues arising from the Partnerships Review Committee**
- 11. Updates from Cabinet Members Appointed to Outside Bodies**
- 12. Reports from Cabinet Members attending Parish Council meetings**
- 13. Reports from Member Champions**

OUR LONG-TERM VISION

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

OUR VALUES

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

- Working Together
- Integrity
- Dynamism
- Innovation

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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Agenda Item 2

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on
Thursday, 9 July 2015 at 6.00 p.m.

PRESENT: Councillor Simon Edwards (Deputy Leader of the Council & Finance and Staffing Portfolio Holder)

Councillors:	Mark Howell	Housing Portfolio Holder
	Mick Martin	Environmental Services Portfolio Holder
	Peter Topping	Corporate and Customer Services Portfolio Holder
	Robert Turner	Planning Portfolio Holder
	Tim Wotherspoon	Strategic Planning and Transportation Portfolio Holder
	Nick Wright	Economic Development Portfolio Holder

Officers in attendance for all or part of the meeting:

Alex Colyer	Executive Director, Corporate Services
Fiona McMillan	Legal & Democratic Services Manager and Monitoring Officer
Graham Watts	Democratic Services Team Leader

Councillors Anna Bradnam, Nigel Cathcart, Grenville Chamberlain, Kevin Cuffley, Sue Ellington, Lynda Harford, Alex Riley, Ben Shelton, Bridget Smith, Hazel Smith, Bunty Waters and Aidan Van de Weyer were in attendance, by invitation.

Procedural Items

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Ray Manning, Leader of the Council, and Jean Hunter, Chief Executive.

2. MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting held on 12 February 2015 were signed as a correct record.

3. DECLARATIONS OF INTEREST

Councillor Mark Howell, Portfolio Holder for Housing, declared a non-pecuniary interest in item 7 as he had previously worked with Alan Carter, Head of Strategic Housing at Cambridge City Council, who was in attendance to jointly present the report on the Housing Development Agency.

4. ANNOUNCEMENTS

Councillor Simon Edwards, Deputy Leader and Portfolio Holder for Finance and Staffing, welcomed Councillor Peter Topping to his first meeting of Cabinet since his appointment as Portfolio Holder for Corporate and Customer Services. Councillor Edwards took this opportunity to thank Councillor David Whiteman-Downes for his contributions as the former Portfolio Holder.

Councillor Edwards announced that the Council had recently gone through its Investors In People assessment. He and the Leader of the Council had been interviewed as part of the process and initial feedback from the assessment had been excellent. He reported that the assessors were very impressed with the organisation itself and the members of staff that they had met as part of the assessment, stating that the Council's values were some of the best they had seen in terms of what they stood for and how they were embedded. The assessor's final report would be submitted to the Council shortly. It was noted that the Council aspired to achieve gold category status having previously been accredited as a silver organisation.

5. PUBLIC QUESTIONS

No public questions had been received.

Operational Items

6. SHARED SERVICES

Cabinet considered an overview report on shared services, together with three separate reports setting out the individual business cases for shared service proposals in respect of ICT, Legal and Building Control.

Councillor Simon Edwards, Deputy Leader and Finance and Staffing Portfolio Holder, presented the overview report which set out the overall framework that had been taken to develop these shared services proposals with Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council. He highlighted that, as part of the governance arrangements, it was proposed for a Joint Committee to be established to oversee the operation of shared services that would be supported by an officer Board. Councillor Edwards stated that the Leaders of the three Councils would make up the membership of the Joint Committee, but emphasised that it would have no delegated decision-making power. He referred Cabinet to the sovereignty guarantee set out in the report which supported this.

In terms of the sovereignty guarantee, it was agreed that the third sentence should be amended to reflect that that the commissioning or delivery of services together was specifically designed not to change the experience of services, unless there was an improvement in those services. This meant that those using the service should experience the same level of service or an improved service, but not a reduced service as a result of this collaborative working. It was also suggested that the term 'users' as well as 'residents' should be used within the same sentence. This was also agreed.

The following points were noted during discussion on the overview report:

- a question was asked as to how the shared services arrangements already in place and taken forward over the last few years, as referred to at paragraph 10 of the report, had performed. Councillor Mark Howell, Portfolio Holder for Housing, referred to the Home Improvement Agency and acknowledged that some unexpected cultural differences had been experienced which did have an initial impact. Shared values and outcomes were now in place and he was of the view that lessons had been learnt as a result of this particular shared service which should have a positive impact on developing and implementing new shared services. Councillor Edwards reported that shared payroll and internal audit

services were working well, with the Council's Corporate Governance Committee content with the internal audit service in particular;

- a question was asked as to why these proposals had not included a pilot scheme to test their success before committing to formal arrangements. In answer to the question it was noted that it would be difficult to run pilot schemes for these shared services proposals. Pilot schemes would have created unnecessary uncertainty amongst staff and it was important to be assured that clear structures were in place to provide opportunities as part of the proposals for each service;
- some of the shared services proposals were hybrids, effectively halfway between a district and unitary authority, so clarity around who was responsible for what would be important. Councillor Edwards agreed that the shared services proposals were hybrids, but cited the joint waste service with the City Council as an excellent example of where it made sense to work together to make savings, improve efficiency and deliver improved services. He also emphasised the importance of the sovereignty guarantee in respect of each Council maintaining its decision-making power for each of the shared services proposals;
- South Cambridgeshire District Council maintained a tradition of keeping services as close as possible to communities, residents and service users and a concern was expressed that this could be lost as part of these proposals. Councillor Edwards felt that services would continue to be delivered in the same way, or improved, as a result of the shared services proposals;
- there should be elected Member involvement in the recruitment of senior positions to shared services. Councillor Edwards confirmed that elected Members would be involved in the recruitment processes of senior positions for each shared service, which had recently occurred with a senior appointment to the joint waste service;
- a question was asked as to why these three significant service areas would be amalgamated into formal shared services simultaneously. It was suggested that the ICT shared service should be embedded before any of the others were put in place. Councillor Edwards reassured Cabinet that a lot of work in the background in relation to ICT had already taken place. Councillor Peter Topping, Portfolio Holder for Corporate and Customer Services, accepted that there were dependency risks between these proposals but said that they would be managed very carefully. He also added that these shared services would not all commence on one day, but would consist of a series of managed activities between the autumn and April 2016;
- a question was asked as to why the same governance model that was in place for Local Government Shared Services had not been included as part of the proposals for these shared services. It was noted that the Local Government Shared Services model included devolvement of powers from each partner Council through a formal joint committee, with delegated decision-making power. The proposal as part of the shared services for Legal, ICT and Building Control, at this stage, was to retain decision-making powers within each partner Council so that the joint committee was only advisory.

Councillor Peter Topping, Portfolio Holder for Corporate and Customer Services, presented the business case for shared legal services and the rationale for the establishment of a Practice was noted as follows:

- to enable a reduction in the externalisation of legal work through the broader sharing of legal capability;
- to increase output from lawyers by managing non-lawyer work away from them;
- to create a single point for commissioning legal services to improve value for money from the process of externalising legal work;

- to increase the opportunity for income generation by offering legal services to public and voluntary sector bodies;
- to improve staff recruitment, retention and development.

Discussion ensued and the following points were noted:

- the three partner Councils had three different cultures, with the City Council supporting urban needs, South Cambridgeshire District Council supporting rural needs and Huntingdonshire District Council supporting a mixture of the two;
- each Council currently benefited from legal officers who were familiar with each respective authority and understood historical cases. A question was therefore asked as to whether consistency would be lost as a result of the shared service proposal. Councillor Edwards was confident that this would not be an issue and that sound legal advice would be provided by any professional officer from within the legal shared service at any time;
- the City Council appeared to have significantly more legal professional staff than the other two Councils, which meant that the City Council would make more of an efficiency saving resulting from the shared service proposal. A comment was made that South Cambridgeshire District Council, with its smaller workforce, was being penalised for being more efficient and so a question was raised as to the modelling used. Councillor Edwards reminded Cabinet that the City of Cambridge was very different to rural South Cambridgeshire, with huge commercial estates to manage as well as dealings with University and College estates;
- the main driver behind the shared services proposal was to make the service more resilient and to provide better opportunities for staff currently within each of the individual Councils' legal teams.

Councillor Peter Topping presented the business case for the shared ICT service and the rationale behind the proposal was noted as being to:

- create shared applications systems and technical infrastructure to facilitate wider shared service delivery for all Council services;
- reduce overall costs;
- increase resilience and capacity and improve staff recruitment, retention and development.

The following points were noted during discussion:

- there were savings to be made from the technical changes as well as from staffing through amalgamating systems and being in a stronger position to negotiate with suppliers;
- a question was raised as to what provision had been put in place for ongoing maintenance and upkeep of legacy servers in order that information could still be accessed going forward. Councillor Edwards provided Cabinet with an assurance that technical considerations such as this would be managed as part of the transition.

Councillor Robert Turner, Portfolio Holder for Planning, presented the business case for the building control shared service which would enable each partner local authority to undertake its statutory duty in implementing and enforcing the building regulations in their respective areas, whilst providing a more sustainable and resilient business model for future service delivery and cost effectiveness. It would also enable the development of a five year business plan to generate additional income and create efficiencies which

would support enhanced competitiveness in a commercial market.

A question was raised in relation to the sovereignty guarantee in respect of the user experience, as it was suggested that the experience of users would change should officers not be retained on the sites of their existing local authorities. The point was made that Building Control Officers were often away from the office on-site in any case, but that there would be ways of ensuring they could be contacted through technology and remote or mobile working.

The Scrutiny and Overview Committee, at its meeting on 7 July 2015, endorsed the recommendations to Cabinet as set out in the Shared Services Overview report and in the shared Legal, Building Control and ICT services reports. The Committee also recommended:

- that performance of the Legal, Building Control and ICT shared services be monitored monthly at the Partnership Board for Shared Services and the Joint Committee, for the first six months of the shared services;
- that the Legal Practice Business Plan for 2016/17 be available for scrutiny by February 2016.

Cabinet AGREED:

- (1) That the approach to shared services outlined in the report be endorsed.
- (2) That approval be given to the establishment of a Joint Committee without delegated powers to oversee the delivery of shared services.
- (3) That the Leader be confirmed as the Council's representative to this Committee and a deputy be appointed.
- (4) That the proposed sovereignty guarantee in paragraph 36 of the report be approved, subject to the inclusion of the words 'and users' after 'residents' in the third sentence and the same sentence being amended to reflect that the commissioning or delivery of services together was specifically designed not to change how residents and users experienced services, unless there was an improvement in services.
- (5) That the approach to cost sharing principles and partnership agreement as outlined in the report be approved.
- (6) That the approval of the final partnership agreement be delegated to the Chief Executive in consultation with the Leader of the Council.
- (7) That, subject to the approval of the business cases for ICT, Legal and Building Control Shared Services, formal consultation commences with Trade Unions/Staff Council and affected staff on 24 July 2015, closing on 1 September 2015.
- (8) That the business cases for ICT, Legal and Building Control be approved and the Executive Director (Corporate Services) be delegated to make decisions and to take steps which are necessary, conducive or incidental to the establishment of the respective shared service in the business case.

- (9) That performance of the ICT, Legal and Building Control shared services be monitored monthly at the Partnership Board for Shared Services and the Joint Committee, for the first six months of the shared services.
- (10) That the Legal Practice Business Plan for 2016/17 be available for scrutiny by February 2016.

7. HOUSING DEVELOPMENT AGENCY

Cabinet considered a report which proposed the establishment of a shared housing development service with Cambridgeshire County Council, Cambridge City Council and South Cambridgeshire District Council as the Greater Cambridge City Deal local authority partners.

Councillor Simon Edwards, Deputy Leader and Portfolio Holder for Finance and Staffing, presented the report and set out the proposal to establish the Housing Development Agency as an operational model through which the City Deal partners' collective resources in terms of land, finance and staff skills could be applied to complement the market driven housing development process and smooth the peaks and troughs of market delivery. The shared service model was the option proposed at this stage, with a view to entering into a wholly partner owned local company model as soon as possible. It was noted that the Greater Cambridge City Deal Joint Assembly and Executive Board had endorsed this approach.

Councillor Mark Howell, Portfolio Holder for Housing, referred to the governance arrangements behind the Housing Development Agency, where it was noted that the Portfolio Holders for Housing at Cambridge City Council and South Cambridgeshire District Council would be appointed onto the governing body, together with the Chairman of the General Purposes Committee representing Cambridgeshire County Council. He highlighted that the Chairman of the General Purposes Committee would need to have powers delegated to him from the Committee in order that he could act on the governing body, which would not be necessary for the Portfolio Holders since they already had the delegated authority to take decisions.

Councillor Howell also questioned the number of posts that would make up the joint team, as referred to in the report, which he thought seemed excessive and was concerned that the Managing Director post had not been scheduled to be one of the first appointments. Alan Carter, Head of Strategic Housing at Cambridge City Council, reported that the size of the team would be demand-led, depending on how many schemes were being undertaken, but stated that a core team within the three partner Councils could be immediately shared when necessary. The point about the appointment of the Managing Director had been made at the meeting of the Greater Cambridge City Deal Executive Board where it was reported that this appointment should now be made earlier than originally anticipated.

Discussion ensued on risk management and questions were raised as to whether the document sufficiently assessed risk and mitigation, especially since there was no reference within it to the Local Plan. Councillor Edwards stated that the additional houses would need to be delivered in any case, irrespective of what happened to the Local Plan or whether the Housing Development Agency was established.

Cabinet **AGREED** to approve the establishment of a Housing Development Agency under shared governance with the City Deal local authority partners (Cambridge City Council, South Cambridgeshire District Council and Cambridgeshire County Council) and delegate authority to the Executive Director (Corporate Services) to make decisions

and to take steps which were necessary, conducive or incidental to the establishment of the shared housing development service in accordance with the business case.

8. BUSINESS HUB PROJECT BUSINESS CASE REPORT

Consideration was given to a report which updated Cabinet on work that had taken place to progress a joint Business Hub partnership between South Cambridgeshire District Council's Health and Environmental Services, Cambridgeshire County Council's Trading Standards and Cambridgeshire Fire and Rescue.

Councillor Mick Martin, Portfolio Holder for Environmental Services, presented the report and likened the proposal to a 'one-stop-shop' for regulatory services business advice services from Trading Standards, Cambridgeshire Fire and Rescue and South Cambridgeshire District Council to promote joint Primary Authority Agreements and associated commercial activities. He explained that the Business Hub would initially commence as a twelve month pilot.

Cabinet **NOTED** progress towards the creation of a multi-agency "Business Hub" on a trial basis for 12 months to create a start-up phase to draw together key business advice services from both Trading Standards, Cambridgeshire Fire Service and South Cambridgeshire District Council to promote joint Primary Authority Agreements and associated commercial activities.

9. NORTHSTOWE: S.106 HEADS OF TERMS AND CIVIC HUB

Cabinet considered a report which set out the draft requirements for a Section 106 Agreement for the Northstowe Phase 2 Outline Planning Application.

Councillor Tim Wotherspoon, Portfolio Holder for Strategic Planning and Transportation, presented the report and reminded Cabinet that this item provided Members with an opportunity to consider any corporate implications arising from the draft requirements for Northstowe Phase 2. He added that it was essential to ensure that development of Northstowe Phase 2 secured appropriate provision of services and infrastructure to meet its needs properly and to ensure that development was acceptable in planning terms. This included financial contributions towards the provision and maintenance of infrastructure, services and facilities.

Councillor Wotherspoon referred Members to Appendix 1 of the report which set out an indicative timeline for delivery of community resources and anticipated housing trajectory for Northstowe. He also presented Appendix 2 which listed proposed Section 106 items and triggers for phase 2 of the Northstowe development, which comprised of the following four categories:

- education;
- civic hub and community support;
- sport and open space;
- transport.

Referring to the Community Hub, Councillor Wotherspoon reported that by the time this building was designed there would be a substantial number of Northstowe residents. It was therefore proposed that the Section 106 agreement was written so that Northstowe residents, potentially through a future town council or a community trust, would be able to steer the design and specification of the actual building and set their own priorities.

It was noted that the Homes and Communities Agency's costings and assumptions for Northstowe Phase 2 had been tested and accepted by Her Majesty's Treasury as part of the Government's process for granting approval to its agencies to deliver particular projects. Through negotiation, the following position was recommended:

- various items would be provided as part of the site infrastructure and therefore not secured through Section 106 payments;
- clear identification of contingency items;
- £73 million funding towards the Section 106 package;
- a review of viability to assess whether the level of affordable housing may be increased, to take place part way through the build-out of Phase 2.

In respect of affordable housing, the District Council's policy requirement was for 40% subject to viability. The planning application stated 20% and this had been tested through the viability assessment. It had been agreed with the Homes and Communities Agency that the level of affordable housing should be reviewed in order to re-assess the viability and determine whether the level of affordable housing may be increased. It was proposed that such a review took place in 2019, if development had not commenced by this time, and also three years following implementation of the permission.

Discussion ensued and the following points were noted:

- it was suggested that the Homes and Communities Agency at a recent meeting of the Northstowe Joint Development Control Committee had made a commitment regarding the area of the town park in the town centre that contradicted the combined area of 1.2 hectares as stated in the report. Councillor Wotherspoon indicated no recollection of this point at the meeting, but did confirm that a letter of intent had been received from the Homes and Communities Agency to bring forward the burial ground and provide a timetable;
- the £73 million would be indexed linked over the time period up to 2030 in accordance with standard practice;
- it was very positive that a review mechanism had been included with regard to affordable housing as part of negotiations;
- reference was made to a letter that had been received from the Homes and Communities Agency in respect of existing surface water flood risk to Oakington and the surrounding area. The letter stated that the solution to localised flooding relied upon collaborative working between the Homes and Communities Agency, South Cambridgeshire District Council, and the Environment Agency, along with members of the Oakington Parish Council Environment Sub-Group of the Village Plan Committee to scope, identify and plan a series of interventions to address the issue of flood risk. Councillor Edwards made the point that Oakington Parish Council was a key body that needed to be consulted as part of this collaborative working and not solely the Environment Sub-Group;
- in requesting that the future maintenance of flood attenuation ponds in Oakington be included in the Section 106 items list, it was noted that this could not occur as the ponds did not form part of the Phase 2 planning application. It was noted, however, that consideration could be given to maintaining the Dry Drayton Road ponds out of the £3 million allocated for the long term maintenance and maintenance of onsite Sustainable Urban Drainage systems;
- the overall total of the Section 106 items, including capital, revenue and contingencies, totalled £75,590,196, which was more than the £73 million that was proposed to be provided.

Cabinet **AGREED** to:

- (1) Endorse the draft requirements for a Section 106 Agreement for the Northstowe Phase 2 Outline Planning Application, which will be considered by the Northstowe Joint Development Control Committee (NJDCC), including: the list of items and triggers; and draft outline specifications for the health centre and library with community use, and the community hub.
- (2) Delegate to the Portfolio Holder for Strategic Planning and Transportation, in consultation with the Director of Planning and New Communities, the authority to make any minor changes to the draft requirements prior to inclusion in the Northstowe Joint Development Control Committee report for the Phase 2 development.

10. RIGHT TO BUILD VANGUARD

Consideration was given to a report which enabled Cabinet to consider the next steps for the Right to Build project.

Councillor Tim Wotherspoon, Portfolio Holder for Strategic Planning and Transportation, presented the report which outlined progress on the Right to Build project following South Cambridgeshire District Council becoming a Vanguard Authority in September 2014 and having received £50,000 in grant funding.

A question was raised as to whether this project had been explored with the Homes and Communities Agency in respect of the Northstowe development. It was noted that discussions with the Agency on this issue were already taking place.

