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13 June 2018

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

Quorum: 5

**There will be a pre-meeting session for Committee members only, at 5pm in the Monkfield Room.**

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, 21 JUNE 2018** at **6.00 p.m.**

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

Yours faithfully  
**Beverly Agass**  
Chief Executive

**The Council is committed to improving, for all members of the community, access to its agendas and minutes. If you have any specific needs, please let us know, and we will do what we can to help you.**

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## AGENDA

## PAGES

- |  |              |
|--|--------------|
| <b>1. Apologies</b>  |              |
| To receive apologies for absence from committee members.   |              |
| <b>2. Declarations of Interest</b>   |              |
| <b>3. Minutes of Previous Meeting</b>  | <b>1 - 6</b> |
| To authorise the Chairman to sign the Minutes of the meeting held on 6 March 2018 as a correct record. |              |

4. **Public Questions**
5. **Changing approach to Scrutiny and Overview**
6. **2017-18 Year End Position Statement on Finance, Performance and Risk** **7 - 88**
7. **Cambridgeshire and Peterborough Minerals and Waste Local Plan - Preliminary Draft Consultation Response** **89 - 96**
8. **Task and Finish Group**  
To consider how the Council can facilitate SME businesses to procure work on its behalf in a cost effective, reasonable and proportional manner. What are the barriers to SMEs procuring Council contracts?
9. **Appointment of Scrutiny Monitors** **97 - 98**  
For the Committee to appoint monitors to each Cabinet Portfolio, which are attached for information. Monitors are invited to report to the Committee regarding meetings attended and specifically raise any issues challenged and the result, and/or issues where the Committee could add further value.
10. **Work Programme** **99 - 106**  
For the committee to discuss its future work programme. The Council's Forward Plan of future Key and Non Key Decisions is attached for information.
11. **To Note the Dates of Future Meetings**  
Meeting dates for the 2018/19 Municipal Year are:
  - Thursday 12 July 2018 at 6pm
  - Tuesday 14 August 2018 at 6pm
  - Tuesday 18 September 2018 at 6pm
  - Thursday 18 October 2018 at 6pm
  - Thursday 22 November 2018 at 6pm
  - Tuesday 18 December 2018 at 6pm
  - Thursday 29 January 2019 at 6pm
  - Wednesday 20 February 2019 at 6pm
  - Thursday 21 March 2019 at 6pm
  - Tuesday 16 April 2019 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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- **Do not** use the lifts to leave the building. If you are unable to use stairs by yourself, the emergency staircase landings have fire refuge areas, which give protection for a minimum of 1.5 hours. Press the alarm button and wait for help from Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

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#### **Toilets**

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#### **Disturbance by Public**

If a member of the public interrupts proceedings at a meeting, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared. The meeting will be suspended until order has been restored.

#### **Smoking**

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#### **Food and Drink**

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# Agenda Item 3

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on  
Tuesday, 6 March 2018 at 5.00 p.m.

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

Councillors: David Bard Ruth Betson  
Grenville Chamberlain Graham Cone  
Philippa Hart Tumi Hawkins

Councillors Robert Turner and Nick Wright were in attendance, by invitation.

Officers: Susan Gardner Craig Head of People and Organisational Development  
Dawn Graham Benefits Manager  
Mike Hill Director of Health and Environmental Services  
Stephen Kelly Joint Director of Planning and Economic  
Development  
Victoria Wallace Democratic Services Officer

### 1. APOLOGIES

Apologies for absence were received from Councillor Jose Hales.

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 3. MINUTES OF PREVIOUS MEETING

The committee agreed the following amendments to the minutes of the meeting held on 6 February 2018:

- Agenda Item 6 – the sentence *‘For these reasons it was believed that this risk was being managed.’* would be deleted and the following sentence would be added: *‘The committee felt that the risk assessment could not be downgraded prior to receiving a letter from the Department for Communities and Local Government’.*
- Agenda Item 8: Cambridge-Milton Keynes-Oxford corridor: The first sentence would be amended to *‘Hope was expressed that the Council would ensure that it would be involved in discussions about the route. It was hoped the Council could influence the routing of the proposed rail line’.*
- Agenda Item 8: Self-build affordable housing: The word *‘affordable’* would be removed.

