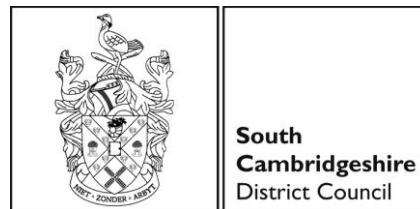


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31 August 2016

To: Chairman – Councillor Tony Orgee
Vice-Chairman – Councillor Grenville Chamberlain
Members of the Scrutiny and Overview Committee – Councillors David Bard,
Henry Batchelor, Graham Cone, Kevin Cuffley, Jose Hales, Philippa Hart and
Bunty Waters

Quorum: 5

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

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** on **THURSDAY, 8 SEPTEMBER 2016** at **6.00 p.m.**

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

Yours faithfully
JEAN HUNTER
Chief Executive

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AGENDA

PAGES

- | | | |
|----|---|-------|
| 1. | Apologies
To receive apologies for absence from committee members. | |
| 2. | Declarations of Interest | |
| 3. | Minutes of Previous Meeting
To authorise the Chairman to sign the Minutes of the meeting held on 5 July 2016 as a correct record. | 1 - 6 |
| 4. | Public Questions | |

5. **Development Management Performance and Progress in Service Improvements** 7 - 16

6. **Shared Services update**
An update on shared services will follow.

7. **2016-17 First Quarterly Position Statement on Finance, Performance and Risk**

The quarterly position report sets out updates in respect of the Council's finance, performance and risk at 30 June 2016; it is available to view on the Council's website with the on-line version of this agenda. Please go to <http://scambsmoderngov.co.uk/ieListDocuments.aspx?CId=417&MId=6802&Ver=4>

Paper copies can be made available on request. The report enables Members to maintain a sound understanding of the organisation's financial position and performance in an integrated and transparent manner; as such, it is an essential component of the Council's corporate governance arrangements.

The report will be received by Cabinet at its meeting on 15 September 2016. Questions and comments relating to specific issues raised within it should be notified in advance of the meeting, in order to allow sufficient time for additional clarification to be prepared, and relevant Portfolio Holders invited to attend as appropriate. The Committee may decide that specific issues require further consideration, in which case it may make recommendations to the Cabinet meeting at which the Position Report will be presented, or commission detailed investigation as part of its evolving work programme.

8. **Work Programme** 17 - 30
For the committee to consider its work programme for future meetings.

9. **Monitoring the Executive**
Scrutiny monitors are invited to report to the Committee regarding Portfolio Holder meetings attended since the last meeting and specifically raise any issues challenged and the result and/or issues where the Committee could add further value.

10. **To Note the Dates of Future Meetings**
Tuesday 8 November 2016 at 6pm.

Exclusion of Press and Public

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

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

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

OUR LONG-TERM VISION

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

OUR VALUES

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

- Working Together
- Integrity
- Dynamism
- Innovation

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Tuesday, 5 July 2016 at 6.00 p.m.

PRESENT: Councillor Tony Orgee – Chairman
Councillor Grenville Chamberlain – Vice-Chairman

Councillors: David Bard Henry Batchelor
Grenville Chamberlain Graham Cone
Jose Hales Philippa Hart
Andrew Fraser

Councillors Mick Martin and Robert Turner were in attendance, by invitation.

Officers: Julie Baird Head of Development Management
Alex Colyer Executive Director, Corporate Services
Stephen Kelly Joint Director of Planning and Economic
Development
Richard May Policy and Performance Manager
Victoria Wallace Democratic Services Officer
Alex Colyer Executive Director, Corporate Services
Richard May Policy and Performance Manager

1. APOLOGIES

Apologies for absence were received from Councillor Bunty Waters. Councillor Andrew Fraser was present as a substitute.

2. DECLARATIONS OF INTEREST

Regarding agenda item 6, Councillor Tony Orgee reminded members that he was also a County Councillor and Councillor Andrew Fraser made members aware that he was a Director of Ermine Street Housing.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 7 April 2016 were agreed as a correct record.

Matters arising were:

- The Executive Director (Corporate Services) provided a verbal update on shared services:
 - Members were informed that a head of the shared legal service had been appointed and would be in post from August 2016.
 - Interviews were taking place for legal officers in the two tiers below the head of service. In the meantime, locum lawyers were filling the vacant posts.
 - A Building Control manager had been appointed and would be in post from August 2016. An interim head of service was in place until then.
 - A series of recruitment campaigns had been held for the remaining Building Control posts, however these had not had as much success as hoped and posts were being covered by interim officers. A restructure of the service was being considered, to enable more senior posts to be created with salaries more in line with the market.