Cabinet **AGREED**:

- (1) To continue to take forward the Right to Build project.
- (2) To buy the registration module and continue to promote the scheme, to be developed and programmed alongside the re-procurement of the sub-regional housing register, and to the implementation of the Self-Build and Custom Housebuilding Act.
- (3) To write a Supplementary Planning Document for the Right to Build, to sit alongside the Affordable Housing Supplementary Planning Document.
- (4) To further developing land and finance options, to be the subject of a report at a later date.

11. CORPORATE PLAN FORWARD LOOK AND STRATEGIC RISK REGISTER

A report was considered which set out the refresh of the Corporate Plan and Medium Term Financial Strategy, bringing together a revised profile of the district, a review of the corporate cycle and a review of the Corporate Plan.

Councillor Peter Topping, Portfolio Holder for Corporate and Customer Services, presented the report and commended the corporate cycle illustrated at Appendix F of the report. He recommended a development of a fuller review of the Council's evidence base in 2016, comprising the approach set out in paragraphs 22(i) to 22(iv) of the report and took this opportunity to thank Richard May, Policy and Performance Manager, for the excellent work he had done in respect of this report.

During discussion a suggestion was made to include reference to apprenticeships within the Corporate Plan, particularly in view of the fact that this had been identified as an objective within the Greater Cambridge City Deal. Councillor Topping agreed to pick this point up as part of the review but it was noted that apprenticeship schemes were already included as part of the Council's Organisational Development Strategy.

Cabinet:

- (1) **NOTED** the policy and financial context for the annual refresh of the Corporate Plan and Medium Term Financial Strategy, as set out in the report and appendices.
- (2) **APPROVED** the Strategic Risk Register and Matrix, as set out in Appendices D and E of the report.
- (3) **AGREED** the Corporate Cycle for the development of the Corporate Plan 2016-2021, as set out in Appendix F of the report, and **APPROVED** the commencement of a fuller review of the evidence base in 2016, comprising the elements set out in paragraph 22 of the report.
- (4) **ENDORSED** the provisional priority areas to inform the development of the Corporate Plan 2016-2021, identified in paragraphs 24-26 of the report.

12. **POSITION STATEMENT: FINANCE, PERFORMANCE AND RISK (END OF YEAR REPORT)**

Consideration was given to a report which provided a position statement for 2014/15 on finance, performance and risk.

Councillor Simon Edwards, Deputy Leader and Portfolio Holder for Finance and Staffing, presented the financial elements of the report, which included an update on the provisional 2014/15 outturn position statement on the General Fund, Housing Revenue Account and capital expenditure, together with requests for budget rollovers from 2014/15 to 2015/16.

Councillor Edwards highlighted a £1,196,000 favourable variance in the General Fund, which equated to 7.38%, and cited fees received as part of the increased number of planning applications submitted for solar farms as one of the main contributors.

Councillor Robert Turner, Portfolio Holder for Planning, reported that a number of recommendations had been approved at his Planning Portfolio Holder Meeting held earlier in the day to ensure that additional work could take place to progress with the Local Plan, following a resolution by Council on 4 June 2015. An additional £150,000 would be required to support this work. The Section 151 Officer advised that this additional required work constituted unavoidable expenditure that could be met from increased General Fund reserves as at 31 March 2015.

Councillor Peter Topping, Portfolio Holder for Corporate and Customer Services, presented the performance and risk elements of the report.

Councillor Mark Howell, Portfolio Holder for Housing, highlighted that the average monthly spend on Bed and Breakfast accommodation had reduced from £2,075 during 2013/14 to £919 for 2014/15 which was significantly lower than some neighbouring authorities. He also reported that the re-development of the Robson Court hostel site had been completed, having been opened earlier in the day.

Cabinet:

- (1) **NOTED** the Council's provisional financial outturn position, together with the overview of Corporate Plan 2014-2019 achievements and performance against key performance indicators set out in the report and Appendices A to E.
- (2) **APPROVED** the capital and revenue budget rollovers totalling £8,480,664, as listed in Appendix F, to be carried forward into the 2015-16 financial year and **NOTED** that the additional £150,000 required to meet the costs arising from additional work to progress with the Local Plan would be met from increased General Fund reserves as at 31 March 2015.

13. **ORCHARD PARK TASK & FINISH GROUP RECOMMENDATIONS**

A report was considered which set out the interim recommendations of the Scrutiny and Overview Committee's Task and Finish Group that had been established to review the lessons learnt from the Orchard Park development.

Councillor Lynda Harford, Chairman of the Task and Finish Group, presented the report. She outlined that the Working Group was set up on 3 July 2014 and the interim recommendations, as outlined in paragraph 16 of the report, had been drawn up following an analysis of the information gathered during a series of discussions and interviews that had been carried out. Councillor Harford explained that further work was being carried out by the Group, but it was hoped that the interim recommendations would provide useful information to support the Northstowe Joint Development Control Committee in its deliberations regarding Section 106 items and triggers, as well as planning conditions.

Cabinet **ENDORSED** the interim recommendations from the Scrutiny Committee's Task and Finish Group, as set out in paragraph 16 of the report, and **AGREED** that the Portfolio Holder for Strategic Planning and Transportation and the Chairman of the Task and Finish Group would determine an appropriate way forward for their implementation.

Standing Items

14. **ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE**

There were no issues arising from the Scrutiny and Overview Committee, other than those recommendations already considered at this meeting.

15. **ISSUES ARISING FROM THE PARTNERSHIPS REVIEW COMMITTEE**

There were no issues arising from the Partnerships Review Committee.

16. **UPDATES FROM CABINET MEMBERS APPOINTED TO OUTSIDE BODIES**

There were no updates from Cabinet Members appointed to outside bodies.

17. REPORTS FROM CABINET MEMBERS ATTENDING PARISH COUNCIL MEETINGS

Councillor Robert Turner, Portfolio Holder for Planning, reported that he had attended a meeting of Hardwick Parish Council to discuss the issue of speculative planning applications. He had been invited to a number of other Parish Council meetings on the same topic which he would also be attending.

18. REPORTS FROM MEMBER CHAMPIONS

There were no updates from Member Champions.

The Meeting ended at 9.00 p.m.

Agenda Item 6



South
Cambridgeshire
District Council

Report To: Leader and Cabinet

10 September 2015

Lead Officer: Director of Housing

CAMBRIDGESHIRE HOME IMPROVEMENT AGENCY

Purpose

1. To seek approval from Cabinet for the continuation of the Cambridgeshire Home Improvement Agency (Cambs HIA) and to consider the extension of the shared service to include East Cambridgeshire District Council.
2. This is not a key decision.

Recommendations

3. It is recommended that Cabinet approves:
 - a) the renewal of the shared service agreement for Cambs HIA for three years to cover the period 2016/17 to 2018/19.
 - b) In principle, the extension of the service to cover East Cambridgeshire District Council from April 2016. This will be subject to approval by East Cambridgeshire District Council to join the partnership.

Reasons for Recommendations

4. The current Cambs HIA shared service has reduced operational costs, provided increased service resilience and has improved the consistency and quality of service delivery. There is no evidence to indicate that outsourcing the work will improve upon current performance and all the benefits would be lost if the service was returned in house.
5. The current agreement terminates at the end of March 2016 unless it is extended.
6. The inclusion of East Cambridgeshire DC will not impact negatively upon the quality of service delivery and will improve the overall financial performance.

Background

7. Cambridgeshire Home Improvement Agency (Cambs HIA) was set up as a shared service in 2012 between Cambridge City Council, South Cambridgeshire DC and Huntingdonshire DC.
8. Cambs HIA enables the Council to meet statutory duties under the Housing Grants, Construction and Regeneration Act 1996 to award Disabled Facilities Grants (DFG) assisting vulnerable people carry out essential adaptations subject to qualifying conditions. The HIA service also assists people to maintain, repair and improve their homes to make them safe and suitable. Discretionary Repairs Assistance Grants or

loans help owner occupiers and private tenants with repairing responsibility to carry out essential repairs to their homes

9. Cambs HIA works with people of all ages, who may be living with complex conditions or are terminally ill. The service also offers a wide range of information and has an extensive network of contacts about useful services.
10. The main client group is people who own or privately rent their homes. Council tenants of Cambridge City Council and South Cambridgeshire DC have adaptations provided as part of their landlord service.

Considerations

11. The shared service arrangement has been successful for the Council as the number of people benefiting from the service has been maintained and the quality of the service has improved and has become more consistent. At the same time the General Fund no longer subsidises the revenue cost of the service. This represents a saving of approximately £40,000 a year.
12. Key performance data is shown in the Appendix but headline figures for 2014/15 for South Cambridgeshire DC are;
 - Number of enquiries - 309
 - Number of Disabled Facilities Grants completed – 62 (£641k)
 - Number of Discretionary Repairs Assistance Grants completed – 23 (£60k)
13. HIAs are seen as high value/low cost services that contribute significantly to the health and social care prevention agenda. The County Council and the local agencies therefore support Cambs HIA with considerable revenue funding. The continuation of the service and its extension of the service across East Cambs DC will be welcomed by the County and the local health agencies as well as offering a consistency of service to the local ageing population and enhance the robustness of the service to the benefit of all partners.
14. The current shared service agreement terminates at the end of March 2016. The City Council is the lead authority for staff management and has already approved the recommendation to extend the Cambs HIA for a further three years as well as allow East Cambridgeshire DC to join the shared service. The same approvals are being sought from Huntingdonshire DC. East Cambridgeshire DC is to consider its position only when all three existing partners have given their approval.

Options

15. Each current partner can terminate its involvement in the shared service agreement or agree to renew the agreement. **Appendix B** of the main Appendix sets out in a table the main pros and cons of each option.
16. For South Cambridgeshire all of the benefits of the shared service would be lost if the service were to be brought back in house. Whilst the performance of the shared service continues to improve there is no rationale for seeking to outsource the work.

17. At the same time as renewing the agreement there is the opportunity to accept East Cambs DC as a new partner. The **Appendix** provides a Business Case for Cambs HIA to be extended to cover East Cambs DC.

Implications

18. 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 implication have been considered:

Financial

19. The operation of Cambs HIA is funded through a combination of fees charged to the capital adaptation and repair works that it project manages and revenue funding from the County Council and CCG.
20. The following is a summary of the budget for Cambs HIA for 2015/16

Income	
Fees	£310,000
County Council	£186,650
CCG	£47,280
Total	£543,930
Expenditure	£534,910
Projected Surplus	£9,020

21. Based on current year data, the table below demonstrates that if East Cambs become a partner this will facilitate a restructure that would result in an improved financial position.

Financial impact of ECDC joining Cambs HIA 2015/16

Scenario	Income total £	Expend Total £	(Surplus)/ Deficit £
CHIA -3 partners	543,930	534,910	(9,020)
CHIA – 4 partners on joining	688,000	679,036	(8,964)
CHIA – 4 partners with restructure	688,000	661,676	(26,324)

22. Set up costs of up to £18,786 to facilitate the extension of the service to East Cambs DC will be met by them. This includes ICT equipment at the East Cambs DC satellite office plus office facilities and equipment for the extended operation. Liability for costs related to staff who do not transfer to Cambs HIA are not included in this figure and would also be the responsibility of East Cambs DC.

Legal

23. There is an existing formal legal agreement underpinning the shared service between the three partners. Any reviews of this agreement or an extension of this agreement to incorporate East Cambridgeshire DC will be undertaken by appropriate members of the council's legal teams.

Staffing

24. Three officers employed by East Cambs DC would be the subject of TUPE transfer to the City Council if approval is given to proceed with the extension of the service to East Cambs.

Risk Management

25. There are no significant risks associated with continuing the existing shared service. There are two key areas of risk associated with expanding the partnership to include East Cambridgeshire DC:
- a) The risk that the expansion could lead to a worsening financial profile. The financial profile has been modelled and is reported in the finance section above. This shows that the inclusion of East Cambridgeshire is likely to have an overall positive effect on the financial profile.
 - b) The risk that the service quality gains will be set back by the need to absorb a new district. There is a risk assessment included within the main Appendix as **Appendix C**. Much of the ground work to establish a shared service is now in place and the addition of three members of staff will not represent the same level of challenge that the partners initially faced when bringing three teams together under a new system.

Equality and Diversity

26. DFGs and Discretionary Repairs Assistance Grants are means tested grants by statute and therefore are available to those on lower incomes.
27. An EQIA was completed when the shared service was set up and the essence of the service and its core customer base has not changed.

Climate Change

28. Cambs HIA offers advice to its customers on the availability of other grants and loans available to improve the energy efficiency and warmth of their homes.

Consultation responses (including from the Youth Council)

29. Consultation on this proposal has mainly been with key stakeholders i.e. senior officers representing the partner councils, East Cambridgeshire DC and the County Council.

Effect on Strategic Aims

Aim 3 - Wellbeing

30. Ensure that South Cambridgeshire continues to offer an outstanding quality of life for our residents.

Background Papers

None

Report Author: Stephen Hills – Director of Housing
Telephone: (01954) 713412

**EXTENDING THE SHARED HOME IMPROVEMENT AGENCY
SERVICE (CAMBS HIA)**



BUSINESS CASE

Author: Pat Strachan

Owner: Cambs HIA Board

Client: HIA partnership (Cambridge City, S Cambridge shire & Huntingdonshire plus East Cambridgeshire councils)

www.cambshia.org

Revision History:-

Version	Date	Status	Summary of Changes	Author
1	14 April 2015	draft	New	Pat Strachan
2	22 May 2015	draft	Finance update, fill gaps, HDC issues	Pat Strachan
3	26 May 2015	draft	CHIA performance info, feedback & checks	Pat Strachan
4	16 June 2015	draft	Restructure of content	Stephen Hills
5	28 July 2015	draft	Completion of new content	Stephen Hills
6	4 & 6 August	Final	Slight ammendments	SH & PS

Distribution:-

Final draft of this document has been distributed to:

Name	Role	S/R/I*
<i>Alan Carter</i>	<i>Head of Strategic Housing Cambridge City</i>	<i>R</i>
<i>Stephen Hills</i>	<i>Director of Housing South Cambs</i>	<i>R</i>
<i>Trish Reed</i>	<i>Housing Strategy Manager Huntingdonshire</i>	<i>R</i>
<i>Liz Knox</i>	<i>Head of Environmental Services East Cambs</i>	<i>R</i>

* S = SIGN-OFF, R = REVIEW, I = Information

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Appendices:

- Appendix A Current Cambs HIA Performance data
- Appendix B Options Table
- Appendix C Risk Assessment

1. Introduction

Cambridgeshire Home Improvement Agency (Cambs HIA) was set up as a shared service in 2012. The agency works with older people and others who need support to adapt and repair their homes. The main client group are people who own or privately rent their homes.

This Business Case sets out:

- The background to the establishment of the HIA and the needs and purposes of this proposal
- The case for extending the existing shared service for a further three year period
- Considerations of financial impact, service quality and a risk assessment associated with expanding the shared service to include East Cambridgeshire alongside Cambridge City, Huntingdonshire and South Cambridgeshire.

2. Background to Cambs HIA

Legislative and Strategic Context

The HIA service enables the partner councils to meet statutory duties under the Housing Grants, Construction and Regeneration Act 1996 to award Disabled Facilities Grants (DFG) assisting vulnerable people carry out essential adaptations subject to qualifying conditions. The HIA service also assists people to maintain, repair and improve their homes to make them safe and suitable. Discretionary Repairs Assistance Grants or loans help owner occupiers and private tenants with repairing responsibility to carry out essential repairs to their homes. Huntingdonshire DC is ending discretionary repairs assistance loan funding in 2015/16).

The service contributes to the delivery of the Council's Housing Strategy and the local response to major national policy shifts to more closely integrate health, social care and housing services in the Care Act 2014 and Cambridgeshire's Better Care Fund priorities. This includes the Cambridgeshire HWB Strategy, Cambridgeshire Older Persons Strategy and Cambridgeshire Social Care outcomes.

In Cambridgeshire, the number of older people is forecast to rise steadily until at least 2021. Older people are in good health but the number of frail older people is increasing especially people aged 85 or over. The Cambridgeshire JSNA (Joint Strategic Needs Assessment) Summary Report 2014/15 reports that nearly 17,000 people over 65 years (16.8%) are likely to be frail. In cambridgehire in 2011/12 there were 2,650 emergency admissions for injury due to falls in the over 65's (7.7% of admissions). The number of people of all ages living with a disability is expected to increase including children, adults with a physical disability, learning disability, visual impairment, hearing impairment or a disability on the autistic spectrum.

Establishment of the shared service

The shared service is currently operating as a partnership between Cambridge City Council, South Cambridgeshire DC and Huntingdonshire DC and was established in

2012. It is known collectively as Cambs HIA. The reasons for setting up the shared service were:

- To achieve cost savings and delivery of value for money
- To improve the resilience of the service
- To provide a platform for improving the overall service
- To provide a platform for extending the service in the future.

The shared service was required by the County Council Supporting People team who wanted to reduce and rationalise the number of contracts they managed. Whilst Fenland DC and East Cambridgeshire DC had their own DFG arrangements in place at the time of the shared service being established it was agreed that both councils should consider joining Cambs HIA at a future point.

Bringing three different teams into one was a huge challenge but all of the early settling in problems and adjustments have now been made or will be taken forward as part of the Cambs HIA Business Plan. This includes, work to take account of key legislative changes due to the Care Act 2014 and new Construction and Design Management Regulations 2015 . The focus for 2015/16 is on re-procuring a new comprehensive list of approved contractors and ongoing work as part of reviewing the internal Cambs HIA workflows. Both of these changes will help improve the key performance indicator monitoring the length of time it takes from referral to completion for the under £10k jobs.

Current Service Operation

Cambs HIA has a draft 3 year Business Plan (2015 to 2019), with the mission to:

“To support disabled and vulnerable people of all ages to improve their living conditions and quality of life by enabling them to remain living independently and safely in their home.”

Cambs HIA works with people of all ages, who may be living with complex conditions or are terminally ill. It also works with people living in housing conditions in need of maintenance, repair or improvement and also offers a wide range of information and have an extensive network of contacts about useful services. Cambs HIA work on individual, bespoke projects; mainly with people who own or privately rent their homes.

Adaptations to housing association homes in Huntingdonshire are generally carried out via Cambs HIA, who also carry out a small number of projects for housing associations in the rest of our area. Cambs HIA is not involved in works to council owned homes in Cambridge City and South Cambridgeshire as these are carried out directly by the relevant local authority.

Details of the current service are summarised in CHIA leaflets “Disabled Facilities Grants. How Cambs Home Improvement Agency can help you”, “ Grants and Loans for Home Adaptions and Repairs” and “Helping you adapt your home without grant funding”.

3. Proposal to admit East Cambridgeshire DC

Strategic Drivers

Extending the partnership is supported by key funding partners who make a significant funding contribution. This also fits closely with the national drive towards a more integrated and jointly funded operation. In addition the Cambridgeshire local authorities are increasingly exploring shared service provision across a wide range of services.

Service Delivery Drivers

The key drivers are:

- Develop a service delivery model to meet increased need in a cost effective way
- Develop the inter-agency response to urgent cases (such as, hospital discharge and terminal illness), complex needs and people in poor housing.
- Improve HIA resilience and the case for wider funding support to enable CHIA to operate into the medium to longer term
- Deliver a more robust and effective organisational structure
- Develop the quality and scope of the HIA service including other partners for specialist advice (for example, we have joined a pilot project with Foundations - the National body for Home Improvement Agency & Handyperson services- with Step Change to refer people for financial advice). See the CHIA Business Plan, Appendix A, for further details.

4. Objectives: the shared vision

The purpose of the CHIA is to provide a timely and efficient service to enable people with disabilities to live a good quality of life in their homes.

The purpose of the shared service is to achieve this overarching objective in a cost efficient and sustainable way that meets the needs of the all the partner councils.

5. Scope : the boundaries of the project

Outside the scope of this business plan are:

- Grant validation service; this is a statutory function retained by each local authority partners and will be reviewed separately.
- Handyperson service; this is outside the scope of Cambs HIA activities and is part of county-wide tendering proposal.