### 4. PUBLIC QUESTIONS

There were no public questions.

### 5. CUSTOMER CONTACT SERVICES 2017 ANNUAL PERFORMANCE REVIEW

The Business and Customer Services Portfolio Holder, Benefits Manager and Head of

People and Organisational Development, presented the Customer Contact Service annual performance report for 2017. The committee was informed that performance had improved steadily in 2017 due to the service being fully staffed and being proactive in filling vacancies.

The committee discussed the report:

- In response to a query, the committee was informed that on calling the Contact Centre, callers were placed in a queue and informed of this by an automated message.
- The committee was informed that there was a consistent number of residents who did not use online services. This number had been expected to reduce but it had remained the same.
- The Benefits Manager informed the committee that although performance figures were good she wanted to see a better performance going forward, for example with fewer calls being dropped.
- Committee members raised issues regarding being able to contact Council officers directly. An example was given of having to go through the Contact Centre in order to get hold of an officer to answer queries when on Planning site visits. It was felt that when trying to answer queries whilst on site, councillors should be directed to the relevant officer quickly. It was also pointed out that some officers did not respond to voicemail messages.
- The full complement of staff and the limit to the number of calls that could be handled by the service was queried. As this information was not available at the meeting, the Head of People and Organisational Development agreed to circulate this information to the committee following the meeting and explain which staff were part time and full time.
- The committee was informed that rotas were plotted on the previous year's activity. There was an industry standard for the number of staff needed to respond to a number of calls and this was used in conjunction with the previous year's call numbers, in order to plot the rotas.
- The reason for the percentage of calls answered at first point of contact no longer being reported corporately, was queried. In response to this the committee was informed that in the majority of cases this metric was not met at times when new staff were being trained, and it had been found that reporting this metric corporately had not added value. However the metric was still monitored by the service. Despite this, the committee felt that having this information would be helpful.
- The committee was informed that a joint work plan was being developed with the Planning Service for low level enquiries to be diverted from the Planning Service to the Customer Contact Service. The aim of this was to take unnecessary pressure off Planning Officers and to provide better customer service. The Portfolio Holder emphasised that residents would still be able to talk to Planning Officers when needed.
- It was observed that between 2015-2017, the total number of calls had reduced despite the changes to bin rounds in March 2017. This suggested that enabling residents to self-serve online, was helping to reduce the number of calls.
- The committee was informed that the Council was on target to implement the automated visitor system.

The committee thanked officers for the report and were encouraged by the Customer Contact Centre's performance.

## **6. DEVELOPMENT MANAGEMENT PERFORMANCE**

The Planning Portfolio Holder and Joint Director for Planning and Economic

Development presented the report which updated the committee on performance and ongoing service improvements within the Development Management Service.

The Portfolio Holder expressed concern regarding the under delivery of homes. The Council needed to ensure that sites were coming on stream and that homes on those sites were being delivered. The committee was informed that delivery was slowing on some larger sites, such as Northstowe.

The committee was informed that:

