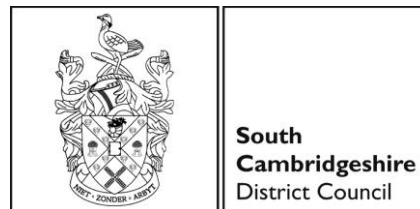


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1 November 2017

To: Chairman – Councillor Tony Orgee
Vice-Chairman – Councillor Kevin Cuffley
Members of the Scrutiny and Overview Committee – Councillors David Bard,
Ruth Betson, Grenville Chamberlain, Graham Cone, Jose Hales, Philippa Hart
and Tumi Hawkins

Quorum: 5

There is a pre-meeting session at 4pm for members of the Committee only, to plan their lines of enquiry.

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** on **THURSDAY, 9 NOVEMBER 2017** at **5.00 p.m.**

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

Yours faithfully
Beverly Agass
Chief Executive

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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 7 September 2017 as a correct record. | 1 - 8 |
| 4. Public Questions | |

- | | | |
|-----|--|----------|
| 5. | Development Management Performance | 9 - 14 |
| 6. | Performance of the Planning Enforcement Service | 15 - 24 |
| 7. | 2017-18 Second Quarterly Position Statement on Finance, Performance and Risk | 25 - 86 |
| 8. | Performance of the Shared Waste Service
A performance report is attached for the committee to consider and note. | 87 - 94 |
| 9. | Corporate Plan
Report to follow. | |
| 10. | Draft Medium Term Financial Strategy
Report to follow. | |
| 11. | Work Programme | 95 - 108 |
| 12. | 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. | |
| 13. | To Note the Dates of Future Meetings
Tuesday 6 February 2018 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
Thursday, 7 September 2017 at 6.00 p.m.

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

Councillors: David Bard Ruth Betson
Grenville Chamberlain Graham Cone
Tumi Hawkins Henry Batchelor

Councillors Simon Edwards, Lynda Harford, Deborah Roberts and Peter Topping were in attendance.

Officers: Victoria Wallace Democratic Services Officer
Alex Colyer Executive Director (Corporate Services)
Julie Fletcher Head of Housing Strategy
Dawn Graham Benefits Manager
Stephen Hills Director of Housing
Stephen Kelly Joint Director for Planning and Economic
Development
Richard May Policy and Performance Manager
Rory McKenna Deputy Monitoring Officer

1. APOLOGIES

Apologies for absence were received from Councillors Jose Hales and Philippa Hart. Councillor Henry Batchelor was present as a substitute for Councillor Hart.

2. DECLARATIONS OF INTEREST

There were no declarations of interest. With regard to Agenda Item 5, Councillors Bard and Cuffley informed the committee that they had been members of the Planning Committee which had considered the planning application relating to this item.

3. MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting were agreed as a correct record.

4. PUBLIC QUESTIONS

There were no public questions.

5. TASK AND FINISH GROUP UPDATE

The Chairman moved agenda item 9 'Task and Finish Group update' to be considered as agenda item 5. The committee unanimously agreed the proposed Terms of Reference of the Ermine Street Housing Task and Finish Group.

6. REFERRAL TO THE COMMITTEE OF THE CALL-IN OF A DECISION REGARDING SALE OF LAND OFF STATION ROAD, FOXTON

The Deputy Monitoring Officer set out the reasons for the call-in of the decision taken by

Cabinet on 15th August 2017, regarding the sale of land off Station Road in Foxton.

The Cabinet had agreed on 15th August 2017, to the sale of access land in Foxton and sale of garden land at number 31 Station Road, Foxton. The call-in focussed on the sale of the garden land at number 31. The Deputy Monitoring Officer explained that Article 13.02 of the Council's Constitution stated that in taking decisions 'the action to be taken shall be proportionate to the desired outcome'. His view was that there was enough to say that the constitution had been engaged and that a meeting of the Scrutiny and Overview Committee should consider the decision.. The committee was informed that it could also refer the matter to Council however officers felt and the committee agreed, that this would mean in practice, that the decision would then be referred back to the Cabinet for re-consideration.

The Chairman drew the committee's attention to two typographical errors in the correspondence from Councillor Roberts, confirming that the date on page 27 was 3 July 2012 and not 2017 and on page 29, the Cabinet meeting referred to had taken place in 2017 and not 2015.

Councillor Deborah Roberts was invited to speak as the local member for Foxton and lead member of the call-in. She made the following points:

- She set out the importance to the village of the area in question.
- Highways had not raised any objections on grounds of safety regarding the single track entrance to the proposed development at the entrance of Station Road. Therefore it was felt by Councillor Roberts and Foxton Parish Council, that the sale of this extra land to widen this road, was not necessary to accommodate the proposed development. It was therefore felt that the decision taken by Cabinet to sell the extra land, was disproportionate.
- Discussions between the Housing department and the applicant (Endurance Estates) negotiating the release and sale of the garden land in question, had happened without the Parish Council being made aware.
- The village supported affordable housing and supported South Cambridgeshire District Council. Councillor Roberts did not agree that this decision was for the future benefit of future residents of the proposed new development.
- The land in question had been maintained by the Parish Council for a long time. The Parish Council had proposed that the District Council consider selling the land to them however this proposal was never considered.

The Chairman of Foxton Parish Council was invited to speak and added the following:

- The main concern for the parish council and its main reason for disagreeing with the decision taken by Cabinet on 15th August 2017, was that the sale of this extra land would give the developer (Endurance Estates) of the proposed development of 22 houses, extra access to the site. It was felt that this would enable further land beyond that for the 22 houses developed, to be developed. In response to this, the committee was informed that for any further future development to take place, the applicant would have to submit a full planning application.

The Committee proceeded to ask Councillor Roberts, Housing officers and the Housing Portfolio Holder questions and to debate this issue. The main points raised were:

- The committee was informed that the sale of this extra land would widen the existing road, enabling it to be adopted by Highways. It was highlighted that this could improve the safety of the road. Some members of the committee pointed out that accommodating the adoption of roads was desirable. Some members' experience suggested that residents preferred roads to be adopted as although private roads could be managed by private companies employed by residents,

this placed potentially expensive responsibility on residents who would be responsible for the cost of any repairs to an unadopted private road.

- The committee was informed that the tenant of the property to which the garden land in question belonged, was happy with the sale of the land. The committee was also informed that the tenant had a right to buy the property but had not yet taken that up.
- Cllr Roberts informed the committee that her views had not been sought regarding this matter before the sale of land had been agreed by Cabinet, though she had received letters informing her of what was being done.

In response to the points raised during the discussions, the Housing Director informed the committee of the following:

- The option to look at the extra strip of garden land in question to widen access to the proposed development, had been raised by the developer (Endurance Estates) in 2015. The Parish Council were informed of this by the Housing department. There had been no discussions between the applicant and the Housing department regarding future development.
- The garden land in question had been valued at £5000, which reflected that this was a small strip of land. The land had been valued by an independent valuer.
- A 50% uplift had been applied to the sale of the access land in order to protect the Council's asset in case any future development benefitted from this land. This was HRA land and therefore the funds raised from the sale of this were ring-fenced and could only be spent on the provision or maintenance of affordable housing.
- Throughout the process leading to the Cabinet decision to sell the land, the Housing department had liaised with Councillor Roberts and Foxton Parish Council. Discussions had taken place with Councillor Roberts and the parish council before the original planning application for 22 houses had been submitted.
- The Housing Director was satisfied that the parish council and Councillor Roberts had been kept informed and that their views had been sought.
- He confirmed that if the tenant of the property decided to exercise their right to buy in future, that they could sell the strip of land in question.
- The committee was informed that when first approached by Endurance Estates, the Housing department advised that they would not enter any negotiations with the tenant regarding the sale of garden land as they could be seen as acting in favour of the proposed planning application.
- When asked why the transfer of the land to the parish council had not been considered, the committee was informed that it would not have been appropriate for the Housing Portfolio Holder to make any decisions regarding the land before a decision on the planning application had been taken.
- The Housing Director advised the committee that it would seem perverse for another Council department to refuse approval for the sale of land which was of benefit to a planning application which had been approved by the same Council's Planning Committee, as was the case here.

The Housing Portfolio Holder informed the committee that:

- Before this decision had been taken, she and the Head of Housing Strategy had met with Foxton Parish Council having offered meeting dates for their convenience. They had spent at least an hour discussing the proposals with the parish council.
- The Housing Portfolio Holder meeting originally scheduled to take place on 21 June 2017, was cancelled as there were no substantial items to warrant a public meeting taking place.

The Committee debated and discussed the issue further, raising the following points:

- Some members felt that the sale of this extra land was not needed as the outline planning permission for the proposed development had been granted with the existing single track access. Therefore the sale of the land was not necessary to accommodate the viability of the proposed development.
- Some members felt that the sale of the land made it possible to add speculative development sites to the village.
- Some members felt that the sale of this land was not proportionate and that it was premature to sell it.
- Some members spoke in favour of roads being adopted where possible and pointed out that the potential adoption of this section of road being made possible by the sale of this land, would potentially make possible the adoption of roads in the 22 house development.

Taking account of all the points raised, the Scrutiny and Overview Committee considered the decision taken by Cabinet on 15th August 2017 regarding the sale of land off Station Road in Foxton. Six members voted in favour of Option A which was to allow the decision to be implemented without further delay, and two members voted in favour of Option B which was to refer the decision back to Cabinet. The Scrutiny and Overview Committee therefore **AGREED** to allow the decision taken by Cabinet on 15th August 2017, to be implemented without further delay.

7. CUSTOMER CONTACT SERVICE REVIEW OF PERFORMANCE 2017

The Benefits Manager and Finance and Staffing Portfolio Holder presented performance information for the Customer Contact Service, which provided a mid year review of the service's operational performance between 1 January 2017 and 31 July 2017.

The committee raised some concern regarding the number of abandoned calls.

The committee was informed that:

- The Council's current contract did not allow for the Contact Centre to take a message from callers in order to return their call.
- Extra temporary staff were being employed for peak times of activity. Last year's performance was impacted by a period of staff vacancies and sickness and it was acknowledged that the service had not been quick enough to recruit to vacant posts. This had been rectified through recruiting to posts in a more timely way and from September 2017, the service would be taking on apprentices. It was hoped that through the apprenticeship scheme, the service would retain staff for longer.
- The Council did not charge a supplement to callers for its 0300 number. Regulations prevented this.
- The new customer portal would allow users 24/7 access to the Council. Despite this it was recognised that not all residents would want to use the portal and the Council would continue to cater for these residents, who would continue to be able to telephone the Council.

The committee commended the huge improvement in Contact Centre's performance and noted the report.

8. 2017-18 FIRST QUARTERLY POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

The Finance and Staffing Portfolio Holder and the Policy and Performance Manager presented the 2017-18 first quarterly position statement on finance, performance and risk.

The Portfolio Holder drew the committee's attention to:

- The new format of the variances at page 35.
- The extra two columns that had been added to the table on page 37.
- Changes to the risk register which had been implemented as agreed by the Audit and Corporate Governance Committee.

The report was discussed and the committee raised the following points:

- The cost of planning appeals concerned the committee. Whilst this was a concern, the Portfolio Holder pointed out that there was little that the Executive could do about this.
- The Executive Director confirmed that £77,000 of recharges was still to be invoiced to Cambridgeshire County Council for re-provision and the new homes programme. The Finance and Staffing Portfolio Holder would look into why these recharges had not yet been made.
- The committee was informed that the Council would be reimbursed by central government for the costs incurred for the general election.

The committee raised the following specific areas of concern:

- The Council's poor performance in paying invoices. The Portfolio Holder acknowledged this and was addressing this with officers. Committee members were particularly concerned about the impact of this on small businesses. The committee was informed that the Council had set itself a difficult target and that it did not take much to put performance in the red.
- The number of days it took to process new housing benefit. In response to this the committee was informed of the main reasons for this poor performance, one of which was the general election as many staff had been involved in the running of this which had taken them away from processing new housing benefit. The committee was assured that measures were in place to improve performance.
- The worsening of customer satisfaction with the planning service. The Joint Director of Planning and Economic Development informed the committee that this was being targeted. The service was looking into providing a duty officer on the telephone, as well as more information being provided on the website. Members also informed the Joint Director of Planning and Economic Development that customers were known to be dissatisfied with the length of time to determine planning applications. The Joint Director pointed out that the trajectory of this performance indicator was improving and it was hoped that this would improve customer satisfaction levels.
- The length of time it took for commercial premises planning applications to be processed. The Finance and Staffing Portfolio Holder advised members to submit their concerns regarding this directly to the Planning Portfolio Holder.
- The length of time for discharge of conditions, which incurred significant costs to developers. It was felt that the statistics in the performance report did not capture the small number of applications that were significantly over time. In response to this, the Joint Director of Planning and Economic Development provided some reassurance that the validation time had significantly improved, having reduced to five days from over 20 days. He recognised that the financial implications of the time to discharge conditions were potentially significant.
- Councillor Chamberlain informed officers of the feedback from the Council's task and finish group looking at rural businesses. The feedback from senior level business people was that the Council was notorious for the length of time taken

to process commercial planning applications.

The Scrutiny and Overview Committee noted the report.

9. SHARED WASTE SERVICE UPDATE

The committee was informed that this meeting fell outside the sequence of 3C Shared Services performance monitoring and as such, there was no report to present the committee. A report would be presented to the committee at its meeting in November.

Committee members raised concern regarding the performance of the waste service. Following the last Scrutiny and Overview Committee meeting, members had seen an immediate improvement in the service, however this had since worsened again with entire streets in Sawston and Great Abington having recent missed bin collections. Councillor Orgee informed the committee that the reason given for streets not having their bins emptied in Great Abington was that the bin lorry had been full. Councillor Batchelor highlighted that the apparent difference in behaviour between City and South Cambridgeshire District Council bin crews could be that they were on different pay structures and it was believed that the City bin crews did not get paid overtime. It was advised that as this was a shared service, the staff should be on the same pay structure.

10. WORK PROGRAMME

The committee discussed its work programme for future meetings and agreed to add the following items to the November meeting agenda:

- Performance of the Planning Department.
- Performance of Planning Enforcement.
- Performance of the Shared Waste Service.

An update from the Ermine Street Housing Task and Finish Group would be added to the February 2018 meeting.

The Finance and Staffing Portfolio Holder informed the committee that the Council would no longer be allowed to charge customers for credit card transactions and that how the Council dealt with this needed to be looked at. The Portfolio Holder suggested the committee may wish to set up a task and finish group to meet and look at this issue. The Committee thought that this was a suggestion to be followed up.

The Chairman informed the committee that a member of the public had contacted him about council procedures for dealing with complaints about councillors. He informed the committee that the member of the public's concerns related to complaints about parish councillors, but the issues raised could be of wider relevance. The Chairman suggested setting up a task and finish group and suggested Councillor Hart might agree to be involved, to look at the Council's procedure for dealing with complaints about parish councillors. The Executive Director pointed out that the new standards regime had had a significant impact on what the Council could do with regards to complaints relating to parish councils. Councillor Orgee agreed to investigate this further prior to arranging any meetings.

11. MONITORING THE EXECUTIVE

There were no reports from Scrutiny monitors.

12. TO NOTE THE DATES OF FUTURE MEETINGS

The committee agreed the next meeting scheduled for Thursday 9 November 2017, would start at 5pm with the pre-meeting taking place at 4pm. These times were each an hour earlier than in previous documentation.

The Meeting ended at 8.06 p.m.

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Agenda Item 5



South
Cambridgeshire
District Council

REPORT TO: Scrutiny and Overview Committee

9 November 2017

LEAD OFFICER: Joint Director for Planning and Economic Development

Development Management Performance

Purpose

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

Recommendations

2. It is recommended that the Committee notes the report.

Background and considerations

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

Performance

4. Overall the performance is still strong, April – October 2017, achieving the DCLG targets with only a slight dip in the major performance in July, due to 2 major appeals being decided (**Appendix 1**).
5. Data is showing that the overall, the on-hand figure and officer caseload is dropping month on month. This is due both to a reduction in the number of applications being submitted but also an increase in the number of decisions being issued (**Appendix 2**).
6. Important to this performance is ensuring applications are registered and validated as quickly as possible and are of good quality so planning officers are able to start assessing proposals work including getting out on site promptly. For the last quarter, the Technical Support Team have continued to validate applications 98% within five working days (**Appendix 3**).

Designation

7. Close monitoring against the designation criteria continues. The designation criteria for 2017/18 now include not only an assessment of applications “in time” but also performance on appeals. For 2017/18 the criteria are: Majors: 60% within time, Non-Major within time 70%. At the end of September, the appeals position was 9.61%, against the 10% threshold.
8. Out of the 15 appeals allowed up to end of September, 11 of these related to five - year land supply applications. (If these were taken out of our figures, then the position would be 1.92% against the 10% criteria).

Housing Delivery

9. From April – October, 31 S106 have been completed and permission issued. These encompass some 1200 additional homes including approx. 480 affordable homes.
10. Completing outstanding S106 agreements remains a focus amongst the team with active tracking of progress on a fortnightly basis.
11. Within Land Charges the team continue to process land searches within the national 10 day target. There is no backlog, a position which has been sustained since April 2017. For the last quarter the team has been processing land searches in an average 4 days.

Customer Service

12. It is acknowledged that improvement still needs to be made in this area.
13. The services have received negative feedback in recent months from users and Members. This is an area of current focus with changes to our processes and dedicated resource to log service requests, compliments and address complaints. Complainants are now actively contacted by a member of the business support team and we talk with the complainant about how they would like it resolved. This approach is beginning to show early benefits and there has been a drop in complaints being submitted and the number of compliments increasing, although it is recognised it is still early days.
14. Last year's successful planning open day is also to be re-run in Spring 18. This helped promote the work of the Council and helped give planning guidance to residents and local businesses. Further thought is currently being given to the format and timing of the next engagement.

Improved use of Data

15. Improved use of data is now allowing the team to focus on areas of improvements for example in the use of extensions of time and to performance manage pre-applications.
16. Data is showing an upward trend in the submission of invalids. For September 46% (84 applications) of applications submitted were invalid. An improvement plan is being prepared to work with both local agents and homeowners to reduce the number that is received.

Improvement Board

17. Reflecting the areas of change in recent months and to ensure that recent improvements are monitored and sustained, the service has established an improvement board chaired by the Chief Executive. The Board will oversee the delivery of the current priorities/actions and support continued improvements.
18. The Head of New Communities has also recently taken on the role of Interim Head of Development Management as part of a collegiate approach working with Head of DM from Cambridge City Council, Joint Planning Director and Business Manager to support and lead the team. Weekly 'touch down meetings' have also been introduced for the team leaders to review performance and allow issues to be quickly escalated to senior managers.

Implications

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

Legal

20. Officers are working more closely with the 3C Legal service. Monthly meetings to oversee work programmes and identify and escalate key issues are being reinstated. The Legal team is currently focused on completing a number of outstanding S106 agreements associated with major applications.

Staffing

21. The Development Management Team currently has 4 vacancies (3 Principal officers and 1 Senior Officer). We have 1.8 agency staff supporting these teams and partially covering these posts. We are also engaged in recruiting additional senior staff through a national advert (until 13 November).