- All second tier posts for the ICT shared service had been filled.

4. PUBLIC QUESTIONS

There were no public questions.

5. DEVELOPMENT MANAGEMENT PERFORMANCE AND PROGRESS IN SERVICE IMPROVEMENTS

The Planning Portfolio Holder, Head of Development Management and Joint Director of Planning and Economic Development, presented an update on planning performance and service improvements.

A structure chart had been circulated to members, which would be updated as staff changes occurred.

The Planning Portfolio Holder brought to the committee's attention a number of improvements that had been made in the service since the last update to the committee in April 2016. Since the last update, a staff away day had taken place during which a Development Management Charter had been produced, outlining what staff wanted to achieve. Hard copies of this were circulated to the committee during the meeting.

Main points of discussion were:

- Members requested to know how many backlog applications went to appeal over non-determination. This information was not available during the meeting but could be presented at the September 2016 committee meeting. The committee requested the answer be provided to the Democratic Services Officer in the meantime, for circulation to the committee.
- Members queried whether the target set for clearing backlog applications was overly ambitious. The Head of Development Management said that an ambitious target needed to be set and informed the committee that agency staff were dealing with the backlog. It was acknowledged that due to the nature of agency working, this made the availability of staff potentially more volatile, however weekly meetings monitored this.
- The committee felt the report suggested that there were certain times of the year when there was a lull in the availability of planning officers. Whether there was sufficient office cover throughout the year to avoid peaks and troughs of activity was queried. The Head of Development Management assured the committee that peak holiday periods were planned in advance to ensure enough cover in the department throughout the year, and that officers took workload into consideration when planning their holidays.
- The committee was informed that the Council could not prevent applicants from submitting planning applications at peak holiday times. It could however take a view on the length of public consultation over a holiday period, to ensure sufficient opportunity for the public to be informed.
- The committee requested the Planning department keep members informed of major planning applications in their wards and that this be embedded in the culture of the department. The Planning Portfolio Holder apologised if this had not been consistently done. The Local Member for Hardwick thanked officers for having kept him well informed of applications in his ward.
- The Joint Director of Planning and Economic Development expressed the view that where applications were submitted without following the pre-application process, agents be notified that such applications would be refused. Member support would be needed if this was implemented.

- Members expressed concern for officer wellbeing in laying more customer service aims and expectations on officers, in addition to their existing workload. The Head of Development Management informed members that the Council's Contact Centre would be trained to deal with more generic planning enquiries and more information would be available publicly on the Council's website. It was hoped this would steer more generic planning enquiries away from planning officers.
- When asked about officers working from home, it was clarified that line managers would know in advance when an officer would be working from home.
- The Planning Portfolio Holder informed members that a further Planning training session for Planning Committee members and substitutes was being scheduled for September 2016. Members requested that at least 4 weeks notice of training be given, to allow those members who worked to be able to book leave in order to attend.
- Members asked whether, rather than having to dedicate a whole day to training, if training could be carried out in shorter stages over a period of time. The Joint Director of Planning and Economic Development would discuss this with Democratic Services.
- Members queried whether the reorganisation of the Council's legal services had impacted negatively on Planning. In response to this, the committee was informed that collaboration with legal services was important. The Planning Portfolio Holder informed the committee that timescales of the discharge of conditions was being looked at, as was the actioning of projects by developers once applications had been approved.

The Scrutiny and Overview committee noted the report and thanked the Planning Portfolio Holder and officers for attending.

6. QUARTERLY POSITION REPORT ON FINANCE, PERFORMANCE AND RISK

The Corporate and Customer Services Portfolio Holder and Policy and Performance Manager presented the 2015-16 Year End Position Statement on Finance, Performance and Risk, which would be presented to the July 2016 meeting of Cabinet. The committee considered the report and the following points were made:

- The Corporate and Customer Services Portfolio Holder proposed that for future performance reporting to the Scrutiny and Overview Committee, the committee nominate in advance of the meeting the portfolio it would like to consider in more depth. This would enable the relevant Portfolio Holder to attend the meeting and answer more in depth questions. At the end of the reporting year, the Portfolio Holder proposed that the committee still review the year end position statement as a whole. It was advised that at least one month's notice in advance of the meeting be given, with regards to which portfolio the committee would like to consider. The Portfolio Holder felt that this would enable more effective scrutiny of individual portfolios.
- The Corporate and Customer Services Portfolio Holder informed the committee that highlight reports were presented to the Council's Executive Management Team on a monthly basis and therefore any urgent issues would be highlighted to the relevant Portfolio Holder through these meetings.
- The committee suggested that if specific portfolios were going to be looked at by the committee, that the committee should be presented with information covering a longer period than one quarter.
- Clarification was sought on how a Portfolio Holder reporting to the committee would report back on any actions from that meeting. It was clarified that this would come back to the next meeting under matters arising, either directly from the relevant Portfolio Holder or from a relevant officer.