- The Development Management Service's performance was strong and Government targets were still being met.
- In relation to designation, if all five year land supply issues were discounted, the service was within the Government guidelines regarding designation. The Council was awaiting further communication regarding designation. The Joint Director advised the committee that there was no practical purpose to the service being designated as performance was not an issue, as demonstrated by its improvement which was continuing.
- The 10 day target for land searches was being met.
- The number of compliments regarding the service had risen, which reflected the improvement in the service.
- The first of the Planning roadshows had received very low turnout from members of the public, which had been disappointing for officers.
- Staff were due to be TUPE transferred to the Planning Shared Service on 1<sup>st</sup> April 2018.
- In relation to the number of planning applications received, the committee was informed that discharge of conditions were also logged and there was just one sequential numbering system.
- Planning applications were still being submitted without adequate information. These were being sent straight back. The committee was informed that these were sometimes coming from the same agent.
- The Planning service was now contacting residents whose applications had not been validated due to the insufficiency of the application submitted by their agent. The Council held a list of recommended agents.
- In response to an example given of an application having been validated, going to consultation and then being invalidated without the agent being informed, the Joint Director explained that this may have occurred if it became apparent following consultation for example, that a tree assessment was needed. The Joint Director could not comment on the individual case cited but would be happy to look into it. He advised members that officers could only determine that everything that was needed had been submitted with the application, after the site had been visited. If anything was missing then there would be no other option than to invalidate the application.
- The Joint Director explained that there was an issue with the way the Planning Portal worked, as the finance and payments system could not keep up with the validations performance. Ways of improving this were being looked at.
- A Government project had been launched to look at the issue of low housing delivery. This was looking at tools that could be applied to developers who did not build after permission had been granted. A major challenge for the Council was getting houses built where permission had been granted. Where permissions were granted, the Council was trying to apply conditions to ensure housing was delivered in a timely way. The committee was informed that Mid-Bedfordshire had been trying to impose conditions to aid delivery. The Joint Director advised that there was a risk to imposing conditions for delivery, which had implications regarding the risk to lenders financing projects.
- In response to the concerns raised regarding low housing delivery, the local member

for Cambourne pointed out that other things were dependent on the delivery of homes on major sites, such as schools and transport infrastructure.

- In response to a concern raised, the committee was informed that further primary schools in Cambourne West would not be built until capacity had been exhausted in existing primary schools.
- Regarding performance, the committee was informed that this had improved in December 2017 despite staff absence and an increase in applications. The service was still working on improving customer satisfaction.

The committee noted the update and requested a further update in six months time.

## **7. 3C SHARED SERVICES UPDATE**

The Business and Customer Services Portfolio Holder and Director of Health and Environmental Services, presented the report which updated the committee on Shared Service performance and progress.

The committee was informed that the next Business and Customer Services Portfolio Holder meeting would look at the Shared Legal Service in more detail.

The committee was informed that:

- All three shared services had had a slow start and things had not gone as well as had been hoped in the first year due to problems recruiting leaders to each service. Staff had been lost during the move to shared services and savings targets were not met in the first year. Strong leaders had since been recruited to each service and each service had a new business plan. Savings targets would be met but this would be achieved less quickly than had first been hoped. Lessons had been learnt from the implementation of these shared services.
- The data presented was for Quarter 3. There was a lag in the presentation of data due to the partnership's shared governance. Improvements to the reporting were being looked at.
- The overspend in the Building Control Shared Service had been due to interim management and staffing. A permanent manager had been in post since June 2017. Officers were now confident about this service, which should generate an income for the Council.
- The committee was informed that recruitment was challenging for both shared and non shared services. Shared services was a way in which the Council was trying to limit the impact of the difficulty to recruit.

The committee discussed the report:

- Members felt that evidence for optimism had not been provided in the report and that there was not enough detail in the report.
- The committee was informed that the financial pressure was covered by current budgets and plans were in place to deliver the original saving aspirations over the next three years. The detail of how this would be met had been presented at the Business and Customer Services Portfolio Holder meeting.
- Concern was expressed by members regarding going into a shared Planning Service and advised that the lessons learned from the first shared services, needed to be consolidated.
- In response to a query regarding risk factors, the committee was informed that these were being picked up in business plans, which would be submitted for Cabinet approval in April 2018. The committee was informed that staffing had been a significant issue for shared services but that this issue had since settled.
- In response to a query, the committee was informed that the Legal Shared

Service had delivered its savings targets.

- In response to a query the committee was informed that of 156 litigation cases, the Legal Shared Service had won 148. A large number of these were in relation to debt recovery.
- Committee members congratulated the Shared Waste Service for continuing to deliver its service despite the recent snow. The Director of Health and Environmental Services informed the committee that despite the snow, all bin rounds had been completed in South Cambridgeshire and Cambridge City.