Consultation responses

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

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

23. The Scrutiny and Overview Committee contributes to this strategic aim as it challenges decision takers and holds them to account as part of its deliberations and is looking to ensure the Planning Service meets this aim

Background Papers

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

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

Appendix 1: Performance for April – September against DCLG targets

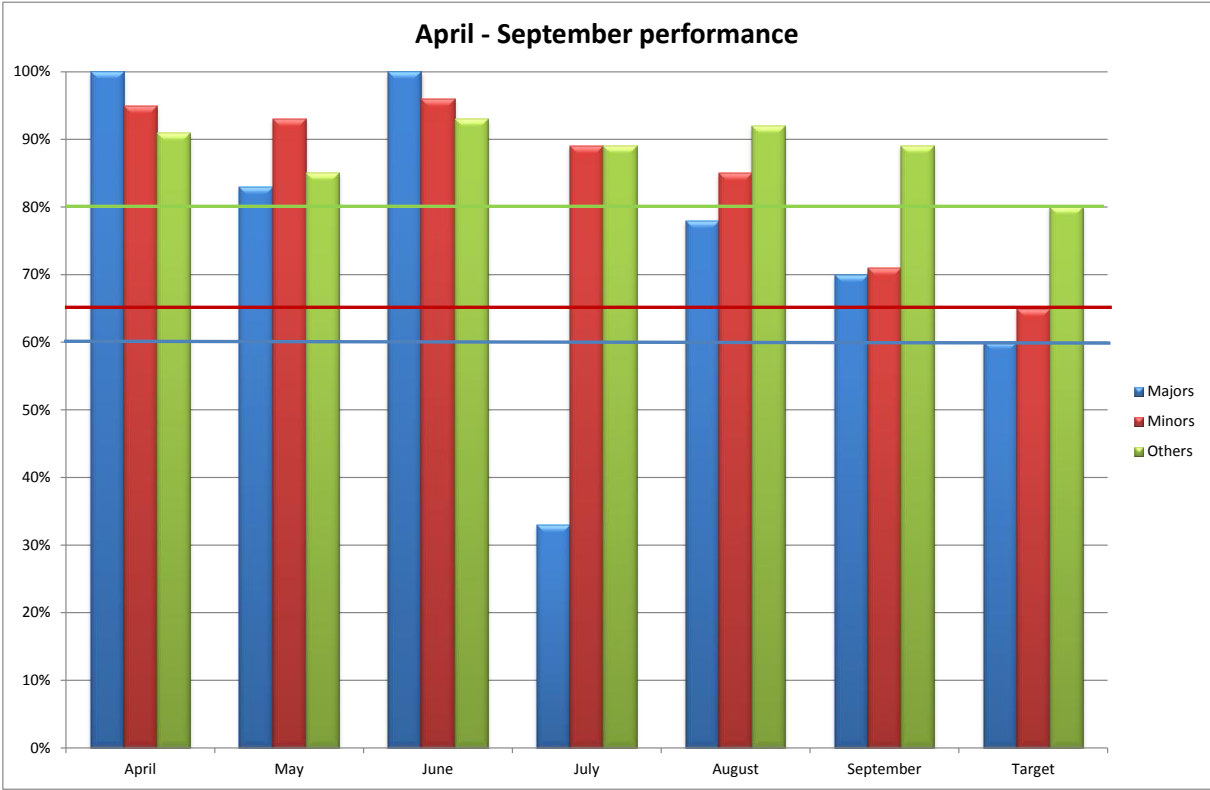
Appendix 2: Applications on hand at the start of each month April – September

Appendix 3: Number of applications received, valid within 5 working days and number of invalids per month

Report Author: Stephen Kelly
Telephone: (01954) 713350

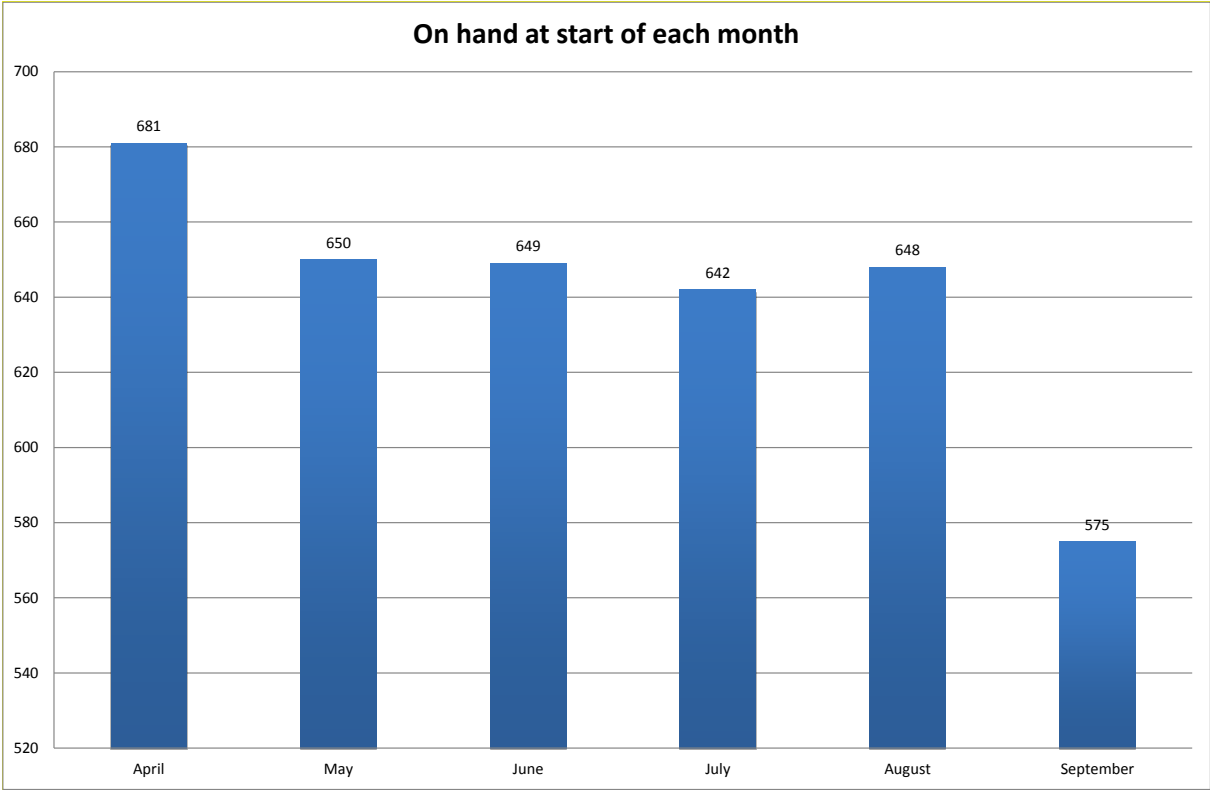
Appendix 1

Performance for April – September against DCLG targets



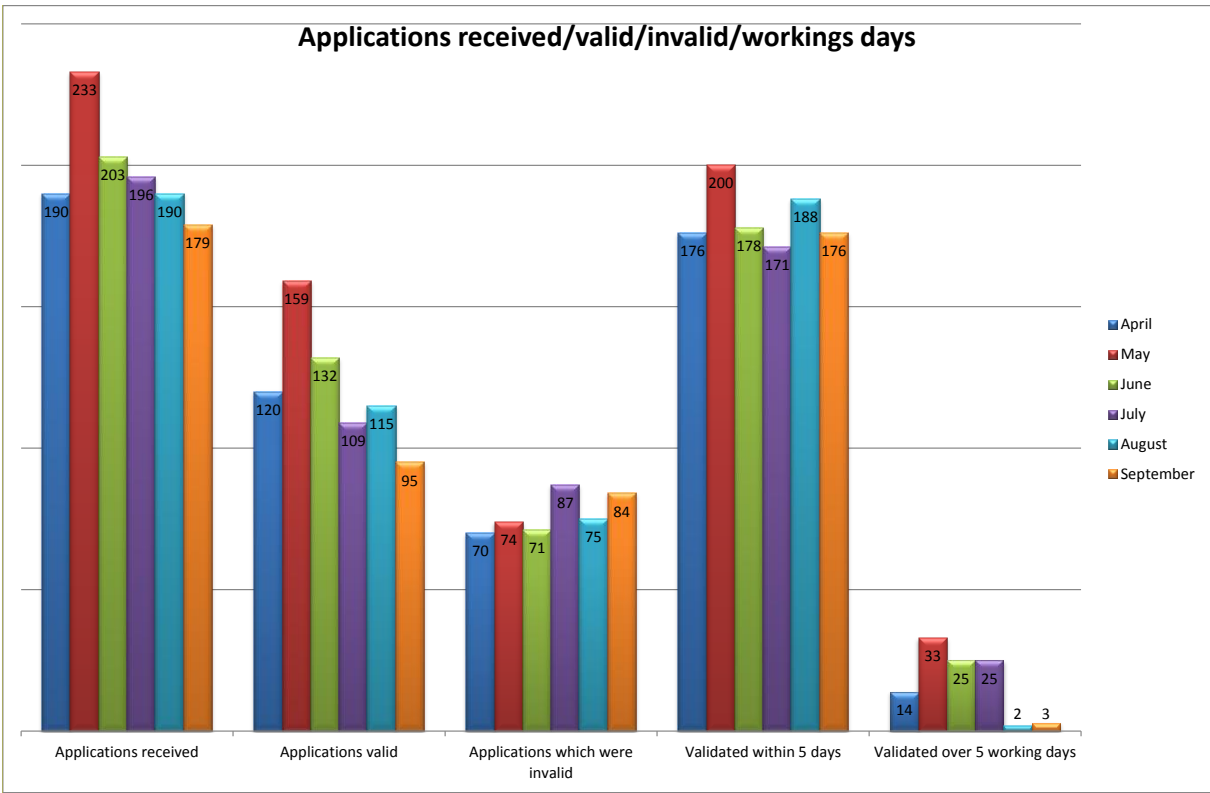
Appendix 2

Applications on hand at the start of each month April – September



Appendix 3

Number of applications received, valid within 5 working days and number of invalids per month



Agenda Item 6



South
Cambridgeshire
District Council

REPORT TO: Scrutiny and overview Committee

9 November 2017

LEAD OFFICER: Joint Director for Planning and Economic Development

Planning Enforcement

Purpose

1. To provide Scrutiny and Overview Committee with an update on and opportunity to review the performance of the Planning Enforcement Service.

Recommendations

2. It is recommended that Committee notes the report.

Background and considerations

3. This report comes following a request at the last meeting of Scrutiny and Overview Committee to receive an update.
4. The performance of the Planning Enforcement Service and a summary of key cases is presented to Planning Committee on a monthly basis.
5. Attached at appendix 1 is the latest report from 1st November 2017 meeting which includes performance up to 30th September 2017 (**appendices 2 and 3**).
6. In summary the team currently has 83 live cases. In September it received 49 cases in September 2017 and closed 52 cases.
7. **Appendix 3** includes a breakdown of the type of cases reported. The largest number of reports related to breach of conditions.
8. An additional post has recently been recruited to the Enforcement Team (one year fixed term) to focus more proactively on monitoring of discharge of planning conditions. This will be a new focus of work within the team over the coming year.

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

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

Effect on Strategic Aims

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

The Scrutiny and Overview Committee contributes to this strategic aim as it challenges decision takers and holds them to account as part of its deliberations and is looking to ensure the Planning Enforcement Service meets this aim.

Background Papers

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

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

Appendix 1 Report to Planning Committee dates 1st November 2017

Appendix 2 Enforcement Cases Received and Closed 2016-7

Appendix 3 Notices Served and Issued

Report Author: Stephen Kelly
Telephone: (01954) 713350



REPORT TO: Planning Committee

1 November 2017

LEAD OFFICER: Joint Director of Planning & Economic Development

Enforcement Report

Purpose

1. To inform Members about planning enforcement cases, as at 20 October 2017. Summaries of recent enforcement notices are also reported, for information.

Executive Summary

2. There are currently 83 active cases (Target is maximum 150 open cases, Stretch target 100 open cases).
3. Details of all enforcement investigations are sent electronically to members on a weekly basis identifying opened and closed cases in their respective areas along with case reference numbers, location, case officer and nature of problem reported.
4. Statistical data is contained in Appendices 1, and 2 to this report.

Updates to significant cases

5. Updates are as follows:
 - (a) **Stapleford:**
Breach of Enforcement Notice on Land adjacent to Hill Trees, Babraham Road. Following continuing breaches of planning at this location an Injunction was approved by the High Court 17th November 2015, The compliance period to remove unauthorised vehicles and to cease unauthorised development represented by the commercial storage, car sales and non-consented operational works that have occurred there was by January 26th 2016. An inspection of the land on the 26th January 2016 revealed that the unauthorised motor vehicles, trailers, caravans etc. had along with the unauthorised track been removed from the land as required by the Injunction. The displaced vehicles have now been moved onto land at Little Abington owned by the occupier of Hill Trees and onto land adjacent to Hill Trees that belongs to Gonville and Caius College, Cambridge. Both parcels of land are the subject of extant enforcement notices. Currently advice has been sought through Counsel on the most effect route in dealing with this displacement and on balance it is felt that a High Court injunction, particularly given the recent

successful outcome at Hill Trees and related planning history, including various unsuccessful challenges, is made to remedy the identified breaches. Case file currently in preparation.

File prepared and instruction given to apply for a High Court Injunction. Preparation work including further detailed inspections of the lands in question, personal service etc. is currently being carried out along with a witness statement to facilitate the High Court Injunction application.

The family of the deceased owner of Hill Trees have informed the council that the various claims against the estate by the current occupier have been struck out including the Inheritance Claim. Although further appeals have been made it is their solicitor's view that the person responsible for the breach of control on the Land adjacent to Hill Trees has reached the end of the road and that they are shortly going to issue a notice for the unlawful occupation of Hill Trees to cease?

A further inspection of the land adjacent to Hill Trees carried out on the 13th July confirmed that the displaced vehicles are still occupying the site along with several additional vehicles. The meeting with Counsel which was originally booked for the 17th July has now taken place on the 26th July 2017. Following advice from Counsel additional preparation work required prior to the application for a High Court Injunction. Witness statements currently with Counsel, waiting further advice.

In addition to the above it is also noted that the person involved in the above action is appealing a planning decision (LDC) reference S/3569/16/LD in connection to a parcel of land known as unit C which is situated at Hill Trees and is currently covered by the existing High Court Injunction and is due to be heard on the 5th December 2017

(b) **Cottenham - Smithy Fen:**

Work continues on Setchel Drove, following the placement of a number of static caravans on four plots in breach of the current planning consent and High Court Injunction applicable to each plot. Formal letters have been issued to those reported owners and occupants on Setchel Drove, covering the breaches of planning control and breach of the High Court Injunction - Copies of the Injunction and Housing leaflets, covering those that may be threatened with homelessness or eviction has been issued – Given the complexity and number of departments within the organisation that may be involved in any future action the Councils Tasking & Coordination group are facilitating a joint approach with Planning, Environmental Health, Housing, Benefits & Council Tax, and Legal.

Following a full survey of the site, including Needs assessments preparation was made for the issue of twenty two (22) Breach of Condition Notices covering five plots in Water Lane, one plot in Orchard Drive, four plots in Pine Lane, three plots in Park Lane, and nine plots in Setchel Drove, who have been found to breach their planning permission.

A compliance inspection carried out after the 31 July 2017 confirmed that 54% of the plots previously identified as being in breach of their planning permission in relation to planning conditions are now complying with them. Work is

currently underway to identify the persons continuing to breach planning and to instigate prosecution proceedings against them. Investigation now complete and prosecution files relating to ten (10) plots, who are still in breach of the notice have been submitted to the councils legal team for summons.

(c) **Sawston – Football Club**

Failure to comply with pre-commencement conditions relating to planning reference S/2239/13 – Current site clearance suspended whilst application to discharge conditions submitted by planning agent. Application to discharge pre-commencement conditions received and subsequently approved for conditions 3, 4 and Boundary Treatment – Conditions, 6,7,14,22,23,25,26,27,28,29,30,31,32 and 33 have now also been discharged. Following an application for a Judicial Review regarding the stadium, the Judicial review has taken place at the High Court of Justice, Queens Bench division, Planning Courts. The judgement was handed down and reported on the 15th January 2016 in favour of the Council. The judicial review claim was accordingly ordered to be dismissed. The Claimant in this JR has now applied to the Court of Appeal for permission to appeal the decision of Mr Justice Jay. Counsel has been made aware.

Permission to appeal allowed – Appeal Listed for a 1 day hearing on the 19th January 2017. The Court of Appeal upheld the Appeal i.e. Planning permission quashed and it will now need to be returned to Planning Committee. Currently revised documents submitted and scheduled for the November 2017 Planning Committee at the earliest. No further update at this time

(d) **Fulbourn - St Martin's Cottage, 36 Apthorpe Street,**

Erection of a wooden building in rear paddock of No.36 Apthorpe Street, Fulbourn, intended for commercial use as a carpentry workshop. The building is, in the absence of a planning permission in breach of planning control and has a detrimental impact upon the Green Belt and open countryside.

A retrospective planning application has not been submitted in order to try and regularise the breach of planning control identified therefore an application to issue an enforcement notice for the removal of the building was made. Enforcement Notice issued 9th September 2016 effective date 21 October 2016 Compliance period – Three months - Appeal received by the Planning Inspectorate. Appeal to be Written Reps.

Appeal dismissed – Compliance period 16th October 2017

(e) **Histon – Land at Moor Drove**

Unauthorised development within the Green Belt of agricultural land and occupation of a section of the land, including stationing of five (5) touring caravans. Immediate application of a High Court Injunction made to prevent further development and occupation of the land. Application successful. Enforcement Notice to be issued requiring removal of the five (5) unauthorised touring caravans. Retrospective planning application received, awaiting validation. Planning reference S/2896/16 refers. Since application a planning agent has been engaged to provide outstanding information in order to allow original application to be validated. Application now validated. Enforcement notices (3) issued 10 January 2017 covering the section of land the subject of the unauthorised development. Planning Appeal Submitted and received by the Planning Inspectorate, Further appeal submitted for non-determination of the planning application. Date to be advised

- (f) **Horseheath - Thistledown Cardinals Green**
Erection of a wooden lodge sited in the rear garden for the purpose of an annexe for independent living accommodation, without the benefit of a planning consent. Application submitted, subsequently refused. Planning reference S/1075/16/FL refers. Enforcement notice issued wooden lodge to be removed within three months (7 May 2017) unless an appeal is received in the meantime. Planning Appeal now submitted in relation to the planning decision. Appeal to be Written Reps.

Appeal dismissed 7 July 2017 Compliance period three months, i.e. by 7th October 2017.

- (g) **Willingham – The Oaks Meadow Road**
The use of the chalet building as a dwelling house without the benefit of planning permission. A retrospective planning application had previously been submitted and was due to be heard at the 7th December 2016 Planning Committee but was withdrawn by the applicant. Enforcement Notice issued and subsequently Appealed. Appeal to be heard week commencing 11th December 2017

Investigation summary

- 6 Enforcement Investigations for September 2017 reflect an 25.6% increase when compared to the same period in 2016. Forty nine (49) cases in total for the period.

Effect on Strategic Aims

- 7.. South Cambridgeshire District Council delivers value for money by engaging with residents, parishes and businesses. By providing an effective Enforcement service, the Council continues to provide its residents with an excellent quality of life.

Background Papers:

The following background papers were used in the preparation of this report:

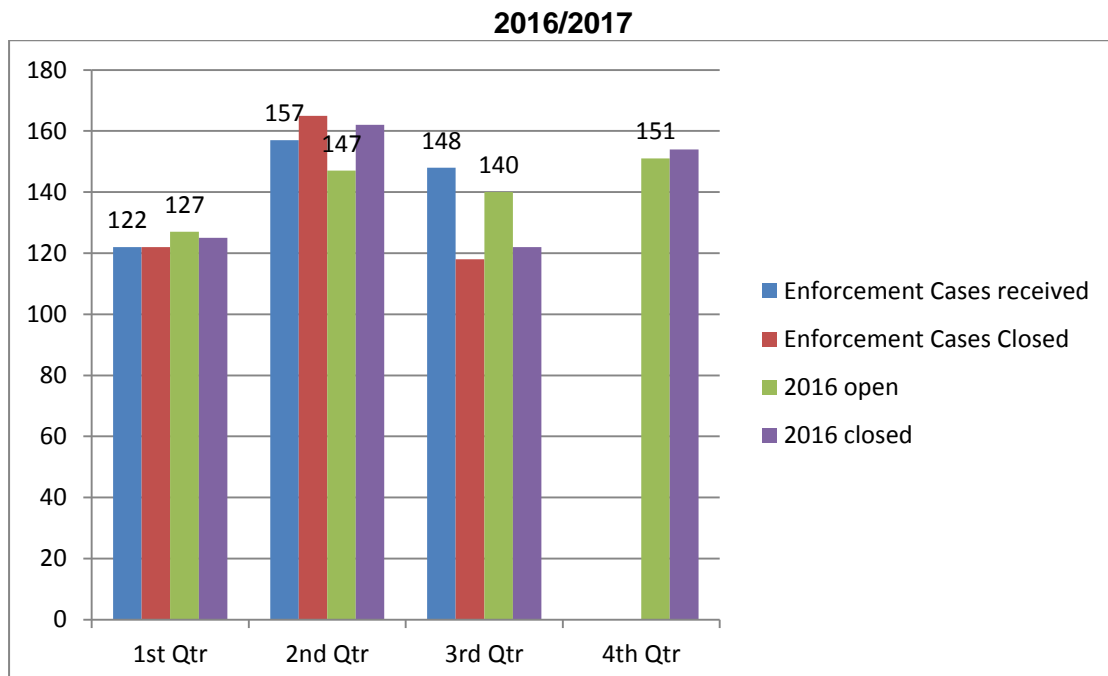
- **Appendices 1 and 2**

Report Author: Charles Swain Principal Planning Enforcement Officer
Telephone: (01954) 713206

Appendix 2 to Scutiny Report (was Appendix 1 to Planning Report)

Enforcement Cases Received and Closed

Month – 2017	Received	Closed
July 2017	52	32
August 2017	47	34
September 2017	49	52
1 st Qtr. 2017	122	122
2 nd Qtr. 2017	157	165
3 rd Qtr. 2017	148	118
4 th Qtr. 2017	-	-
1 st Qtr. 2016	127	125
2 nd Qtr. 2016	147	162
3 rd Qtr. 2016	140	122
4 th Qtr. 2016	151	154
2016 - YTD	565	563
2015 -YTD	511	527
2014 -YTD	504	476



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Appendix 3 to Scutiny Report (was appendix 2 to Planning report)

Notices Served and Issued

1. Notices Served

Type of Notice	Calendar Year to date	
	September 2017	2017
Enforcement	2	13
Stop Notice	0	0
Temporary Stop Notice	0	5
Breach of Condition	0	26
S215 – Amenity Notice	0	1
Planning Contravention Notice	0	3
Injunctions	0	0
High Hedge Remedial Notice	0	0

2. Notices served since the previous report

Ref. no.	Village	Address	Notice issued
ENF-092-17 Material change of use of the land to store motor vehicles, caravans and site a mobile home	Oakington	Land to the south of New Road	Enforcement Notice
SCD-ENF-09417-A Unauthorised installation of a CCTV camera & mounting Pole	Whaddon	9A Bridge Street	Enforcement Notice

Appendix 3 to Scutiny Report (was appendix 2 to Planning report)

3. Case Information

Twenty six of the forty nine cases opened during September were closed within the same period which represents a 53.1% closure rate.

A breakdown of the cases investigated during September is as follows

Low priority - Development that may cause some harm but could be made acceptable by way of conditions e.g. Control on hours of use, parking etc.

Five (5) cases were investigated

Medium Priority -Activities that cause harm (e.g. adverse affects on residential amenity and conservation areas, breaches of conditions)

Forty (40) cases were investigated

High Priority (works which are irreversible or irreplaceable (e.g. damage to, or loss of, listed buildings and protected trees, where highways issues could endanger life)

Four (4) cases were investigated

The enquiries received by enforcement during the September period are broken down by case category as follows.

Adverts	x 06
Amenity	x 00
Breach of Condition	x 16
Breach of Planning Control	x 01
Built in Accordance	x 00
Change of Use	x 04
Conservation	x 00
High Hedge	x 01
Listed Building	x 03
Other	x 06
Unauthorised Development	x 09
Permitted Development	x 03

Total Cases reported 49

Agenda Item 7



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee
Lead Officer: Chief Executive

9 November 2017

2017-2018 SECOND QUARTERLY POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

Purpose

1. As part of his responsibility for overseeing a robust process for managing performance, the Corporate and Customer Services Portfolio Holder introduces regular Cabinet reports setting out updates in respect of the Council's finance, performance and risk. 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 16 November 2017.
2. The Committee is invited to note the report. 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.