6. Service quality and delivery considerations.

A summary of Cambs HIA current performance is attached at Appendix B.

The core performance indicator, the time taken from referral to completion for cases under £10k is 37 weeks. National comparison data is no longer available but a snapshot review of other local authorities in Wales, Lancashire and Suffolk show that

average delivery times range between 35 and 96 weeks averaging at around 52 weeks.

Further service improvements are being sought including the establishment of a new comprehensive contractor framework (in accordance with EU regulatory requirements) which will help reduce the overall time taken to deliver the works required, set benchmark standards of performance and improve consistency in the quality of the work undertaken.

A brief summary of the pros and cons of alternative delivery options is set out in a table in Appendix B.

7. Sharing cost and financial benefits: cost benefit analysis

Financial impact of ECDC joining Cambs HIA

Based on current year data, the table below demonstrates that if East Cambs become a partner this will facilitate a restructure that would result in an improved financial position.

BUDGET SUMMARIES 2015/16.

Scenario	Income total £	Expend Total £	(Surplus)/ Deficit £
CHIA -3 partners	543,930	534,910	(9,020)
CHIA – 4 partners on joining	688,000	679,036	(8,964)
CHIA – 4 partners with restructure	688,000	661,676	(26,324)

The figures in the table are based on the following assumptions:

- Local authority DFG and Repairs Assistance capital funding will continue at or close to current levels
- County Council Social Services and Health revenue funding will continue
- Private fee income and grants from other sources continue at 15/16 levels including ECDC
- ECDC capital programme would be around £628k per year
- The budget for 2016/17 will be subject to drafting and approval in accordance with the City council's budget setting process starting in September 2015/16

8. Project Organisation: How the project will be delivered

The existing Cambs HIA Board will continue to provide strategic oversight and performance management and will pay particular attention to the implementation issues relating to the addition of East Cambridgeshire. An East Cambridgeshire officer will join this Board.

The core work associated with the integration of the day to day management operation will be overseen by the current manager of the Cambs HIA.

ICT support will be provided by Huntingdonshire DC and legal and HR support will come from Cambridge City as the lead authority. The proposed expansion of Cambs HIA is running in parallel with the establishment of shared services for ICT and legal services. This therefore needs to be coordinated with the teams involved and an appropriate link with the Shared Services Board is being considered, in consultation with the City Transformation Office

South Cambridgeshire DC will address the issues relating to accommodation.

9. Critical Success factors: Deliverables, milestones and outputs

- Inclusion of East Cambridgeshire to be completed by the beginning of April 2016 or as soon as possible after this date
- Inclusion East Cambridgeshire to be achieved with no drop in the performance of the existing Cambs HIA service during transition
- Inclusion of East Cambridgeshire to be achieved without any additional cost to the current Cambs HIA partners and at a controlled cost for East Cambridgeshire
- Overall financial profile to be improved after the first year of operation as a result of East Cambridgeshire joining the shared service
- Continuing improvement to service delivery including the time taken from referral to completion
- Improved service resilience

10. Stakeholder analysis: Interested parties and the impact on the Council's priorities

Stakeholder	Key considerations
Cambridge City Council	Require an efficient cost effective service to address the needs of people with disabilities and maintain a good quality of life in their homes. District councils have statutory responsibility meeting the DFG targets.
Huntingdonshire District Council	Service needs to be efficient at processing significant value of grants but also needs to provide a quality personal service. District councils have statutory responsibility meeting the DFG targets.
South Cambridgeshire District Council	Service needs to provide a swift delivery of adaptations in the most optimum time to meet peoples immediate needs whilst acknowledging that the available grant spend needs to be spread every through

	the year. District councils have statutory responsibility meeting the DFG targets.
East Cambridgeshire District Council	Require an efficient cost effective service to address the needs of people with disabilities and maintain a good quality of life in their homes. District councils have statutory responsibility meeting the DFG targets.
Cambridgeshire County Council	Require an efficient cost effective service to address the needs of people with disabilities and maintain a good quality of life in their homes. This is particularly important in helping to minimise the cost of social care interventions required. The County are the holders of the DFG from the DoH.
Cambridgeshire CCG	Require an efficient cost effective service to address the needs of people with disabilities and maintain a good quality of life in their homes. This is particularly important in helping to minimise the cost of health care interventions required and to maximise prevention strategies such as falls prevention.
DoH	Provide DFG funding to meet the needs of people with disabilities.
Customers	Require a good quality and well administered service to help provide them with the advice and adaptations they need to maintain a good quality of life in their homes. Some customers have serious conditions and some have a terminal diagnosis, The swift delivery of adaptations is therefore critical to these customers.

11. Communications Strategy and plan

There are three key elements of the communications strategy:

Staff – specific communications are required with staff particularly those at East Cambridgeshire to ensure the smooth transition to an expanded shared service. Some of the communication timeframes such as those associated with TUPE have statutory limits to be advised by HR.

Elected Members – once a decision has been taken Members will need to be kept up to date on the progress of the shared service implementation and the outcomes of the extended shared service after the first year of operation.

Customers and referral agencies – once a decision has been taken the key referral agencies such as the Occupational Therapy Service need to be informed of the changes taking place. Promotional literature also needs to be revised particularly for those customers in East Cambridgeshire.

A detailed communications strategy will be drawn up as part of the implementation process scheduled to start in September.

12. Risks and Issues

Appendix C sets out the key risks associated with the proposal to accept East Cambridgeshire into Cambs HIA.

13. Assumptions and constraints

The existing Cambs HIA shared service has been developed over the last three years. It is assumed that the extension of the service to include the East Cambridgeshire area will be based on the existing Cambs HIA service delivery model with adjustments as needed.

All the councils are operating in a context of increasing financial pressures and the development of the shared service is intended to offer financial efficiencies for all parties.

14. How the service will be managed

The existing shared service already has a management structure that can be easily extended to cover the management of the extra staff from East Cambridgeshire.

The Cambs HIA Board will be extended to include an East Cambridgeshire representative. Future governance arrangements will be reviewed to ensure that there is consistency with the developing model for other shared services in Cambridgeshire.

15. Implementation

Implementation Project costs.

Staff time will be required to contribute to delivery of the project plan. This has been reported to the City Business Transformation Unit including further capacity to support the co-ordination of this project if it is approved.

Key aspects of this work will be undertaken by Cambridge City as the lead authority for the project including:

- Legal services lead to draft and finalise the extended shared service legal agreement following instructions agreed by the CHIA Board

- HR services: including due diligence and TUPE transfer arrangements
- ICT set up and data transfer liaising with Hunts DC ICT service

The set up costs of up to £18,786 will be met by East Cambs District Council (ECDC). See appendix 2. This includes ICT equipment at the ECDC satellite office and at SCDC, plus office facilities and equipment for the extended operation (some of these costs can be reduced depending on ECDC decisions). Liability for costs related to staff who do not transfer to Cambs HIA are not included in this figure and would also be the responsibility of ECDC.

Contract Arrangements

Subject to Member approval from all partners, a new legal shared service agreement will be entered into for a three year period from April 2016-March 2019, by all partner councils.

Implementation issues

- Maintain and develop customer service in East Cambs based on and as part of the CHIA model
- Service delivery in East Cambs becomes the responsibility of Cambs HIA. Experience from the set-up of CHIA will be used to plan implementation carefully, manage the change and seek to minimise or avoid negative impacts of change on users of the service and staff
- The East Cambs staff team will transfer (under TUPE regulations) to the City Council (as lead partner). The proposal is to transfer the team (currently a maximum of 3 people) and restructure within 6 months.
- Recruitment to fill essential staff capacity gaps will be undertaken e.g. surveyor for technical services
- The current case records will be incorporated into the CHIA wholly electronic case recording and file management systems.
- ICT hardware and software from HDC will be supplied and used by the transferring staff and the East Cambs Grant Validation Officers
- A satellite CHIA office will operate at East Cambs District council (at nil cost to CHIA). CHIA has developed flexible working with staff operating in various locations including home working.
- East Cambs will become a partner member, join the CHIA Management Board and contribute to the planning, oversight and delivery of CHIA.
- East Cambs will have ongoing costs related to ICT technical support and software costs for Grant Validation Officers

Implementation Timescale

A number of key strands will need to be timetabled once a decision has been made. These include:

- ICT arrangements
- HR matters including staff TUPE
- Drafting of legal agreement
- Accommodation

It is envisaged that the bulk of this activity can be completed before a go live date of 1st April 2016. However, whilst this is convenient for accounting purposes, if more time is needed then a later start date can be agreed.

16. Conclusion

There has been an overall cost saving achieved by sharing this service. In addition the 2014/15 outturn figures show a modest surplus achieved during the year allowing necessary service improvements e.g. IT upgrades and procurement activity to be funded without recourse to the partner authorities budgets.

The service has greater resilience with the larger team able to deal with holiday and sickness absences more comfortably than the previous smaller teams could do.

The shared service has been effective in engaging contractually with other agencies particularly Occupational Therapy service and this has helped improved the flow of referrals. A shared service remains the preference for County Council and the health care bodies.

The addition of East Cambridgeshire to the partnership will strengthen the financial position and further increase the overall resilience. East Cambridgeshire will benefit from the scale offered by the existing shared service. The addition of one smaller partner will not be as challenging as setting up the original shared service and the risk of a fall in the efficiency of the service during this transition is small.

Overall whilst improvements can still be made the reasons for retaining the shared service remain strong. Similarly the benefits of incorporating East Cambridgeshire into the partnership outweigh any of the potential risks.

Summary of Cambs HIA performance

Financial

Cambs HIA has a ring fenced budget. Operating costs must be met from fee income, plus grants from the County Council (social care) and Health (Uniting Care Partnership), and contributions from customers towards part of all of the works (if they fail the financial means test). Fee income earning potential currently relies on council's housing grants and loans capital programme.

The outturn figures for 2014/15 (including c/f surplus) are as follows:

AREA	(Profit)/loss share £
City	(6,720)
S Cambs	(5,136)
Hunts	(14,604)
Total	(26,461)

The current capital programme for 2015/16 is as follows:

AREA	£k
City	745
S Cambs	760
Hunts	1,575
Total	3,080

Activity

The table below gives a summary of what Cambs HIA has delivered over the past three years.

Description	2012/13	2012/13 All	2013/14	2013/14 All	2014/15	2014/15 All
All enquiries	CC 195 SC 240 HD 434	869	CC 257 SC 289 HD 481	1027	CC 216 SC 309 HD 437	962
Completed DFG jobs	CC 68 SC 77 HD 189	334	CC 86 SC 75 HD 238	399	CC 64 SC 62 HD 203	329
% private tenure	CC 73 SC 90 HD 54	68%	CC 74 SC 86 HD 57	69%	CC 72 SC 85 HD 57	69%
DFG grant spend (nearest K)	CC 470K SC 507K HD 1,239K	£2,216K	CC 578K SC 663K HD 1,723K	£2,964K	CC 557K SC 641K HD 1,381K	£2,578K
Disc grants complete	CC 25 SC 29 HD 11	65	CC 34 SC 27 HD 18	79	CC 33 SC 23 HD 14	70
Disc grant spend (nearest K)	CC 103K SC 106K HD 54K	£ 263K	CC 81K SC 111K HD 113K	£ 305K	CC 163K SC 60K HD 92K	£ 315K

Overall activity during 2014/15 was as follows:

Description	City	S Cambs	Hunts	All
Enquiries	216	309	437	962
DFG referrals	88	105	277	470
DFG complete	64	62	203	329
Caseload at year end	67	141	176	384
Discretionary grant applications	28	21	16	65
Discretionary grant approvals	28	21	15	64
Discretionary grant completions	33	23	14	70

Overall there are high levels of satisfaction with all aspects of the work provided by the HIA and the contractors. Overall satisfaction shows 97% for Cambridge City, 100% for South Cambridgeshire DC and 89% for Huntingdonshire DC.

The time taken to complete works following a referral is measured as one of the key performance indicators for the HIA for cases <£10K and for those >£10K. For 2014/15 the time taken in weeks is as follows.

Description	City	S Cambs	Hunts	All
Av time referral to completion (weeks) <£10K	35	49	34	37
Av time referral to completion (weeks) >£10K	64	74	69	72

This shows an improvement for South Cambridgeshire since the 2010/11 figures (previously 58 weeks) but a slow down for both Cambridge City and Huntingdonshire DC (previously 22 and 19 weeks respectively). Verification of historical data to ensure comparability and consistency of measurement with current data is not possible. Operationally, the view is that there have been significant improvements in monitoring and delivery. There have also been significant policy shifts including decline in alternative funding sources that require more follow up and detailed analysis of options before adaptations can proceed.

For more information about Cambs HIA See Annual Reports 2012/13, 2013/14 & website www.cambshia.org

Consideration of options

Options	Advantages	Disadvantages
Continue existing shared service partnership without ECDC	<ul style="list-style-type: none"> • Time & capacity to manage further change not required • Focus on current service efficiencies and effectiveness 	<ul style="list-style-type: none"> • Future sustainability more at risk • Less scope to develop organisational structure • Economies of scale reduced • Future funding-revenue from partners & central government capital less certain after 2015/16
Local authorities abandon Cambs HIA and deliver a grant administration service only	<ul style="list-style-type: none"> • Reduce scope of activity • Simplify workload Reduce take up. 	<ul style="list-style-type: none"> • Major reduction in service and support for vulnerable people when need is growing & more complex cases • Increase staff time on enquiries and assistance to self manage the process • Counter to joint working, current strategies and legislation e.g. Care Act
ECDC by join Cambs HIA Partnership	<ul style="list-style-type: none"> • Customer service development and growth opportunities • Improved service continuity & lower risks from staff change • Improve future sustainability & influence due to scale • CHIA experience and opportunity for detailed implementation planning • Ongoing direct Influence on future plans & operations • Staff know each other/local organisation • Removes ongoing revenue funding by ECDC • Fits with national policy shift & trends in other areas for HIAs to operate across a bigger area 	<ul style="list-style-type: none"> • Widening of 'local' focus & concerns about customer service • Further change and new set up costs (after transferring from an independent Agency service into the local authority) • Time and capacity for implementation planning & consultations • Time limited agreement. Influence but not control on future direction. • Economies of scale & other cost saving measures may not be realised until year 2 onwards

<p>Abandon Cambs HIA and tender for HIA service</p>	<ul style="list-style-type: none"> • Wider market testing of providers • Customer service and growth opportunities • Economies of scale may be realised quickly • Fits with national policy shift & trends in other areas for HIAs to operate across a bigger area 	<ul style="list-style-type: none"> • TUPE transfer obligations impact heavily on attractiveness to the market • Loss of wholly local focus • Less able to influence overall organisational strategy & direction • Risk of more fragmentation of the service • Future revenue funding from partners uncertain • Need to test for community benefit as well as VFM
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Appendix C Cambs HIA ECDC Merger - Risk Considerations

June 2015

[Numbers in header rows refer to Notes at the end of the document.]



Page 33

Ref. [1]	Title and Description of risk	Control measures / sources of assurance in place	Risk score [2, 3]	
			Impact	Likelihood
1	Cambs HIA staffing capacity Lack of capacity in the Cambs HIA staff team <i>leading to delays in effecting the merger with ECDC, resulting in loss of performance in core business, increased delays in case throughput, loss of income</i>	Careful implementation planning and preparation to be put in place Potential to draw on extra resources to help process for a temporary period	Impact Likelihood Total	3 3 9
2	Loss of project team members Loss of key project staff during the implementation period <i>leading to delays in effecting the merger with ECDC, resulting in loss of performance in core business, increased delays in case throughput, loss of income</i>	Extension to the existing Cambs HIA supported by four councils with the potential to fill gaps from across a wide range of staff Newly forming shared service arrangements will provide further support to the implementation phase	Impact Likelihood Total	3 2 6
3	ICT problems Technical problems associated with setting up ICT or data transfer <i>leading to delays in effecting the merger with ECDC, resulting in loss of performance in core business, increased delays in case throughput, loss of income</i>	Preliminary work already undertaken to assess the likelihood of these sort of problems and there are considered unlikely Implementation plan will include time to resolve most ICT snags Core IT system already up And running for existing Cambs HIA	Impact Likelihood Total	3 2 6
4	Increased operational costs Increase in running costs needed to extend the area of operation <i>leading to difficulty in maintaining a balanced budget resulting in extra costs to partners from General Fund</i>	Extra cost will be matched by extra income Economies of scale will be achieved by the inclusion of ECDC ECDC will be meeting all of the initial set up costs Cambs HIA Board oversee financial performance data on a quarterly basis and can make service adjustments if necessary	Impact Likelihood Total	2 2 4
5	Loss of operational focus Merger activity disrupts day to day workflows <i>leading to delays in delivering core services, resulting in loss of performance in core business, increased delays in case throughput, loss of income</i>	Careful implementation planning and preparation to be put in place Core team well established Only three staff subject to TUPE	Impact Likelihood Total	3 3 9

Notes

1. The "Ref." is a unique risk reference, retained by the risk throughout the period of its inclusion in the risk register.
2. Criteria and guidelines for assessing Impact and Likelihood are available on In-Site.
3. The "Total" risk score is obtained by multiplying the Impact score by the Likelihood score.

Impact

- 5 Extreme
- 4 High
- 3 Medium
- 2 Low
- 1 Insignificant

Likelihood

- 5 Almost certain
- 4 Likely
- 3 Possible
- 2 Unlikely
- 1 Rare

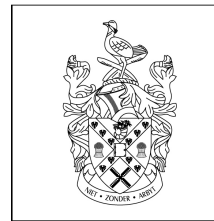
Direction of Travel

- ↓ Priority reduced from last review
(give the previous Total score in the brackets)
- Priority equal to last review
- ↑ Priority increased from last review
(give the previous Total score in the brackets)
- new Risk included in the risk register for the first time

Criteria and guidelines for assessing Impact and likelihood

Impact	Giving rise to one or more of the following:								Score	Likelihood	Guidelines	Score
	Service disruption	People	Financial loss (including claim or fine)	Environment	Statutory service/legal obligations	Management	Reputation	Score				
Extreme	Serious disruption to services (loss of services for more than 7 days)	Loss of life	Financial loss over £500k	Major regional / national environmental damage	<ul style="list-style-type: none"> Central government intervention; or Multiple civil or criminal suits 	Could lead to resignation of Leader or Chief Executive	Extensive adverse coverage in national press and/or television	5	Almost certain	<ul style="list-style-type: none"> Is expected to occur in most circumstances (more than 90%), or Could happen in the next year, or More than 90% likely to occur in the next 12 months 	5	
High	Major disruption to services (loss of services for up to 7 days)	Extensive multiple injuries	Financial loss between £251k - £500k	Major local environmental damage	<ul style="list-style-type: none"> Strong regulatory sanctions; or Litigation 	Could lead to resignation of Member or Executive Director	Adverse coverage in national press and/or television	4	Likely	<ul style="list-style-type: none"> Will probably occur at some time, or in some circumstances (66% - 90%), or Could happen in the next 2 years, or 66% to 90% likely to occur in the next 12 months 	4	
Medium	Noticeable disruption to services (loss of services for up to 48 hours)	Serious injury (medical treatment required)	Financial loss between £51k - £250k	Moderate environmental damage	<ul style="list-style-type: none"> Regulatory sanctions, interventions, public interest reports; or Litigation 	Disciplinary / capability procedures invoked	Extensive adverse front page local press coverage	3	Possible	<ul style="list-style-type: none"> Fairly likely to occur at some time, or in some circumstances (36% - 65%), or Could happen in the next 3 years, or 36% to 65% likely to occur in the next 12 months 	3	
Low	Some disruption to internal services; no impact on customers	Minor injury (first aid)	Financial loss of between £6k - £50k	Minor environmental damage	<ul style="list-style-type: none"> Minor regulatory consequences; or Litigation 	Formal HR procedure invoked	Some local press coverage; or, adverse internal comment	2	Unlikely	<ul style="list-style-type: none"> Is unlikely to occur, but could, at some time (11% - 35%), or Could happen in the next 10 years, or 11% to 35% likely to occur in the next 12 months 	2	
Insignificant	Insignificant disruption to internal services; no impact on customers	No injuries	Financial loss of up to £5k	Insignificant environmental damage	<ul style="list-style-type: none"> No regulatory consequences; or Litigation 	Informal HR procedure invoked	No reputational damage	1	Rare	<ul style="list-style-type: none"> May only occur in exceptional circumstances (up to 10%), or Unlikely to happen in the next 10 years, or Up to 10% likely to occur in the next 12 months 	1	

Agenda Item 7



South
Cambridgeshire
District Council

REPORT TO: Cabinet
LEAD OFFICER: Head of Finance

10 September 2015

FINANCIAL MANAGEMENT SYSTEM (FMS)

Purpose

1. To present project planning documentation for the replacement of the FMS in collaboration with Cambridge City Council (CCC) and ask Cabinet to consider the Council's involvement in this project.
2. This is a key decision as it results in the authority incurring expenditure which is significant having regard to this Council's budget for the service or function to which the decision relates and it was first published in the July 2015 Forward Plan.