- The committee supported the Corporate and Customer Services Portfolio Holder's suggestion whilst reserving the right to call Portfolio Holders back to meetings as it saw fit.
- A number of negative variances in the report were queried. The Portfolio Holder clarified that this was due to Northstowe not coming forward as quickly as originally anticipated and due to refurbishment of the Whaddon travellers' site.

Risks were discussed:

- Concern was raised over lost rental income from renting out space in the Council's offices to the Police and Crime Commissioner's office, which was moving. The committee was informed that empty space in the building was being made available to rent to other organisations.
- The Shared Services risk (STR27) scoring was queried and it was questioned whether this should remain green. Concern was raised that only one Monitoring Officer was covering all the shared services councils. The Executive Director (Corporate Services) reassured members that the monitoring officer activity could, under the guidance of the monitoring officer, be carried out by the rest of the legal team. The new head of the shared legal service, would be the Monitoring Officer.
- The Corporate and Customer Services Portfolio Holder highlighted two further potential strategic risks:
 - He had requested that Devolution be addressed in the Council's strategic risk register. This would be presented to the Scrutiny and Overview Committee in autumn 2016.
 - He alerted the committee to a potential future increase in tax on diesel fuel, which could impact the Council in a negative way. This would be monitored closely.

The Committee noted the report and agreed to proceed with the Corporate and Customer Services Portfolio Holder's suggestion regarding future position reporting by portfolio, to be identified in advance of the meeting by the Scrutiny and Overview Committee.

7. WORK PROGRAMME 2016/17

The Scrutiny and Overview Committee's Work Programme for 2016-17 was discussed. It was agreed that the following items would be looked at at future meetings:

September 2016:

- Shared Services
- Planning

November 2016:

- Contact Centre performance

8. APPOINTMENT OF SCRUTINY MONITORS AND MONITORING THE EXECUTIVE

The Scrutiny and Overview Committee appointed the following Scrutiny Monitors:

Portfolio	Scrutiny Monitor
Leader	Councillor Tony Orgee
Finance and Staffing	Councillor Philippa Hart
Corporate and Customer Services	Councillor Henry Batchelor
Environmental Services	Councillor David Bard

Greater Cambridge City Deal	Councillor Grenville Chamberlain
Housing	Councillors Jose Hales and Bunty Waters
Planning	Councillors Graham Cone and Philippa Hart

9. TO NOTE THE DATES OF FUTURE MEETINGS

Some members expressed concern that future meetings had been scheduled for Tuesday evenings, which clashed with some Parish Council meetings.

The September 2016 meeting date would be rescheduled from Tuesday 6 September to Thursday 8 September at 6pm.

The Meeting ended at 8.05 p.m.

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Report To: Scrutiny and Overview Committee
Lead Officer: Planning and New Communities Director

8 September 2016

DEVELOPMENT MANAGEMENT PERFORMANCE AND PROGRESS IN SERVICE IMPROVEMENTS

Purpose

1. To update the Scrutiny and Overview Committee on performance and service improvement within the Development Management Service.
2. This is not a key decision.

Recommendations

3. It is recommended that the Scrutiny and Overview Committee notes the progress in performance as well as the areas of focus within the Development Management Service.

Reasons for Recommendations

4. To enable Members to monitor performance of the Service

Background

5. Performance and improvement measures were previously reported in July 2016. At this meeting Members sought reassurance about staffing levels over holiday periods. They also queried whether the target to clear the backlog by the end of October 2016 is ambitious, as well as how many out of time applications had been appealed against non determination. An update on performance and appeals, progress with other improvements and clearing the backlog is included in this report.

Performance Highlights

6. The performance of Planning Authorities is measured by the Department for Communities and Local Government (DCLG) on speed of major applications (target 60%) processed with 13 weeks or with an otherwise agreed extension of time, and the percentage of appeals for major applications which are allowed at appeal as a major of quality.
7. The Growth and Infrastructure Act 2013 gave the Secretary of State power to “designate” Planning Authorities if their performance in handling major planning applications was below an acceptable standard. In 2015 designation measures were revised to include local authorities whose speed of processing majors fell below 50% on average over a two year period and/or if major applications allowed on appeal exceeded 20% over the two year period.
8. In addition, there are key performance indicators for the speed of processing other types of cases; 65% for “minor” applications and 80% for “other” applications.