Considerations

3. All relevant considerations are set out in the main body of the report.

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Report To: Leader and Cabinet

16 November 2017

Lead Officer: Alex Colyer – Executive Director, Corporate Services

2017-18 SECOND 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 Matrix attached at **Appendices D-E**.

Recommendations

3. Cabinet is invited to:
 - (a) review the provisional outturn position together with the performance and risk issues contained in this report and **Appendices A-C** determining, where appropriate, any actions, including redeployment of resources, required to address issues identified, and
 - (b) approve the Strategic Risk Register and Matrix (**Appendices D-E**).

Reasons for Recommendations

4. These recommendations are required to enable Cabinet to understand the organisation's financial position, performance and risk. 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 second quarterly position statement for 2017/18, providing updates in respect of:
 - The Corporate Plan 2017-2022 (**Appendix A**);
 - Key monthly and quarterly Performance Indicators at 30 September 2017; (**Appendix B**),
 - The Financial Position at 30 September 2017, showing variance between original budgets and the provisional Outturn (**Appendices C-C2**), and
 - The Strategic Risk Register and Matrix (**Appendices D-E**);
6. The Strategic Risk Register forms the record of corporate risks the Council currently faces in the achievement of strategic aims and delivery of services, together with control measures to address / seek assurance over the risks.
7. For ease of reference and to assist the integrated reporting of Finance, Performance and Risk, key related performance indicators, strategic risks, service groupings and

items of significant variance have been cross-referenced within the performance report (**Appendix B**) and significant items of variance tables (**Appendices C1 and C2**).

Corporate Plan 2017-2022

8. The Corporate Plan 2017-2022 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 worked to attain our Vision through three Strategic Aims around four strategic objectives: Living Well, Homes for our Future, Connected Communities, and an Innovative and Dynamic Organisation, and 22 accompanying actions. Detailed commentary on progress and achievements with each of the actions, bringing together relevant performance information, is set out in **Appendix A attached**.
10. Whilst many of the aims and objectives within the plan reflect ongoing long-term priorities, working with partners we have reached significant achievements and milestones during recent months, including:

Living Well

- 120 referrals to the Active and Healthy 4 Life Scheme during quarters one and two, with 48 completions;
- Over 100% increase in hospital discharges and referrals to Handyperson scheme during 2017/18 to date;
- Housing Portfolio Holder has agreed changes which will increase community use of Sheltered Housing Communal Rooms and reduce social isolation including actively promoting usage by community-based organisations.

Homes for our Future

- Successful placement of first tenants in the Private Sector Leasing (PSL) scheme homes has taken place, under the name of the new company, Shire Homes Lettings Limited;
- Neighbourhood Planning standard support offer to parishes agreed by Cabinet;
- Sites in Papworth, Melbourn and Willingham are among 11 locations across Cambridgeshire and Peterborough receiving funds as part of the first wave of housing schemes. Construction work is expected to start before the end of March 2018.

Connected Communities

- Planning permission granted for Babraham Institute expansion to create 450 new jobs and contribute £200k towards local cycling links;
- Successful rural travel hub engagement event held;
- Combined Authority has submitted £200 million bid to Housing Infrastructure Fund (SCDC is leading housing programme).

An Innovative and Dynamic Organisation

- Business Case for Shared Planning Service approved by SCDC and City Councils in July 2017. Staff consultation concluded;
- Agreed new recycling arrangements and collected 99.55% of all bins on the due date;
- Sustained high levels of Customer Contact Service performance, whilst there has been an increase in the number of e-forms being submitted since measurement began in Apr 2016.

Key Performance Indicators (KPI)

11. The Council monitors a suite of key performance indicators (KPIs) to provide a strategic overview of organisational health. Of these, 17 are measured and reported monthly, whilst the remaining 11 are monitored quarterly. Performance against these indicators is set out in **Appendix B** attached, with accompanying commentary.
12. The data in **Appendix B** shows actual performance against target and intervention levels, which were agreed at the beginning of the year by directors in consultation with Portfolio Holders. The Council uses a 'traffic light' system to denote performance, whereby:
 - **Green** signifies performance targets which have been met or surpassed.
 - **Amber** denotes performance below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions at the operational level to raise standards as required.
 - **Red** denotes performance below the intervention level. This represents underperformance of concern, and should prompt interventions at the strategic level which are likely to involve the reallocation of resources and proposals to redesign how services are provided.

13. As part of investigations into continuing underperformance against the Council's target to pay 98.5% of undisputed invoices within 30 days, service areas with the highest number of late invoices have reported on action taken to improve performance:

Facilities Management – 19 late invoices between 1 April – 31 July 2017, with a total value of £43,012

The Facilities Team has introduced a new process to ensure prompt payment. Since this new process was introduced there has been a significant reduction in the number of late payments, and with no late payments recorded in August.

Shared Waste Service – 23 late invoices between 1 April – 31 July 2017, with a total value of £52,718

Staff have been reminded about the importance of signing off or disputing invoices in a timely manner. We are working with the Resource team to look at our system for managing invoices until the new Financial Management System (FMS) is in place.

14. Invoice payment performance was below target (although above intervention) in September 2017 (96.6% against an intervention of 96.5% and target of 98.5%). The Council is increasing its use of digital and electronic processing, including

implementing a new a FMS. Once the FMS is fully rolled out the definition for this KPI will be reviewed to reflect improvements from increased electronic invoice receipting and processing.

15. Only 62% of formal complaint responses were sent within timescales in September against a target of 80%. Heads of Service in the directorates concerned have been requested to identify reasons and details of any remedial actions to improve performance. In the longer term an Action Learning Group has reviewed the complaints process and is preparing a commissioning document for a wider review of the customer experience.
16. Cabinet is asked to note significant improvement in benefits claim processing, sustained improvement in Land Charges average search response days and continuing strong performance in Council Tax, Housing Rent and NNDR collection. CMT welcomed the inclusion of data to measure the percentage of new homes permitted that are affordable homes (PN518).

Finance: General Fund, HRA and Capital

17. This position statement is reporting on the variance between the 2017/18 full year working budgets and outturn forecast for the year based on Q2 results. Below is a summary of these variances.

	Outturn projection	
	Compared to Working Budget	
	£'000	%
General Fund	(74)	(0.41)
Housing Revenue Account (HRA)	(611)	(339)
Capital	(850)	(3)

18. Cabinet is asked to note progress on the delivery of financial and non-financial benefits for the 3C ICT shared service. The aspirational savings target of achieving 15% savings in year one (as set out in the original business cases) was found to be unrealistic, especially during a period of major change. The 15% savings are seen as a realistic in the longer term as efficiencies and savings are driven out of the service. Modelling these savings over a 3 year period would in hindsight have been more achievable and realistic. The focus remains on providing value for money for the three authorities. Further details about the impacts of the financial remodelling that has taken place are set out in Appendix C(1) below.
19. A Summary position statement is provided at **Appendix C**, whilst significant items of variance are listed in **Appendices C1 and C2**.

Risk Management

20. Risk management best practice is that the executive and governance roles should be carried out separately. These roles are allocated between the Executive and Corporate Governance Committee, as follows:
 - (a) agreement and ownership of the strategic risks facing the Council - the executive role - to the Executive, led by the appropriate portfolio holder;

- (b) approval of the risk management strategy; advice and assurance regarding the adequacy and effectiveness of risk management - the governance role - to Audit and Corporate Governance Committee.
21. 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.
 22. The Strategic Risk Register has been reviewed by the nominated risk owners and other members of EMT. This is attached as **Appendix D**.
 23. Cabinet is asked to note that risks STR3 (Failure to meet housing need), STR5 (Welfare Reform) and STR10 (Homelessness) are particularly closely linked and should be considered in combination; cross-references have been added to the risk definition for STR10 to identify specific linkages.
 24. As changes to the Risk Register are now input directly by the Risk Managers, it is not practical to track changes made by the database users. However, the accompanying matrix at **Appendix E**, has been updated to show direction of travel where it is proposed to change the risk score.
 25. In reviewing the Strategic Risk Register and Matrix Cabinet could:
 - (a) propose additions, deletions, or other changes to risks, in terms of either the title or detail of the risks or control measures / sources of assurance;
 - (b) propose alterations to the assessment scores of risks, in terms of either their impact or likelihood.

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. The comments of the cost centre managers and directors were requested on the financial position and projected out-turn. Council Action and Performance Indicator updates have been prepared in liaison with lead officers in each directorate.
31. The comments provided within the performance report have been provided in consultation with Performance Indicator Owners.

Effect on Strategic Aims

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

Background Papers: None

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Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
LIVING WELL			
Objective (A) - Support our communities to remain in good health whilst continuing to protect the natural and built environment.			
<p>(i) Proactive intervention to improve mental health and emotional wellbeing for all</p>	<p>Adult friendly Netball league has started with 14 teams taking part. They will meet weekly now until March 18.</p> <p>Indoor Athletics for children with additional needs took place 19 October at Cambourne Village College.</p> <p>Netball and Basketball camps took place in October half-term.</p> <p>Actions to better understand and address social isolation through:</p> <ul style="list-style-type: none"> (i) Social Prescribing pilot at Granta Medical Practice (with Local Health Partnership): Job description for social prescribing post agreed. (ii) Member Task and Finish Group: report presented to Portfolio Holder. (iii) CAB outreach service pilot operating from Willingham and Longstanton GP surgeries 	<p>Participation levels:</p> <ul style="list-style-type: none"> - Easter Camps (153 children) - May Half Term (127) - Summer holiday programme (336) - Parklife (>5,000 visitors) - South Cambs School Sports Partnership's Year 4 Mini Olympics (>1,500) - Outdoor athletics+ event (Nine schools and 134 Children) 	<p>Delivery of Adult Friendly Netball League Oct 17 – March 18.</p> <p>User satisfaction survey results to be analysed following October camps.</p> <ul style="list-style-type: none"> (i) Bid to the County Council's Communities Innovation Fund (ii) Prepare final report and recommendations to Cabinet November 17 (iii) Evaluate pilot

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>since July</p> <p>Supporting parish councils to develop community-led activities to improve mental health:</p> <ul style="list-style-type: none"> - Event on Monday 9th October during Mental Health Awareness Week in Histon. Working in partnership with Histon and Impington Community and CCC. - Run/talk event on 12th October as part of Mind/England Athletics reducing the stigma of mental health project. 		<p>Event for parishes, youth groups, and youth workers to be held on 7 November.</p>
<p>(ii) Support our residents to stay in good health as they grow older, with access to the services they need</p>	<p>Further promotion of the Active and Healthy 4 Life exercise referral scheme.</p>	<p>2016/17 Active and Healthy 4 Life annual report produced highlighting the benefits of the scheme and the conditions treated. 50 completers recorded improvements in their blood pressure, 47 reduced their body fat % and 112 decreased their Body Mass Index. 272 clients started the scheme during 2016/17, and 112 completed courses (some clients will complete during 2017/18).</p> <p>Q1 and Q2 referrals = 120 and completions 48</p>	<p>2016/17 Annual report to Portfolio Holder October 17.</p> <p>Further promotion of the scheme with GPs and Health Professionals. Ongoing contract management of Handyperson Service.</p> <p>Tenant Scrutiny report to be presented to Portfolio Holder September 2017.</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Working with partners to ensure effective delivery of the handyperson scheme, including hospital discharge service.</p> <p>Tenant Scrutiny Review of uses of Communal Rooms on Sheltered Housing schemes: Tenant Scrutiny report presented to Portfolio Holder September 2017. Agreed action plan to take forward some of the recommendations and working group set up including councillors, staff and scrutiny team representatives to consider usage of rooms further.</p>	<p>Over 100% increase in hospital discharges and referrals into the scheme. Both Hinchingsbrooke and Addenbrookes Hospitals referring into the scheme.</p>	<p>Review meeting November 2018.</p> <p>Outcome from working group to be considered by Portfolio Holder in Spring 2018.</p>
<p>(iii) Ensure our new and established communities provide thriving, healthy, safe and attractive places to live</p>	<p>Participating in the Northstowe Healthy News Towns (HNT) programme:</p> <ul style="list-style-type: none"> - Sheffield Hallam interviewing stakeholders to research future accommodation needs of older people. - Working with the NHS to develop new models of care - Digital workshop with Smart Cambridge on 14 September - Hosted a new model of care workshop in London on 21st 	<p>13 s106 agreements signed.</p> <p>£1.03m secured for 11 Parish Councils including a number of new on site open spaces and equipped play areas.</p> <p>Some of the projects this money will fund include:</p> <p>(a) Balsham sports pavilion refurbishment</p> <p>(b) Willingham Ploughman Hall extension,</p>	<p>Final report on older people's accommodation needs due October 17.</p> <p>Finalise further Section 106 agreements, including:</p> <p>a) Hardwick (community centre, play areas, health and rural transport scheme).</p> <p>b) Over (play and sports facilities)</p> <p>c) Meldreth (footpath improvements, community centre, sports and play)</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>September.</p> <ul style="list-style-type: none"> - Influenced the developer to increase street furniture (benches) in the public realm - Secured funding for a further 2 years for the HNT programme. <p>Working with communities to increase the number of timebanking projects in the district. Currently researching the benefits offered by current schemes.</p> <p>Working with parish councils to secure developer contributions (from applications and appeals) to fund improvements to recreation grounds, pavilions, play areas, and village halls and create new community transport initiatives in order to mitigate the impact of new development.</p> <p>Draft revised policy to be submitted to Licensing Committee on 27 October for approval to consult.</p>	<p>(c) Bar Hill skate park, outdoor fitness equipment and new changing rooms,</p> <p>(d) Waterbeach PC sports facilities improvements (e) Cottenham community centre new build</p> <p>(f) Cottenham community transport scheme</p> <p>A further £9,000 Community Chest funding has been awarded to 11 community groups providing valuable activities for South Cambridgeshire residents.</p> <p>New policy will enhance public safety by ensuring taxi drivers meet the highest standards.</p>	<p>d) Fulbourn (sports, community centre, play area, footpath improvements)</p> <p>e) Cambourne West - (swimming pool, athletics track, play areas, open space, local employment units) November 2017</p> <p>f) Girton (sports pavilion and 2 x 3G sports pitches)</p> <p>Finalise Timebanking pilot proposal, identify and agree funding.</p> <p>Consultation on draft policy planned between 1 November – 31 December 2017. Adoption of new policy to follow in early 2018.</p>
(iv) Support local businesses to improve the health of their employees	Building a network of 'Mindful Employers' to support improved mental health: Initial report reviewed by H&ES management and a Project Initiation Document (PID) has been agreed. Meetings with partners taking place to populate action plan.	Businesses reporting improved employee health outcomes and associated business benefits will constitute success against this measure.	Finalise PID and commence project HR working with Environmental Health to share information and encourage delivery of workplace health support through existing channels to 3,500 businesses in South Cambs District

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Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		Healthy options scheme rolled out to seven businesses.	(see also D(iv) below).
(v) Work with other councils, the NHS and public sector partners, to make sure families with the most complex needs are supported to improve their own health, prospects and prosperity	Embedding a “Think Family” & “Person-Centred” approach across SCDC to improve outcomes for families and older people with complex needs: Early contact made with County Leads on Early Help and Adult Early Help.	Together for Families programme helping families in the district (177 families living in the district are on the Together for Families Programme).	Research meetings to take place between PM and other key personnel countywide. Expected project completion date 31 Oct 2018.
(vi) Improve existing private rented housing standards to ensure everyone can be safe and healthy at home	<p>Exploring new approaches to the Private Sector Stock Condition Survey to provide more cost-effective methods of gathering relevant data: costs of traditional survey now quantified and looking at alternative options. Tasking group met September</p> <p>Moving to a multi-agency intelligence-led approach to identify and address potentially substandard housing: multi agency problem solving group Landlord guide to HMO launched.</p> <p>Promoting energy-saving schemes:</p> <ul style="list-style-type: none"> - Open Eco-home programme 8th and 14th October. - Cambridge Carbon Footprint Open Ecohomes programme. Some properties in the programme are within South Cambs (Impington, Girton, and Orchard Park). 	<p>An intelligence lead approach to improving private sector housing standards.</p> <p>Reduction in sub standard and rogue landlord complaints.</p> <p>New Housing legislation will give new powers to Local Authorities.</p>	<p>Recruitment of new EHO (Housing Specialist)</p> <p>Prepare and address the implications of new Housing legislation, due October 17 that will increase scope for Licensing Houses in Multiple Occupation. 15 identified to date on Orchard Park.</p> <p>Promotion of the Thermal Imaging Cameras for use over the winter months to identify where home improvements can be made to improve thermal efficiency.</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
HOMES FOR OUR FUTURE			
Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities			
(i) Influence developers to increase the pace of housing and infrastructure construction, including delivery of affordable housing	Preparing an up to date Local Plan that identifies sites and policies to deliver the number and range of homes to meet the identified needs of the area in a sustainable way, including provision of affordable housing. Creating a framework for the future development of Waterbeach New Town and Bourn Airfield: <ul style="list-style-type: none"> - Technical workshops for both sites held in September. - Initial Waterbeach Community stakeholder workshop held. Continuing to develop strategic sites: <ul style="list-style-type: none"> - Detailed planning permission now in place for 622 homes at Northstowe. - Design Coding work commenced on Wing and Cambourne West. Design Code for phase 2 of Northstowe approved by Planning Committee. - North West University Site: Primary school opened, Energy Centre and sports fields completed; health and 	Seeing the Local Plan examination through its final stages and adoption of the Local Plan in spring 2018 The first 26 occupations have taken place at Northstowe and the first primary school (Pathfinder School) is open.	Consultation on proposed modifications to the Local Plan to be identified by the Inspector, and on receipt of her final Report, for Council to adopt the Plan. Precise Timelines for Supplementary Planning Documents (SPD) for Waterbeach and Bourn Airfield linked to Inspector's report into Local Plan. Strategic sites: <ul style="list-style-type: none"> - Trumpington Meadows local centre planned for completion mid 2018. - Planning application expected to be submitted on Darwin Green 2&3 by Easter 2018 (approximately 1,000 homes). - Northstowe Phase 2 first housing scheme applications expected to be received early 2018. - North West Cambridge phase 2 applications expected early

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>police centre under construction, food store nearing completion.</p> <ul style="list-style-type: none"> - Cambourne West Planning Performance Agreement finalised. 		<p>2018.</p> <p>We estimate that 804 additional housing units will be completed by 31 March 2018.</p>
<p>(ii) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes</p>	<p>Using HRA land assets to assist self build applicants and use capital receipt to help fund new build development programme</p> <p>Offering a regional service to other local authorities, acting as the self-build 'hub' for registers and events locally and regionally.</p> <p>Self build project launch in July 2017. Around 100 self build plots identified (subject to planning) on council land for onward sale. First two Self-Build plots have planning permission and are being marketed and sold. A further 10 plots at pre app stage with planning</p> <p>In conjunction with technical advisers at CLT East we are offering expert guidance and technical support for potential community-led housing groups to bring forward affordable housing.</p> <p>Community-Led Housing Grant launched September 2017: Groups with an interest in developing their own affordable housing for the community can apply for up to £4,500 in grant funding to cover all their start-up costs.</p>	<p>Create a viable planning policy position on self build for individual, communal and developer led self build applications. Running a regular number of sub regional self /custom build events</p> <p>2017 business case assumes £0 partner fee 2017</p> <p>Take up by 5 LA's in 2018/19</p> <p>Identify at least one community-led group and support them through the process of establishment and identification/ progress of an affordable housing scheme by July 2018</p> <p>A long term strategic approach to our HRA land assets will allow for some new build modular construction redevelopment at lower cost bringing much needed single person accommodation back into SCDC.</p> <p>A proof of modular concept pilot will</p>	<p>Recruit Self Build Development Officer to deliver on HRA plot sale pipeline</p> <p>Recruit PT project support officer to assist in sub regional service set up</p> <p>Attracting 5 Eastern Regional LAs to take up the hub service in 2018/19</p> <p>Expected Delivery Date: April 19</p> <p>Promotion of community-led development through parish forums, magazines, website, etc.</p> <p>Identification of potential communities to work with.</p> <p>Complete a feasibility study to explore the potential for system build and other modular homes to be able to maximise provision of homes, reduce construction costs and provide homes that are affordable; and test this through the commissioning of a pilot scheme.</p> <p>Potential for temporary planning and pilot structure by Q2 2018 (subject to</p>

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Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Investigating options for modular construction: approval for a 'proof of concept' project with modular contractor Cubicco granted April 2017.</p> <p>Sites under HRA ownership being assessed for suitability.</p>	<p>allow learning and may develop strong commercial relationships, give good PR for SCDC and give benefits to the self/custom build function where modular construction has a cross over.</p>	<p>planning permission)</p> <p>Pre App to be submitted Oct/Nov 17.</p> <p>Expected Delivery Date: Dec 2018</p>
(iii) Continue to progress the Local Plan to adoption	<p>Local Plan hearings continued and completed with last hearing on 18 July.</p> <p>Work requested by Inspectors on Local Green Space and Monitoring indicators agreed by Planning Portfolio Holder on 26 July.</p>	<p>Finding of a “sound” plan by inspector, through which the Council will be able to demonstrate a Five-Year Housing Land Supply, will ultimately constitute success against this measure.</p>	<p>Proposed Modifications consultation anticipated Autumn ‘17, and adoption Feb 2018 – all subject to timescale for Inspector issuing initial feedback.</p>
(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities	<p>Ongoing support for 13 parish councils with neighbourhood areas designated as requested, and to others at the beginning of the neighbourhood planning process.</p> <p>Cabinet agreed to consult parishes on draft Neighbourhood Planning Guidance arising from the work of a task and finish group of Members, and agreed a standard support offer to parishes, or groups of parishes.</p>	<p>Parishes wishing to adopt Neighbourhood Plans successfully do so, supported positively by SCDC.</p> <p>Neighbourhood Planning guidance agreed and published.</p>	<p>Adopt Neighbourhood Planning Guidance following consultation with parishes (ends 30 October).</p> <p>Annual monitoring of the effectiveness of Council’s standard offer and guidance (once adopted), and progress in delivery of neighbourhood plans and any refinements as necessary.</p>
(v) Find solutions for people facing homelessness	<p>Producing new Homeless Strategy for 2018:</p> <ul style="list-style-type: none"> - CIH Review completed April 2017 which will inform strategy. 	<p>Excellent prevention figures achieved during first half of 2017/18, with an accumulative figure of 105, compared to a combined target of 60 over the first two quarters.</p>	<p>District review of homelessness to take place following CIH review, which will go on to inform Homelessness Strategy.</p> <p>Finalise Project Plan for Homeless</p>