Recommendations

3. It is recommended that Cabinet:-
 - Endorses the involvement of this Council in the project;
 - Recommends to Council for approval, supplementary budgets of up to £190k (capital) and up to £123k for year 1 and up to £55k p.a. thereafter (revenue); and
 - Delegates the final agreement of these supplementary budgets to the Portfolio Holder for Finance and Staffing, the Executive Director - Corporate Services and the Head of Finance.

Reasons for Recommendations

4. Whilst not essential at this point in time, replacing the Council's current FMS (Open Accounts) with a more modern, user-friendly system will enable service managers and their teams to self-serve to a far greater extent than at present. This should, with the correct financial and systems training and support, enable them to take greater responsibility for the financial management of their services.
5. Modern systems also provide considerable opportunities to automate processes, and drive compliance with these processes. For example, a purchase-to-pay workflow can be used to support purchasing from approved suppliers, and electronic approvals, posting and payment processes. This should speed up processing and reduce the need for manual checking.
6. A common FMS will be a key enabler for the development of a shared Finance Service, allowing greater benefits to be realised more quickly than would otherwise be possible. These benefits are expected to include cost savings, improved resilience and the capacity to improve the support available to service managers and their teams. Remaining on two disparate systems will limit many of the potential efficiencies to be gained from sharing finance teams.

Background

7. Cabinet on 9 July 2015 approved the approach to shared services, including future collaboration on Finance and Procurement. This was similarly endorsed by CCC. A common FMS will support effective sharing and the realisation of benefits from the creation of a shared finance team.
8. **Appendix A** presents relevant extracts from project planning documentation for consideration, including the rationale for the project, how it will be delivered and estimated costs.
9. A joint project team will be formed for both the procurement and implementation phases. A key objective will be to procure a system which provides inbuilt best practice processes and to implement these with minimum changes. It is therefore expected that changes to processes, procedures, reports and ways of working will be required at both Councils.
10. Initial work has indicated a range of possible costs which will depend on the system ultimately selected. These will be shared between the Councils on a proportionate basis.

Considerations

11. See **Appendix A**.

Options

12. One option is to continue to use the existing FMS, i.e. to do nothing. This is likely to be the cheapest option. However, it will make sharing finance teams more difficult and reduce the benefits of doing so. Additionally, the potential for improvements in processes will be limited by the existing system, which is no longer marketed into the local authority sector.
13. A second option is the replacement of the FMS, independently of CCC. Whilst this will enable quicker and more fundamental improvements than option 1, it will not support shared services and will require significant additional resources to deliver.
14. The third and recommended option is to collaborate with the City Council to procure a system to replace both legacy FMSs, thereby sharing costs, resources and expertise.

Implications

15. 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

16. There will be one-off and ongoing costs as a result of the replacement FMS. These will depend on the system chosen and the supplier's charging model. The costs will replace the running costs of the current FMS. However, the new system will enable efficiencies and improved financial management practices.

Legal

17. Legal advice will be sought in relation to procurement and contracts.

Risk Management

18. Risk management issues will be covered by existing CCC risk management processes, including the use of a project risk register.
19. Key risks will be included within the Corporate Services Risk Register to ensure visibility and management within this Council.

Effect on Strategic Aims

Aim 1 – Engage with residents, parishes and businesses to ensure we deliver first class services and value for money

20. This project aims to reduce costs, improve ways of working and to deliver efficient and effective financial management processes to support the Council through challenging financial times.

Report Author: Caroline Ryba – Head of Finance
Telephone: (01954) 713072

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Appendix A: Extracts from project planning document

A1. Project Brief - Purpose

The project will replace the Council's current financial system, Open Accounts Financials, with a modern, flexible and appropriate system. The system selected and implemented will be cloud-based, in line with the emerging ICT application delivery strategy. It will enable / support the Council's transformation through the provision of self service functionality and intuitive enquiry and reporting capabilities. As such, it will be a key driver of change.

A2. Project Background

The current system meets our basic accounting requirements. However, it is traditional in design, inflexible, and cannot be changed easily and cost-effectively to support the business. For example:-

- The coding structure was designed during implementation in 2004. The current system does not facilitate changes to the coding structure to reflect changes in the structure of the council. As a result, changing reporting requirements cannot be met easily or effectively
- Basic workflow functionality e.g. to support P2P, is cumbersome, time-consuming to use and therefore not consistently used across the Council
- Reporting from the system is not user-friendly, and acts as a disincentive for non-Finance users to access reports to enable them to actively manage their budgets
- The budget process and associated modelling has to take place outside the financial system

Given the functionality and opportunities for process improvement provided by the implementation of a modern system, this project will procure and implement a replacement financial system.

The project will have implications for, and dependencies on a number of other existing and potential projects:-

- **Finance shared services:** For maximum benefit to be gained from a shared service, a common financial system will be necessary.
- **Financial Management Transformation Project:** A new financial system will enable the streamlining of processes within teams, provide access to the financial system from any location through desktop and mobile devices, and provide readily available information to track the performance of transactional services. The project itself will provide an opportunity to develop relationships and working practices with the new ICT support function.
- **Alternative delivery models:** A modern, flexible financial system will better support the changes to the structure of the organisation arising from the implementation of alternative delivery models. It will also provide an attractive platform from which to offer financial services to services being externalised.

A4. Benefits

The project will support the transformation of services and culture change within the organisation. It will :-

- support the achievement of savings throughout the council
- facilitate shared services in ICT support and finance
- empower users to take responsibility for their budgets
- enable accountants to spend more time on value-added tasks
- enable innovation in the delivery of finance services
- up-skill finance staff
- automate / streamline processes
- provide systems resilience
- move to a software as a service basis allowing IT costs to reduce more easily

B1 Estimate the Project Costs (as determined for Cambridge City Council through discussions with potential suppliers)

Area of Expenditure	Capital £k	Proposed Funding Source
Implementation consultancy	65 - 150	Reserves
Project manager	29 – 44	Reserves (6 – 9 months , 3 days/week at £750/day)
Back fill for finance staff involved in the implementation project	23 - 33	Reserves (2 people at CPB6 for 6-9 months, 5 days per week – assume 50% capital)
ICT support	15	Reserves (50 days at £300 per day)
Total capital	132- 242	
	Revenue £k	Proposed Funding Source
Annual subscription for system usage	35 - 160	Each year
Back fill for finance staff involved in the implementation project	23 - 33	2 people at CPB6 for 6-9 months, 5 days per week (year 1 only) – assume 50% revenue
Revenue	58 – 193 (year 1)	
	35 – 160 (ongoing)	

Adjusting the above indicative costs for SCDC, assuming minimal savings as a result of the joint procurement and implementation, gives:-

Indicative capital cost = £100k – £190k

Indicative revenue cost, year 1 = £58k - £123k

Indicative revenue cost p.a. year 2 onwards = £35k - £90k

Existing revenue budgets for the current system of £4k p.a. will become available to contribute to the costs of the new system. Further revenue savings of £40k p.a. from sharing the Head of Finance post with Cambridge City Council are available to fund the replacement – see Financial Summary below.

As described in A4, replacement of the financial system will have considerable non-cashable benefits, as well as acting as an enabler for a number of cashable benefits in the future.

These future cashable benefits will include:-

- Reduction in the number of finance and business support staff through the automation of processes, the roll-out of self service, and enabling of shared services
- Savings achievable through sharing of finance team with CCC, enabled by the system replacement
- Reduction in ICT support costs, including system and server administration, and DBA support
- Reduction in ICT running costs, including electricity, office space, server replacement
- Reduction in paper and printing costs through the use of electronic workflows and reports designed for use on screen
- Reduction in accommodation costs from reduced need for document storage and no on site server required

B2. Procurement Strategy

In line with the emerging ICT strategy, the finance system will be procured as a service (Saas – software as a service). The application will be hosted ‘in the cloud’ and accessed through a browser. Therefore procurement will cover 2 aspects – implementation costs, typically consultancy, and on-going subscription, or usage costs. Over a typical life cycle of 5+ years, the total cost is expected to exceed OJEU thresholds, and therefore the use of a framework contract may be advantageous, to shorten and simplify procurement process, whilst ensuring compliance with procurement and legal requirements.

We have identified two suitable frameworks:-

G-Cloud (available through the Government’s Digital Marketplace) framework agreements with a large number of service providers; services listed on a publicly accessible portal known as the Digital Marketplace. Public Sector organisations can call off the services listed on the Digital Marketplace without needing to go through a full tender process.

The Saas / Accounting and Finance category on G-Cloud lists 473 suppliers, covering a wide range of finance-related applications. All major finance system suppliers to the local government sector are represented, either directly or through implementation partners. The call-off contract duration is limited to two years without extension, however in practice repeat contracts are possible, protecting initial investment in systems implementation.

Framework Agreement RM1042, available through Crown Commercial Services, will enable the council to use a mini competition to procure our requirements through a call-off contract. The framework is entitled ‘Corporate software solutions’. It has been developed as a pan-government agreement in association with strategic partners from central government, the wider public sector and Pro5 buying organisations. It provides a procurement vehicle for customers to access a specialist supply base for complex business needs based on common software products. Under the agreement suppliers are able to provide Enterprise applications software and related services to include design, development, installation and commissioning of systems; ongoing support, training, enhancement and maintenance and some related business process support services. The relevant lots feature 14 suppliers, but do not include all of the key suppliers within the local government marketplace.

We have recently become aware of further framework, made available by LGSS, through

which we would be able to obtain the Agresso ERP system. This system is one of the market leaders.

Work is in-going to determine the preferred route to market from the above options.

B9. Risk Assessment

A full risk assessment will be undertaken as part of detailed project planning, and reviewed and maintained throughout the project. This will be a major project and the risks will vary as the project progresses. A number of key overarching risks are noted below, with possible mitigations:-

- **The solution (system, implementation support, ongoing support) chosen is not fit for purpose.** An output-based specification will be used and procurement will be undertaken through a framework agreement. References and site visits will be used as part of the selection process. Procurement and Legal support will be included on the project team.
- **The implementation project may not deliver to time, cost and/or quality.** A project manager with relevant experience will be engaged. Key finance and user staff will be included on the project team. Project governance will follow the Council's project management methodology.
- **Approval for 'go live' may be given before the system is ready.** A comprehensive testing programme will be followed. An issue log will be maintained. Data will be cleansed before upload and reconciled after. Advice and support for these processes will be sought from the supplier and project manager.

Financial case summary

Capital

There will be capital costs of £100 – 190k payable to cover implementation costs.

Revenue

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Notes
	£k	£k	£k	£k	£k	£k	
Revenue implementation costs	9	19					Average cost, £28k taken, split 1:2 between years
Annual subscription/ usage costs		16	63	63	63	63	Average cost £63k, starting 1/01/17 (assumed go live date)
less: existing revenue budgets - OpenAccounts and associated costs		-12	-47	-47	-47	-47	Budget available from 1/01/17. In practice some legacy costs may not stop immediately. There may be costs of maintaining access to historic data
less: Finance savings - shared Head of Finance	-9	-40	-40	-40	-40	-40	Saving from sharing Head of Finance with Cambridge City Council
Net revenue impact	0	-17	-24	-24	-24	-24	Headroom available above average costs assumed

See also B1, which lists a number of other savings that will become available as a result of this system replacement. As some of these savings rely on the move towards providing all ICT applications from the Cloud, and making savings in overheads as a result, they have not been quantified at this stage.

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Agenda Item 8



South
Cambridgeshire
District Council

Report To: Leader and Cabinet

10 September 2015

Lead Officer: Executive Director, Corporate Services

2015-16 FIRST QUARTERLY POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

Purpose

1. To provide Cabinet with a statement on the Council's position with regard to its General Fund, Housing Revenue Account (HRA) and Capital budgets, corporate objectives, performance indicators and strategic risks. Integrated reporting in this way gives Members the opportunity to examine any areas of concern and decide on the appropriate action.
2. To approve the Strategic Risk Register and to endorse the suite of Key Performance Indicators, previously agreed by EMT in consultation with Portfolio Holders and attached at **Appendix B**.

Recommendations

3. Cabinet is invited to:
 - (a) consider, comment on and note the Council's provisional financial outturn position, together with the performance and risk matters and contextual information set out in the report and **appendices A-C**;
 - (b) endorse the suite of Key Performance Indicators, previously agreed by EMT in consultation with Portfolio Holders and attached at **Appendix B**, and
 - (c) approve the Strategic Risk Register and Matrix set out in **Appendices D-E** and the allocation of risks to Members (i.e. portfolio holders) as well as officers, as Risk Owners.

Reasons for Recommendations

4. These recommendations are required to enable Members to maintain a sound understanding of the organisation's financial position, performance and risk, and the local context in which it operates. 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.

Background

5. This is the first quarterly position statement for 2015/16, providing updates in respect of:
 - The Financial Position at 30 June 2015, showing variance between 2015/16 working budgets and the provisional Outturn;
 - The Corporate Plan 2015-2020, agreed by Council in February 2015;
 - Key monthly, quarterly and annual Performance Indicators at 30 June 2015; agreed by EMT in consultation with Portfolio Holders, and
 - The Strategic Risk Register.

6. The Strategic Risk Register and Matrix form the record of corporate risks the Council currently faces in the achievement of strategic aims delivery of services, together with control measures to address / sources of assurance over the risks.
7. There are a number of strategic factors creating overall pressure on the organisation, including, for example: City Deal; shared services; Government announcements; devolution; July 2015 Budget; and Local Plan. The effect of these on resources and capacity to deliver is compounded by the authority not being able to recruit in certain key areas. Overall performance should be viewed in the context of these pressures and constraints.

Corporate Plan 2015-2020

8. The Corporate Plan 2015-2020 sets out the following Vision for the Council:

'South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.'
9. We are working to attain our Vision through three Strategic Aims around the themes of Engagement, Partnerships and Well-being. Detailed commentary on progress and achievements with each of the actions, bringing together relevant finance and performance information, is set out in **Appendix A** attached. Whilst many of the aims and objectives within the plan reflect ongoing long-term priorities, we have reached significant milestones during the year to date, including:
 - Agreed business cases for shared ICT, Building Control and Legal Services, due to be implemented on 1 October 2015;
 - Taking forward City Deal initiatives, preparing a consultation on bus priority measures along the A428/A1303 corridor and agreeing proposals for a Housing Development Agency, Skills Service and Smarter Cambridgeshire digital connectivity workstream;
 - Obtaining the Gold Award of the Investors in People standard;
 - The Joint Development Control Committee resolving to grant planning permission for 3,500 homes and associated infrastructure at Northstowe (Phase 2);
 - Preparing a revised timetable for the additional work required to address the concerns of the Planning Inspector following the suspension of the Local Plan process.

Key Performance Indicators (KPI)

10. Management team members, in consultation with Portfolio Holders, have provisionally agreed a suite of 35 key performance indicators (KPIs) to provide a strategic overview of organisational health. Of these, 12 have been identified as outcome measures of success linked to the principal Corporate Plan themes of Engagement, Partnerships and Wellbeing. Performance against these indicators is set out in **Appendix B** attached. Cabinet is requested to endorse the revised suite of KPIs for 2015-2016, identifying any alterations or additions which may be deemed appropriate.
11. The data in **Appendix B** shows actual performance against target and intervention levels, which were agreed at the beginning of the year by directors in consultation

with Portfolio Holders. The Council uses a 'traffic light' system to denote performance, whereby:

- **Green** signifies performance targets which have been met or surpassed;
- **Amber** denotes performance below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions at the operational level to raise standards as required.
- **Red** denotes performance below the intervention level. This represents underperformance of concern, and should prompt interventions at the strategic level which are likely to involve the reallocation of resources and proposals to redesign how services are provided.

Finance: General Fund, HRA and Capital

12. This position statement is reporting on the variance between the 2015/16 working budgets and the projected Outturn at the end of June 2015. Below is a summary of the provisional outturns.

	June's Projected Outturn	
	Compared to Working Budget	
	£	%
General Fund	49,900	0.31
Housing Revenue Account (HRA)	(23,100)	(0.08)
Capital	0	0.00

13. The General Fund June variance is mainly because of the balance of savings still to be identified.
14. The HRA variances relate to apportionment of Departmental Account variations.
15. Within the Capital programme the Housing Portfolio Holder has given approval to fund £500,000 of additional work from Commuted Sums.
16. A Summary position statement is provided at **Appendix C**. Significant items are listed in **Appendix D**.

Income

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

	Budget 2015/16 £	Period Budget For June £	Actuals For June £	Forecast Outturn Variance £
Land Charges – Fees	(297,360)	(54,090)	(49,786)	0
Trade Waste – Income	(635,000)	(635,000)	(677,411)	(42,400)
Refuse Recycling – Credits	(660,000)	0	(299)	0
Paper Recycling – Income	(384,000)	(32,000)	0	0
Taxi Licensing - Fees & Charges	(155,230)	(24,660)	(31,007)	0
Licences under Acts - Fees & Charges	(113,650)	(5,170)	(11,865)	0
Travellers Sites – Rents	(109,420)	(24,280)	(26,018)	0
Development Control – Fees	(900,000)	(225,000)	(343,258)	(120,000)
Development Control - Pre-App Fees *	(160,000)	(15,000)	(44,413)	(20,000)
Building Control – Fees	(340,000)	(85,000)	(102,640)	0
New Communities - Charges for Services	(195,000)	(45,000)	(12,195)	0

* The Budget figure here includes £100,000 additional income from increased Pre-App fee, approved as a contribution towards the 2015/16 additional income/savings target

18. Work is ongoing to be able to identify the costs associated with the above income streams as not all of this data is captured at the moment.

Risk Management

19. Risk management best practice is that the executive and governance roles should be carried out separately. These roles were therefore allocated between the Executive and Corporate Governance Committee in February 2010, as follows:
- agreement and ownership of the strategic risks facing the Council - the executive role - to the Executive, led by the appropriate portfolio holder;
 - approval of the risk management strategy; advice and assurance regarding the adequacy and effectiveness of risk management - the governance role - to Corporate Governance Committee.
20. Cabinet, led by the designated portfolio holder for risk management, therefore takes executive responsibility for management of the strategic risks facing the Council, including review of the Strategic Risk Register.
21. The Strategic Risk Register has been reviewed with the nominated officer risk owners and other members of EMT, and considered at EMT's meeting on 12 August 2015. Changes proposed to risk descriptions, control measures / sources of assurance, timescales to progress or likelihood / impact scores are highlighted in the draft Strategic Risk Register, attached as **Appendix E**. The draft Strategic Risk Matrix, attached as **Appendix F**, shows risk impact and likelihood scores in tabular form.
22. Particular risks to note are:
- STR15, Welfare Reform.** Officers are assessing the potential effects of the Government's July 2015 Budget and will consider whether the risk score needs to be increased in the light of that review.
 - STR24, HRA Business Plan.** The 1% rent cut announced in the July 2015 Budget will effectively take £134m out of the HRA Business Plan and have a significant impact on the Council's build programme. It is therefore suggested that the Likelihood score be increased from 2 (Unlikely) to 4 (Likely).