9. Returns are made every quarter of the calendar year to the DCLG on the numbers of planning applications received, decided and speed of determination.
10. The Planning department is currently reviewing performance reporting including additional local indicators and customer feedback. The revised reporting format will be reported back to Scrutiny in November 2016. This will include information on appeals and customer feedback.
11. Meanwhile the performance highlights from the last report to Scrutiny are as follows (See **Appendix 1**):
 - There has been an upward trend in performance over the last three months from June 2016.
 - In August all three performance indicators for speed of processing all types of applications have been exceeded.
 - The speed of processing major applications is being carefully monitored weekly with officers and where possible extension of times are being agreed for example to allow for completion of legal agreements.
 - However, in some cases, in particular 5 year land supply housing applications it is a clear strategy for some applicants to appeal applications when issues have not been resolved without agreeing extension of time with the local authority.
 - Quality of submissions and supporting information has been an issue with some applications. We encourage applicants to engage in pre-application submissions to improve the quality of proposals and application submissions.

Improvement Measures

12. The service improvement measures put in place and the progress against other measures are highlighted in **Appendix 2**.
13. The following have been areas of focus over the last few months:

Legal Support

14. The process for securing completion of S106 agreements and issuing decisions has been historically lengthy. The shared service should provide more resiliency in this regard now the principal planning lawyer has been appointed and will be in place from October 2016. We are currently exploring measures to make most efficient use of our resources and have started discussions with developers and also County officers. Work will include standardising legal agreements for common head of terms which we will develop with the Development sectors and also key stakeholders such as the County to minimise the need for protracted discussions between legal teams. We are also increasingly encouraging applicants to submit heads of terms up front with planning applications and as well as increasing details reported to committee, including triggers. A table now accompanies all reports to committee with details of contributions. Regular monthly review meetings will be held with the principal planning lawyer when in post and extensions of times are being sought by officers as appropriate, to manage the process more effectively.

A workshop has been set up with the County in early October to discuss protocol for negotiating and securing infrastructure including transport, education provision and drainage. This will inform guidance that the County is developing with us and other planning authorities across Cambridge, to provide further clarification on approach and to maximise potential to secure important CIL compliant contributions.

Five year land supply applications

15. Officers are exploring potential measures to address growing concerns about the ability the Council has to shape outcomes and resist proposals for unplanned/speculative development in light of lack of a five year land supply and recent appeal decisions.
16. There has been an over growth throughout the district in light of the five year land supply and recent appeal decisions in Swavesey and Melbourn has caused some anxiety in our local community. Officers are exploring whether this situation can be improved prior to the local plan adoption through current and pending decisions. A report to the Portfolio Holder on this subject is in hand and an update will be provided to this committee in November.

Appeals

17. In light of the increasing volume of appeals for five year land supply applications against the shortage of staff in early 2015, the interim service manager at that time outsourced the District's appeals.
18. Subsequently our team leader John Koch has been identified as the service lead for appeals and has been working with colleagues to define roles and responsibilities. This has included a programme of work to develop the technical support team and also planning officers.
19. As a result we have been increasing bringing appeals back in house as they are lodged, including all written submissions and hearings. Whilst Inquiries continue to be outsourced, the case officer is required to actively contribute to the process to ensure we maximise the potential for success at appeal. Our figures to date are included in **Appendix 1**.

Team and staffing

20. Members have previously raised concerns about the workload for the Development Management Service including providing continuity over peak holiday periods.
21. The team continues to have case loads which are around the benchmark levels referred to by the Planning Advisory service. The officers on hand numbers are reviewed by the management team monthly and at one to ones with officers.
22. The service is building further resiliency by developing its team, offering secondment opportunities for a number of staff to principal and senior planner roles across the department. Similar to the project officer model this will enable the officers to build experience in other areas of planning and where to appropriate deal with more complex work.
23. Planning officers have all been provided with mentors who support them in processing their case load, this is in addition to case conference which allows the officer to present their application to a weekly panel of officers.