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Action - related PIs also listed where relevant	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"> - Joint themes identified with Cambridge City via shared meeting on 19.7.2017 Preparing for introduction of Homeless Reduction Act in April 2018: - Staff have all received initial training in the Act. - Joint planning/information sharing meeting held with the City on 19/7/2017. - Team day to start working through plan/timetable for new service requirements took place on 26/7/2017. 	<p>Completed Homelessness Strategy which meets statutory obligations including the identification of specific pathways as set out in the new Homeless Reduction Act.</p> <p>Service fully compliant in anticipation of Homeless Reduction Act for 1st April 2018.</p> <p>Successful placement of first tenants in the PSL scheme homes.</p>	<p>Reduction Act.</p> <p>PSL scheme now up and running and first property taken on. Focus is on increasing portfolio of properties and negotiations with landlords.</p>
(vi) Secure a viable future programme for our Council houses	<p>Delivery of additional affordable homes. SCDC development pipeline 2017/18 is:</p> <ul style="list-style-type: none"> -on site with 14 homes , 10 of which are affordable in Gamlingay -on site with 8 affordable homes in Great Abington -on site with 13 affordable homes in Balsham -on site with 23 affordable homes in Waterbeach -imminently on site with 3 affordable homes in Longstanton - Imminently on site with nine affordable 	<p>Completion of 15 rented homes in Foxton.</p>	<p>Keep securing exception site and S106 opportunities Subject to Planning and funding</p> <p>Utilise self build plot sale receipts to support a secure new build programme for next 3-5 years</p> <p>Avoid returning Right to Buy (RTB) receipts to Treasury by always finding development opportunities to match fund RTB monies to.</p> <p>Estimated build programme per annum likely to be around 35-45 new homes at a budget cost of circa £5.5-6.5m per annum.</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	homes in Waterbeach		
(vii) Lead the Combined Authority's (CA) Housing Investment Programme	<ul style="list-style-type: none"> Recruiting programme team including Housing lead. Draft framework being prepared Leader and Housing Director addressed EELGA Conference in September 2017. DCLG Housing Infrastructure Fund – £200 million application to develop large brownfield site close to Cambridge North station, submitted. If selected to move on to the next stage, businesses case to follow in Spring 2018. Cambourne High Street Marginal Viability Scheme bid to DCLG Housing Infrastructure Fund end Sept 2017 	<p>Sites in Papworth, Melbourn and Willingham are among 11 locations across Cambridgeshire and Peterborough receiving funds as part of the first wave of housing schemes. Construction work is expected to start before the end of March 2018.</p>	<p>HIF – HIF £100m Delivery Framework including investment objectives, levels of delegation etc to the CA Board Dec 2017 alongside Partnership Agreement</p> <p>HIF – complete partnership agreement between CA and SCDC for CA Board Dec 2017</p> <p>HIF – alongside CA Interim Director of Housing (i) engaging with Housing Associations, landowners, member LAs to further develop HIF programme (ii) developing Interim Prospectus</p> <p>Modern Methods of Construction Feasibility Study Report to CA Board Nov 2017</p> <p>Housing Strategy to be completed Feb 2018. SCDC supporting affordability analysis; travel to work analysis</p> <p>DCLG Housing Infrastructure Fund announcements expected November 2017.</p> <p>CA Interim Director of Housing developing strategic initiatives e.g. CLTs</p>
CONNECTED COMMUNITIES			

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Objective (C) Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity			
<p>i. Support the delivery of City Deal (GCP) and Combined Authority transport, housing, technology and skills programmes</p>	<p>Officers in Planning and New Communities continue to support the City Deal (GCP) Team to deliver the transport infrastructure investment programme. Recent milestones have included:</p> <ul style="list-style-type: none"> - Cambourne to Cambridge Better Bus Journey scheme: Park and Ride options and route alignments agreed for further public consultation. - Agreement to increase the number of spaces at the Trumpington Park and Ride site, subject to planning permissions. <p>Housing: See B(vii) above</p> <p>Developing a skills and apprenticeship brokerage scheme for role out across GCP area: .</p> <p>Combined Authority (CPCA) Board agreed to commission Local Transport Plan, approaches developing a Housing Strategy and Non-Statutory Spatial Plan (NSSP), and the features and principles of the Cambridgeshire and Peterborough</p>	<p>Planned schemes delivered on time and budget.</p> <p>Begin to have tangible positive impacts on congestion and mode of transport.</p> <p>CPCA delivers strategic housing and transport infrastructure.</p> <p>Local residents and businesses can access the skills and employment they need to share in local economic prosperity. Target of 420 new apprenticeships to be delivered by the GCP by 2019.</p> <p>A non statutory spatial plan and other strategies that reflect the objectives of this Council and provide an</p>	<p>GCP:</p> <ul style="list-style-type: none"> - Commission strategic options appraisal study into rapid, mass transport options. - Next stage of public consultation on Cambourne to Cambridge transport options begins 6 November. <p>CPCA aiming for NSSP phase 1 to be completed by spring 2018, with phase 2 by end of 2018.</p> <p>Work on Greater Cambridge Local Plan to start in 2019, consistent with GCP agreement.</p> <p>Skills workstream: implement proposals agreed by Executive Board in September.</p>

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Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Investment Strategy.</p> <p>CPCA £200 million bid to Housing Infrastructure Fund – see B(vii) above.</p>	<p>appropriate context for the next joint Greater Cambridge Local Plan, to start in 2019.</p>	
<p>ii. Bring forward strategic transport improvements, with particular regard to A14, A428 and A1307 improvement proposals, the M11 corridor and an East-West rail link</p>	<p>Update on A428 preferred route prepared for Winter 2017 residents' magazine.</p> <p>SCDC has indicated a preference for a new road close to the existing A428. Councillors have also asked for the design of the new road to have as little impact as possible on nearby housing, and for it to increase opportunities to walkers, cyclists and horse riders.</p> <p>We are working with the Mayor on further strategic transport site improvement opportunities.</p>	<p>The A14 improvement scheme is underway and will be complete in March 2021, reducing journey times by up to 20 minutes.</p> <p>SCDC assisted with publicity for the A14 Community Fund, which has allocated over £50k towards local activities focussed on bringing communities together, for example Histon and Impington Parish Council received £1,752 to complete and maintain its orchard, providing tools and an information sign.</p> <p>Engagement and influencing the A428 Black Cat to Caxton Gibbet scheme to ensure the best option for South Cambridgeshire is delivered in a timely way.</p> <p>The new Cambridge North station at Chesterton opened on 22 May 2017. There were over 42,000 passenger journeys in the first month.</p>	<p>A decision on the preferred route for the A428 is due in Autumn 2017. This will then be refined with more detail before further public consultation in the autumn.</p> <p>A1307 consultation on Bus Priority options, to commence in early 2018 (delayed following the receipt of traffic modelling updates)..</p>
<p>iii. Take a stronger leadership role in shaping economic growth for the area, through the</p>	<p>Working with the Combined Authority and LEP on economic evidence and the Economic Commission established for Cambridgeshire and Peterborough, which</p>	<p>Economic Strategy for Greater Cambridge, drawing on work undertaken by the LEP and the CA</p>	<p>Agree timetable and scope for review of economic strategy.</p> <p>Member task and finish group –</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>development of shared economic strategies with partners Related PI(s).</p>	<p>will help inform an economic growth strategy for Greater Cambridge .</p> <p>Continued involvement with Local Enterprise Partnership to deliver Enterprise Zones in Cambourne, Northstowe & Waterbeach. A total of 14 new business premises, totalling over 30,000 sq m, are under construction and in the development / planning pipeline across the county, including nine potential industrial units at Waterbeach.</p> <p>Member task and finish group on rural business has held themed meetings seeking business and community feedback on planning, housing and business support, and attended a breakfast meeting in Melbourn</p> <p>Planning permission granted for Babraham Institute expansion to create 450 new jobs and contribute £200k towards local cycling links.</p>	<p>Economic Commission</p> <p>Identifiable inward investment to SCDC area by business.</p> <p>Vindis Skoda has occupied vacant premises at Cambridge Research Park, Waterbeach.</p>	<p>developing rural business to report in November 2017.</p> <p>Continue to promote Enterprise Zones attracting businesses with the prospect of business rate exemptions and a simplified planning process.</p>
<p>iv. Support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community led services and targeted support for the rural economy.</p>	<p>Community Rail Partnership - supporting a number of parishes to enhance the rail community by working with the local community and stakeholders to deliver improvements in rail stations, services, travel and integration</p> <p>Rural Travel Hubs – researched concept and agreed location of at least two pilot sites in South Cambs; feasibility study underway. Consultation event held in</p>	<p>Better maintained stations, improved access to users.</p> <p>Reduce isolation by improving access to services; support delivery of City Deal transport priorities.</p> <p>Reduce congestion</p>	<p>Creation of a community interest company and employment of a Community Rail Partnership Officer.</p> <p>Rural Travel Hub feasibility report to Greater Cambridge Partnership Board and Assembly in Jan/Feb</p> <p>Scope out possibility of dementia training for taxi trade to better assist vulnerable people who rely on the</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>September around Next Steps for Rural Travel Hubs –over 50 attendees.</p> <p>Community based street sweeping pilots for parishes under development with Melbourn Parish Council.</p> <p>Adopted a discretionary business rate relief policy which will benefit around 300 rate payers.</p>	<p>Self sustaining community based street sweeping initiatives to supplement SCDC service according to local need.</p>	<p>service.</p> <p>Feasibility report on street sweeping pilot to Portfolio Holder, Nov/Dec 2017</p>
AN INNOVATIVE AND DYNAMIC ORGANISATION			
Objective (D) Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost			
<p>i. Develop strategies for the Council to take advantage of commercial and investment opportunities as they arise</p>	<p>Developing a commercialisation strategy which sets out criteria to assess a range of options for investment and income generation: research phase underway.</p> <p>Ermine Street Housing (ESH) continues to acquire a property portfolio in line with the Business Plan projections. Currently 140 MOD leased properties and 160 acquired properties (Quarter One figure).</p> <p>Equity Share scheme investing in Council properties to sell on the open market.</p> <p>Renewable Energy Generation investment options: Management team (EMT) agreed in principle establishment of Community Energy Fund for small grants to local</p>	<p>A clear strategic approach to the commissioning and delivery of commercial projects ensuring that it is best-placed to seek and take advantage of opportunities.</p> <p>ESH projected interest payment to SCDC during 17/18 of £1.4 million</p> <p>Equity share projected net income for 2017 is £190,500</p> <p>£180k savings negotiated on cyclical maintenance contracts.</p> <p>To identify and research green energy investment opportunities to enable EMT to make an informed decision about where available</p>	<p>Development of a Commercial Strategy for the Council: draft paper to be considered by EMT in November 2017.</p> <p>Put in place corporate process to identify, commission, develop and review commercial opportunities</p> <p>Continued delivery of ESH business plan.</p> <p>Equity share project continuing as business as usual. Project Team to consider if this approach can be used with other properties</p> <p>Community Energy Fund full Business</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	organisations.	<p>finance can best be invested to ensure sufficient financial return.</p> <p>To set up an SCDC renewables fund (including application process, eligibility criteria etc.), which Parish Councils and local community and voluntary groups can apply to for loans or grants for investment in renewable energy or energy efficiency.</p>	<p>Case to Cabinet, November 2017.</p> <p>Identifying and researching green energy investment opportunities – report to EMT Jan/Feb 2018.</p>
ii. Complete full integration of the Single Shared Household and Commercial Waste Services	<p>Projects:</p> <p>(a) Recycling policy review (paper in/out). On track: Cabinet agreed change to a co-mingled service for the collection of all SCDC kerbside recycling material</p> <p>(b) Review of SCDC Street Cleansing - This project has been delayed due to a focus on the refuse side of the service. Work has started to collect data on litter bins, sweeping and litter picking routes to ensure it is mapped prior to undertaking the review.</p> <p>(c) Memorandum of Understanding re-draft and agreement - This has grown in scope and is now awaiting final clarification of financial questions and resource commitments. Legal are working on a draft of the document.</p> <p>(d) Fleet licence and operation changes – On track</p>	<p>% Bins collected on schedule (target 99.5%) We have confirmed data for:</p> <p>Q1 - 98.71% (missed target)</p> <p>Q2 - 99.55% (exceeded target)</p> <p>Of 2,004,009 planned collections we did not collect 8,928, (25,855 in Q1)</p> <p>% of household waste sent for reuse, recycling and composting (target 50%) We have provisional data for</p> <p>Q1 - 52.3% (exceeded target)</p> <p>Q2 – 53.86% (exceeded target)</p> <p>(Blue bin 20.66% and Green bin 33.20%)</p>	<p>Implement revised recycling service at the earliest practical opportunity within the current financial year.</p> <p>Ownership and investment for fleet is agreed in MoU for the service.</p> <p>Commercial waste review scoped in 2017.</p> <p>A large percentage of the current fleet is ageing which is currently having the issue of increased number of break downs. A number of new vehicles will become available in Q3/Q4.</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>iii. Consolidate existing shared services and develop plans for shared Finance, Planning and Housing services</p>	<p>Business Case for Shared Planning Service approved by SCDC and City Councils, July 2017. Staff consultation completed 26 September.</p> <p>3C Digital and ICT Strategy drafted and submitted to each council for consideration.</p> <p>New on-line Service Desk and meeting room booking systems launched.</p> <p>All 3C Heads of Services now in post.</p> <p>Updated business cases and performance indicators being developed by new Heads of Service for 3C ICT (end of Q3) and 3C Building Control (end of Q3).</p> <p>Shared Head of Internal Audit appointed.</p>	<p>Greater Cambridge Planning Service to be recognised as one of the UK's best planning services, demonstrated by quality of outcomes, meeting its targets and cost</p> <p>3C Building Control achieved one winner and one highly commended entry at the Building Excellence Awards for East Anglia.</p>	<p>Planning Shared Service:</p> <ul style="list-style-type: none"> - Next steps subject to consultation outcomes report and recommendations (October 2017) - Agreement on replacement ICT solution (Dec '17) - Phase 1 implementation (senior management structure January 2018) <p>3C updated business cases and performance indicators being developed by new Heads of Service for 3C ICT (end of Q2) and 3C Building Control (end of Q3)</p> <p>Continuing user acceptance testing stage of Financial Management System implementation, with go-live scheduled for 4th Dec</p> <p>Finalise and adopt Digital and ICT Strategy.</p>
<p>iv. Deliver an Organisational Development Strategy that ensures that we recruit and retain staff with the skills and behaviours required to embrace new ways of working and address the challenges ahead</p>	<p>SCDC Apprenticeship Strategy approved by Portfolio Holder.</p> <p>Member Task and Finish Group working to prepare for all-out elections in 2018: Terms of Reference drafted</p> <p>Employee Health and Wellbeing Strategy adopted. Recent events included financial wellbeing support, nutrition and weight</p>	<p>Two apprentices commenced work in July 2017. Nicole Stimson from the Communications Team has been shortlisted for the Business Apprenticeship of the Year award in the Hunts Post Business Awards.</p> <p>The Council and its Members are fully equipped to adapt to all-out elections in 2018 and associated</p>	<p>Identification and recruitment of remaining eight apprenticeships to commence employment by 1 April 2018.</p> <p>Procurement of Apprenticeship providers.</p> <p>Develop management apprenticeship</p>

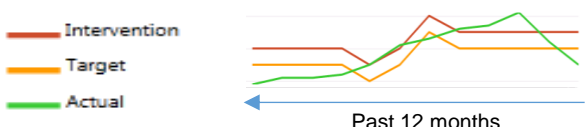
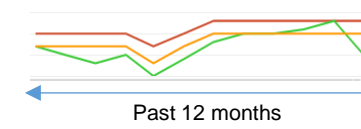


Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	management programme.	reduction in Councillors and four-year electoral cycle. Improved staff morale (to be measured through Staff Survey). Reduced sickness absence. 17/18 Q1 remained above target (2.57 days/employee compared to 1.75 target); Improved retention and attraction of staff (turnover for Q1 17/18 was 2.93%, within the target of 3.25%) <i>(Q2 sickness and turnover figures awaited)</i> Reduced accident risk from improved training and risk management.	programme. Task and finish group to agree and carry out work programme, including timetable to report to Cabinet. Monthly management reports on absence and cost – cases being monitored and actions taken by managers. Revisit the Health & Wellbeing Survey to benchmark improvement and satisfaction with project outcomes so far Continue to build relationships through existing Health Champions in particular at Waterbeach Develop and improve Health & Well Being pages on Insite when relaunched.
v. Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them	Drafted a Digital Strategy Digital by Default initiatives:: - New revs and bens system has gone live; work proceeding on revs and bens phase of online customer portal - Improved the look and feel of the 'find your bin collection dates' web page,	10,277 completed e-forms were submitted between 1 April – 30 September 2017, compared to 8,868 during the comparative period in 2016-2017. 87.7% of calls to the customer contact service were handled in September 2017. The average call waiting time was 126 seconds for the	Finalise and adopt Digital Strategy with 3C ICT. Digital by Default: - Revs and Bens to implement new systems and workflows and manage the implementation of their own eforms to enable

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>including an ‘add to my calendar’ function too.</p> <ul style="list-style-type: none"> - Implemented the new and improved what goes in which bin page - Changed the look and feel of the A-Z and search facility to improve it. <p>Customer Contact Service has recruited to combined post-handling / customer advisor roles to produce additional flexible capacity to deal with peak demand periods.</p>	<p>same period.</p>	<p>customers to self-serve.</p> <ul style="list-style-type: none"> - Implement first phase (revs and bens) of online customer portal - Update website content - Implement payment solution with IEG4 - Launch new Intranet <p>Continue to promote and increase in the use of digital means of contact, including online booking, payment and reporting, reducing the need for customers to use the Contact Centre</p>

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments
Housing Management					
AH211 Average days to re-let all housing stock					
Anita Goddard					
		Jul	20	17	25
		Aug	22	17	25
		Sep	22	17	25
<p>Although below target, performance remains at a reasonable level, comparing with a Q1 Housemark median of 26. Analysis of void reasons has taken place; however no pattern has emerged that can be identified as having contributed towards the increase in re-let days. Some properties have been returned in poor condition, requiring greater work prior to re-let. Plans are in place to adopt a more assertive approach to planned improvement works going forward, guarding against the return of properties in poor condition.</p>					
Housing Advice					
AH203 Number of households in temporary accommodation					
Susan Carter/Heather Wood					
		Jun	59	50	60
		Sep	59	50	60
<p>Figure remain consistent with previous two quarters (Q1 - 59, Q4 - 60) and compares with 62 in Q2 of 2016/17. This is higher than target largely due to difficult private rented sector and high levels of homelessness over the past year.</p>					
AH208 Number of households helped to prevent homelessness					
Susan Carter/Heather Wood					
		Jun	57	30	27
		Sep	48	30	27
AH212 £s spent on Bed and Breakfast accommodation (cumulative)					
Susan Carter/Heather Wood					
		Jul	240	3900	4600
		Aug	1400	4874	5750
		Sep	3660	5848	6900
<p>The increase seen in September was largely due to enforcement action on a traveller site, as well as a number of households from an extended Traveller family who needed rehousing on safety grounds.</p>					
Landlord Services					
AH204 % tenants satisfied with responsive repairs					
Anita Goddard					
		Jun	97.4	97	92
		Sep	97.5	97	92
<p>Q2 results are provisional, based on responses received at the point of data submission. As such, there may be up to +/-2% variance once all responses in relation to jobs undertaken in Q1 and Q2 are received and accounted for. Any change from this result will be reported in the next quarterly position report.</p> <p>The final result from Q1 has increased from the 96.2% originally reported during the Q1 position report. Results over the past 12 months have been consistently above 95%. This compares with a median figure of 95.15% amongst the 26 organisations that submitted data to the Housemark benchmarking club for Q4 of 2016/17.</p>					

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments	
Contact Centre					
CC307 Average call answer time (seconds)					
Dawn Graham					
	Jul	122	120	180	CC303, CC307, CC305 - Associated Risk - STR11 Business Improvement and Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes
	Aug	83	120	180	
	Sep	126	120	180	
CC303 % of calls to the Contact Centre that are handled (answered)					
Dawn Graham					
	Jul	88.2	85	80	
	Aug	90.9	85	80	
	Sep	87.7	85	80	
Corporate Services					
CC305 % of formal complaint responses sent within timescale (all SCDC)					
Rachael Fox-Jackson					
	Jun	71.4	80	70	EMT have commissioned a project that will look at complaints as part of an investigation into the customer experience in its broader sense. During Q2, 6 of 9 (67%) Affordable Homes, 0 of 1 (0%) HES and 4 of 8 (50%) Planning and New Communities complaints were responded to within timescale. No Corporate Services complaint responses were sent during the quarter.
	Sep	61.9	80	70	

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PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
Benefits				
FS112 Average number of days to process new HB/CTS claims				
FS112, FS113, SF740 Associated Risk - STR5 Welfare Reform				
Dawn Graham				
	Jul	31	20	25
	Aug	22	20	25
	Sep	15	20	25
FS113 Average number of days to process HB/CTS change events				
Dawn Graham				
	Jul	16	15	18
	Aug	18	15	18
	Sep	10	15	18
SF740 % Discretionary housing grant paid (cumulative)				
Dawn Graham				
	Jul	25	27	20
	Aug	31	33	25
	Sep	33	40	30
Finance				
FS109 % invoices paid in 30 days				
FS109 Associated Risk - STR4 Medium Term Financial Strategy				
Caroline Ryba				
	Jul	95.2	98.5	96.5
	Aug	96.7	98.5	96.5
	Sep	96.6	98.5	96.5
HR				
FS116 Staff sickness days per FTE (non-cumulative)				
FS116, FS117 Associated Risk - STR13 Recruitment and Retention				
Susan Gardner Craig				
	Jun	2.57	1.75	2.5
	Sep		1.75	2.5

Processing times for both new claims and change of circumstances have improved as a result of a number of factors, including: commencement of an offsite, on-demand staffing arrangement; a change in working practices for Revenues and Benefit staff, providing an agile and responsive approach to workload demands in different areas; and one-to-one support from system supplier to staff to ensure that the business benefits from the new Workflow system are maximised.