- (c) **STR25, Increase in numbers in Bed & Breakfast accommodation.** The combined impacts of the welfare benefit changes announced in the July 2015 Budget will impact here. The authority needs to prepare for an increase in homeless applications with the potential risk of paying out £500k to £1m in Temporary Accommodation / B&B costs. It is therefore proposed that the Impact score be increased from 3 (Medium) to 4 (High) and the Likelihood score be increased from 2 (Unlikely) to 4 (Likely).
 - (d) **STR28, Recruitment & Retention.** Difficulties in recruitment and retention, especially in some professional areas, have led to reduced staffing capacity, with associated potential corporate issues. It is therefore proposed that this be included on the Strategic Risk Register, with initial assessments of Impact and Likelihood of 3 (Medium) and 5 (Almost certain), respectively.
 - (e) **STR03, Illegal Traveller encampments or developments.** As additional planning consents have been granted, addressing the identified need from the Gypsy & Traveller Area Needs Assessment, it is suggested that the Impact score be reduced from 4 (High) to 3 (Medium).
23. In reviewing the Strategic Risk Register and Matrix Cabinet could:
- (a) add to, delete from, or make other changes to risks, in terms of either the title or detail of the risks or control measures / sources of assurance;
 - (b) alter the assessment scores of risks, in terms of either their impact or likelihood.
24. EMT also considered whether risks should be allocated to Members (i.e. portfolio holders) as well as officers, as Risk Owners, similar to the Corporate Plan, which names portfolio holders and lead directors. EMT recommends that Cabinet approves the Strategic Risk Register and Matrix, and that Cabinet and Corporate Governance Committee approve allocating risks to Members (i.e. portfolio holders) as well as officers, as Risk Owners.

Feedback and Complaints

25. The Council received 28 complaints between 1 April – 30 June 2015, compared to 62 during the corresponding period of 2014-2015. The reduced volume of complaints reflects the introduction of improved work processes, through which customers' concerns can be resolved without escalation into the formal complaints procedure, for example the e-form to report missed bin and assisted collections. 57% of registered complaints were responded to within timescale, substantially below the target of 80%. The lowest response rate within target timescale was in Planning and New Communities, which has undergone restructuring and continues to experience difficulties and recruiting staff. The improvement programme described elsewhere in this report should generate improved complaints response performance. A full report on feedback, complaints and customer satisfaction will be submitted to the Corporate and Customer Services Portfolio Holder's meeting on 4 September 2015.

Implications

26. 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

27. The Council needs to ensure that it spends within its budgets, because of the impact on the level of balances and the implication for the Medium Term Financial Strategy.

Risk Management

28. The Council's Strategic Risks continue to be proactively managed through control measures to reduce their likelihood and mitigate their impact.

Consultation responses (including from the Youth Council)

29. Corporate Plan aims and actions, and the allocation of resources to deliver them, are based on assessed need and priorities and are subject to consultation each year prior to adoption.
30. This report was considered by Executive Management Team on 12 August 2015 and will be considered by Scrutiny and Overview Committee on 3 September 2015. Any recommendations by the committee will be reported at the Cabinet meeting.

Effect on Strategic Aims

31. 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.

Conclusion

32. The Council has reached some important milestones against Corporate Plan objectives during the first quarter of 2015-2016, and its revenue, capital and HRA budgets are projected to remain within acceptable variation levels (albeit at an early stage in the financial year). Strong performance has been maintained in key frontline and support areas of the business, (Council Tax and housing rent collection, percentage of waste diverted from landfill) and, whilst significant performance issues remain within the Development Control service, plans are underway to address these. Recent government announcements and legislation around affordable housing and welfare reform could have major implications for the future delivery of key objectives, and we have prepared updates to the Strategic Risk Register to reflect these.

Background Papers: None

Report Authors: Richard May – Policy and Performance Manager
Telephone: (01954) 713366
Richard.may@scambs.gov.uk

John Garnham – Principal Accountant (General Fund and Projects)
Telephone: (01954) 713101
John.garnham@scambs.gov.uk

Graham Smith – Management Accountant
Telephone: (01954) 713077
graham.smith@scambs.gov.uk

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money			
Objective (1) - Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income			
Complete and evaluate pilot scheme	<p>As part of the pilot scheme the Housing Company is providing property management (housing management and maintenance) services on behalf of the Ministry of Defence to provide rental housing in Waterbeach.</p> <p>Additional properties have been leased from the MoD at Basingbourn.</p> <p>We have submitted a proposal to the MoD to lease a further number of properties at Brampton.</p>	<p>Much-needed housing provided, with local families prioritised.</p> <p>ESH has acquired 30 properties on the open market of which 28 have been let, and made offers on a further five.</p>	<p>Continued acquisition of properties in line with budget and agreed financial modelling.</p> <p>Formalisation of financial monitoring information for Property Company Board.</p> <p>Evaluate pilot and agree next steps – see below.</p>
Use lessons learnt to inform business plans for consultation and agreement	EMT has received a report outlining the timeline and structure for the pilot review report to Cabinet in November 2015.	Not started – pilot scheme in progress	<p>Planned/Structured evaluation</p> <p>Preparation of Cabinet report (Nov 2015) with recommendations following evaluation of the pilot project</p> <p>Appraisal of the business modelling for the property portfolio to inform the Cabinet report for November 2015.</p>
Objective (2) - Improve efficiency and value for money within a viable financial strategy			
Implement recommendations and new ways of working arising from:			
Completed Business Improvement and	Following the Post Room review we re-examined the outsourcing option through a trial involving Revenues's	The revised contract fro agency staff arising from	A new role in HR will include support for recruitment and selection, as well as the

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>Efficiency Programme (BIEP) projects</p>	<p>post with Huntingdonshire District Council.</p> <p>The Document and Space Management hot-desking pilot scheme in Health and Environmental Services is complete and subject to evaluation. We are developing a 'Working Smarter' programme to bring together related projects to achieve co-ordinated business change – see Objective (6) below..</p> <p>The Financial Management Transformation project has identified and delivered a number of 'quick win' improvements in finance procedures to reduce paper usage and remove unnecessary levels of authorisation.</p> <p>Key Account Management and Business-Friendly projects: See Objective (3) below.</p> <p>Resource and Support review of administration capacity and need delayed due to capacity issues.</p>	<p>the Goods and Services review undertaken during 2013-14 resulted in services paying over £74k (7%) less on agency staff as a result of lower hourly rates during 2014/15, and avoiding employment fees of £36,000 for seven permanent members of staff.</p> <p>Revised waste collection working arrangements launched in September 2014, have delivered annual ongoing savings of £400k and also reduced the number of bin lorries on the road and consequent emissions. A new e-form, developed to enable missed bins and assisted collections to be reported, has been completed over 900 times since its launch.</p> <p>The Open for Business Project has overseen the launch of a bi-monthly newsletter and development of a Key Account Management</p>	<p>implementation of other recommendations from this review.</p> <p>Audio and visual delivery of Corporate Brief will be trialled as a result of the Internal Communications review.</p> <p>We are preparing a business case for a shared post room service with Huntingdonshire District Council.</p> <p>The Financial Management Transformation project will review monthly reporting procedures.</p> <p>Design and issue corporate survey of usage of Design and Print service.</p> <p>Agility through empowerment project underway seeking new ways of empowering staff; workstreams reviewing delegation scheme and shaping cultural change.</p> <p>Systems Contact Terminus Review project will review existing ICT contracts to assess viability, identify legacy systems and create a strategy for future management. Any savings accruing from this work will be incorporated as part of the ICT shared service (see objective 6 below).</p> <p>We will be undertaking a strategic view of the programme to assess the extent to which business benefits have been achieved.</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		framework – see objective (3) below.	
Digital by Default business change project	The Digital by Default e-form initiative has been delayed due to contractor issues, which have now been resolved. We have developed a self-service on-line Facilities Management tool and are developing a new website.		Reinvigorate e-forms initiative following resolution of contractor issues. Test Facilities Management self-service system. Web re-launch scheduled for Autumn 2015.
Customer Contact Service improvement plan	<p>We have implemented a new staffing rota providing more flexible capacity to manage periods of peak demand, and have also introduced arrangements whereby 'back office' staff in the Revenues and Benefits Section are able to receive calls, following the dispatch of periodic billing and payment letters.</p> <p>We have launched a dedicated payment line to reduce the volume of calls requiring to be dealt with by handling agents.</p> <p>We have introduced three generic roles able to provide flexible support to the Contact Centre, Revenues and Benefits Teams. These roles will enable performance to be maintained during future periods of peak demand.</p>	<p>We maintained full time call resolution performance over 80% between 23 March – 12 June 2015.</p> <p>We met the target of 85% of all calls not abandoned between May - June 2015..</p>	<p>The next phase of the Improvement Plan is being prepared. It will include a number of new initiatives, including:</p> <ul style="list-style-type: none"> - A dedicated rents line, training additional back office staff to assist during peak demand periods - Call coaching and shadowing - Increasing the volume and menu of automated payment facilities available (linked to the Digital by Default project – see above) - Improving the flexibility of the software to enable auto-messages to notify customers of key service messages without requiring them to speak to an agent.

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
			<ul style="list-style-type: none"> - Participation in corporate induction events to communicate the work of the contact service and the support and engagement expected from back office staff.
Development Control Improvement Programme	<p>We have completed a review of resource and support arrangements and will be implementing a new structure during August.</p> <p>We have launched a recruitment campaign for planning officers of all grades. Should this be successful, then new starters will join the Council in the autumn.</p> <p>The programme is very carefully managed as a result of resource constraints.</p>		<p>In autumn 2015 we will introduce a series of process and system upgrades that will improve the ease with which customers may use the web pages, and gain information or progress, plan amendments and consultations. These will assist in working towards a paperless planning office and bring considerable productivity gains and efficiencies in the processing of pre-applications and applications.</p> <p>We will transfer the duty planner service to an appointment system to help manage customer expectations, provide tracking of enquiries and reduce the number of lost and repeat calls.</p> <p>We will review how planning decisions are delegated to officers and referred to members.</p>
Deliver Organisational and Member Development Strategies	<p>We have issued the latest staff survey seeking feedback on leadership and management.</p> <p>Third tranche of Leadership Development Programme underway – delegates undertook forward Action Learning projects exploring reward and recognition, remote working and employee protection.</p>	We have received notification that we have achieved the Gold Standard of the Investors in People (IIP) accreditation.	<p>Following receipt of the final report from the IIP assessor, we will put in place an action plan to deliver recommendations and ensure continuing evidence of best practice can be captured.</p> <p>Recurring factors, identified in the first staff</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Recommendations presented to EMT in June 2015.</p> <p>The 2015/16 Member Development Programme is underway; we have carried out general induction for new Members elected in May 2015, and specific training for Members sitting on planning and licensing committees. We also held an event on social media and public speaking, also attended by parish councillors.</p>	<p>74% of all employees responded to the first survey. Overall job satisfaction was 64% and dissatisfaction 23%. Contributing factors to job satisfaction included management support, opportunities for training and development and being able to achieve positive outcomes for customers.</p> <p>The response rate to the second survey was 48%. 59% of respondents said they had a good understanding of the benefits offered to staff. Overall satisfaction with the benefits package was 78%.</p>	<p>survey, that could improve job satisfaction included improved management consistency, reward and recognition and ICT systems. The Council has actions in place to address these and other priority areas identified.</p> <p>The second survey also provided valuable feedback and identified a number of improvements, including:</p> <ul style="list-style-type: none"> - A review of the staff benefits package; - The creation of a dedicated page on InSite profiling all staff benefits; - More comprehensive information on benefits for new starters; - A dedicated benefits noticeboard at the Waterbeach Depot - A review of the training and development page on Insite.
<p>Publish a financial strategy for 2016-2021</p>	<p>Cabinet endorsed a Corporate Plan Forward Look report which provided the strategic context for the forthcoming review of the financial strategy.</p>	<p>Outturn for 2014-15 showed a favourable General Fund variance of £1,196,000 (7.38%), without detriment to service delivery.</p>	<p>A draft revised Medium Term Financial Strategy will be submitted to Cabinet in November 2015.</p>
<p>Objective (3) Make the district an even more attractive place to do business</p>			
<p>Complete implementation of SCDC 'Working with</p>	<p>We have established an internal task group to ensure that all services apply the Corporate Enforcement,</p>	<p>Positive feedback on success of Key Account</p>	<p>Key account managers will continue to build relationships with key businesses across SCDC. We will analyse and learn lessons</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Business' Plan across the Council.	<p>Inspection and Better Regulation Policy consistently, reviewing detailed enforcement procedures by directorate as required. The policy provides for a proportionate approach to these activities, focussing on prevention and risk, so as to minimise the burden on businesses.</p> <p>Key Account Management (KAM) arrangements have been developed to deliver a joined-up approach to regulation and communication. We have key account managers in place for a number of local businesses and organisations, and have trained account managers from across directorates to provide a single point of contact for services, advice and partnership with SCDC.</p> <p>The Business Register and Newsletter continue to be supported by SCDC. There are 430 businesses on our register. Membership of the register enables businesses to access a variety of information around funding, support and promotion.</p>	trial with IWM Duxford, and support to businesses accessing rural rate relief.	<p>from feedback with a view to expanding this approach..</p> <p>We will continue to improve and promote the bi-monthly Business Newsletter in order to increase the value of the Business Register as an information and support tool for local firms.</p>
Implement a joint “Business Support Hub” with Cambridgeshire County Council and partners	Cabinet endorsed work towards developing a joint ‘Business Hub’ partnership with the County Council (Supporting Businesses and Communities) and Fire and Rescue Service. The start-up phase will draw together key business advice services across the partners to promote joint Primary Authority Arrangements and associated commercial activities		The pilot Business Hub service will launch in 2015 as a 12 month trial, with an ambition to add other regulatory and business support services wherever possible.
Continue targeted support for businesses in the rural economy.	We held a community pub event at The Plough, Shepreth (10 June 2015). The event was attended by both landlords and parishes interested in setting up their own community pub and protecting it through the	The District Place Profile showed South Cambridgeshire continuing to perform	We will refresh our Economic Strategy to ensure that it underpins Corporate Plan objectives.

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>community asset register.</p>	<p>strongly on all economic indicators (Cabinet report on 9 July 2015 refers)</p> <p>The Council has supported TWI, located on Granta Business Park, secure an award of £60m growth funding. SCDC supported the funding bid and has facilitated the planning process for the delivery of new headquarters and a training academy for the company.</p> <p>Positive feedback from attendees of community pub event.</p> <p>Feedback from attendees of business support workshops has been very positive; they have been described as ‘a valuable opportunity for any potential business’ and ‘a fantastic opportunity to learn.’</p>	<p>The Economic Development Portfolio Holder has requested a report to Planning Committee identifying specific pubs to which Article 4 legislation could usefully be applied, though recent changes to the rules around Assets of Community Value may reduce the expediency of this option.</p> <p>We are exploring development of a business support programme across adjoining Local Authority areas to launch in Autumn 2015, to complement the City Deal and strategic shared service partnership (see Objective (6) below).</p> <p>Continue to deliver locality working with communities to enhance the vitality of village centres: Waterbeach (complete) and Gamlingay (work underway, with a proposed focus on economic development in the Neighbourhood Plan)</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		<p>One of the businesses participating in the workshop programme has grown to employ 15 people.</p> <p>Destination Digital Connection vouchers have provided capital grants for hardware to enable 61 South Cambridgeshire businesses to connect to broadband.</p>	
<p>Develop action plan for the Northstowe Economic Strategy.</p>	<p>The Northstowe Economic Strategy was submitted with the planning application for Phase 2, which the Joint Development Control Committee recently resolved to grant permission (see objective 11 below).</p>		<p>The Economic Strategy will be developed as part of the town centre strategy, using regional growth funding.</p>
<p>Work with strategic partners to ensure effective collaboration on funding bids, allocations, and projects.</p>	<p>We continue to participate in delivering economic development benefits through partnership working with strategic partners such as the Greater Cambridge Greater Peterborough Local Enterprise Partnership (GC_GPEP) and the London Stansted Cambridge Consortium (LSCC). The LSCC has undertaken work on the Life Sciences sector and lobbied government for investment in the West Anglia rail line, and we are also participating in work to explore the potential for an Oxford to Cambridge rail link.</p> <p>The LEP has secured an additional £38 million of investment to support economic growth initiatives in the region, including a £16.6 million boost to the Growing</p>		<p>Develop the role of the LEP senior officer liaison group to include oversight of the delivery of European funding initiatives.</p> <p>We will submit an expression of interest to the local enterprise partnership (GC_GPEP: see below) to explore the possible designation of Northstowe as an Enterprise Zone.</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	Place Fund, which provides affordable loan funding to overcome key barriers to growth, and improvements to the motorway junction at Stansted Airport.		
Objective (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages			
Continue to engage and empower local communities through the:			
Sustainable Parish Energy Partnership (SPEP) and community energy initiatives	<p>Work to install solid wall insulation to private homes through the cross county Action on Energy scheme, with funding from DECC's Green Deal Communities Fund, is progressing well. 771 quotes for work have been accepted countywide as of 29 July. The target for the end of September is 1000. In South Cambridgeshire, 134 quotes have been accepted, representing grant funding of £718,954. 85 jobs in the district have been passed for install with 51 of these now completed.</p> <p>Uptake for a parallel scheme to install energy saving measures in the Private Rented Sector, also funded by Green Deal Communities, is proving slow with landlords generally reluctant to undertake work which is not fully funded.</p> <p>Green Deal finance is no longer available to new applicants, following a recent review of energy efficiency policy at DECC. This is not expected to impact significantly on the Cambridgeshire schemes. Existing plans and approved applications, (including at least 17 in South Cambridgeshire through the Action on Energy scheme) will not be affected.</p>	<p>Properties with installation complete benefitting from warmer homes, fewer draughts and lower fuel bills.</p> <p>The eCoton group discount scheme resulted in 75 solar panel installations. The supplier also completed a cost-price installation of solar panels for Oakington Primary School.</p> <p>We have installed solar panels on over 2,000 Council homes, cutting fuel bills for tenants by up to half.</p>	<p>We are reviewing the operation of the SPEP initiative and will present an interim report to the Leader's Portfolio Meeting in September 2015.</p> <p>We are promoting a scheme run by the eCoton Solar Savers Group for South Cambs home owners to have their properties assessed for suitability to install solar panels, and then have them installed at a lower price that has been negotiated by the SPEP solar savers scheme.</p> <p>We will continue to work with the Action on Energy provider and carefully monitor the contract to sustain improved performance.</p> <p>1,000 more Council homes will be fitted with solar panels.</p>
Community Assets Register	We have put in place an updated protocol for listing local amenities as Assets of Community Value to provide a single point of clarification for staff, Members and local		Continue to promote the scheme through regular communication channels and work with local communities to maximise opportunities to use the Community Right to