24. The Service has been working with HR to develop an apprentice scheme with local further education establishments which will also contribute to the “grow your own” planner initiative, first introduced formally in 2015 with the five project officers who were recruited in November and for whom the local authority is now investing in a masters qualification for them in planning, which they will attend from October 2016.
25. There are currently two vacancies in the team, one which will be covered by an agency member of the “legacy” team from November and a senior planner post which is being advertised as a secondment opportunity.

Processing of backlog applications

26. In April we reported in December 2015 there were 977 backlog applications and in July we reported that this had reduced to 595 cases. The number recorded at end of August 2016 has now further decreased to 320 cases.
27. In July 2016, Members raised concern that the target to have the backlog cleared by end of October 2016 was ambitious. We are continuing to meet weekly with the “Legacy” team who process these applications to monitor progress. This is combined with management of other factors, which have historically contributed to producing the backlog; including poor quality submissions, delays in registration and validation as the new technical team were up skilling and inconsistencies with officers not always securing extensions of time when required.
28. The “legacy” team comprises of an additional four agency members of staff, and despite changes in some of team members over the last few months, they are continuing to clear the out of time applications in a timely manner.
29. Members asked for information of how many out of time applications were appealed against non-determination. This information is included in **Appendix 1**. These are largely 5 year land supply applications.

Implications

30. 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

31. The costs are contained within budgeted resources for this financial year, although the agency staff costs to clear the backlog applications are high and require careful monthly management.

Legal

32. There are no specific legal implications arising from this report.

Staffing

33. All improvements to process and working arrangements are being made with involvement of staff and training will be included as an integral part of implementation.

Risk Management

34. Service performance has improved over the last three months, the team will continue to monitor this with the teams each week and extensions of time will be used as appropriate. A paper is also being prepared for the Portfolio Holder with proposals on how we will manage the issues associated with lack of five year land supply.

Equality and Diversity

35. The recruitment campaign and working arrangements allow for full flexibility to meet specific requirements of current staff and candidates.

Climate Change

36. No specific implications.

Effect on Strategic Aims

37. The recommendation seek to achieve the Council's three A's

Background Papers – Appendix 1: Speed of determining applications
Appendix 2: Service Improvements

Report Author: Julie Baird – Head of Development Management
Telephone: (01954) 713144

Appendix 1

Application speed of determining applications against National Targets

National Targets	% in time
Large Major	60%
Small Major	60%
Minor	65%
Other	80%

5% and over from meeting target
Within 5% of target
Hit Target

2015/16 Performance: percentage of applications in Time

	% in time												Total
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	
Lg Major	33	100	50	100	0	n/a	100	0	100	n/a	50	33	59%
Small Major	71	80	50	71	0	33	25	0	50	20	0	100	46%
Minor	47	61	55	57	55	55	53	50	80	49	45	88	56%
Other	73	83	74	81	60	57	61	42	73	50	57	83	65%

2016/2017 Performance: percentage of applications in Time

	% in time					Total
	Apr	May	June	July	August	
Lg Major	67	67	50	67	100	70%
Small Major	n/a	100	20	50	100	67%
Minor	59	65	70	70	74	67%
Other	75	81	77	82	86	80%

Out of Time Backlog Application Figures: January – June 2016

	Jan	Feb	Mar	Apr	May	June	July	August	Total
Backlog c/forward	977	892	725	590	486	412	358	320	320
New backlog	+ 25	+ 41	+82	+17	Retained by officer	Retained by officer	Retained by officer	Retained by officer	
									320

Planning Appeals figure 2016

	Jan	Feb	March	Apr	May	June	July	August	Total to date
No. Lodged Majors	0	1	0	1	2	1	0	0	5
No. Lodged Minors	1	2	0	1	1	5	4	1	15
No. Lodged Others	2	1	0	1	5	2	1	3	15
Total no. allowed	2	7	3	4	6.5	7	3	7	39.5
Total no. Dismissed	4	10	3	9	3.5	12	8	8	57.5
Total no. majors allowed	1	0	0	1	1	2	0	1	6
Total no. majors dismissed	0	2	1	0	1	4	0	0	8