Initial indications are that the improvement in processing times will continue into October.

Although below target, spend is at a reasonable level. Targets are based on previous years' spend rates; however it's difficult to account for peaks of demand that may have skewed rate of spend in previous years. Equally forecasting of future peaks can only be done speculatively. As such, whilst the target provides a useful benchmark against previous years, at this stage it is not anticipated that this result will cause difficulty in spending the grant by year end.

At its last meeting, CMT requested the service areas with the highest number of late invoices report action taken to improve performance. For further details of the actions taken, please see the main body of the Q2 performance report. In September, 30 invoices were identified as having been paid late, 10 of which related to SSWS, 5 Environmental Services and 4 Benefits. Following further investigation, 8 of the late SSWS invoices were found not to have been date stamped upon receipt. In the absence of a date stamp the date two days after the invoice date is used. Had these been date stamped, they would not have been categorised as having taken longer than 30 days to process, and September's overall result would have stood at 97.5%. Managers have been asked to remind their teams of the importance of following this procedure.

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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FS117 Staff turnover (non-cumulative)

Susan Gardner Craig

Jun	2.93	3.25		4 Analysis is taking place to obtain Q2 staff turnover figures. These will be reported once 4 available.
Sep		3.25		

Revenues

FS102 % Housing Rent collected

Katie Brown

Line chart not included - scale of chart means actual is largely indistinguishable from target and intervention.

Jul	96.6	95.4	85.8
Aug	96.9	96.0	86.4
Sep	97.3	97.1	87.3

FS104 % NDR collected (cumulative)

Katie Brown

Line chart not included - scale of chart means actual is largely indistinguishable from target and intervention.

Jul	41.2	41.0	36.9
Aug	52.1	50.2	45.2
Sep	61.7	59.8	53.8

FS105 % Council Tax collected (cumulative)

Katie Brown

Line chart not included - scale of chart means actual is largely indistinguishable from target and intervention.

Jul	43.5	40.5	36.5
Aug	52.5	50.0	45.0
Sep	61.7	59.8	53.8

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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Shared Waste Service

ES418 % of household waste sent for reuse, recycling and composting (cumulative)

Trevor Nicoll

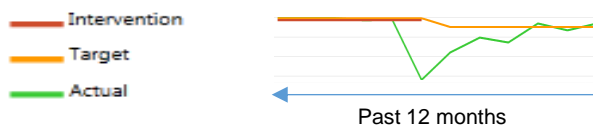
Line chart will be included later in the year once additional results are available.

Jun	52.2	50
Sep	53.1	50

The Q2 result is provisional only. There is a time-lag on confirmation as we rely on external provision.

ES408 % of bins collected on schedule (SSWS)

Trevor Nicoll



Jul	99.7	99.5
Aug	99.3	99.5
Sep	99.7	99.5

The service has collected over 2,000,000 bins this quarter and achieved an overall quarterly collection rate of 99.55%. The service was challenged in August due to a combination of sick, leave and vehicle pressures which have been resolved. The overall improvement of the missed collection has been achieved via route balancing, improved knowledge of routes, better monitoring and hard work from collection staff.

Environ. Health & Licensing

ES406 % major non-compliances resolved (in rolling year)

Myles Bebbington



Jun	80	90
Sep	91	90

10 of the 11 instances of major non-compliance that have occurred over the past 12 months had been resolved by the end of Q2. The one instance that remains outstanding is in relation to a food hygiene notice that was served towards the end of Q2, allowing insufficient time to resolve before the end of the quarter.

ES401 % business satisfaction with regulation service

Myles Bebbington



Jun	82.9	90
Sep	94.4	90

17 of 18 results indicated satisfaction during Q2.

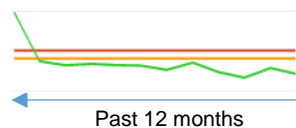
PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments	
Dev. Management						
PN510 % of major applications determined within 13 weeks or agreed timeline (designation period cumulative)						
Jane Green		Jul	72.7	65	60	PN510, PN511, PN512, PN513 Associated Risk - STR25 Risk of Designation as Poorly Performance Planning Authority PN510 and PN511 align with DCLG measurement criteria for designation by providing a cumulative percentage over a two year designation period. This is the final result from the 2017 designation period, based on results from Oct 15 to Sep 17. As such, Sep's results show % of major (PN510) and % non-major (PN511) applications determined in agreed timeline since Oct 15 and confirm that we are not at risk of designation for speed of processing reasons. Looking at Sep in isolation, 73% (8 out of 11) of Major applications and 88% (123 of 148) of non-major applications were determined within agreed timeline. Next month's results will mark the start of monitoring towards the 2018 designation period.
		Aug	73.7	65	60	
		Sep	73.6	65	60	
PN511 % of non-major applications determined within 8 weeks or agreed timeline (desig. period cumulative)						
Jane Green		Jul	79.9	75	70	Due to an increase in Major appeals as a result of the lack of 5 year land supply, 9.6% of Major application decisions made between Apr 2015 and end of March 2017 have been allowed at appeal. If one more Major appeal is allowed by the end of Dec, this will push us over the 10% designation threshold, putting us at risk of designation for quality of processing reasons. This situation will continue to be monitored and reported on.
		Aug	80.4	75	70	
		Sep	80.5	75	70	
PN512 % of appeals against major planning permissions refusal allowed (designation period cumulative)						
Jane Green	<div style="border: 1px solid black; padding: 5px; width: fit-content;">New PI - no line chart.</div>	Jun	7.7	5	10	
		Sep	9.6	5	10	
PN513 % of appeals against non-major planning permission refusal allowed (designation period cumulative)						
Jane Green	<div style="border: 1px solid black; padding: 5px; width: fit-content;">New PI - no line chart.</div>	Jun	1.3	5	10	
		Sep	1.3	5	10	
PN505 % customers satisfied with Planning and New Communities						
Jane Green		Jul	66	70	60	The Planning Department investigates the nature of complaints and negative feedback to identify common themes and take action to address issues as necessary. In recent months the number of responses to the satisfaction survey have been low (19 in May, 20 in June and 15 in July), resulting in relatively high levels of variation. As such, arrangements for measuring and reporting customer satisfaction with Planning and New Communities will be reviewed in time for 2018/19 to ensure that this provides a greater level of insight.
		Aug	62	70	60	
		Sep	61	70	60	

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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Land Charges

SX025 Average Land Charges search response days

Jane Green



Jul	3.2	8	10
Aug	5.6	8	10
Sep	4.2	8	10

Planning Policy

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

Jane Green

PN518 Associated Risk - STR3 Failure to meet housing need

Jun			
Sep	39.8	40	35

Work has been undertaken to develop a method of obtaining data for this new KPI for Q2 and going forward.

In addition to onsite provision detailed within this KPI, planning permission was granted in respect of 2 developments where a commuted sum in lieu of onsite provision was secured:

8 dwellings at Station Yard, Meldreth (commuted sum of £137,682 in lieu of 3 affordable dwellings). 10 dwellings at 26 South End, Bassingbourn (commuted sum of £515,684 in lieu of 4 dwellings).

Target has been set in line with the council's commitment to seek 40% or more affordable housing on all sites of two or more dwellings. Intervention has been provisionally set at 35% on the basis that 40% will not always be viable.

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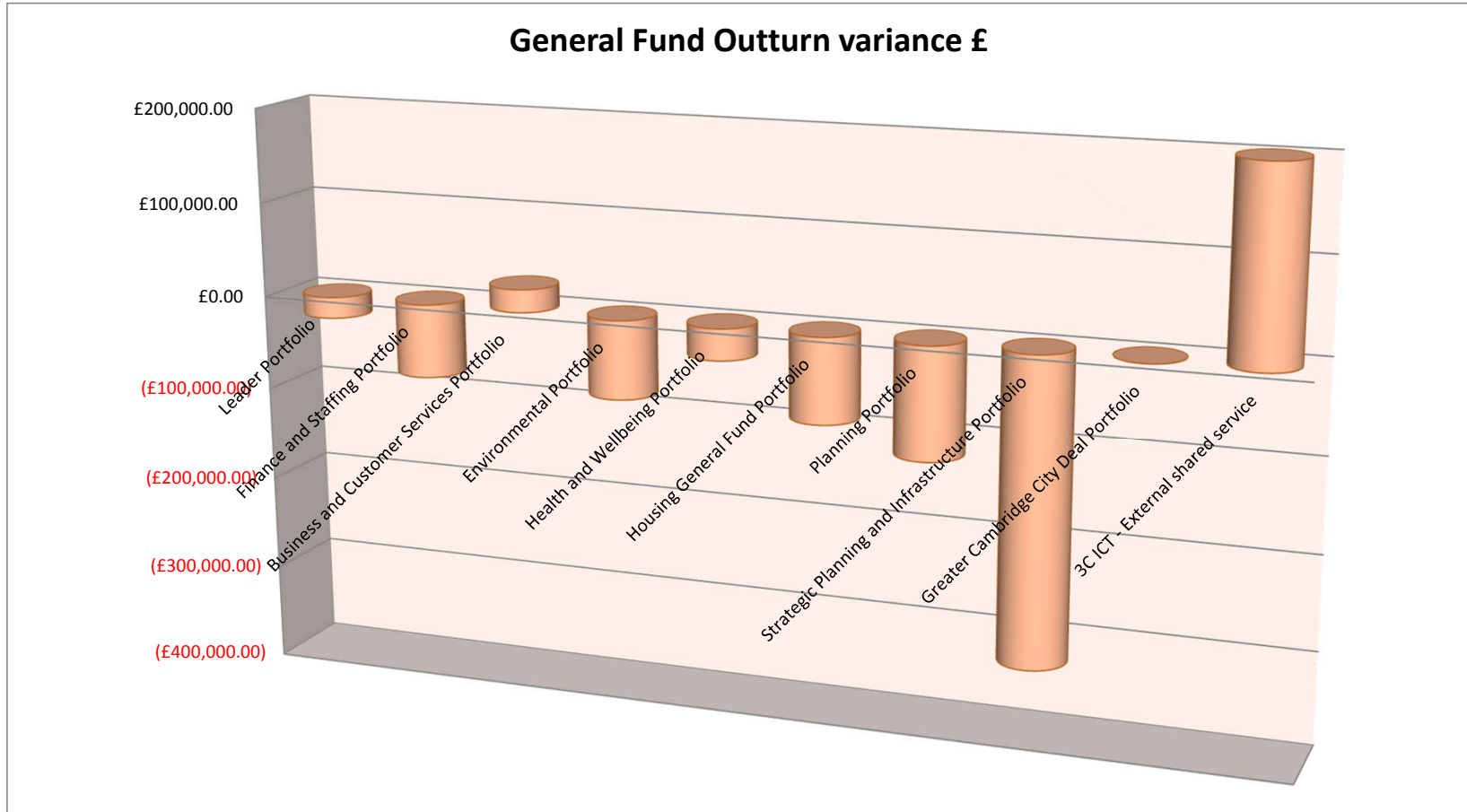
Budget 2017/18 Q2 - Projected Outturn Variances

Portfolio	Full year Budget	Budget to date	Total expenditure	Variance to date	Budget Remaining	Projected (under)/Over Spending
	£	£	£	£	£	£
General Fund						
Leader Portfolio	£343,990.00	£160,788.00	£182,110.00	£21,322.00	£161,880.00	(£22,300.00)
Finance and Staffing Portfolio	£3,507,810.00	£8,417,790.00	£12,801,015.00	£4,383,225.00	(£9,293,205.00)	(£77,725.64)
Business and Customer Services Portfolio	£2,151,430.00	£769,196.00	£888,426.00	£119,230.00	£1,263,004.00	£24,082.59
Environmental Portfolio	£6,249,200.00	£1,792,144.00	£1,533,637.00	(£258,507.00)	£4,715,563.00	(£83,059.76)
Health and Wellbeing Portfolio	£287,990.00	£139,190.00	£201,766.00	£62,576.00	£86,224.00	(£33,000.00)
Housing General Fund Portfolio	£1,644,830.00	£582,658.00	£143,382.00	(£439,276.00)	£1,501,448.00	(£90,000.00)
Planning Portfolio	£2,675,290.00	£832,910.00	£432,541.00	(£400,369.00)	£2,242,749.00	(£118,810.27)
Strategic Planning and Infrastructure Portfolio	£1,084,260.00	£434,718.00	(£2,076.00)	(£436,794.00)	£1,086,336.00	(£322,903.00)
Greater Cambridge City Deal Portfolio	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
3C ICT - External shared service						£200,000.00
Total GF Allocated Portfolio Expenditure	£17,944,800.00	£13,129,394.00	£16,180,801.00	£3,051,407.00	£1,763,999.00	(£523,716.07)
Unallocated reduction for vacancies						£450,000.00
Net General Fund Outturn forecast for the year						(£73,716.07)
HRA						
Housing Repairs - Revenue	£4,364,520.00	£1,318,550.00	£1,026,338.00	(£292,212.00)	£3,338,182.00	(£180,000.00)
Sheltered Housing	£460,380.00	£284,628.00	£152,983.00	(£131,645.00)	£307,397.00	£0.00
Administration	£3,362,814.00	£1,232,174.00	£1,117,120.00	(£115,054.00)	£2,245,694.00	(£100,000.00)
Other Alarm Systems	£0.00	(£25,546.00)	(£46,998.00)	(£21,452.00)	£46,998.00	£0.00
Flats - Communal Areas	£81,164.00	£25,251.00	£15,015.00	(£10,236.00)	£66,149.00	£0.00
Outdoor Maintenance	£118,896.00	£118,874.00	£101,436.00	(£17,438.00)	£17,460.00	£0.00
Sewage	£6,670.00	£24,970.00	£14,874.00	(£10,096.00)	(£8,204.00)	£0.00
Tenant Participation	£272,846.00	£110,565.00	£81,704.00	(£28,861.00)	£191,142.00	(£30,000.00)
Reprovision & New Homes Programme	£200,447.00	£104,601.00	£211,957.00	£107,356.00	(£11,510.00)	£0.00
Other	£93,640.00	£2,240.00	£3,845.00	£1,605.00	£89,795.00	£0.00
Transfer to Reserves & Capital Charges	£19,897,460.00	£0.00	(£59,119.00)	(£59,119.00)	£19,956,579.00	£0.00
Income	(£28,678,600.00)	(£12,027,792.00)	(£12,032,873.00)	(£5,081.00)	(£16,645,727.00)	(£351,160.00)
Total HRA	£180,237.00	(£8,831,485.00)	(£9,413,718.00)	(£582,233.00)	£9,593,955.00	(£661,160.00)
Unallocated reduction for vacancies						£50,000.00
Net HRA Outturn forecast for the year						(£611,160.00)

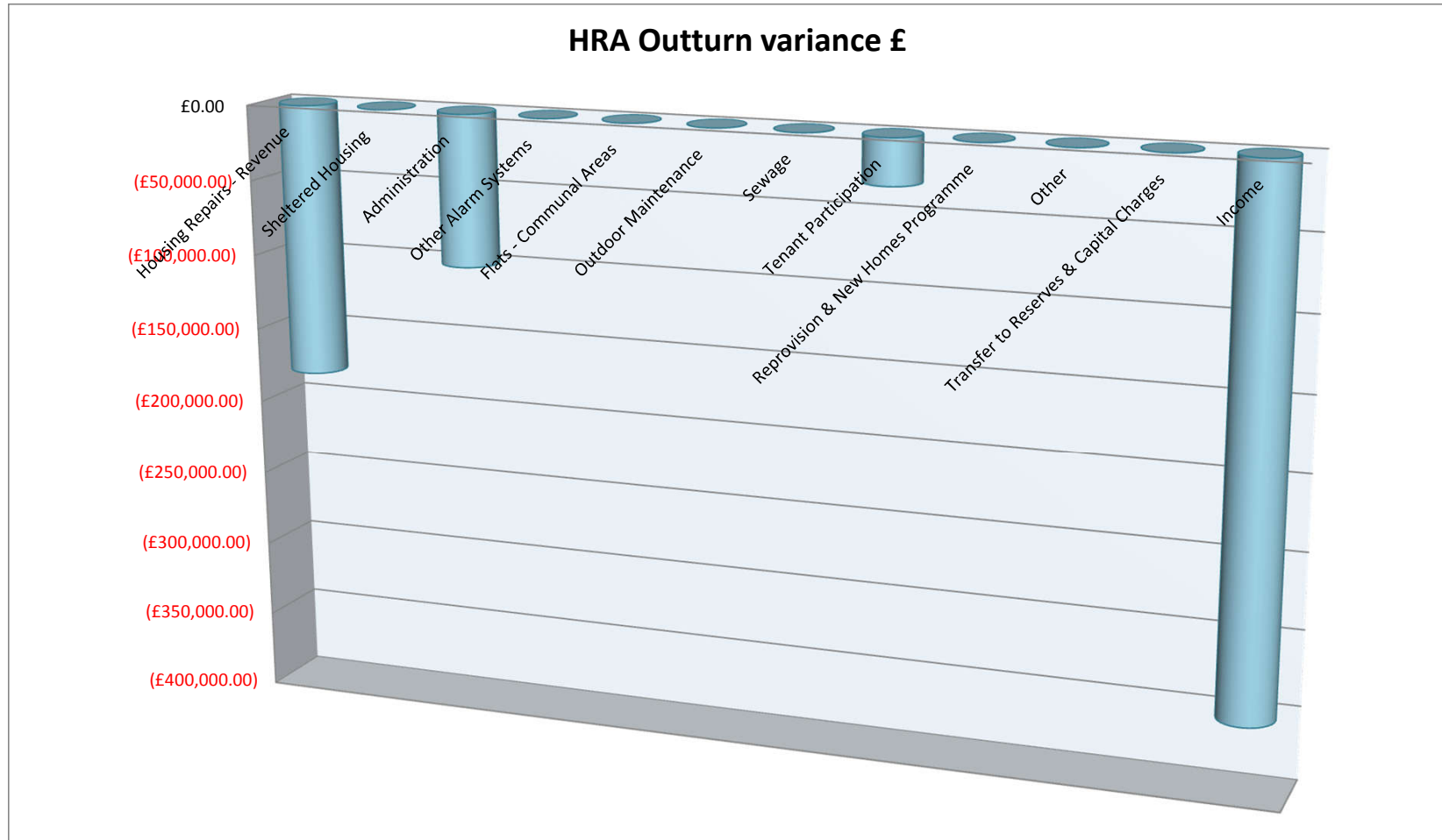
Budget 2017/18 Q2 - Projected Outturn Variances

Portfolio	Full year Budget	Budget to date	Total expenditure	Variance to date	Budget Remaining	Projected (under)/Over Spending
	£	£	£	£	£	£
GF Capital						
Cambourne Offices	£150,000.00	£45,750.00	£15,953.00	(£29,797.00)	£134,047.00	£0.00
ICT Development	£485,000.00	£178,254.00	£22,562.00	(£155,692.00)	£462,438.00	£0.00
Waste Collection & Street Cleansing	£2,674,000.00	£37,000.00	£27,000.00	(£10,000.00)	£2,647,000.00	£0.00
Awarded Watercourses and Air Quality	£100,000.00	£0.00	£104,700.00	£104,700.00	(£4,700.00)	£0.00
Repurchase of GF Sheltered Properties	£1,100,000.00	£458,334.00	£784,844.00	£326,510.00	£315,156.00	£0.00
Environmental Protection	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£0.00
Improvement Grants	£770,000.00	£177,000.00	£252,967.00	£75,967.00	£517,033.00	£0.00
Environmental Protection	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£0.00
Improvement Grants	£770,000.00	£177,000.00	£252,967.00	£75,967.00	£517,033.00	£0.00
Grants-Provision of Social Hsg	£500,000.00	£208,334.00	£42,000.00	(£166,334.00)	£458,000.00	£0.00
Refurbishment of GF Equity Share Properties	£50,000.00	£20,834.00	£2,485.00	(£18,349.00)	£47,515.00	£0.00
Website Development	£70,000.00	£21,000.00	£12,288.00	(£8,712.00)	£57,712.00	£0.00
Other (Mainly Capital Receipts)	£10,000.00	£0.00	£0.00	£0.00	£10,000.00	£0.00
Total GF Capital	£5,959,000.00	£1,146,506.00	£1,264,799.00	£118,293.00	£4,694,201.00	£0.00
HRA Capital						
Land	£300,000.00	£125,000.00	£10,537.00	(£114,463.00)	£289,463.00	(£150,000.00)
New Homes Programme	£6,941,590.00	£2,892,325.00	£448,848.00	(£2,443,477.00)	£6,492,742.00	£0.00
Reprovision of Existing Homes	£2,109,540.00	£878,975.00	£275,280.00	(£603,695.00)	£1,834,260.00	(£500,000.00)
Repurchase of HRA Shared Ownership Homes	£300,000.00	£125,000.00	£277,418.00	£152,418.00	£22,582.00	£0.00
Cash Incentive Grants	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Housing Repairs - Capital	£8,193,940.00	£3,414,140.00	£1,642,714.00	(£1,771,426.00)	£6,551,226.00	(£200,000.00)
Total HRA Capital	£17,845,070.00	£7,435,440.00	£2,654,797.00	(£4,780,643.00)	£15,190,273.00	(£850,000.00)
Capital receipts						
Right to Buy	(£3,038,000.00)	(£1,346,247.00)	(£1,881,260.00)	(£535,013.00)	(£1,156,740.00)	£0.00
Equity Share-HRA	(£349,530.00)	(£145,713.00)	£112,355.00	£258,068.00	(£461,885.00)	£0.00
Equity Share - GF	(£1,231,835.00)	(£515,277.00)	(£598,631.00)	(£83,354.00)	(£633,204.00)	£0.00
Other						
Grants & Contributions	(£44,315,277.00)	£0.00	(£625,961.00)	(£625,961.00)	(£43,689,316.00)	£0.00
Total Capital Receipts	(£48,934,642.00)	(£2,007,237.00)	(£2,993,497.00)	(£986,260.00)	(£45,941,145.00)	£0.00
Capital Total	(£25,130,572.00)	£6,574,709.00	£926,099.00	(£5,648,610.00)	(£26,056,671.00)	(£850,000.00)