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>communities around the process.</p> <p>We are undertaking engagement work with parish councils to communicate the impacts of changes to government legislation governing the process.</p>		<p>Bid to protect important local amenities.</p>
<p>Implementation of the SCDC Localism Action Plan, including locality 'patch-based' working</p>	<p>Localism priorities and action areas agreed by Cabinet on 10 July 2014. Work underway to develop action plan.</p> <p>The Localism priorities agreed by Cabinet include an objective to set up Locality patches aligned to partners' delivery arrangements and include locality leads for SCDC front-line directorates.</p> <p>Following reorganisation of the Sustainable Communities & Partnerships Team, Locality Development Officers for the North and South West areas have been appointed. An officer for the South-East area is being recruited.</p>		<p>Continue to develop and implement the Localism Action Plan.</p>
<p>Work with tenants to improve estate inspections and promote the Tenants' Community Chest project</p>	<p>We have made available Environmental Improvement Grant of £50,000 during 2015/16 for tenants to bid for to lead schemes within their communities.</p>	<p>Community Chest grant scheme has funded local improvement projects, including planting at Barton and Cottenham, and additional tools and materials for a residents' association to carry out voluntary gardening work in Impington.</p>	<p>Continue to promote the scheme through our regular communications such as at Tenant Participation Group meetings and Tenant Newsletters (due to go out again in the Summer edition).</p>

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation			
Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities			
Develop refreshed Housing Strategy	This project has been delayed due to other priorities and staff recruitment.		Agree scope by October 2015, and aim to complete remaining March 2016.
Deliver actions from the New Build Strategy 2015-16 and prepare updated Strategy for adoption in 2016	<p>Construction of an exception site scheme at Swavesey providing 20 council homes for local people has begun.</p> <p>Planning permission for the construction of 15 properties at Hill Farm in Foxton has been granted. Land purchase is underway. Work towards tendering building contract via a partnering contract ongoing. Start on site expected January 2016.</p> <p>A call for sites has resulted in four potentially viable sites via the landowning public. Enabling advice being sought. Looking at 10 sites with major regional developer that would yield around 150 new homes over 2-6 years.</p> <p>Appraising 10 county owned exception sites with a view to take the most viable forwards.</p> <p>Development Project Officer post advertised and appointed to. Aim to deliver exception and windfall sites and ongoing project management of same.</p> <p>We are exploring the likely implications of the Chancellor's recent announcements on social rents on the delivery of the New Build Strategy. The Strategic Risk Register has been updated accordingly.</p>	<p>New tenant on the Chalklands, Linton, scheme, Katy Lester, said: 'It's great to have a place to call home. Everything in the house is brand new and finished to a high standard. I feel very lucky and look forward to building a new life for myself here.'</p>	<p>Work with County Council and regional developers ongoing to bring forward a number of exception sites and windfall sites. Three sites in particular are ongoing.</p> <p>Finalise a robust financial viability and governance model to move a pipeline of schemes forward under the HRA Business Plan</p> <p>Submit planning application for Batch 1 of garage sites (four sites – 11 homes) Begin appraising batch 2 (four sites – 10-homes) potential to provide up to 21 council homes over the next 3-4 years. Existing council homes at Gamlingay that are not fit for purpose to be demolished, providing 14 new energy efficient homes. Decanting underway and planning application imminent</p>
Provide and refurbish Gypsy and Traveller	Following delays arising from contaminated land issues requiring additional planning conditions, preparatory		All phases of the Whaddon site enhancement project are anticipated for

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
sites	<p>work has now been completed at Whaddon and the site improvement project began in March 2015.</p> <p>Negotiations with the landowner for an additional site were unsuccessful; however, we have employed a new officer to a Gypsy and Traveller role within the Affordable Homes directorate who will help identify potential new sites.</p>		completion in December 2015.
Objective (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working			
Deliver City Deal in accordance with implementation programme	<p>The Executive board met in June 2015 to agree the next steps with regard to improvements to the A428/A1303 junction into central Cambridge to improve traffic flow and public transport access and consider potential measures to address Cambridge city centre congestion. Detailed project and consultation plans will now be developed.</p> <p>At this meeting the board also agreed to adopt a Skills Service for the Greater Cambridge area to facilitate connections between schools, colleges and employers, towards the City Deal objective to create an additional 420 apprenticeships in key areas of need of the first five years of the deal period and increase the general employability of young people.</p> <p>In August 2015 the board agreed a proposed route option for the Chisholm cycle trail for consultation, approved the choice of proposed strategic cross-Cambridge cycle schemes and the establishment of a Smarter Cambridgeshire workstream to enable innovative digital technologies to support the delivery of</p>	<p>The first tranche of government grant funding of £20 million was received in April 2015.</p> <p>City Deal grant funding has helped to create a Chief Executive post for the Cambridge Promotions Agency, which will promote the Greater Cambridge area to attract inward investment. The post has now been filled.</p>	<p>Consultation on six options for the A428/A1303 bus priority will commence in September 2015.</p> <p>A consultation will begin on the Chisholm Trail cycling route through Cambridge in late Autumn.</p> <p>The Smarter Cambridgeshire workstream will develop a number of digital projects, overseen by City Deal governance arrangements.</p> <p>The Skills Service will be launched at the start of the next academic year in September 2015.</p> <p>A target date to achieve a shared Housing Development Agency (HDA) service is April 2016. In the interim an HDA Board has been established, made up of senior officers from the partner local authorities, to oversee the</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>housing, skills and transport improvements and stimulate further economic growth.</p> <p>SCDC’s Cabinet agreed the establishment of a Housing Development Agency to pool City Deal partners’ skills and resources to deliver 4,000 new homes.</p>		transition to the full shared service.
Implement, monitor and review shared ICT, Building Control and Legal Services.	Cabinet agreed business cases for shared ICT, Building Control and Legal Services. Consultation with affected teams has begun.		These shared services will be implemented from 1 October 2015. They will collectively save SCDC, Cambridge City and Huntingdonshire councils £1.1 million, provide a seamless transition for customers and improve performance and resilience.
Review existing and explore new opportunities for shared services	<p>We are working towards a shared waste service with Cambridge City Council (see item (8) below).</p> <p>A number of other services have potential for future collaboration and are being explored:</p> <ul style="list-style-type: none"> - Growth and planning - Internal Audit - Finance and Procurement - Strategic Housing - Regulatory Services. 	Existing shared service arrangements, including Payroll and the Home Improvement Agency (HIA), have increased service resilience and generated savings for the council and partners, whilst maintaining service levels.	<p>The commercialisation programme and shared services initiatives are required to deliver savings of £50k in 2015/16 and £150k ongoing from 2016/17.</p> <p>Implement shared waste service with Cambridge City Council – see objective (8) below.</p>
Agree accommodation strategy for South	The accommodation strategy is being developed through a ‘Working Smarter’ programme, which will	Existing partnership office space rental	EMT will be requested to endorse a Vision, Mandate and Programme Brief in August

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Cambs Hall	oversee co-ordinated business change. The programme, which is currently being identified, brings together a number of current and planned initiatives relating to office accommodation, space sharing with partners, remote working and car park management.	agreements are generating income for the Council whilst improving collaboration between partners.	2015, following which the programme can be defined in detail.
Objective (7) Move to a commercial approach to service delivery			
Deliver commercialisation programme	<p>EMT approved business cases for six commercialisation projects, which are now underway:</p> <ul style="list-style-type: none"> - Business Hub: see objective (3) above - In-house enforcement agents: cost-benefit work underway. - Trade waste expansion – see objective (8) below. - Housing Development Vehicle – Re-shaped as a shared service with city and county councils as a result of City Deal funding – see objective (6) above. - Energy company: Solar roof panel contract awarded to Mears. - Specialist Housing Support – see Objective (9) below. <p>The draft Organisational Development Strategy contains actions to ensure staff are equipped with the skills to deliver a commercial approach. To this end we are preparing a training proposal, linked to our Leadership</p>		We will continue to progress the six projects towards full business cases, in order to inform future service and financial planning. The commercialisation programme and shared services initiatives are required to deliver savings of £50k in 2015/16 and £150k ongoing from 2016/17.
Review current commercial activities and skills.			
Invest in further developing commercial skills.			

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	Development Programme, to introduce commercial principles and explore how they can be reflected in everyday behaviours.		
Implement the SCDC Trade Waste Business Plan and Strategy	<p>A project is underway, as part of the Commercialisation Programme, to expand trade waste commercial opportunities.</p> <p>We have carried out a weighing programme to identify types of products and customers that may incur excess waste.</p> <p>Mapping of the data is now being undertaken and cross matched to provide statistical information to complete the second stage of the project.</p>		We will explore route optimisation via new Powersuite programme and agree a customer mapping programme.
Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill			
Lead the implementation of a single, shared waste service with Cambridge City Council	<p>A Single Shared Waste Service based at Waterbeach, with a single management structure and workforce, aims to cut costs by 15% over three years.</p> <p>Cambridge City & SCDC have appointed a Waste Operations Manager and Waste Policy, Change and Innovation Manager for the single service.</p> <p>The Head of Shared Waste position has been re-advertised.</p>		The shared waste project is proceeding according to an agreed milestone plan, with a detailed implementation plan with financial implications to be agreed by the newly-established Shared Waste Board. It is anticipated that the Shared Management Team recruitment process will be complete in Autumn 2015, with implementation of the new service around October 2015.
Work with partners to ensure 65% or more of the waste we collect in your bins is diverted	We are preparing an options report for a wholly-owned local authority Joint Delivery Vehicle.	Overall recycling and composting performance has been	Options for a Joint Delivery Vehicle will be submitted to the Shared Waste Board in

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
from landfill.		maintained – see Appendix B for details.	<p>December 2015.</p> <p>Detailed route optimisation proposals across county waste partners will be considered by the senior officer steering group.</p> <p>We will continue to promote recycling through the residents' magazine and other initiatives.</p>
AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents			
Objective (9) Work with GPs and partners to link health services and to improve the health of our communities			
Continue to deliver Community Transport initiatives	We are carrying out a marketing and communication exercise to increase Bikebus usage further prior to a review of the scheme's funding in Autumn 2015.	<p>Demand is rising for Community Transport schemes addressing rural transport problems:</p> <p>Royston and District Community Transport has secured funding, partly from SCDC, to purchase a new minibus to help local people get out and about via pre-booked journeys and group outings. Such services provide a lifeline for many isolated people, helping them to get out and about and to retain their independence.</p>	<p>We will develop a transport strategy for the council.</p> <p>Area M (villages north of Royston) – we were involved in the community engagement and support for parishes during the consultation between January - March. The outcome of this work is being finalised by the county council.</p> <p>Area G (Cambridge city and villages South-west of Cambridge) – we worked with the villages to come up with solutions. The alternative routes have been tendered by CCC.</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		<p>Meldreth’s Friendship Club and other elderly have agreed a monthly service to Letchworth for shopping and a weekly service connecting them with local amenities at Meldreth, Melbourn and Shepreth.</p> <p>Care Network has helped set up three new community car schemes.</p> <p>A new demand-responsive service launched in June 2014 covering villages in the south-west of the district.</p>	
<p>Work with GPs and the Local Health Partnership to begin implementation of the SCDC Health & Well-being Plan.</p>	<p>Work has continued to develop the Active & Healthy 4 Life exercise referral scheme, which operates in sports centres across the district, providing tailored exercise programmes for patients referred by health professionals registered with the scheme. Administration and co-ordination of the scheme has been undertaken in house since September 2014, and a programme of regular contact with sports centre staff and GP surgeries is underway. An additional centre in Girton has been brought into the scheme, bringing the total to ten. The first phase of a transition to electronic registration of client details is complete.</p>	<p>We have run successful children’s holiday camps in sports such as Athletics (average 97 attending per summer session), Netball (52) and Rounders (36).</p> <p>We have awarded elite athlete funding to eight individuals totalling £3,300.</p> <p>Feedback from a</p>	<p>Continue work to deliver and review action plans.</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		resident benefiting from the GP referral scheme explained how it had 'given me the motivation to improve my health'.	
Begin implementation of the SCDC Ageing Well and Children, Young People & Families plans.	The priorities agreed by Cabinet (see above) included commitments to develop 'Whole Systems' approaches and design services together. SCDC is actively contributing to the Clinical Commission Group's (CCG) procurement process for older people's services, and to the newly formed Cambridgeshire Executive Partnership Board that will oversee the older people's contract and Better Care Fund.		CCG Older People's services contract Lead Provider named as Uniting Care Partnership (October 2014). Awaiting detailed opportunities to undertake joint commissioning and delivery as contract mobilisation is completed in next 6 months.
Investigate options for a tenure neutral service supporting older and vulnerable people within the district.	This project has been delayed due to the unavailability of key staff.		Project to resume from September 2015. Revised target completion date March 2016.
Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively			
Continuously monitor the impact of the government's welfare reform programme	Council (29 January 2015) agreed to retain the current LCTS for 2015/16, subject to minor amendments required to comply with new Statutory Regulations.	The Benefits Team has received an unqualified audit report. Of £30 million paid in housing benefit to around 7,000 households last year, the adjustment required to the return was below £200.	The annual review of the Localised Council Tax Support Scheme will take place in Autumn 2015.
Implement Universal Credit and plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2016/17	The Housing and Benefits teams are undertaking preliminary analysis of the implications for the council and its customers of the Welfare Bill.	The Council maintained	Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be affordable. The Council is planning for the implementation of Universal Credit, which

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		performance in respect of key indicators relating to rent and Council Tax collection between April – June 2015 – see Appendices B-C for full details.	will be fully implemented by the end of 2019.
Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14			
Work with development partners to ensure delivery of major developments and A14, A428 and other transport improvements:			
Northstowe Phase 1	Phase 1 earth works, improvements to the B1050 and construction of the first Primary School have commenced. We are continuing to work with the county council and developer on a community access agreement for the primary school and community centre design.		<p>We have received the Discharge of Conditions schedule for key elements of Phase 1 including the local centre, green separation, sports strategy and signage. Major elements of the schedule will be presented to the Joint Development Control Committee for agreement.</p> <p>The Primary School and Sports Hub will be completed in 2016/17 and 2017/18 respectively, and we anticipate 325 cumulative occupations during this period.</p>
Northstowe Phase 2	The joint development control committee resolved to grant Outline planning application for Northstowe Phase 2 on 24 June 2015 and agreed Section 106 Heads of Terms on 29 July 2015. The legal agreement will ensure the delivery of essential items of community infrastructure totalling £75.5 million, with provision for		<p>A consent will be issued later in 2015.</p> <p>We will conclude a Planning Performance Agreement by December 2015.</p> <p>Construction of Phase 2 is expected to</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	20% affordable housing.		commence in 2018.
Northstowe Delivery Vehicle proposal	This proposal is not being taken forward.		Northstowe will be developed using alternative models other than a Joint Delivery Vehicle
'Wing' (Cambridge East) application Cambourne, Darwin Green and other major sites: delivery of new homes and jobs.	Development of sections of the Trumpington Road site within SCDC is underway. Walking and cycling routes are in place across the southern fringe sites.	There were 129 housing completions at Cambourne during 2013-2014, 31 north of Impington Lane, Impington, 24 at Powells Garage, Great Shelford, and 16 at Orchard Park.	<p>We will negotiate a new Planning Performance Agreement for the Darwin Green 2 development.</p> <p>An outline planning application for the Cambridge East (Wing) development is expected to be determined during 2015, subject to issues around the viability of the site being addressed.</p> <p>We have received an Outline planning application for 3,250 dwellings, employment areas, schools, sports and community facilities, retail and associated infrastructure at Cambourne West, which we expect to determine in late 2015.</p>
Continue to progress the Local Plan to adoption	<p>Following notification of the proposed suspension of the SCDC and Cambridge City draft local plans, we have submitted a joint response to the Planning Inspector outlining a proposed schedule of additional work to address the concerns raised. The Inspector has replied that the proposed work provides a sound rationale and has formally suspended the Local Plan process to enable this additional work to take place.</p> <p>We have commissioned independent advice on how we</p>	636 net additional dwellings were completed over the last monitoring period (2013-2014).	<p>The outline timetable for the further work envisages additional work being undertaken ready for public consultation between November 2015 – January 2016, and submitting the outcome to the Inspector in February 2016.</p> <p>The Inspector has agreed the Councils' proposed timetable and indicated that she will publish an outline timetable for the</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>can best manage the speculative planning applications which we are likely to continue to have to deal with following a previous Inspector's view that the council cannot demonstrate a five-year housing supply and subsequent suspension of the Local Plan process. Information on actions the Council is undertaking in response to this issue is set out in a report to the Planning Portfolio Holder. Following an Issues and Options consultation for the future development of the Cambridge Northern Fringe (East) site, we are developing a Vision for an employment-led, mixed-use neighbourhood.</p>		<p>remainder of the Local Plan examinations in autumn 2015 with a full programme to follow as soon as possible after February 2016.</p> <p>We intend to carry out a revised Gypsy and Travellers Accommodation Needs Assessment with adjoining authorities, which would be completed in 2016.</p>
<p>A14 and A428 upgrades</p>	<p>The Development Consent Order for the A14 Cambridge to Huntingdon improvement scheme was accepted for examination by the Planning Inspectorate in January 2015. A six-month examination of the Development Consent Order for the scheme is now underway and must be completed by 13 November 2015.</p> <p>The Department for Transport Road Investment Strategy includes an A428 Black Cat to Caxton Gibbet improvement scheme, linking the A421 to Milton Keynes with the existing dual carriageway section of the A428 to Cambridge. It envisages that the scheme would commence late in the period 2015 to 2020.</p>		<p>The A14 inquiry is under way and the Council is making representations as appropriate.</p> <p>Network Rail has submitted a new planning application for Cambridge North Station, which the Joint Development Control Committee resolved to grant planning permission on 19 August 2015.</p>
<p>Objective (12) Increase the range and supply of temporary accommodation to help minimise the use of bed & breakfast accommodation for homeless households</p>			
<p>Implement actions in Homelessness Strategy</p>	<p>Performance has been affected by the closure of the Homefinder Scheme, which assisted single homeless people not in priority need. The sub-regional Single</p>	<p>The Council helped 36 households to prevent homelessness during</p>	<p>Consider the likely impacts of the Welfare Bill and government announcement on social rent reductions on the homelessness</p>

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER ONE 2015-16

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Homeless Service is now being used and work is underway to ensure this meets the needs of the district. An increase in preventions is anticipated once this is established.</p>	<p>the first quarter of 2015/16. 53 households were in temporary accommodation at 30 June 2015.</p> <p>Average monthly expenditure on Bed & Breakfast accommodation reduced from £2,075 during 2013/14 to £919 for 2014/15.</p>	<p>service (the Strategic Risk Register has been updated accordingly).</p> <p>Consider options for moving hostel provision to the redeveloped site at Robson Court.</p> <p>Review the strategy.</p> <p>The Gold Standard self assessment indicated some continuous improvement that we could make, including changing the way we provide written information to clients and improvements to web pages.</p>

Appendix B - Key Performance Information

KPI reference and description (C) = Cumulative (L) =Low is good	Target (Intervention)	Quarter 1			Previous period RAG	Lead Portfolio Holder	Points of note
		2014/15 figures included in brackets					
		Apr	May	Jun			
Finance and Staffing Portfolio - Simon Edwards							
FS101 - % General Fund variance (C,L)	3 (4)	1.1 (-3.6)	1.1 (-3.6)	0.3 (-5.7)	G	Simon Edwards	Corporate plan indicator, linking to the 'engagement' objective.
FS102 - % rent collected	Apr - 83 (74) May - 90 (81) Jun - 93 (84)	86.06 (86.4)	92.72 (92)	95.8 (95.5)	G	Simon Edwards	Corporate plan indicator, linking to the 'engagement' objective.
FS104 - % NNDR collected (C)	Apr - 14 (12.5) May - 24(21.6) Jun - 34 (30.7)	12.4 (12.3)	21.2 (22.7)	30.8 (32.2)	G	Simon Edwards	Early 2015/16 rates appear low due to the introduction of 12 month payments in 2014/15, resulting in a greater spread of payments. Target review will take place in April.
FS105 - % Council Tax collected (C)	Apr - 11 (10) May - 21 (19) Jun - 31 (28)	16.3 (11)	25.6 (20.7)	34.5 (30.4)	G	Simon Edwards	
FS106 - % HRA variance (C,L)	3 (4)	-0.1 (-0.2)	-0.1 (-0.2)	-0.1 (-0.1)	G	Simon Edwards	
FS107 - % Capital variance (C,L)	3 (4)	1.9 (0)	1.9 (0)	0 (0)	G	Simon Edwards	
FS108 - % invoices paid in 10 days	80 (70)	82.5 (84.5)	72.1 (85.1)	72.5 (78)	A	Simon Edwards	Service managers should be reminded that prompt payment of invoices directly supports the council's objective to make the district an even more attractive place to do business.
FS109 - % invoices paid in 30 days	98.5 (96.5)	96.6 (98.2)	97.9 (98.7)	97.3 (98.5)	A	Simon Edwards	
FS110 - Staff sickness days per employee (C,L)	Q1 - 1.5 (2.1) Year end - 7 (10)	2.34 (1.69)			A	Simon Edwards	When viewed individually, Q1 figures are a decrease on last quarter, but an increase compared to Q1 in 2014/15. HR continue to work with managers to address sickness absence issues and ensure that a proactive approach is adopted to promptly identifying sickness absence patterns. Training for Depot Supervisors is planned, focusing on the informal stage of the process, as the DSO accounts for 30% of working days lost.