Appendix 2: Service Improvements

Implemented Improvements

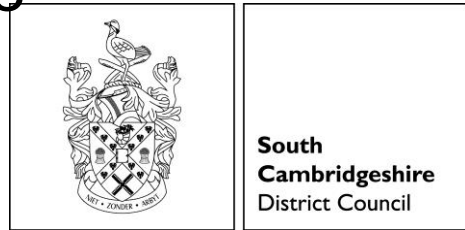
Measure	Outcome	Timeframe	Improvement Type
Making consultation responses available on line	Transparency	Temporarily suspended pending changes to website end Sept	Speed Customer
Consultation response guidance for public	Higher quality consultation Reduce need for redaction Reduce risk of complaint	June 2016	Speed Customer Quality
Calls to application at key stages in application process	To keep customer up to date Reduce risk of complaint	May 2016	Customer
Process to allow Decision in week 5 if no issues	Speedy decisions on straightforward applications	May 2016	Quality
TSO Validation training and processes	Speedy decisions Quality submissions	June 2016	Speed Quality Customer
Agreed approach on lack of 5 year land support	To develop staff Sound planning decisions	April & June 2016	Quality
Timetable for committee preparation	To manage impact of last minute To ensure we are prepared for committee	April 2016	Quality Customer
Early briefings for committee with officers presenting cases	Empower and develop the team To ensure we are prepared for committee	December 2015	Quality
New performance management process	Empower and develop the team Improve and manage performance	December 2015	Quality Customer Speed
Case conference	To develop the team To enable the team to share experiences and discuss cases To coach staff in making high quality and decisive decisions	December 2015	Quality Speed
Significant case list with target dates	To forward manage performance To develop a shared understanding of all significant cases To grow partnership working with Policy	March 2016	Quality Speed
Weekly application lists with target dates for each officer	To forward manage work To manage resources effectively	January 2016	Speed

“Legacy” team with weekly monitoring and target setting	To close down out of time applications	January 2016	Speed Customer
Complaint analysis	To draw lessons learned from complaints	March 2016	Customer
Revised scheme of delegation	To reduce the number of applications going to committee and provide a more efficient service for customers	April 2016	Speed Customer
Team customer charter	To development commitment from staff to achieve good customer service	June 2016	Customer
Duty householder service	To ensure customers are provided with a more responsive service	May 2016	Customer Quality
Traffic light issues log for significant pre-apps	To provide clear guidance for applicants on what issues need to be resolved prior to an application being submitted	March 2016	Customer Quality Speed
Pre-application protocol	To engage members, the parishes and the public in the early application stages	April 2016	Quality Customer
Members training	To develop Members and support them in making good decisions	March 2016	Quality Customer
ICT workflow to support new application process	To support new application process	May 2016	Speed
Appeal process and mapping of roles and responsibilities & staff training	Transparency More effective management of appeal process	June 2016	Speed Customer Quality

Improvements In progress

Measure	Outcome	Timeframe	Improvement Type
Review Appeal contract	More effective management of appeal process More effective use of resources	Under review, whilst bringing majority in house	
PAS Quality Framework	Higher quality consultation Reduce need for redaction Reduce risk of complaint	June 2016 - Delays due to incomplete datasets	Speed Customer Quality
Committee roles and responsibilities and PAS peer review	To keep customer up to date Reduce risk of complaint	September 2016	Customer
Mapping of service ICT requirements	Speedy decisions on straightforward applications	September 2016	Quality
Recording of duty service calls to inform scripts & training for contact centre	To improve customer experience ensuring they have access to information they need	August 2016 (extended to Sept for accurate data)	Customer
Staff development programme	To improve the confidence of staff	August 2016 (extended Oct)	Quality Speed Customer
Reduce volume of paper information being prepared for parishes	To make most efficient use of time and ensure parishes are getting information they need in the best way Will enable staff to spend more time on validation	July 2016 (team focusing on 5 day validation extended end Sept)	Speed Customer

Agenda Item 8



REPORT TO: Scrutiny and Overview Committee
LEAD OFFICER: Executive Director (Corporate Services)

8 September 2016

WORK PROGRAMME 2016/2017

Purpose

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

Recommendations

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

Background

3. The latest version of the Committee's work programme is attached at **Appendix A**.
4. The Scrutiny Prioritisation Tool is attached at **Appendix B**.

Considerations

The four principles of effective scrutiny

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

Work Programming

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

Implications

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

Consultation responses (including from the Youth Council)

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

Effect on Strategic Aims

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

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

Report Author: Graham Watts – Democratic Services Team Leader
Telephone: (01954) 713030