Budget 2017/18 Q2 - Projected Outturn Variances



Budget 2017/18 Q2 - Projected Outturn Variances



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Significant Items of Variance from Working Budget

General Fund Budget 2017/18 Q2 - Major Variances from Budget

Service Grouping	Reason for Variance	Cross reference to Performance report	Cross reference to Strategic Risk Register (4Risk)	Actual (Favourable) / Adverse Variance £	Projected (Favourable) / Adverse Variance £
Leader Portfolio					
Total variance for Portfolio	Variance for the Portfolio not investigated			21,322	(22,300)
Not blank					
Finance and Staffing Portfolio					
Council Tax Benefit	The variance is driven by staff savings due to the 4 vacancies in the team, some staff reducing their hours and also some staff not paying the pension contributions. The Service is now using an outsourced service, which is cheaper than agency staff.	FS112 - Average number of days to process new HB/CTS claims FS113 - Average number of days to process HB/CTS change events SF740 - % Discretionary housing grant paid	STR5 - Welfare Reform	4,916,403	(50,329)
Rent Allowances				0	0
Rent Rebates				0	0
Corporate Management	The variance is driven by staff savings due to the vacancies. This underspend is being used to fund an additional position within Communications team.	CC303 - % total calls to the Contact Centre handled CC307 - Average call answer time (seconds) CC305 - % of formal complaint responses sent within timescale (all SDCD) FS116 - Staff sickness days per FTE FS117 - Staff turnover	STR11 - Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes STR13 - Recruitment & Retention	(714,203)	(23,211)
Cost of NNDR Collection	The variance is driven by staff savings due to the vacancies in the team.	FS104 - YTD % NNDR collected		(25,156)	(31,686)
Discretionary NNDR Relief				0	0
Cost of Council Tax Collection	The overspend is due to the use of Agency Staff to cover vacancies in the team, with forecast salaries underspend of £50k reversed by the Agency staff overspend of £61k	FS105 - YTD % Council Tax collected		199,756	10,766
3C SharedServicesProgramme Hub	The variance is due to £19k overspend on Consultancy services for year to date forecast to continue, but shared by the 3 Councils.		STR12 - Shared Services Initiatives with other authorities	9,986	16,735
Other net variances				0	0
Total variance for Portfolio				4,383,225	(77,726)
Not blank					
Business and Customer Services Portfolio					
Land Charges	The forecast variance is due to the saving on staff costs. Income for year to date exceeds budgets, but is expected to tail off through the year to total the budgeted value.			(47,526)	(33,998)
Elections	Forecast overspend is due to the additional staff costs earlier in the year caused by the extra election. Other election costs are expected to be reimbursed by the Government later in the year.			236,215	37,790
Register of Electors	Forecast overspend is due to the additional staff costs earlier in the year caused by the extra election.			27,988	42,682
Democratic Representation	The variance is driven by staff savings due to the vacancies in the team.			(73,183)	(9,516)
Policy & Performance	The variance is driven by staff savings due to the vacancies in the team.		STR1 - Consultation and Engagement	(7,277)	(18,559)
Communications	The variance is due to the staff costs exceeding budget for the year to date, this is due to recruitment of a web developer, funded from the saving made on the CEO vacancy earlier in the year, this is expected to continue for the rest of the year.			24,333	25,949
Economic Development	The variance is driven by staff savings due to the vacancies in the team.			(36,661)	(18,490)
Other net variances				0	2,016
Total variance for Portfolio				119,230	24,083
Not blank					
Environmental Portfolio					

Awarded Watercourses	The saving is due to the vacancy of the Land Drainage Manager, partially offset by the rent costs increase during the year.			(15,764)	(12,560)
Footway Lighting	The projected overspend is based on the unbudgeted costs of repair and replacement work identified as part of a recent structural and electrical survey performed on 1800 lights within the district.			(14,253)	8,300
Single Shared Waste Service	It is forecast the service costs for the full year will be close to budget, with some pressures on the budget during the year due to the missed recycling credits.	ES418 - YTD % of household waste sent for reuse, recycling and composting ES408 - % of bins collected on schedule		(159,095)	5,500
Food Safety	The variance is driven by staff savings due to the vacancies in the team (£6k) and income projected to exceed budget by £3k			(5,224)	(9,000)
Environmental Health General	The variance is driven by staff savings due to the vacancies in the team (£41k) and income projected to exceed budget by £3k	ES406 - % major non-compliances resolved (in rolling year)		(19,897)	(44,300)
Environmental Protection	The higher than budgeted costs are due to continued use of EPS during the year, which was not included in the budget.			13,844	9,600
Licences	The variance is driven by staff savings due to the vacancies in the team (£15k) and income projected to exceed budget by £7k	ES401 - % business satisfaction with regulation service		(15,128)	(22,200)
Localism	The saving is due to the potential underspend on Community Development Projects costs			(17,875)	(12,000)
Other net variances				0	0
Total variance for Portfolio				(258,507)	(83,060)
Not blank					
Health and Wellbeing Portfolio					
Children, Young People & Families	Expenditure under this heading is made in conjunction with Cambridge City Council through the South Cambridgeshire and Cambridge City Children and Young Peoples Area Partnership, administered by Cambridgeshire County Council. SCDC provides finance support for this partnership and as such the funds are held within SCDC's statement of accounts. The current balance in this fund stands at nearly £75k and at this level; it is proposed that the annual £10k that SCDC contributes to the partnership is withheld this year, saving this amount on the budget.			(8,519)	(10,000)
Health and Wellbeing	The main reason for the saving is the vacant EHO post throughout the year which has not been backfilled	STR6 - Demands on services from an ageing population		(12,983)	(26,000)
Other net variances				0	0
Total variance for Portfolio				62,576	(33,000)
Not blank					
Housing (General Fund)					
Loans for House Purchase etc				0	0
Private Sector Leasing Scheme	Projected underspend is due to the delay in timing of the service, with Q1 and Q2 spent on business set-up/preparatory work, with first property rented only in October 2017			(38,993)	(90,000)
Other net variances				0	0
Total variance for Portfolio				(439,276)	(90,000)
Not blank					
Planning Portfolio					
Development Control	The main reason for the adverse variance is projected £138k less income from chargeable services than budgeted for and a projected unbudgeted cost of appeals of approximately £80k in the year. This is partially offset by staff costs saving of £49k, including Agency Staff.	STR25 - Risk of Designation as Poorly Performing Planning Authority		(101,305)	168,898
Planning Policy	The variance is made up of underspends in a number of areas on consultancy budgets due to the delays with the Local Plan. The variance includes £178k potential rollovers into the next year.	STR3 - Failure to meet Housing Need		(266,884)	(298,180)
Other net variances				0	0
Total variance for Portfolio				(400,369)	(118,810)

Not blank					
Strategic Planning and Infrastructure Portfolio					
Growth Agenda/Northstowe	The variance is driven by £370k underspend of salaries due to a large number of unfilled vacancies in the team. This is brought down by amended timing of the fees for Waterbeach, which are now expected early in the following year. However, overall fees are expected to be £67k higher than budgeted			(430,362)	(312,903)
Transport Initiatives & Policy	The saving is due to the delays in authorisation and implementation of projects, and includes £4k staff saving against budget.			(6,432)	(10,000)
Other net variances				0	0
Total variance for Portfolio				(436,794)	(322,903)
Not blank					
3C ICT - External Shared Service	Current ICT base budget provided by HDC on 29/12/16 is c. £1,126,000 and was based on the original business case which has now been revised. According to the recent Budget Modelling statement, the new Baseline budget for SCDC in 2017/18 should be restated as £1,404,000. This corrects assumptions written into the original business case and brings in-line the implications of bringing Northgate into 3C and the uplift in Microsoft licensing costs. Projected spend against this is c.£1,324,000 this year.				200,000
Not blank					
Total for General Fund Revenue				3,051,407	(523,716)

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Significant Items of Variance from Working Budget

Housing Revenue Account 2017/18 Q2 - Major Variances from Budget

Service Grouping	Reason for Variance	Cross reference to Performance report	Cross reference to Strategic Risk Register (4Risk)	Actual (Favourable) / Adverse Variance £	Projected (Favourable) / Adverse Variance £
Housing Repairs - Revenue					
Revenue Maintenance	Projected favourable outcome is due to savings resulted from re-tendering the cyclical maintenance contracts, which resulted in lower costs against budget	AH204 - % tenants satisfied with responsive repairs		(292,212)	(180,000)
Other net variances				0	0
Total variance for Service				(292,212)	(180,000)
	Not blank				
Administration					
Administration	Anticipated savings are due to the staff vacancies in the team and also due to the Head of Housing acting as interim Head of Housing for City Council, which is expected to bring SDCDC unbudgeted income through the 50% recharge for her time.			(115,054)	(100,000)
Other net variances				0	0
Total variance for Service				(115,054)	(100,000)
	Not blank				
Tenant Participation					
Tenant Participation	The underspend is anticipated due to the Community Grant not being taken up to date, with the potential it will remain unspent at year end.			(28,861)	(30,000)
Other net variances				0	0
Total variance for Service				(28,861)	(30,000)
	Not blank				
Reprovision & New Homes Programme					
Re-provision and New Homes	The variance is due to the £62K of Yr 2016/17 recharges still to be invoiced to Cambs County Council and also £15K of recharges due for the current year still to be recharged	AH211 - Average days to re-let all housing stock		107,356	0
Other net variances				0	0
Total variance for Service				107,356	0
	Not blank				
	Not blank				
Income					
HRA Interest	The positive variance is forecast based on the increased interest due to the high level of cash balances and additional lending to Ermine Street Housing	FS102 - % Housing Rent collected		(5,081)	(351,160)
Total variance for Service				(5,081)	(351,160)
Other net variances				0	0
	Not blank				

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SCDC Strategic Risk Report



Report Date	26 Oct 2017
Risk Status	Open
Council / Service	Strategic (STR)
Control Status	Existing
Action Status	Outstanding



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 10	<p>Increase in cost of managing homelessness - Cllr Lynda Harford (was STR25)</p> <p>Head of Service: Stephen Hills</p> <p>Risk Owner: Stephen Hills</p> <p>Last Updated: 26 Oct 2017</p>	<p>Cause (January 2013) Potential impacts from welfare benefit changes, more responsibilities under the Homeless Reduction Act and instability in the housing market,</p> <p>Consequence leading to an increase in duties owed by the Council along with the new Homeless Reduction Bill, ultimately resulting in significant increase in costs to the Council to meet its statutory obligations. Likely to see an increased demand for the service, and more in-depth support and assessment for those that do approach the Council. Increased expectation on assistance, but no increased access to accommodation.</p> <p>The introduction of Universal Credit and the impact of this on customer finances and on the housing market increases the risk of homelessness. Linked risk (STR 5)</p> <p>Failure to meet housing need (STR3) is also linked and will impact on the level of homelessness.</p>	<p>I = 5 L = 5 25 (25)</p>	<p>Developing an in-house Private Sector Leasing Scheme to replace the King Street scheme. Use of Rent Deposit Scheme, CAB Money advice, other homeless prevention measures and New Build programme.</p>	<p>I = 5 L = 4 20 (20)</p>	<p>Develop In-house PSL scheme</p>	30 Nov 2017
				<p>New hostel opened in 2015 with increased TA.</p>		<p>The mitigation work will be closely monitored throughout the year.</p>	31 Dec 2017
				<p>Successful Joint Trailblazer bid to introduce more joint working and initiatives around homeless prevention.</p>		<p>The success of the new PSL project will be known within 6 months.</p>	28 Feb 2018
				<p>CIH review of homelessness in 2016, identifying existing good practice and future recommendations.</p>		<p>Cabinet decision on financial bid for additional staff team.</p>	28 Feb 2018
				<p>Staffing bid submitted November 2017 to increase staff team by up to 5 members in order to ensure service compliance with new legislation. Failure to properly resource the team will lead to additional temporary accommodation costs as well as legal sanctions.</p>		<p>Review Housing needs of under 35s and the demand/methods of providing shared accommodation.</p>	30 Mar 2018
						<p>Produce a new Homeless Strategy and action plan</p>	30 Mar 2018
						<p>Monitor impact of proposed funding system for supported housing.</p>	30 Mar 2018
						<p>Update customer information on the website so that a self service option exists in relation to basic housing advice.</p>	30 Mar 2018
						<p>Monitor the progress of the Homeless Reduction bill and prepare for implementation.</p>	30 Mar 2018
						<p>Review working practices with mental health services to help prevention amongst this group.</p>	30 Mar 2018



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 25	Risk of Designation as Poorly Performing Planning Authority - Cllr Robert Turner (was STR32) Head of Service: Stephen Kelly Risk Owner: Stephen Kelly Last Updated: 06 Oct 2017	Cause (March 2017) Failure to deal with planning applications in the DCLG prescribed time limits. The Planning Inspectorate failing to support the Council's decision to refuse planning permission or allowing appeals lodged against non determination, Inadequate resources to meet demand, Inefficient processes, Failure of alignment between each planning authority, Failure to meet investment requirements in Greater Cambridge, Consequence resulting in No Local Plan, Inadequate performance, Increase in work for and costs to and costs awarded against the Councils. Loss of local control of decision making if designated as applicants can apply direct to PINNS.	I = 5 L = 4 20 (20)	Action was taken to reduce complaints. Implemented system of proactively ringing complainants. Resulted in no complaints received in the month of September 2017.	I = 4 L = 3 12 (12)	Refocus on importance of pre-application process and 'getting it right first'	31 Dec 2017
				Draft action/improvement plan submitted to management for review.		Effective and on-going performance management.	31 Dec 2017
				Effective delegation Proactive approach by all teams. Reduced complaints by prompt responses. Refocus on importance of pre-application process and 'getting it right first time' Shared Service improvements Regular reports to CMT , EMT and Cabinet		Review and streamline processes and procedures and consistent adherence by staff to them with associated training and confidence.	31 Dec 2017
						Proactive approach by all teams.	31 Dec 2017
						Report submitted to Civic Affairs 22/6/17 to recommend a Review Mechanism for member Decisions at Planning Committee, this has not been approved. Alternative options to be considered	31 Dec 2017

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Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 3	Failure to meet Housing Need - Cllr Robert Turner (was STR05) Head of Service: Stephen Kelly Risk Owner: Stephen Kelly Last Updated: 25 Oct 2017	Cause (June 2007, was Lack of Land Supply) Failure to meet Housing needs identified in Local Plan, Local Economic requirements – lack of opportunity/economic performance, Delivery of housing falling below levels necessary to achieve: - a five-year supply of housing and the Local Plan target for housing 2011-2031 - City Deal 1,000 additional homes on rural exception sites, Economic uncertainty following Brexit and potential slow down in planning application submissions and house builders by developers, Potential delays to delivery arising from delays to infrastructure programmes, Recruitment and retention of appropriate staff to provide maintain consistency and continuity overseeing major, long term and complex schemes, Consequence leading to lack of up to date policy to support Housing Need, Lack of efficient planning process to deliver strategic sites: - failure in investment in infrastructure necessary to unlock development, - economic uncertainty, resulting in lack of housing provision to meet local need and potential impact on 5 year housing land supply. Potential adverse impact on quality of schemes and customer confidence.	I = 4 L = 5 20 (20)	Establishing a Housing Delivery Project to manage this situation with measures including: - Monthly monitoring of 5-year supply - Tracking of outline planning permissions through to implementation - reduced time limits on outline permissions from 3 to 2 years - requiring delivery programmes from developers.	I = 2 L = 5 10 (10)	Effective programme management and regular liaison with developers.	31 Dec 2017
				Consider alternative delivery mechanisms e.g LDOs to encourage timely delivery.		31 Dec 2017	
				PPA to secure up to date programmes and sufficient resources and skill sets and tools e.g. design briefs.		31 Dec 2017	
				Housing Delivery Project includes the following measures: - Monthly monitoring of 5-year supply - Tracking of outline planning permissions through to implementation - reduced time limits on outline permissions from 3 to 2 years - requiring delivery programmes from developers An initial meeting to establish the project has taken place. Scope of the project is being determined and project PID is in progress.		31 Dec 2017	
						Monitoring of deliver against Housing Trajectory.	31 Dec 2017



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 13	<p>Recruitment & Retention - Cllr Simon Edwards (was STR28)</p> <p>Head of Service: Susan Gardner Craig</p> <p>Risk Owner: Susan Gardner Craig</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (September 2015) Reduced staffing capacity due to difficulties in recruitment and retention, especially in some professions,</p> <p>Consequence leading to loss of resources / experience / expertise in key services, increased workload and pressure on remaining staff to deliver services, increased sickness absence and stress, increased costs (including of repeat recruitment) and additional cost of using the agency staff; resulting in lack of capacity to meet service delivery needs, loss of effectiveness/productivity, disruption to, or lower quality of, services provided, either internally or to the public, failure to comply with statutory processes or meet statutory deadlines; damage to the Council's reputation; legal challenge.</p>	<p>I = 4 L = 5 20 (20)</p>	<p>Variety of actions in place, appropriate to service areas, including:</p> <ul style="list-style-type: none"> •Internal development opportunities •Funded professional development & qualifications •Secondments, both internally and with partnering authorities •Shared services with partnering authorities •Market supplements on a fixed term basis •Use of temporary workers •Changes to recruitment approaches, new jobs page on website, use of different media •Keep under review marketplace pay levels using e-paycheck and other means •Increase in the number of apprenticeships across all service areas of the council. Participation in national apprenticeship Trailblazer programmes •Developing a career progression scheme, particularly in Planning •Offering trainee LGV Driver places 	<p>I = 3 L = 3 9 (9)</p>	<p>TIMESCALE TO PROGRESS: Ongoing: Additional actions being considered in some service areas.</p>	<p>31 May 2018</p>



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 5	Welfare Reform - Cllr Simon Edwards (was STR15) Head of Service: Susan Gardner Craig Risk Owner: Dawn Graham Last Updated: 25 Oct 2017	Cause (December 2010) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system, Consequence leading to possible: •increased IT cost due to required system changes; •implementation costs not fully reimbursed by Government grant; •increased workload for Benefits and Homelessness teams, resulting in potential for: •adverse effect on service provision due to the number of changes; •increased dissatisfaction with the service due to reduced amounts of benefit payable; •impact on Medium Term Financial Strategy; •devastating effect on people with mental health problems; and •dislocation of private sector housing market.	I = 4 L = 4 16 (16)	Scoping work currently being undertaken by the Benefits Manager to assess the impact of Universal Credit and how it impacts the administration of Housing Benefit, Localized Council Tax Support and Rent Collection for SCDC tenants.	I = 3 L = 4 12 (12)	Bid for additional funding submitted, to cover the case that grants currently provided for housing benefit assessment work are reduced.	22 Feb 2018
				Department for Work & Pensions (DWP) have confirmed increased Discretionary Housing Payments (DHP) budget for 2017/18 following the reduction in the level of the Benefit Cap (£20k). Local Council Tax Support (LCTS) and welfare reform workshop to take place with regard to proposed LCTS scheme 2018/19 and possible welfare changes. Monitoring of roll out of Universal Credit (UC) to ensure lessons learnt are implemented at SCDC. Information currently available indicates the rollout of UC will be a slow process during this current parliament with all new working age claims processing not available until 2020-21.			
STR 26	Contract failure - Cllr Mark Howell Head of Service: Trevor Nicoll Risk Owner: Rebecca Weymouth-Wood Last Updated: 06 Oct 2017	Cause (September 2017) Supplier failure including contractual arrangements - Major contract concern is the MRF contract. Consequence If the MRF contract fails it will impact income (if prices are renegotiated) or viability of disposal of recyclable materials (with knock-on impacts for collections and logistics and costs around that).	I = 4 L = 4 16 (16)	Management of the potential contract dispute is in progress. RECAP is due to send AMEY a letter to highlight contract issues RECAP wishes to raise with AMEY once this letter is approved by 3C Legal services.	I = 4 L = 3 12 (12)	New Head of Waste met with AMEY senior management to discuss ongoing contractual arrangements and instigated regular meetings to continue, initially weekly, then monthly.	31 Dec 2017

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Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 4	Medium Term Financial Strategy (MTFS) - Cllr Simon Edwards (was STR08) Head of Service: Alex Colyer Risk Owner: Caroline Ryba (SCDC) Last Updated: 06 Oct 2017	Cause (June 2007) Risks concerning the financial projections include: •not achieving delivery of additional income / savings to meet targets, including from Business Improvement & Efficiency and Commercialisation Programmes projects (and see STR26), shared services initiatives and the housing company; •inflation exceeds assumptions; •interest rates do not meet forecasts; •employer's pension contributions increases exceed projections; •changes in demand for some service areas could lead to pressures in the related budgets, especially Housing; •unforeseen restructuring costs; •retained business rates scheme – volatility of outstanding valuation appeals, made worse by the 2017 revaluation; •retained business rates scheme does not meet forecast; •retained business rates scheme tariff adjustments continue from 2020/21; •uncertainties following the June 2016 referendum vote to leave EU, particularly unpredictable volatility in economic factors, e.g. inflation, interest rates, employment, business confidence, etc. impact assumptions underlying the MTFS; •major developments do not meet housing trajectory forecast; •cost of supporting development and meeting demand from growth; •impact of welfare reform (and see STR15); •availability of budget for Cabinet priorities; •material error or omission in MTFS forecasts; •increased uncertainty in budget setting due to commercial activities, exposure to market competition and commodity price trends, leads to..	I = 5 L = 3 15 (15)	Additional income/savings targets built in to Business Improvement & Efficiency and Commercialisation Programmes projects, shared services and other initiatives.	I = 5 L = 2 10 (10)	Identify further opportunities for commercial income and assess the risks associated with each commercial project. Implement bids and savings process to evaluate demands on the Council's financial resources going forward.	31 Oct 2017
				Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates.		Update MTFS for review by Cabinet in November.	16 Nov 2017
				Implement plans to deliver Council's programme in line with latest General Fund income and savings targets, review use of reserves.		Quarterly reports on commercial projects and market price trends to Cabinet.	29 Dec 2017
				Monitor inflation factors, effect of current economic climate on demand led services and budgets.		Separately identify commercial income in the Council's reports and projections.	29 Dec 2017
				Monitoring of council tax base to identify financial implications of growth.			
				Monthly financial report to Corporate Management Team (CMT); CMT reviews progress in achieving budget targets.			
				Shared Services governance process in place.			
				Spending Review / Autumn Statement and provisional Local Government Finance Settlement: implications modelled for February 2017 Cabinet report.			
				Submission of an efficiency plan to government, thereby seeking to confirm significant elements of income for the next three years as a control/mitigation.			
				Treasury management reports to Finance & Staffing PFH. Monitoring of business rates income, collection rates and appeals.			
Updated MTFS approved by Cabinet in February 2017.							