PI reference and description (C) = Cumulative (L) = Low is good	Target (Intervention)	Quarter 1			Previous period RAG	Lead Officer	Points of note		
		2014/15 figures included in brackets							
		Apr	May	Jun					
FS111 - % Staff turnover (C,L)	2.5 (3.8)	3.3 (2.56)			G	Simon Edwards	A certain level of turnover is healthy, creating opportunities for reviewing job purpose and the skills and attributes needed for the future. Exit interviews continue to be conducted, the findings of which are reported quarterly within the EMT Leavers Report. HR plan to re-iterate the importance of completing exit interviews to improve the return rate and quality of information.		
FS112 - Days to process new HB and CTS claims	20 (27)	31 (17)	24 (22)	15 (19)	R	Simon Edwards	Corporate plan indicators, linking to 'wellbeing' objective.	Recruitment to three generic Revenues and Benefits roles has recently taken place to provide more flexible capacity to meet peaks of demand. It is expected that Benefits processing performance will continue to improve as staff become increasingly established within these roles.	
FS113 - Days to process HB and CTS change events	10 (15)	18 (15)	19 (17)	16 (14)	A	Simon Edwards			
FS114 - HB overpayments recovered as % of recoverable overpayments created	100 (80)	68 (157)	91 (81)	92.8 (95)	G	Simon Edwards	April's low figures are thought to be an anomaly, possibly caused by the timing of payments, from which overpayments are recovered. Target and intervention have been reduced from 120 (100), as fluctuations and the increase in overpayments due to targeting of overpayment creation, have made the former target increasingly unachievable on a consistent basis.		
FS115 - % Sundry (other) Debts in arrears	Apr - 18 (27) May - 35 (53) Jun - 25 (38)	23.8	43.5	12.5	New KPI	Simon Edwards	Target and intervention are currently being trialled for this new KPI. These were established from Sundry Debt arrears trends over the past 4 financial years.		
Housing Portfolio - Mark Howell									
AH201 - Number of households helped to prevent homelessness (C)	Q1 - 50 (45) Year end - 200 (180)	36 (43)			G	Mark Howell	Corporate plan indicator, linking to the 'wellbeing' objective.	Performance has been affected by the closure of the Homefinder Scheme, which assisted single homeless people not in priority need. The sub-regional Single Homeless Service is now being used and work is underway to ensure this meets the needs of the district. An increase in preventions is anticipated once this is established.	

PI reference and description (C) = Cumulative (L) = Low is good	Target (Intervention)	Quarter 1			Previous period RAG	Lead Officer	Points of note	
		2014/15 figures included in brackets						
		Apr	May	Jun				
AH203 - Number of households in temporary accommodation (L)	50 (60)	53 (48)			G	Mark Howell	Corporate plan indicator - 'wellbeing'	The current economic climate creates increasing challenges for Homeless Prevention, particularly in relation to high rents and the on-going impacts of welfare reform.
AH204 - % Tenant satisfaction with responsive repairs	95 (90)	97.1 (96.6)			G	Mark Howell	Target has been exceeded each quarter since quarter 1 of 2013/14.	
AH205 - Average days to re-let General Needs Housing (L)	17 (25)	19 (13)	16 (15)	16 (14)	G	Mark Howell	Target has been reduced from 20 from 2015/16 onwards.	
AH206 - Council new-build homes started on site	Year end - 35 (25)	0			New KPI	Mark Howell	Corporate plan indicators, linking to 'partnerships'	All new-build council homes are scheduled to be started on-site later during the year. 20 new-build council homes have begun on-site during quarter 2 and 15 more will commence during quarter 4.
AH207 - Affordable homes started on exception sites	Q1 - 10 (0) Year end - 61 (50)	0			New KPI	Mark Howell		Performance has been affected by the expiry of the 2011-15 HCA Funding Programme, which resulted in developers focusing on completion of developments before year-end and the subsequent delivery of 257 affordable homes in Q4 of 2014/15. At present, 100 affordable homes on exception sites are scheduled for 2015/16.
Corporate and Customer Services Portfolio - Peter Topping								
CCS302 - % first time resolutions	80 (70)	85 (81.4)	84 (81.4)	81 (81.4)	G	Peter Topping	Apr = 23/3-17/4 May = 20/4-15/5 Jun = 18/5-12/6.	Corporate plan indicator, linking to 'engagement'.
CCS303 - % calls to contact centre not abandoned	85 (80)	67	73	85	New KPI	Peter Topping		Improvement measures continue, including the fielding of calls by other departments during busy periods and close monitoring of performance.

PI reference and description (C) = Cumulative (L) = Low is good	Target (Intervention)	Quarter 1			Previous period RAG	Lead Officer	Points of note
		2014/15 figures included in brackets					
		Apr	May	Jun			
CCS304 - % calls to the contact centre answered in 2 mins	TBC once this data is available (see points of note).	4m57s	4m17s	2m13s	New KPI	Peter Topping	Managers are liaising with the software provider to create a report containing this information. Average call answer times have been recorded in the absence of KPI data. The number of calls received was significantly lower in June.
Environmental Services Portfolio - Mick Martin							
ES401 - % business satisfaction with regulation service	90 (80)	90.3			A	Mick Martin	Corporate plan indicator, linking to the 'engagement'
ES402 - % satisfaction with waste services	90 (80)	Reported yearly. 81% during 2014/15			-	Mick Martin	Corporate plan indicator, linking to the 'partnerships' objective. No RAG due to low response rate following trial of online survey.
ES403 - % satisfaction with environmental quality	85 (75)	Reported yearly. 77% satisfaction in 2014/15			-	Mick Martin	
ES404 - % of household waste diverted from landfill	58 (56)	61.2 (59.7)	61.7 (61.1)	63.4 (61.7)	G	Mick Martin	
ES406 - % major non-compliances resolved	90 (80)	89.3 (90)			A	Mick Martin	
ES407 - Missed bins per 100,000 (L)	50 (55)	70.8 (39.2)	56.4 (36.1)	64.8 (47.9)	R	Mick Martin	Performance decreased following service changes in 2014/15. Figures continue to be managed down, with measures such as performance data for individual refuse crews.
Planning Portfolio - Robert Turner							
PNC501 - % 'Major' applications determined in 13 weeks or within PPA terms	60 (50)	67 (0)	20 (67)	20 (75)	A	Robert Turner	Corporate plan indicator, linking to the 'engagement' objective.
PNC502 - % 'Minor' applications determined in 8 weeks or within PPA terms	65 (55)	38 (60)	55 (46)	44 (41)	R	Robert Turner	Performance continues to be hindered by an increase in speculative residential applications on sites not allocated or likely to be allocated in approved plans, and by difficulties experienced in recruiting staff. See Appendix A (Objective 2) for commentary on steps we are taking to improve performance as part of a Development Control Improvement Programme.

PI reference and description (C) = Cumulative (L) = Low is good	Target (Intervention)	Quarter 1 2014/15 figures included in brackets			Previous period RAG	Lead Officer	Points of note
		Apr	May	Jun			
PNC503 - % 'Other' applications determined in 8 weeks or within PPA terms	80 (70)	73 (84)	80 (68)	72 (70)	G	Robert Turner	
PNC504 - % 'Major major' applications determined in 16 weeks or within PPA terms	60 (50)	33 (100)	100 (50)	0 (33)	G	Robert Turner	See note on previous page regarding Planning performance.
PNC505 - % satisfaction with Planning and New Communities	70 (60)	62 (67)	76 (64)	63 (66)	A	Robert Turner	
PNC506 - % of appeals allowed against the authority's decision to refuse planning applications (L)	35 (45)	53.8 (55)			G	Robert Turner	The higher percentage of appeals allowed may be partly attributable to Inspectors being increasingly minded to grant planning permission for smaller new developments in isolated rural locations, in accordance with new guidance which became effective in April.

Key

	Performance met or exceeded target
	Performance did not meet the target, but exceeded the intervention point
	Performance was below intervention point
	- Performance information not currently available for this period

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APPENDIX C

	Original Budget 2015/16	Working Budget 2015/16	Actual Income & Expenditure	Projected (Favourable)/ Adverse Variance Compared to Working Budget
	£	£	£	£
General Fund				
Portfolio				
Leader	425,910	432,290	147,524	0
Finance & Staffing	2,474,360	2,690,660	4,037,003	0
Corporate & Customer Services	1,911,060	1,917,690	591,009	(87,800) a
Economic Development	183,150	181,300	50,496	0
Environmental Services	6,179,610	6,046,430	1,123,985	(98,200) a,b
Housing (General Fund)	1,305,760	1,285,670	253,316	(34,500) a
Planning	1,939,950	1,788,020	198,168	(248,600) a,c,d
Strategic Planning & Transport	1,608,250	1,731,490	352,291	2,800 a,e
Un-Allocated				
Other	1,781,240	1,735,240	88,220	(22,800) f,g
Savings	(1,120,000)	(970,000)	0	618,500 a,h
Total	16,689,290	16,838,790	6,842,012	129,400
Interest on Balances	(590,500)	(590,000)	(154,692)	(79,500) i
Net District Council General Fund Expenditure	16,098,790	16,248,790	6,687,320	49,900
Funding				
Council Tax	(7,478,550)	(7,478,550)	0	0
Retained Business Rates	(3,462,350)	(3,462,350)	0	0
Revenue Support Grant	(1,829,920)	(1,829,920)	(831,754)	0
New Homes Bonus	(4,154,400)	(4,154,400)	(1,059,774)	0
Collection Fund Surplu[s]/Deficit[s]	1,299,540	1,299,540	0	0
Funding Total	(15,625,680)	(15,625,680)	(1,891,528)	0
Appropriation to/(from) General Fund Balance	(473,110)	(623,110)	4,795,792	49,900
Usable Reserves (at year end)		31 March 2015		31 March 2016
General Fund		(12,121,844)		(11,448,834)
Earmarked Reserves		(5,703,851)		(5,692,150) j

Housing Revenue Account

	Original Budget 2015/16	Working Budget 2015/16	Actual Income & Expenditure	Projected (Favourable)/ Adverse Variance Compared to Working Budget
	£	£	£	£
Housing Repairs - Revenue	4,145,200	4,145,200	552,461	0
Sheltered Housing	477,640	461,530	322,743	0
Administration	3,441,120	3,399,920	636,304	0
Other Alarm Systems	3,360	1,150	6,291	0
Flats - Communal Areas	44,040	43,300	27,051	0
Outdoor Maintenance	99,930	99,060	43,551	0
Sewage	2,580	2,500	5,707	0
Tenant Participation	378,500	375,440	44,348	0
Reprovision & New Homes Programme	155,790	154,390	47,709	0
Other [including Transfer to Reserves & Capital Charges]	20,476,720	20,542,390	(58,061)	(23,100) a
Income	(28,970,000)	(28,970,000)	(4,062,142)	0
	=====	=====	=====	=====
Housing Revenue Account Total	254,880	254,880	(2,434,038)	(23,100) k
	=====	=====	=====	=====

HRA Working Balance

31 March 2015
(2,495,159)

31 March 2016
(2,263,379)

Capital**Capital Expenditure****HRA Capital**

	Original Budget 2014/15	Working Budget 2014/15	Actual Income & Expenditure	Projected (Under)/ Over Spend Compared to Working Budget
	£	£	£	£
New Homes Programme	4,500,000	4,500,000	46,056	0
Reprovision of Existing Homes	1,200,000	1,200,000	0	0
Repurchase of HRA Shared Ownership Homes	300,000	300,000	191,471	0
Housing Repairs - Capital	9,074,970	9,074,900	638,622	0
Other	630,380	630,380	3,877	0

GF Capital

Housing Company Advanced Funding	0	0	0	0
Cambourne Offices	545,000	545,000	5,223	0
ICT Development	674,000	649,000	32,911	0
Waste Collection & Street Cleansing	544,000	544,000	157,938	0
Repurchase of GF Sheltered Properties	1,100,000	1,100,000	0	0
Travellers Sites	1,400,000	1,400,000	278,400	0 l
Improvement Grants	770,000	770,000	64,296	0
Other	630,000	655,000	78,530	0

Capital Expenditure Total

21,368,350	21,368,280	1,497,324	0
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Capital Receipts

Right to Buy Sales	(3,100,000)	(3,100,000)	(326,747)	(2,400) a
HRA Equity Share & Other Sales	0	0	2,485	0
GF Equity Share & Other Sales	(1,110,000)	(1,110,000)	(541,654)	0
Other Capital Receipts	(350,000)	(350,000)	(212,255)	(212,300) m
Other Grants & Allowances	(16,657,400)	(16,657,400)	(395,470)	0
Borrowing	0	0	0	0

Capital Receipts Total

(21,217,400)	(21,217,400)	(1,473,641)	(214,700)
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Capital Net Receipts

150,950	150,880	23,683	(214,700)
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31 March 2015**31 March 2016**

Usuable Capital Receipts Reserve

(7,046,911)

(7,110,731)

Usuable Earmarked Reserves

(441,781)

(441,781)

Capital Grants Unapplied

(432,722)

(471,070)

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Appendix D Significant items of variances

Listed below are significant items covering the variances identified in **Appendix C**.

General Fund

- a. An analysis of Departmental & Overhead Accounts compared to the original budgets currently indicates an adverse position of £104,500. This figure is arrived at after allowing for a reduction of £500,000 for vacancies which was included in the budgets and after taking into account the use of temporary staff to manage turnover and cover vacancies. The £104,500 has been allocated to Portfolio's, the HRA and Capital in **Appendix C**;

Leader

Finance & Staffing

Environmental Services

- b. **Refuse Collection & Recycling Service** Successful over-achievement of trade waste income is anticipated to generate an additional £42,400;

Housing General Fund

Planning

- c. **Planning Income** is £120,000 more than originally budgeted because of a number of large fees received;
- d. **Pre- Application fees** are expected to generate £100,000 and seem to be on course to generate at least this amount, This was included in the MTFS savings target and has now been incorporated in the working budget hence the movement from the previous month;

Strategic Planning & Transport

- e. Additional expenditure of £150,000 is anticipated to be incurred on the Local Plan as a result of the Planning Inspector's review. This was approved at the July's Cabinet meeting and has now been reflected in the working budget and so is now not included in the projection;

Unallocated

- f. Budget provision of £50,000 was included in the original budgets to support Council Actions. It has been agreed that £36,000 of this will be used on an invest to save basis to facilitate the re-organisation of the 2nd Floor at the Cambourne Offices and so release space to generate rental income in the future and £10,000 to be used for additional Community Chest Grants. This leaves a balance of £4,000;
- g. When the budget was set £75,000 was included for Precautionary Items a pro-rated sum of £18,900 has been assumed to not be required in the projected spending position;

- h. An Additional Income/Savings Target of £670,000 was included in the budget of which £295,000 was not allocated. Presently £50,000 has been found from fuel savings in Refuse and Street Cleaning, which leaves £245,000 still to be identified, which has been included in this financial position;

Areas identified to meet additional income/savings target	Savings Target	Savings Identified
Single Shared Waste Service and other waste initiatives	£125,000	£0
Increased Planning Pre-App fee income	£100,000	£100,000
Supplies & Services procurement	£50,000	£0
Systems Contract Terminus Review	£25,000	£0
Office Space Management	£25,000	£0
Shared Services/ Commercialisation Programme	50,000	£0
Sub-total	£375,000	£100,000
Other income/savings to be identified	£295,000	£50,000
Total	£670,000	£150,000

- i. The Interest on Balances is predicted to be £79,500 more than the budget. This is mainly because of increased balances. This could be used to offset the unidentified savings from Income/savings;
- j. There are significant amounts in Usable Earmarked Reserves totalling approximately £5.7m. Of this the major items are:-
- New Homes Bonus Infrastructure Reserve £2,247,437;
 - Pension Deficit Reserve £1,033,648;
 - Parish Liaison & Site Development Reserve £580,305;
 - Planning Enforcement Reserve £500,000 (Capped);
 - Business Efficiency Reserve £240,000;
 - Major Developments Fees Reserve £179,461; and
 - Shared Waste Service £126,000.

Housing Revenue Account (HRA)

- k. As yet there are no significant variances to report. The £23,100 variance is the estimated proportion of vacancies that will be recharged at the end of the year to the HRA;

Capital

- l. The original budget for the refurbishment of Whaddon Travellers Site was set in 2012 and included a £1.1m grant from the HCA to provide affordable accommodation. The project is now well underway with completion due in December 2015. Delays in starting on site, in part due to a delay in obtaining a key County Council decision and poor performance of the Council's initial project management consultants, have required the original budget to be revisited. Approval to meet the £500k shortfall in the project expenditure using Section 106 Commuted Sums has been given by the Housing Portfolio Holder: and

Capital Receipts

- m. Two parcels of land have been sold which has generated receipts of £212,300. These receipts are ring-fenced for the HRA but will add to the resources available to fund capital expenditure.

**Appendix E
Strategic Risk Register
September 2015 – Draft**

The Strategic Risk Register reported to EMT and Cabinet only shows risks with a total score of 5 or more. (Risks scoring 4 or less are still on the Strategic Risk Register, but are not included in the report.) Proposed changes are shown as **highlighted text**.



Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR05 - Lack of land supply (June 2007) While there is good progress on the Cambridge fringe sites and at Cambourne, the downturn in the housing market and delay in bringing forward major sites (eg Northstowe) has led to slow down in rate of progress against trajectory. In addition, the Council has lost two planning appeals for sites at Waterbeach based on the lack of 5 year land supply, leading to the authority being unable to deliver its housing needs, resulting in the Council having to meet the shortfall in the short term from developments that are not in the submitted Local Plan.</p> <p>Aims, Objectives: 11</p> <p>Relevant PI(s): BV 106 - % new homes on brown field sites NI 154 - Net additional homes provided, NI 159 - Supply of ready to develop housing sites</p>	<p>Cllr Robert Turner</p> <p>Jo Mills</p>	10	20	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: A14 – Work is underway on ‘interim measures’ at Girton, a pinch point scheme. Funding package for the major scheme is progressing and six-month examination of the Development Consent Order for the scheme is now underway and must be completed by 13 November 2015. Work on site due to start 2016. Northstowe Phase 1 planning application decision issued April 2014 with start on site commenced 2015. Northstowe Phase 2 Planning Application submitted in August 2014 and Committee resolved to grant approval in June and July 2015. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels) and the latest update shows an improved position. Planning applications submitted for Wing (land north of Newmarket Road, Cambridge) and Cambourne West. Pre-application discussions continuing on NIAB 2. Construction for Cambourne 950 underway. Application for 199 homes granted consent at Barrington. Local Plan public examination started November 2014. Memorandum of Understanding on Five Year Land Supply agreed with Cambridge City Council on 9 September 2014. Fortnightly list of ‘significant cases’ is updated and circulated to departmental management team, listing informal enquiries, pre-applications, planning applications and appeals received each week. The departmental management team oversees major cases, with enhanced consultation with local and lead members and County Council officers. Management of major applications benefits from Site Delivery Fund award of £50,000 over two years, and a new Business Excellence Manager appointed May 2015.</p> <p>TIMESCALE TO PROGRESS: Local Plan Hearings commenced on 4 November 2014. Inspectors’ letter received May 2015, timescale for further work presented to PFH on 9 July 2015 and response from the Inspector received 29 July. Northstowe Phase 2 planning permission due to be issued by December 2015.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR08 - Medium Term Financial Strategy (MTFS) (June 2007)</p> <p>Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> not achieving delivery of additional income / savings to meet targets, including from Business Improvement & Efficiency and Commercialisation Programmes projects (and see STR26 below), 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; unforeseen restructuring costs; retained business rates scheme – volatility of outstanding valuation appeals; major developments do not meet housing trajectory forecast; uncertainty re formula grant from 2016/17 on; cost of supporting development and meeting demand from growth; impact of welfare reform (and see STR15 below); availability of budget for Cabinet priorities; council tax strategy; national Government responds to the downturn in the economy by cutting local government expenditure faster than anticipated; material error in MTFS forecasts, <p><i>leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</i></p> <p>Aims, Objectives: 1, 2, 6, 10</p>	<p>Cllr Simon Edwards</p> <p>Alex Colyer</p>	10	20	<p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Revised MTFS incorporates updated assumptions; approved by Cabinet in February 2015. Implement plans to deliver Council's programme in line with latest General Fund income and savings targets. Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates. Monitor inflation factors, effect of current economic climate on demand led services and budgets. Monthly financial report to Executive Management Team (EMT); EMT reviews progress in achieving budget targets. Treasury management reports to Finance & Staffing PFH. Monitoring of business rates income, collection rates and appeals. Monitoring of council taxbase to identify financial implications of growth. Additional income/savings targets built in to Business Improvement & Efficiency and Commercialisation Programmes projects, shared services and other initiatives. Reports to Cabinet on shared service opportunities in October 2014 (ICT, Legal and Waste) and November 2014 (Building Control). Autumn Statement and Local Government Finance Settlement: 2015/16 figures confirmed in February 2015.</p> <p>TIMESCALE TO PROGRESS: Continue to explore opportunities for further savings beyond those in the MTFS. Commercialisation Programme being progressed. Review potential implications of the new Government's policy changes on RTB, social rents, and welfare reform. Autumn Statement and Local Government Finance Settlement, December 2015.</p> <p>Relevant PI(s): SF 772 - The amount (£) of Overspend - General Fund SF 773 - The amount (£) of Overspend - Capital Programme SF 774 - The amount (£) of Overspend - Housing Revenue Account SF 707 - General Fund Budget Variation (%) SF 749 - Capital Budget (%) SF 748 - HRA Budget Variation (%)</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR15 - Welfare Reform (December 2010) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system, leading to possible:</p> <ul style="list-style-type: none"> increased IT cost due to required system changes; implementation costs not fully reimbursed by Government grant; increased workload for Benefits and Homelessness teams, <p>resulting in potential for:</p> <ul style="list-style-type: none"> adverse effect on service provision due to the number of changes; increased dissatisfaction with the service due to reduced amounts of benefit payable; impact on Medium Term Financial Strategy; devastating effect on people with mental health problems; and dislocation of private sector housing market. <p>Aims, Objectives: 10</p> <p>Relevant PI(s): BV 078a - HB/CTB claims days BV 078b - HB/CTB changes days 181 - Benefit claims process days BV 079b i - Recoverable overpayments % BV 079b ii - HB Overpayments recovered % BV 079b iii - Overpayments written off %</p>	<p>Cllr Simon Edwards</p> <p>Alex Colyer</p>	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Scoping work currently being undertaken by the Benefits Manager to assess the impact of the latest changes to welfare announced as part of the Summer 2015 budget. Amended Discretionary Housing Payments (DHP) policy for July 2015 Finance and Staff Portfolio Holder meeting; likely that a second revision of the policy will be required before start of the 2016/17 financial year. Department for Work & Pensions (DWP) have confirmed increased DHP budget for 2016/17 following the announcement of the reduction in the level of the Benefit Cap (£20k). Local Council Tax Support (LCTS) scoping being undertaken to work out impact of changes to Tax Credits in 2016, tax threshold changes and Living Wage on the level of estimated level of LCTS for 2016/17. Welfare reform workshop for members will be held in September 2015 following some more detailed analysis of the impacts. Possible changes to LCTS may be required and if this is the case, modelling of revised schemes will be undertaken to consult with members, preceptors and public. Monthly ongoing monitoring of current LCTS scheme to assess current expenditure. Monitoring of roll out of Universal Credit to ensure lessons learnt are implemented at SCDC. Regular meetings with colleagues in housing advice and housing to assess impact of pay to stay proposals as well as the introduction of the £20k cap for those on out of work benefits.</p> <p>TIMESCALE TO PROGRESS: Remainder fraud requirement to be tied into the Enforcement and Inspection Review outcomes to ensure solution can be found. Looking at options for remainder fraud during summer 2015; implement temporary solution prior to final decision being made in autumn 2015. DWP notified us of the intention to implement Universal Credit in February 2015 for single people. The DWP have indicated that the implementation date for Universal Credit within South Cambs is likely to be Autumn 2016. There are around 120 people who could claim Universal Credit. Monitoring of cases which would be universal credit cases is being undertaken to assess the impact of the impending changes.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR24 - HRA Business Plan (March 2012)</p> <p>The HRA Business Plan has its own associated risk register. Of the risks included, it is considered that only one needs to be included in the Strategic Risk Register: The Government decides to reopen the debt settlement, <i>leading to</i> increased debt requirement, <i>resulting in</i> reduced housing programme.</p> <p>Aims, Objectives: 1, 2, 4, 5, 6, 9, 12</p>	<p>Cllr Mark Howell</p> <p>Stephen Hills</p>	8	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4 (from 2)</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Capacity had been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they were required; however, the 1% rent cut announced in the Government's July 2015 Budget is the same as reopening the debt settlement - it takes £134m out of the HRA Business Plan and has a significant impact on the Council's build programme.</p> <p>TIMESCALE TO PROGRESS: Possible consultation response to budget ? Monitor progress of Budget through Parliament. Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing. Annual review of business plan, programme and resources; possible earlier report on Budget impacts to Cabinet or Council ?</p>
<p>STR25 - Increase in numbers in Bed & Breakfast accommodation (January 2013)</p> <p>Potential impacts from current economic downturn and instability in the housing market and changes to the benefits system, <i>leading to</i> not enough temporary accommodation available, <i>leading to</i> an increase in B&B use, <i>resulting in</i> applicants not moved into permanent accommodation quickly enough and increased cost to the Council.</p> <p>Aims, Objectives: 10, 12</p>	<p>Cllr Mark Howell</p> <p>Stephen Hills</p>	9	16	<p>SCORES - IMPACT: 4 (from 3); LIKELIHOOD: 4 (from 2)</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Close working partnership with King Street Housing who provide private sector leasing options. Use of Rent Deposit Scheme, Empty Homes Initiative, other homelessness prevention measures and New Build Programme. Improved supply of temporary accommodation achieved during 2013/14 and 2014/15 helped to alleviate the pressure. New hostel opened in April 2015 with increased capacity.</p> <p>TIMESCALE TO PROGRESS: The combined effects of the welfare benefit changes will now impact upon this. The authority needs to prepare for an increase in homeless applications with the potential risk of paying out £500k to £1m in Temporary Accommodation / B&B costs. Review of temporary accommodation portfolio now underway to rationalise the supply held.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR28 – Recruitment & Retention (September 2015) Reduced staffing capacity due to difficulties in recruitment and retention, especially in some professions, 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), 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>Cllr Simon Edwards Susan Gardner Craig</p>	9	15	<p>SCORES - IMPACT: 3; LIKELIHOOD: 5.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Variety of actions in place, appropriate to service areas, including:</p> <ul style="list-style-type: none"> • Internal development opportunities • Secondments, both internally and with partnering authorities • Shared services with partnering authorities • Market supplements on a fixed term basis • Use of temporary workers <p>TIMESCALE TO PROGRESS: Ongoing: Additional actions being considered in some service areas.</p>
<p>STR03 - Illegal Traveller encampments or developments (June 2007) Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, leading to illegal encampments or developments in the district, resulting in community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.</p> <p>Aims, Objectives: 5</p>	<p>Cllr Robert Turner Jo Mills</p>	9	9	<p>SCORES - IMPACT: 3 (from 4); LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Ongoing routine monitoring of all district development. Government guidance issued, county wide needs assessment endorsed by PFH. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy & Traveller planning policies included in draft Local Plan. In 2014 a total of 67 Gypsy and Traveller pitches gained permanent planning permission (three were granted on appeal). Between January and June 2015 five pitches were granted permanent planning permission on appeal at Smithy Fen, Cottenham, and temporary planning permission for 1 pitch was granted on appeal at Wimpole. There are four other pitches with temporary planning permission, which expire between 2015 and 2018. At June 2015 there was one pending application, and one outstanding planning appeal. The Affordable Homes departmental risk register includes delivering HCA funded projects, to ensure the supply of Gypsy & Traveller pitches and sufficient investment in existing pitches.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2016. Gypsy & Traveller Area Needs Assessment to be updated, led by Housing Directorate.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR27 – Shared Services initiatives with other authorities (November 2014) Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> • inadequate stakeholder engagement, • conflicting priorities, or • unavailability of key staff, <p>leading to inadequate resources and support, 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>Aims, Objectives: 2, 6, 8</p>	<p>Cllr Ray Manning</p> <p>Jean Hunter</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>Progress to be overseen by a joint steering group including Leaders and relevant portfolio holders.</p> <p>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).</p> <p>Strong programme and project management provided by an overall programme Shared Services Board comprising senior managers from each authority, supported by individual project boards of lead officers and relevant support services officers from each authority.</p> <p>Prioritisation of projects within workloads.</p> <p>Dedicated external resources obtained for each projected, funded from Transformation Challenge Award grant.</p> <p>A dedicated risk register is being drawn up for the Shared Services Board to monitor; progress will be reported through Corporate Plan monitoring.</p> <p>TIMESCALE TO PROGRESS:</p> <p>A Joint Committee to be established to oversee the delivery of shared services.</p> <p>Dependent on the timeframe/milestones for each initiative – the proposed date for the shared arrangements to effectively go live is 1 October 2015.</p> <p>Performance to be monitored monthly at Partnership Board for Shared Services and the Joint Committee for the first six months of the shared services.</p>
<p>STR26 – Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes (November 2013) The Business Improvement Efficiency Programme (BIEP), Development Control Improvement Programme (DCIP) and Commercialisation Programme have their own associated risk registers.</p> <p>The risks included are summarised as follows:</p> <p>The Projects on the programmes are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> • inadequate stakeholder engagement, • conflicting operational, programme and project priorities, or • long term unavailability of relevant and crucial staff, <p>leading to inadequate programme and project resources and support, resulting in a delay or failure to deliver the outputs, associated benefits, and required income and savings targets.</p> <p>Aims, Objectives: 2, 7</p>	<p>Cllr Simon Edwards</p> <p>Alex Colyer</p>	9	9	<p>SCORES, IMPACT: 3; LIKELIHOOD: 3</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>The Programme Manager identified programme and project resource requirements before the start of the tranches. The level of resource required is continually monitored by the Programme Manager as projects progress, close and new ones commence.</p> <p>The Senior Responsible Officer is responsible for securing the required resources.</p> <p>Regular 1:1s with Executive Director.</p> <p>Monthly Highlight Reports from each Project Manager to the Programme Manager.</p> <p>Monthly Highlight Reports to EMT from the Programme Manager.</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. Stakeholder engagement activities place regularly throughout the programme.</p> <p>TIMESCALE TO PROGRESS:</p> <p>Throughout 2012-2017.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR20 – Partnership working with Cambridgeshire County Council (September 2011) The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council, <i>leading to</i> the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, <i>resulting in</i> adverse effects on the district's residents and businesses.</p> <p>Aims, Objectives: 3, 6, 8, 11</p>	<p>Cllr Ray Manning</p> <p>Jean Hunter</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>TIMESCALE TO PROGRESS: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.</p>
<p>STR19 - Demands on services from an ageing population (September 2011) The district's demography changes, with significant growth in the over 65 year old population, <i>leading to</i> additional demands on health and social care services, including to the Council's sheltered housing and benefits services, <i>resulting in</i> adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p>Aims, Objectives: 1, 4, 5, 9</p>	<p>Cllr Mick Martin</p> <p>Mike Hill</p>	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task & Finish Group. SCDC is also engaged with the CCG Older People's Service procurement. Contract awarded to Uniting Care Partnership.</p> <p>TIMESCALE TO PROGRESS: Ageing Well implementation plan under development March – September 2015 to deliver Cabinet-agreed Ageing Well Plan. SCDC Housing staff contributing to CEPB projects including Data Sharing, 7-Day Working, Person-Centre System, and Ageing Healthily & Prevention. SCDC Housing leading on development of sub-regional Older People's Housing Strategy and refresh of County Older People Strategy. Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR22 - Safeguarding the Council's services against climate change (March 2012) The Council fails to develop measures to safeguard its services against climate change, <i>leading to</i> unacceptable vulnerability to the impact of climate shifts and other weather-related events, <i>resulting in</i> a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation.</p> <p>Aims, Objectives: 4</p>	<p>Cllr Ray Manning</p> <p>Mike Hill</p>	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Effective drainage plans required for planning consents. A range of Climate Change related policies have been included in the Submission Local Plan. Response to Flood Events reviewed by EMT in October 2014.</p> <p>TIMESCALE TO PROGRESS: SCDC Service Business Continuity Plans to be reviewed by September 2015.</p>
<p>STR02 – Equalities (June 2007) The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to</i> decisions relating to service delivery being overturned and possible Commission for Human Rights and Equalities inspection, <i>resulting in</i> delays to the implementation of new service proposals causing detriment to customer service, preventing the timely delivery of policy and financial objectives, reduction in reserves available to support balanced MTFS, adverse publicity and effect on reputation.</p> <p>Aims, Objectives: 2</p>	<p>Cllr Mark Howell</p> <p>Alex Colyer</p>	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council has met its legal requirements to publish equality information and equality objectives on an annual basis. This information is incorporated into a revised draft Equality Scheme 2015-2020, which is currently subject to public consultation. The Council has embedded equality monitoring arrangements whereby new and revised policies and service delivery proposals are subject to screening for their likely equality implications. Where appropriate, timescales are agreed for full subsequent assessment prior to adoption of the new proposals, or as part of implementation, monitoring and review arrangements. EMT designed Stephen Hills, Director of Housing, to lead a self-assessment against the 'Excellent' standard of the government's equality framework in 2013. The assessment found evidence of broad compliance across the council's activities. The development and improvement areas identified will be incorporated in normal business activity through the draft Equality Scheme 2015-2020. EMT approved the Annual Equality Report 2014 on 10 December 2014.</p> <p>TIMESCALE TO PROGRESS: Following consultation, we anticipate submitting a final draft Equality Scheme to the lead Portfolio Holder (Cllr Mark Howell) in October 2015. In the meantime, work on the 2015-17 priorities and commitments identified in the scheme is underway.</p>

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

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

Notes

- The "Reference" is unique and retained by the risk throughout the period of its inclusion in the risk register.
- Risks are cross referenced to the relevant 2015/16 Aims and Objectives adopted by Council on 26 February 2015.
- Criteria and guidelines for assessing 'Impact' and 'Likelihood' are shown below.
- The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.
- The dotted line (- - - - -) shows the Council's risk tolerance line.
- The "Timescale to progress" is the date by which it is planned that the risk will be mitigated to below the line.

Impact

- 5 Extreme
- 4 High
- 3 Medium
- 2 Low
- 1 Insignificant

Likelihood

- 5 Almost certain
- 4 Likely
- 3 Possible
- 2 Unlikely
- 1 Rare

Direction of Travel

- ↓ Priority reduced from last review (give the previous Total score in the brackets)
- Priority equal to last review
- ↑ Priority increased from last review (give the previous Total score in the brackets)
- new Risk included in the risk register for the first time

Impact

Giving rise to one or more of the following:

Likelihood

	Service disruption	People	Financial loss *	Environment	Statutory service/legal obligations	Management	Reputation	Score
Extreme	Serious disruption to services (loss of services for more than 7 days)	Loss of life	Financial loss over £500k	Major regional / national environmental damage	<ul style="list-style-type: none"> • Central government intervention; or • Multiple civil or criminal suits 	Could lead to resignation of Leader or Chief Executive	Extensive adverse coverage in national press and/or television	5
High	Major disruption to services (loss of services for up to 7 days)	Extensive multiple injuries	Financial loss between £251k - £500k	Major local environmental damage	<ul style="list-style-type: none"> • Strong regulatory sanctions; or • Litigation 	Could lead to resignation of Member or Executive Director	Adverse coverage in national press and/or television	4
Medium	Noticeable disruption to services (loss of services for up to 48 hours)	Serious injury (medical treatment required)	Financial loss between £51k - £250k	Moderate environmental damage	<ul style="list-style-type: none"> • Regulatory sanctions, interventions, public interest reports; or • Litigation 	Disciplinary / capability procedures invoked	Extensive adverse front page local press coverage	3
Low	Some disruption to internal services; no impact on customers	Minor injury (first aid)	Financial loss of between £6k - £50k	Minor environmental damage	<ul style="list-style-type: none"> • Minor regulatory consequences; or • Litigation 	Formal HR procedure invoked	Some local press coverage; or, adverse internal comment	2
Insignificant	Insignificant disruption to internal services; no impact on customers	No injuries	Financial loss of up to £5k	Insignificant environmental damage	<ul style="list-style-type: none"> • No regulatory consequences; or • Litigation 	Informal HR procedure invoked	No reputational damage	1

** including claim or fine*

	Guidelines	Score
Almost certain	<ul style="list-style-type: none"> • Is expected to occur in most circumstances (more than 90%), or • Could happen in the next year, or • More than 90% likely to occur in the next 12 months 	5
Likely	<ul style="list-style-type: none"> • Will probably occur at some time, or in some circumstances (66% - 90%), or • Could happen in the next 2 years, or • 66% to 90% likely to occur in the next 12 months 	4
Possible	<ul style="list-style-type: none"> • Fairly likely to occur at some time, or in some circumstances (36% - 65%), or • Could happen in the next 3 years, or • 36% to 65% likely to occur in the next 12 months 	3
Unlikely	<ul style="list-style-type: none"> • Is unlikely to occur, but could, at some time (11% - 35%), or • Could happen in the next 10 years, or • 11% to 35% likely to occur in the next 12 months 	2
Rare	<ul style="list-style-type: none"> • May only occur in exceptional circumstances (up to 10%), or • Unlikely to happen in the next 10 years, or • Up to 10% likely to occur in the next 12 months 	1

**Appendix F
Strategic Risk Matrix
September 2015 - Draft**

Notes: Risk Tolerance Line - - - - -

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



			IMPACT				
			Insignificant	Low	Medium	High	Extreme
			1	2	3	4	5
LIKELIHOOD	Almost certain	5			28. Recruitment & Retention	5. Lack of land supply	
	Likely	4				15. Welfare Reform 24. HRA Business Plan 25. Increase in numbers in Bed & Breakfast accommodation	8. Medium Term Financial Strategy
	Possible	3			3. Illegal Traveller encampments or developments 27. Shared Services initiatives with other authorities 26. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes 20. Partnership working with Cambridgeshire County Council 19. Demands on services from an ageing population		
	Unlikely	2		21. Keeping up with technology development		22. Safeguarding the Council's services against climate change 2. Equalities	
	Rare	1					