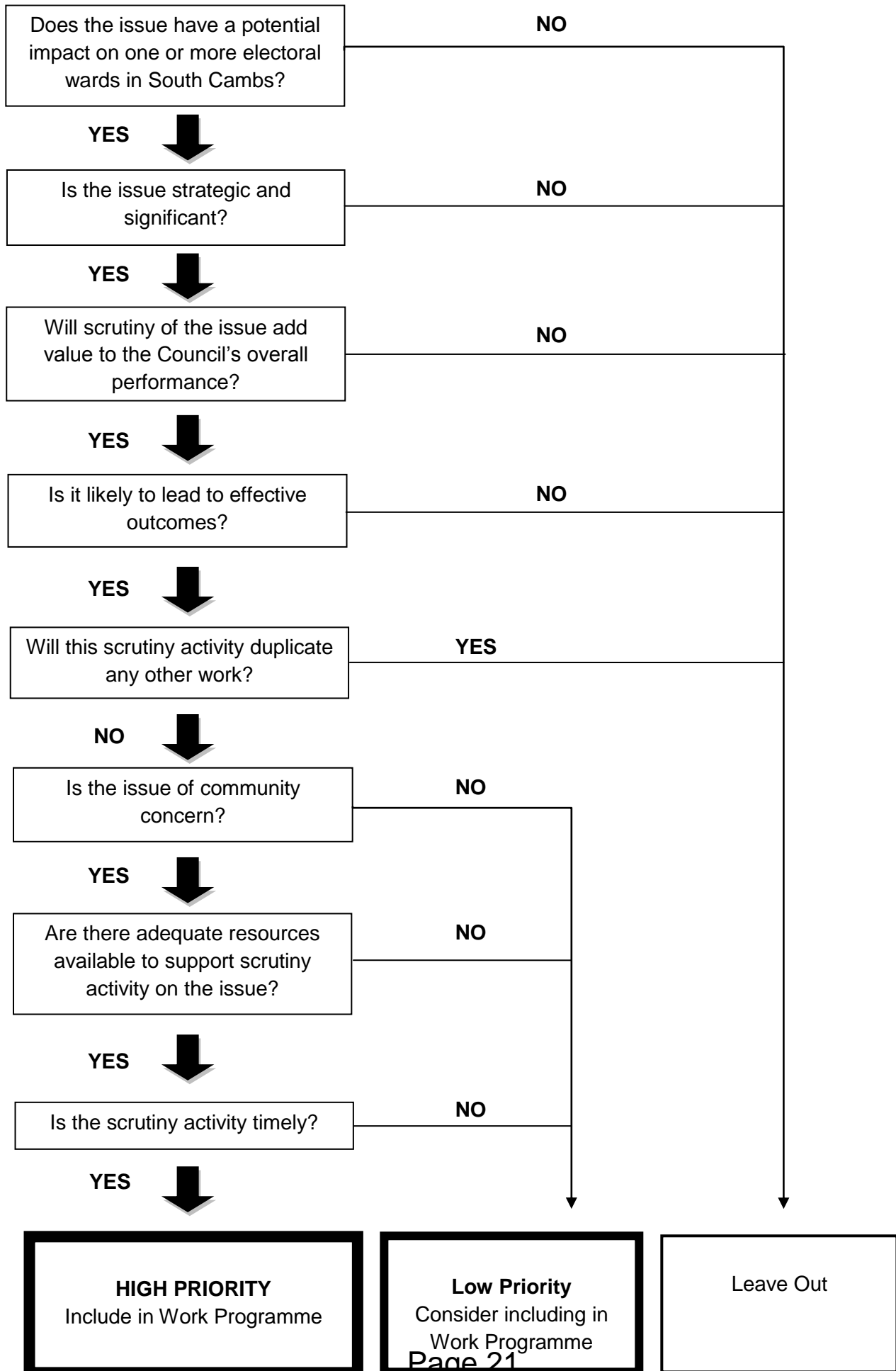
Scrutiny and Overview Committee – Work Programme

Date of meeting	Title of Report
8 November 2016	Quarterly Position Report on Finance, Performance and Risk
	Draft Medium Term Financial Strategy
	Review of the Corporate Plan
	Customer Contact Centre performance
7 February 2017	Customer Contact Centre Annual Performance Report
	Medium Term Financial Strategy
	Quarterly Position Report on Finance, Performance and Risk
	Corporate Plan
11 April 2017	Quarterly Position Report on Finance, Performance and Risk

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Appendix B

Scrutiny Work Programme Prioritisation Tool



HIGH PRIORITY
Include in Work Programme

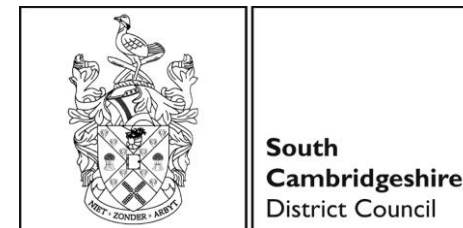
Low Priority
Consider including in Work Programme

Leave Out

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NOTICE OF KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 17 August 2016



Notice is hereby given of:

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

A Key Decision is a decision, which is likely:

(1) (a) to result in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards

(2) On determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance).