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
		leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.					



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 11	<p>Business Improvement & Efficiency Programme - Cllr Nick Wright (was STR26)</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Phil Bird</p> <p>Last Updated: 06 Oct 2017</p>	<p>Cause (November 2013, was Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes) The Business Improvement Efficiency Programme (BIEP), Development Control Improvement Programme (DCIP), Planning Programme, Affordable Homes Programme, Working Smarter and Commercialisation Programmes have their own associated risk registers. The risks included are summarised as follows (only those scoring 12 and above are reflected in the summary):</p> <p>The Projects on the programmes are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> •inadequate stakeholder engagement, •conflicting operational, programme and project priorities, or •long term unavailability of relevant and crucial staff, <p>Consequence leading to inadequate programme and project resources and support, resulting in a delay or failure to deliver the outputs, associated benefits, and required income and savings targets.</p>	I = 4 L = 3 12 (12)	<p>The following training programmes are in place to support business development:</p> <ul style="list-style-type: none"> •Delivery of Commercial skills training •Leadership Training •Project Management/Project Sponsor Training <p>The Programme Manager identified programme and project resource requirements before the start of the tranches. The level of resource required is continually monitored by the Programme Manager as projects progress, close and new ones commence. The Senior Responsible Owner is responsible for securing the required resources. Regular 1:1s with Executive Director (Senior Responsible Owner). Monthly Highlight Reports from each Project Manager to the Programme Manager. Monthly Highlight Reports to EMT from the Programme Manager. Regular update meetings with Project Managers & Project Sponsors used to assess required resource levels. A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed. Stakeholder engagement activities place regularly throughout the programme. Increasing emphasis on Lessons Learned from other projects will help the Sponsoring Group, Programme Manager and Project Managers mitigate this risk. Each project risk register is updated monthly and reviewed with project manager. There is currently an increased workload for the Corporate Programme Manager (CPM) due to the long-term absence of the Catering Manager. Provision has been made in the canteen with acting up arrangements put in place. The Facilities Manager was also absent for 12 weeks during the summer of 2017. This does not impact directly on the Programmes themselves or the Projects within them but limits the time the CPM can spend on them. The continuation of the..</p>	I = 4 L = 3 12 (12)	Timescale to progress: throughout 2012 - 2017	30 Dec 2017

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 9	<p>HRA Business Plan - Cllr Lynda Harford (was STR24)</p> <p>Head of Service: Stephen Hills</p> <p>Risk Owner: Julia Hovells (SCDC)</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (March 2012) The HRA Business Plan has its own associated risk register.</p> <p>Consequence The score of the risk in this Strategic Risk Register is a composite score from the HRA Business Plan risk register, and reflects changes announced in the Government's July 2015 Budget on:</p> <ul style="list-style-type: none"> •1% rent reduction for 4 years, •loss of relets to fund the extension of the RTB scheme to Registered Providers, •Sale of estimated 50% of voids to fund extension of RTB to RPs 	I = 4 L = 3 12 (12)	<p>The Housing Revenue Account (HRA) business plan has been updated to reflect the 1% rent cut for four years announced in the Government's July 2015 Budget. The loss of £134m from the HRA Business Plan has had a significant impact on the Council's build programme.</p> <p>The potential loss of properties through the 'higher value voids levy' would put further pressure on the HRA Business Plan and creates further pressure on Risk STR25.</p> <p>Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing and respond to formal consultations.</p> <p>Further detailed review of HRA business plan part of 2017 Service Plan.</p> <p>Potential to negotiate with Government for retention of high value sales receipts to fund a replacement programme.</p> <p>Revised HRA Business Plan was approved in February 2017.</p>	I = 3 L = 3 9 (9)	<p>Update 2017/18 HRA Business Plan as part of the 2018/19 budget setting process, taking account of any government announcements or legislative change.</p>	28 Feb 2018

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 2	<p>Gypsy and Travellers and those not meeting new definition - Cllr Robert Turner (was STR03)</p> <p>Head of Service: Stephen Kelly</p> <p>Risk Owner: Caroline Hunt</p> <p>Last Updated: 06 Oct 2017</p>	<p>Cause (June 2007, was , Illegal Traveller encampments or developments) Changes in the planning definition of Gypsies and Travellers and resulting confusion in planning situation for those that do not meet the new definition. Is unresolved through Local Plan</p> <p>Consequence leading to potential to result in possible increase in unauthorised sites and planning appeals with risks of costs, or possible legal challenge, resulting in stalled projects.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Ongoing routine monitoring of all district development. New Government guidance issued in August 2015, resulting in significant changes to the definition of travellers for the purposed of planning. County wide needs assessment endorsed by PFH in 2012. A new needs assessment has been commissioned, for completion November 2016. 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 (will require modification to reflect the new government guidance and the outcome of the new Needs Assessment) In 2014 a total of 67 Gypsy and Traveller pitches gained permanent planning permission (three were granted on appeal). In 2015 six pitches have gained permanent planning permission and temporary planning permission for 1 pitch was granted on appeal at Wimpole. In August 2016 an appeal for a lawful development certificate for a site in Willingham was allowed. At August 2016 there are three other pitches (on 2 sites) with temporary planning permission, which expire between 2017 and 2018. There is one pending application at Rampton (to make one existing temporary pitch permanent and add two additional pitches). 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. The Local Plan examination hearing..</p>	<p>I = 3 L = 3 9 (9)</p>	Local Plan is due for completion in 2017.	31 Aug 2017
						New applications are an on-going process.	31 Aug 2017
						Gypsy & Traveller Area Needs Assessment was updated, led by Housing Directorate, in Summer 2016. Prepare appropriate evidence to the Local Plan examination and propose necessary Modifications to ensure a sound plan.	31 Oct 2017

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 6	<p>Demands on services from an ageing population - Cllr Mark Howell (was STR19)</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Stephen Hills</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (September 2011) The district's demography changes, with significant growth in the over 65 year old population,</p> <p>Consequence leading to additional demands on health and social care services, including to the Council's sheltered housing and benefits services, resulting in adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task & Finish Group.</p> <p>SCDC Housing leading on development of sub-regional Older People's Housing Strategy and refresh of County Older People Strategy.</p> <p>SCDC Housing staff contributing to Cambridgeshire Executive Partnership Board projects including Data Sharing, 7-Day Working, Person-Centre System, and Ageing Healthily & Prevention.</p> <p>Issue and impact discussed by Cabinet / EMT.</p> <p>Successful "Healthy New Towns" funding bid now being implemented to undertake research and project work into future housing needs in new communities, initial focus on Northstowe.</p> <p>NHS England now joined SCDC New Communities Project Board.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Take account of demographic change in the corporate and financial planning cycle.</p> <p>Redesign services to address demands.</p>	<p>31 Oct 2017</p>
STR 20	<p>Partnership with Cambridgeshire County Council - Cllr Peter Topping (was STR20)</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Mike Hill</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (September 2011) The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council,</p> <p>Consequence leading to the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, together with potential reputational impact, resulting in adverse effects on the district's residents and businesses.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>Good relationships with County on: RECAP Waste Partnership (and with National Agencies), Children & Young People's Area Partnership, New Communities Project Board, Older People's Accommodation Strategy.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Timescale to progress: Progress being monitored via Corporate Plan.</p> <p>Dependent on the timeframe/milestones for each partnership.</p>	<p>31 Oct 2017</p>

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 14	<p>Access to Primary Care in Growth Areas - Cllr Mark Howell (was STR29)</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Mike Hill</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (May 2016) Failure of health partners to provide increased capacity for primary care and mental health services for new and expanding communities,</p> <p>Consequence leading to inability of residents to access quality local health care increasing pressure on existing services, increased public health costs through higher A&E admissions, increased direct costs for SCDC in reacting to the detrimental impacts of ill-health and inability to effectively achieve Corporate Plan Living Well outcomes resulting in reduced quality of life and increased health acute and chronic health conditions for residents in affected communities, reduced capacity by public health agencies to contain viral outbreaks and inability of SCDC to maintain viable service levels.</p>	I = 3 L = 3 9 (9)	<p>Proactive negotiations with developers to ensure adequate health infrastructure provision in new communities within relevant legal agreements; Development Delivery Agreements in place/under negotiation to embed a partnership approach. Ongoing participation in robust county health scrutiny and Local Health Partnership.</p> <p>Delivery of Corporate Plan Living Well objectives around ill-health prevention.</p>	I = 3 L = 3 9 (9)		



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 12	<p>Shared Services initiatives with other authorities - Cllr Peter Topping (was STR27)</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Brian O'Sullivan</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (November 2014) Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> •inadequate stakeholder engagement, •conflicting priorities, •unavailability of key staff, or •Councils not adapting how they work to new arrangements <p>A further risk is that established partnership delivers worse than before in terms of:</p> <ul style="list-style-type: none"> •outputs; •cost of service; •reputation (in particular among residents); •lack of agreed objectives. <p>Consequence leading to inadequate resources and support, inefficient practices and unreasonable expectations on shared-staff, resulting in a delay or failure in delivering the outputs, required additional income and savings targets, and associated benefits for the district's residents and businesses, including possible dilution in service levels initially.</p>	I = 3 L = 3 9 (9)	<p>Clear KPIs are in place to track performance on a regular basis. These are reviewed by the Shared Services Board in accordance with the governance set up.</p> <p>Progress to be overseen by a joint steering group including Leaders and relevant portfolio holders. A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet. For SCDC, reports to Cabinet in October 2014 (re ICT, Legal and Waste) November 2014 (re Building Control) and July 2015 (re Building Control, ICT and Legal). Strong programme and project management provided by an overall programme 3C Management Board comprising Directors from each authority, supported by the 3C Programme Manager, individual project boards of lead officers and relevant support services officers from each authority. Prioritisation of projects within workloads. Dedicated external resources obtained for each project, funded from Transformation Challenge Award grant, and additional resources allocated to ensure improved co-ordination and delivery.</p> <p>A dedicated risk register is overseen and monitored by the 3C Management Board and progress will be reported through Corporate Plan monitoring.</p> <p>A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet.</p> <p>Revised recharging models in place from April 2017. This will be monitored through The 3C governance boards.</p>	I = 3 L = 2 6 (6)	<p>Timescale to progress: Work underway to align governance and financial management arrangements.</p>	31 Oct 2017



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 1	<p>Consultation and Engagement - Cllr Nick Wright (was STR02)</p> <p>Head of Service: Caroline Ryba (SCDC)</p> <p>Risk Owner: Richard May</p> <p>Last Updated: 06 Oct 2017</p>	<p>Cause (Previously Equalities; reviewed July 2016) The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies,</p> <p>Consequence leading to decisions relating to service delivery being overturned and possible Commission for Human Rights and Equalities inspection, resulting in delays to the implementation of new service proposals causing detriment to customer service, preventing the timely delivery of policy and financial objectives, reduction in reserves available to support balanced MTFs, adverse publicity and effect on reputation.</p>	I = 4 L = 2 8 (8)	<p>The Policy Development Officer (PDO) role includes responsibilities for ensuring continuing compliance with our statutory Public Sector Equality Duty, delivery of the Equality Scheme 2015-2020 and a review of corporate consultation and engagement to ensure consistency and quality across all service areas.</p> <p>The Policy Development Officer left her post on 4 August 2017 and has not been filled, thus delaying the completion of specific projects. The Policy and Performance Manager will take lead responsibility for equality and diversity until the vacancy is filled, although he has limited capacity given other priorities. He has submitted a briefing note identifying specific projects which will be delayed or paused as a consequence, including reviews of the Council's Community Engagement Strategy and Equality Scheme. It is considered that the likelihood of this risk materialising has increased, though not sufficiently to constitute a 'strong possibility' (one in two) at Level 3.</p>	I = 4 L = 2 8 (8)	<p>Due for completion in November 2017 the Policy Development Officer was leading a project to refresh the Council's Community Engagement Strategy and Toolkit to ensure the application of consistent best practice standards across the organisation. She has also prepared a briefing paper for management team discussion to inform a review of the Council's Equality Scheme and associated Equality Impact Assessment Process. We intend to adopt a new scheme in March 2018.</p> <p>Projects on hold following loss of Policy Development Officer in August 2017.</p>	31 Mar 2018

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SCDC Strategic Risk Report



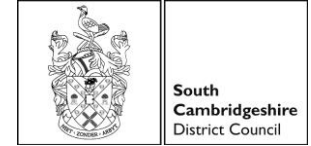
Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 16	<p>Delivery of Devolution by Combined Authority - Cllr Peter Topping (was STR31)</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Susan Gardner Craig</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (September 2016) Change in local and national economic outlook and/or political priorities, ineffective governance and delivery structures and/or a lack of skills and capacity to deliver them,</p> <p>Consequence leading to: Real and perceived 'democratic deficit', lack of proper accountability, the diversion of human and financial resources away from SCDC strategic priorities and failure to deliver key service commitments within the Deal, resulting in inability of SCDC to deliver its Corporate Plan, financially unviable services, reputational damage for SCDC, wider loss of credibility for the Combined Authority and all partners within it, reducing the prospect of successful future devolution deals with government.</p>	I = 4 L = 2 8 (8)	<p>The risk is that the parties involved in setting up the combined authority don't move quickly enough or coherently enough, however, by this time the progress is as follows:</p> <ul style="list-style-type: none"> -Appointed Interim officers for the 3 key positions, adverts for permanent recruitment to go out during Autumn 2017; -Advert for Combined Authority Chief Executive published and new Chief Executive appointed and in post; -Agreed a draft staffing structure, reviewed by Scrutiny and confirmed; -A number of work streams are put together to work on objectives; -A Work Plan is set up which captures all the details. 	I = 4 L = 2 8 (8)		

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**Strategic Risk Matrix
September 2017**

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				3. Failure to meet Housing Need 13. Recruitment & Retention	10. Increase in cost of managing homelessness.
	Likely	4				5. Welfare Reform 26. Contract Failure (NEW)	25. Risk of Designation as Poorly Performing Planning Authority
	Possible	3			2. Gypsy and Travellers and those not meeting new definition 6. Demands on services from an ageing population 7. Partnership working with Cambridgeshire County Council 14. Access to Primary Care in Growth Areas 12. Shared Services initiatives with other authorities	11. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes 9. HRA Business Plan	4. Medium Term Financial Strategy
	Unlikely	2				1. Consultation and Engagement 16. Delivery of Devolution by Combined Authority	
	Rare	1					

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Agenda Item 8



Shared Waste Service ABCD (Alternative Bin Collection Day) initial project review – planning and design to month 6 of operations.

1.0 Background to project

The Shared Waste Service for Cambridge City and South Cambridgeshire District Council has been operating since 2015. A major step in the original business case to create a truly shared service was the harmonisation of domestic bin rounds across the boundaries. The new bin collection rounds were devised to ensure they are efficient (helping to achieve savings of £700k over 3 years), resilient, and improve our ability to deal with growth. The new rounds make the boundary invisible to our refuse vehicles, and will save an estimated 20,000 refuse vehicle miles per year. These changes meant that 82% of residents had a change in day and / or sequence of bin collections, starting on 27th February 2017. While the vast majority of residents have had a continued good service through this period, there are some who have not received the service we aim for and have been frustrated by this process. We are sorry for any resident who is inconvenienced – every one of their bins is important to us and we will continue to work hard to achieve the normal standard of service and learn from this change.

2.0 Planning the day changes

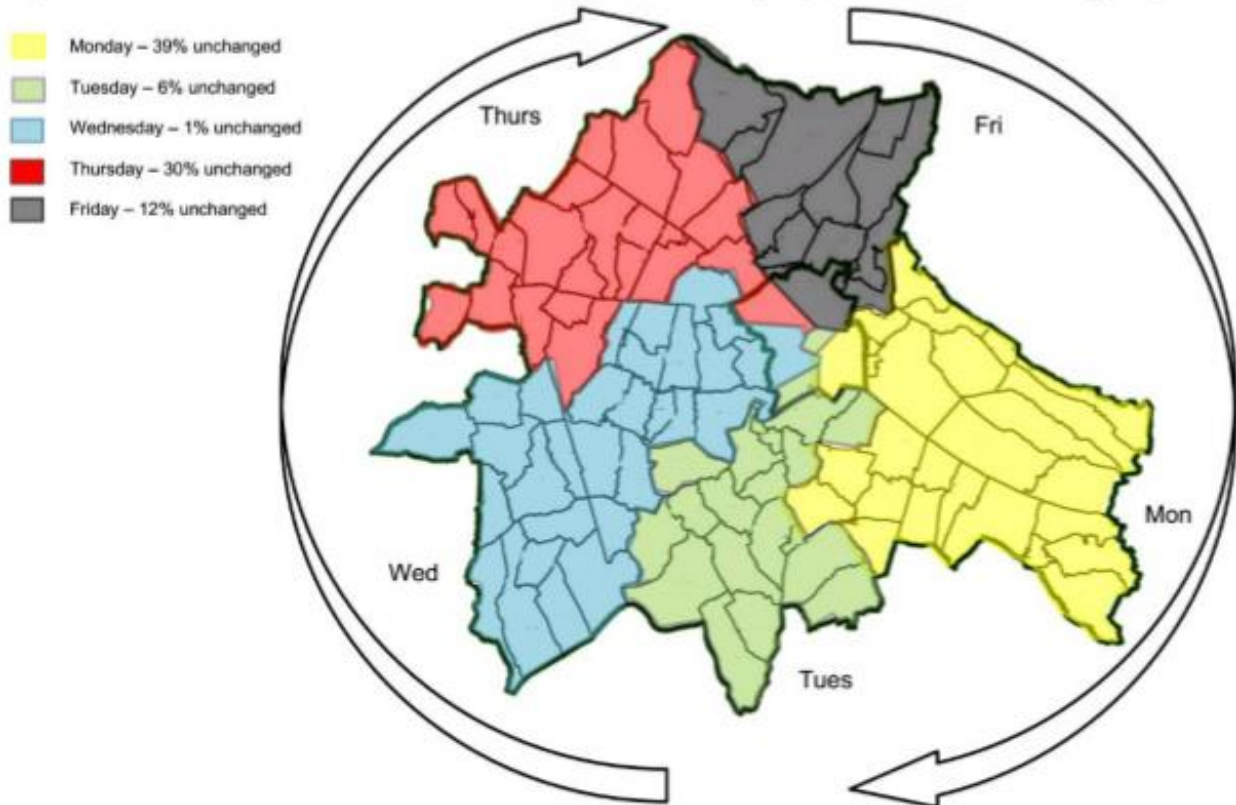
Design and planning work on the bin round changes started in early 2016. The combined domestic operations represent an extremely large and diverse service, with over 100 operatives typically operating 40 vehicles each day, collecting up to 30,000 domestic bins. The services offered in each Authority are different, and the patch covered includes dense urban areas of Cambridge with narrow streets and many flats, through to isolated individual rural properties, with travel across a range of roads from fen tracks to the M11. This presents a challenge for planning changes and for achieving rounds on a daily basis; our collection rates are traditionally extremely good and crews have vast experience. The design and planning process included:

- Ensuring the quality of various datasets across 2 authorities in 2 data management systems (address data; waste quantities; vehicle capacity and journey data; crew pick rates and so on)
- Using bespoke modelling software to design rounds to optimize collections

- Consulting with crews and supervisors to check the 'draft' rounds for achievability and logic (for example to spot access details, to challenge geographical splits, to check total property numbers), and making subsequent changes.
- Resource planning for the lead-up and immediate delivery of day changes, including extra vehicles, drivers and loaders, and options to borrow supervisors from Streets and Open Spaces.
- Planning communications for residents using multiple media, including bespoke approaches to the different geographies and therefore different sets of issues. For example use of village signs and leaflets in SCDC, use of individual letters to residents of houses in City, use of corporate magazines in both.
- Briefing crew members on the lead-up to day changes and working with them on ensuring bin codes and keys for bin stores were transferred to new rounds.

The final 320 rounds are arranged in collection zones which have clearer round boundaries between collection days, and collection areas more logically grouped together. This means that crews are closer to each other and can work across rounds when necessary, and as new developments come on-line we can include these in existing or new rounds more easily. They are also optimised for driving time, so for example on a Friday more bins are collected in the north of the City, which reduces driving time as crews are working closer to the depot and tipping site at Waterbeach. A prerequisite was that residents had one bin day, which did not change whether we operate week 1 or week 2 of the cycle.

New Combined Collection Days and % properties unchanged



3.0 Go-live phase

From February 23rd a daily 'situation reporting' phone conference was held between the Shared Waste Service, Business Support, Customer Services and Communications teams, and senior staff. This ensured at one point in the day all teams shared their updates which enabled swift communication to residents of any problems in service, identified any ways of working across the teams which could be improved, and highlighted what was going well and could be fed back to teams.

From 27th February (when new rounds went live) feedback from crews (from in-cab devices and round sheets) was collated to get quick indications of numbers of houses presenting bins of the right colours on the right days. This quickly showed that residents had responded well to the communications campaign and knew which colours to present when.

Because some sequences were changed, and some crews had entirely new rounds to learn, it meant that the first 4 weeks of weight and round duration data could not be relied on or used as the basis for any significant round changes. For example as part of the planned changes, some residents would not be asked to present a bin for 3 weeks, and others presented the same colour on two consecutive weeks, as sequences changed. This affects weights of refuse and recycling collected for that round, and so the time it takes to complete. However during these first weeks we could learn from crews what they felt would and would not work, and spotted some

smaller anomalies in rounds which could easily be corrected with no impact for residents.

Call volumes – customer service centres at SCDC and City handled their largest call volumes during week 2. Measured as a % increase on the baseline week (2 weeks before the changes), City took 300% more calls (1168 calls) and SCDC 200% (815 calls). These calls also included routine calls (such as extra bin requests, and calls for Streets and Open Spaces), an external overflow call centre was used to support this increase in calls, reducing the impact on residents.

Problems identified in the first few weeks included:

- Some missing ‘collect and return’ or ‘assisted collection’ addresses. The majority of these addresses were up to date in the in-cab displays used in most vehicles. However, those added since May 2016 (the date of the modelling data cut) were on manual lists and could be more easily missed. Also the hired extra vehicles which helped crews out where necessary do not have the in-cab technology, and crews did not always exchange this information. Where these were missed, their re-collection was prioritised as these residents can be the most vulnerable. Crews were reminded of those which had been missed. We created an A-Z of these addresses.
- Differences in crew approach. Some residents fed back that bins were not left in the same places; that some food caddies were being rejected for contamination through use of liners which had previously been accepted; that recycling contamination was now being reported, and so on. The differences in crew members spotting and refusing bins (as we request) has been highlighted. We have explained to residents affected that we have not changed policy but we are now working to it. We are also revisiting to collect contaminated bins on the first occasion whenever possible. We have clarified some of the web content on caddy liners. We raise issues with crews when necessary.

5.0 Outcomes to date

This is a major operational change project which has had both predictable and unexpected outcomes, many positive and some negative. Key criteria for the changes were to:

- Minimise the impact for residents
- Ensure residents who present their own bins or who have an assisted collection have one bin day (eg Tuesday week 1 and Tuesday week 2)
- Minimise any subsequent day changes
- Rectify any problems within normal service periods
- Deliver the project to time and budget

During the first fortnight there were 2 key priorities – to ensure residents knew which bins to present on which days and to collect the bins as planned. The communications were very successful - only a few hundred addresses presented the wrong bins and the various media used reached a wide and diverse target audience.

Collections

Since 27th February (to w/c 25/09/17) 98.71% of bins have been collected as planned. Each week the Service aims to collect between 155,000 bins (week 1) and 153,000 bins (week 2). The most challenging week was the second week of day changes; 94.21% were collected as planned, and all collections were badly affected on 2 days by problems on the A10 (unplanned roadworks and a fatal accident). The overall trend is encouraging; we can see more rounds being achieved in full and dips in performance are linked to unusual but unavoidable operational issues such as 3 vehicle breakdowns (w/c15/05/17), and staff absence (w/c 29/05/17 & w/c 14/08/17) and the knock-on impacts of these. Our KPI of 99.5% of collections completed as planned.100% is rarely achieved; human error is inevitable and vehicle and traffic problems do happen explaining the fluctuation week on week. In the 6 weeks leading up to day changes, vehicle problems and resurfacing affected collections from over 80 streets (64 on one day due to failure of one vehicle).

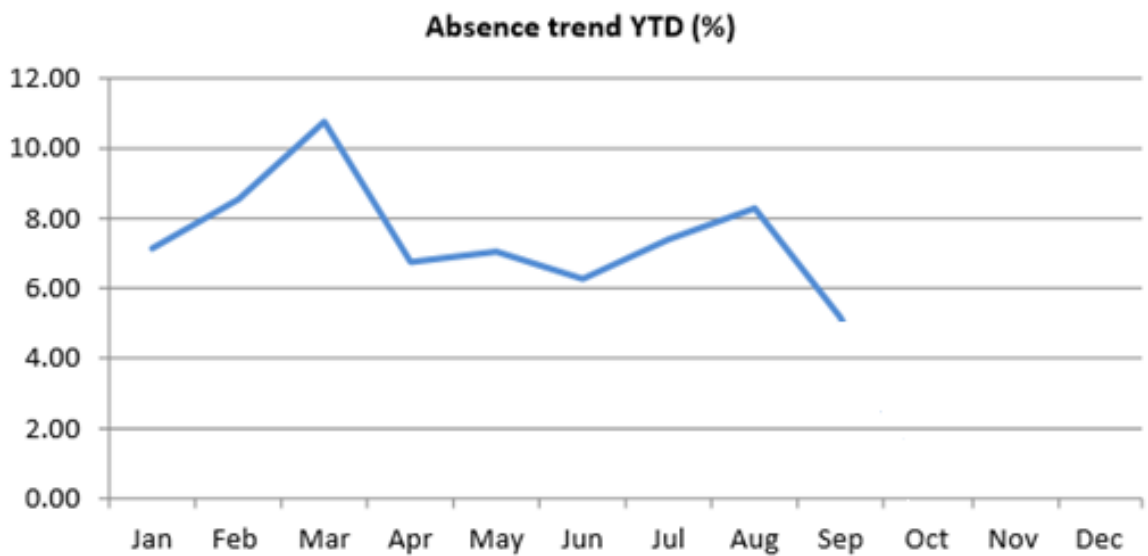
The average percentage of bins completed as planned for Quarter 1 (April – June 2017) it was 98.71% (missed target by 0.79%) and Quarter 2 (July – September 2017) it was 99.55% (exceeded target by 0.05%)

Date	% successfully complete	Total properties on collection round	Total number of collections complete	Operational Missed City	Missed Bins Reported City	Operational Missed South	Missed Bins Reported South
27/02/2017	98.61%	155302	153148	1124	371	440	219
06/03/2017	94.21%	153171	144307	6655	366	1495	348
13/03/2017	97.66%	155302	151664	2721	276	350	291
20/03/2017	95.85%	153171	146817	5134	250	717	253
27/03/2017	97.89%	155302	152020	2347	183	463	289
03/04/2017	96.49%	153171	147789	2660	202	2179	341
10/04/2017	97.35%	123001	119745	2449	198	333	276
17/04/2017	99.45%	151263	150429	289	177	189	179
24/04/2017	99.14%	189511	187887	1074	219	191	335
01/05/2017	99.55%	153171	152484	328	156	19	184
08/05/2017	99.77%	155302	154949	0	165	0	188
15/05/2017	98.40%	153171	150717	2093	166	15	180
22/05/2017	99.58%	155302	154655	338	106	10	193
29/05/2017	97.48%	153171	149312	3506	138	33	182
05/06/2017	98.18%	155302	152475	2102	172	352	201
12/06/2017	99.18%	153171	151915	742	123	232	159
19/06/2017	98.78%	155302	153415	1602	117	48	120

26/06/2017	99.48%	153171	152382	384	73	169	163
03/07/2017	99.59%	155302	154663	396	112	0	131
10/07/2017	99.31%	153171	152119	682	70	182	118
17/07/2017	99.80%	155302	154994	0	108	67	133
24/07/2017	99.84%	153171	152933	0	96	0	142
31/07/2017	99.33%	153171	152142	95	99	685	150
07/08/2017	99.77%	155302	154952	97	138	0	115
14/08/2017	97.68%	153171	149622	2847	107	403	192
21/08/2017	99.73%	155302	154878	0	105	160	159
28/08/2017	99.34%	153171	152165	207	86	591	122
04/09/2017	99.29%	155302	154203	385	177	344	193
11/09/2017	99.60%	153171	152556	0	106	324	185
18/09/2017	99.78%	155302	154954	104	105	0	139
25/09/2017	99.45%	153171	152332	478	85	137	139

Staff Sickness

During this last year the service has experienced high levels of sickness, this has cause addition pressure on the service, due to have to rely on agencies staff to backfill post were possible. The worst of the sickness spike coincided with the start of the new service.



Note:- Data only Jan to September

6.0 Ongoing activity

Operational work on improving rounds is ongoing. On a daily basis team managers track the progress of rounds and send early completing crews to assist where possible; we also aim to minimise the repeat of missed streets by asking crews to start in different locations. We are issuing drivers with detailed maps and reminders

of individual repeat missed bins and keep this under review; supervision of crews on the road is also increasing.

In terms of project work:

- We have changed drivers on some rounds to see if different experience and approaches will make a difference. We will continue to swap drivers to test achievability of rounds.
- We ask crews for feedback and have made smaller changes to make logistics and timings easier.
- We are analysing the results of the 'meaningful' round data (week 6 onwards, durations, number of tips and weights collected).
- Further changes to rounds (within day) have been made based on how they are operating; we will be using internal and external support to review this. Areas we are looking at include Trumpington Meadows and Clay Farm (blue and green), Paragon Estate, Chesterton (domestic), Queen Ediths / Hills Road (green and blue), Sawston (SCDC) (green and blue).
- Based on crew feedback, missed bins and resident feedback we will continue to identify any odd spots where changing the day for a few addresses will solve problems.
- We have our 3 software suppliers supporting us on data changes and getting us ready for an update to the in-cab data which crews see; this will also update latest new builds to the rounds.
- Collect and returns (or 'assisted collections') and flats remain high priority to prevent repeated missed bins.
- While we are not using spare vehicles every day, we will keep these available while we make further changes to ensure we have resources available if needed; we will continually review the need for spare vehicles and remove them as soon as possible.
- Focused activity at location with communal collections via bin stores, looking a contamination collections.
- Focused activity at properties that have had repeated missed collections.

7.0 Lessons Learnt

The following learning points below represent a selection of those logged to date, and should be adopted or avoided in future change projects.

Adopt:

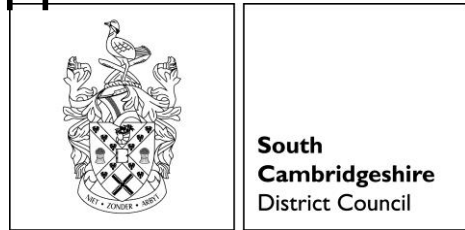
- Varied and bespoke approaches to resident communications –this worked very well.
- Standardised project management approach from the start.

- Alternative approaches to crew consultation – maps were not suitable for all. Take more crew members off rounds to support the work.
- ‘Walk through’ week 1 to pre-empt some of the logistical issues that could have been foreseen.
- Wider stakeholder group eg housing, colleges, which may have picked up flats issues and challenged our assumptions.
- Involve a 3C ICT and Northgate rep from the start.
- We took on extra resources to support changes; we supported our crews and residents this way and would do it again.
- Investing in change with extra vehicles and staffing at the change point – not to cut resources too early.

Avoid:

- Testing the current software integration now (not possible before go-live but not ideal afterwards).
- Doing day changes before software changes (necessary as these may not happen for another year, but not ideal).
- Missing the learning loop on missed individual bins; involve the regular crews from the start.
- Staff restructuring during a service change.

Agenda Item 11



REPORT TO: Scrutiny and Overview Committee

9 November 2017

LEAD OFFICER: Head of People and Organisational Development

WORK PROGRAMME

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** is reviewed and 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**.
5. The Council's latest Notice of Key and Non Key Decisions, is attached at **Appendix C**.

Considerations

The four principles of effective scrutiny

6. 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.
7. Members are asked to give due consideration to these principles when carrying out their role on the Scrutiny and Overview Committee.

Work Programming

8. 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.

9. Further items to consider at future meetings may be identified from the Council's Corporate Forward Plan, which is attached as **Appendix C**.

Implications

10. 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)

11. No consultation has taken place on the content of this report.
12. 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

13. 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.

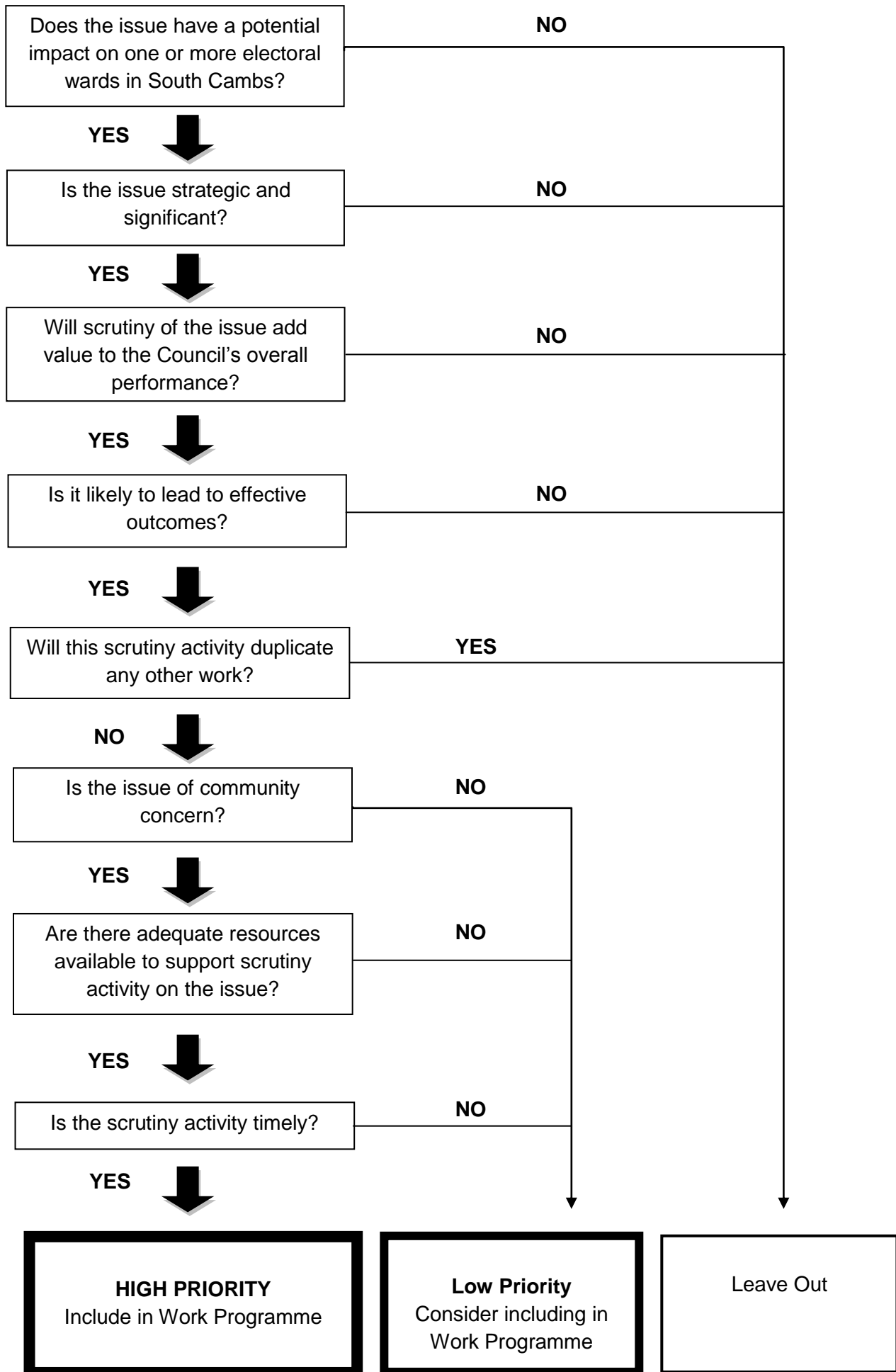
Report Author: Victoria Wallace – Democratic Services Officer
Telephone: (01954) 713026

Scrutiny and Overview Committee Work Programme

Date of meeting	Title of Report
06 February 2018	Quarterly position statement
	Medium Term Financial Strategy, budget setting and council tax
	Corporate Plan
	Contact Centre Annual performance
	Report from the Scrutiny Ermine St Housing Task and Finish Group
12 April 2018	

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Scrutiny Work Programme Prioritisation Tool



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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 4 October 2017



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 Nick Wright
Councillor Francis Burkitt
Councillor Simon Edwards
Councillor Sue Ellington
Councillor Lynda Harford
Councillor Mark Howell
Councillor Robert Turner
Councillor Tim Wotherspoon

Leader of the Council
Deputy Leader and Business and Customer Services
Greater Cambridge Partnership
Finance and Staffing
Health and Wellbeing
Housing
Environmental Services
Planning
Strategic Planning and Infrastructure

Key and non-key decisions expected to be made from 4 October 2017

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
Treasury Management Annual Report Non-Key	Finance and Staffing Portfolio Holder's Meeting	17 October 2017		Finance and Staffing Portfolio Holder Caroline Ryba, Head of Finance	Report (publication expected 09 October 2017)
Foxton Conservation Area proposed extension and management plan for consultation Non-Key	Planning Portfolio Holder	07 November 2017		Planning Portfolio Holder Rachel Cleminson, Conservation and Consultancy Officer (Urban Design)	Report (publication expected 30 October 2017)
Waterbeach New Town SPD Non-Key	Planning Portfolio Holder	07 November 2017		Planning Portfolio Holder Katie Parry, Principal Planning Officer	Report (publication expected 30 October 2017)
Planning for the right homes in the right places: DCLG consultation response Non-Key	Planning Portfolio Holder	07 November 2017		Planning Portfolio Holder Caroline Hunt, Planning Policy Manager	Report (publication expected 30 October 2017)

Key and non-key decisions expected to be made from 4 October 2017

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
Orchard Park Feasibility Study Key	Cabinet Council	16 November 2017 23 November 2017		Planning Portfolio Holder David Ousby, Housing Development Officer (Growth)	Report (publication expected 08 November 2017) Report (publication expected 15 November 2017)
Community Energy Fund Non-Key	Cabinet	16 November 2017		Finance and Staffing Portfolio Holder Kevin Ledger, Revenues and Benefits Support Officer	Report (publication expected 08 November 2017)
A428 Preferred Route Non-Key	Cabinet	16 November 2017		Strategic Planning Portfolio Holder Claire Spencer, Senior Planning Officer (Transport Policy)	Report (publication expected 08 November 2017)
Community Assets Scheme: Compulsory Purchase of The Tree Non-Key	Cabinet Council	16 November 2017 23 November 2017		Business and Customer Services Portfolio Holder Kathryn Hawkes, Partnerships Officer	Report (publication expected 08 November 2017) Report (publication expected 15 November 2017)

Key and non-key decisions expected to be made from 4 October 2017

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
					2017)
Quarterly Position Statement on Finance, Performance and Risk Non-Key	Cabinet Cabinet	16 November 2017 08 February 2018		Finance and Staffing Portfolio Holder Suzy Brandes, Principal Accountant (General Fund & Projects), Richard May, Policy and Performance Manager	Report (publication expected 08 November 2017) Report (publication expected 31 January 2018)
Corporate Fraud Non-Key	Cabinet	16 November 2017		Business and Customer Services Portfolio Holder Myles Bebbington, Head of Service - Environmental Services & Licensing, Kathryn Hawkes, Partnerships Officer	Report (publication expected 08 November 2017)
Withdrawal of CIL charging schedule Non-Key	Cabinet	16 November 2017		Planning Portfolio Holder James Fisher, S106 Officer	Report (publication expected 08 November 2017)

Key and non-key decisions expected to be made from 4 October 2017

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
Corporate Plan Priorities Non-Key Page 106	Cabinet Cabinet Council	16 November 2017 08 February 2018 22 February 2018		Business and Customer Services Portfolio Holder Richard May, Policy and Performance Manager	Report (publication expected 08 November 2017) Report (publication expected 31 January 2018) Report (publication expected 14 February 2018)
Review of the Medium Term Financial Strategy Non-Key	Cabinet	16 November 2017		Finance and Staffing Portfolio Holder Caroline Ryba, Head of Finance	Report (publication expected 08 November 2017)
Rural Settlements List 2017-18 Non-Key	Finance and Staffing Portfolio Holder	21 November 2017		Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 13 November 2017)
Revenues and Benefits Performance Report Non-Key	Finance and Staffing Portfolio Holder	21 November 2017		Finance and Staffing Portfolio Holder Katie Brown, Revenues	Report (publication expected 13 November 2017)

Key and non-key decisions expected to be made from 4 October 2017

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
				Manager	
Write Offs Key	Finance and Staffing Portfolio Holder	21 November 2017		Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder Katie Brown, Revenues Manager	Report (publication expected 13 November 2017)
Annual Monitoring Report Non-Key	Planning Portfolio Holder	December 2017		Planning Portfolio Holder Jennifer Nuttycombe, Senior Planning Policy Officer	Report (publication date tba)
Localised Council Tax Support Scheme Non-Key	Finance and Staffing Portfolio Holder	16 January 2018		Finance and Staffing Portfolio Holder Finance and Staffing Portfolio Holder Dawn Graham, Benefits Manager	Report (publication expected 08 January 2018)
Medium Term Financial	Cabinet	08 February 2018		Finance and Staffing	Report (publication

Key and non-key decisions expected to be made from 4 October 2017

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
Strategy Non-Key	Council	22 February 2018		Portfolio Holder Suzy Brandes, Principal Accountant (General Fund & Projects), Caroline Ryba, Head of Finance	expected 31 January 2018) Report (publication expected 14 February 2018)
Swavesey Byways Rate Non-Key	Council	22 February 2018		Environmental Services Portfolio Holder Pat Matthews, Drainage Manager	Report (publication expected 14 February 2018)