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

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

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

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

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

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

Cabinet

Councillor Peter Topping
Councillor Francis Burkitt
Councillor Simon Edwards
Councillor Lynda Harford
Councillor Mark Howell
Councillor Mick Martin
Councillor Robert Turner
Councillor Tim Wotherspoon

Leader of the Council
Greater Cambridge City Deal
Finance and Staffing
Housing
Environmental Services
Corporate and Customer Services
Planning
Strategic Planning

Key and non-key decisions expected to be made from 17 August 2016

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Skills and apprenticeships Non-Key	Cabinet	15 September 2016		Strategic Planning Portfolio Holder Mike Hill, Health and Environmental Services Director	Report (publication expected 07 September 2016)
Apprenticeships Non-Key	Cabinet	15 September 2016		Finance and Staffing Portfolio Holder Susan Gardner Craig, Human Resources Manager	Report (publication expected 07 September 2016)
Internal Audit Shared Service Key	Cabinet	15 September 2016		Corporate and Customer Services Portfolio Holder Alex Colyer, Executive Director, Corporate Services	Report (publication expected 07 September 2016)
Position Statement 2016/17: Finance, Performance and Risk (Q1) Non-Key	Cabinet	15 September 2016		Finance and Staffing Portfolio Holder Richard May, Policy and Performance Manager	Report (publication expected 07 September 2016)

Key and non-key decisions expected to be made from 17 August 2016

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Five Year Land Supply Sites and Local Connection Criteria Key	Cabinet	15 September 2016		Housing Portfolio Holder Julie Fletcher, Head of Housing Strategy	Report (publication expected 07 September 2016)
Cambourne West - S106 Heads of Terms Non-Key	Cabinet	15 September 2016	Report to be considered in private in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 and 6 of Schedule 12A of the Act)	Planning Portfolio Holder Jane Green, Head of New Communities	Report (publication expected 07 September 2016)
Localised Council Tax Support Scheme Non-Key	Finance and Staffing Portfolio Holder Cabinet	20 September 2016 19 January 2017		Finance and Staffing Portfolio Holder Dawn Graham, Benefits Manager	Report (publication expected 07 September 2016)
Write Offs Key	Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder	20 September 2016 17 January 2017		Finance and Staffing Portfolio Holder Sally Smart, Principal Accountant Financial & Systems	Report (publication expected 12 September 2016)

Key and non-key decisions expected to be made from 17 August 2016

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
	Finance and Staffing Portfolio Holder	18 April 2017			
Rural Settlements List 2017-18 Non-Key	Finance and Staffing Portfolio Holder	18 October 2016		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 10 October 2016)
Treasury Management Quarterly Investment Review Non-Key	Finance and Staffing Portfolio Holder	18 October 2016		Finance and Staffing Portfolio Holder Sally Smart, Principal Accountant Financial & Systems Alex Colyer, Executive Director, Corporate Services	Report (publication expected 10 October 2016)
Revenues and Benefits Performance Report (Q1) Non-Key	Finance and Staffing Portfolio Holder	18 October 2016		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 10 October 2016)
Review of the Medium Term Financial Strategy	Cabinet	17 November 2016		Finance and Staffing Portfolio Holder	Report (publication expected 09 November)

Key and non-key decisions expected to be made from 17 August 2016

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
including consideration of the Capital Accounting Policy Non-Key				Alex Colyer, Executive Director, Corporate Services Suzy Brandes, Principal Accountant (General Fund and Projects)	2016)
Position Statement on Finance, Performance and Risk Q2 Non-Key	Cabinet	17 November 2016		Finance and Staffing Portfolio Holder Richard May, Policy and Performance Manager Suzy Brandes, Principal Accountant (General Fund & Projects)	Report (publication expected 09 November 2016)
Housing Management IT System Procurement Key	Cabinet	17 November 2016		Housing Portfolio Holder Stephen Hills, Director of Housing	Report (publication expected 09 November 2016)
Corporate Plan Priorities 2017-2021 Key	Cabinet Council	17 November 2016 23 February 2017		Corporate and Customer Services Portfolio Holder Corporate and	Report (publication expected 09 November 2016) Report (publication

Key and non-key decisions expected to be made from 17 August 2016

Decision to be made	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
				Customer Services Portfolio Holder Richard May, Policy and Performance Manager	expected 15 February 2017)

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