The committee noted the report and requested a fuller report which included more detail in future.

## **8. UPDATE ON THE WORK PROGRAMME**

Councillor Hart raised the issue of the Combined Authority's borrowing powers on which the Overview and Scrutiny Committee's Chairman had been consulted as a matter of urgency before the matter had to be considered urgently by Cabinet. The committee requested that the Combined Authority be informed that the process had not been at all satisfactory and that the Council should not have been put in this position by the Ministry of Housing, Communities and Local Government.

The Chairman informed the committee that he had submitted a report to Councillor Cone's Task and Finish Group, which would be presented to the first Civic Affairs Committee meeting of the new municipal year.

The Chairman advised that it would be up to the Scrutiny and Overview Committee appointed for the next municipal year to determine the committee's work programme.

Councillor Hart suggested that the new committee set up a task and finish group to look at shared services.

## **9. MONITORING THE EXECUTIVE**

There were no updates from Scrutiny monitors.

## **10. TO NOTE THE DATES OF FUTURE MEETINGS**

The committee agreed the future meeting dates:

- Thursday 21 June 2018 at 6pm
- Thursday 6 September 2018 at 6pm
- Thursday 8 November 2018 at 6pm
- Thursday 31 January 2019 at 6pm.

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**The Meeting ended at 6.35 p.m.**

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# Agenda Item 6



South  
Cambridgeshire  
District Council

**Report To:** Scrutiny and Overview Committee  
**Lead Officer:** Executive Director (Corporate Services)

21 June 2018

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## 2017-2018 YEAR-END POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

### Purpose

1. Cabinet receives quarterly 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 28 June 2018.
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.

**Report Author:** Richard May – Policy and Performance Manager  
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**Report To:** Leader and Cabinet  
**Lead Officer:** Chief Executive

28 June 2018

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

### Purpose

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

### Recommendations

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

### Reasons for Recommendations

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

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

7. The Strategic Risk Register and Matrix form the record of corporate risks the Council currently faces in the achievement of strategic aims delivery of services, together with control measures to address / sources of assurance over the risks.

### **Background**

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

### **Corporate Plan 2017-2022**

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

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

10. We worked to attain our Vision through four strategic objectives: Living Well, Homes for our Future, Connected Communities, and an Innovative and Dynamic Organisation, and 22 accompanying actions. A summary of progress and achievements with each of the actions, bringing together relevant performance information, is set out in **Appendix A** attached.

### **Key Performance Indicators (KPI) and Corporate Plan outcome measures**

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

## Finance

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

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

Outturn compared to working budget	Provisional Outturn variance March 2018		Rollover etc requests	Adjusted Outturn variance March 2018	
	£	%		£	£
General Fund	(1,176)	(7%)	84	(1,093)	(6%)
Housing Revenue Account (HRA) – Expenditure	(1,694)	(6%)	383	(1,312)	(4%)
GF Capital	(1,557)	(26%)	3,303	(234)	(1%)
Housing Revenue Account (HRA) – Capital	(1,578)	(9%)			

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

## Income

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

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

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

### Consultation responses

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

### Effect on Strategic Aims

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

**Background Papers:** None

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

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

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

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

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

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

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

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

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Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	District.		
(iii) Continue to progress the Local Plan to adoption	Completed consultation on proposed modifications to the Local Plan and submitted all material to the Planning Inspector for consideration	936 representations received on the modifications to the modifications consultation, provided to the Local Plan Examination Inspectors.	Inspector’s report likely to be received in Summer 2018.
(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities	<p>Neighbourhood Planning Toolkit agreed and published.</p> <p>Ongoing support for 14 parish councils in the development of Neighbourhood Plans.</p> <p>The Planning Service successfully bid for £130K from the National Housing Delivery funds to work with local communities on establishing better quality housing outcomes through local character assessments.</p>	<p>Parishes wishing to adopt Neighbourhood Plans successfully do so, supported positively by SCDC.</p> <p>Great Abington was the first community in the district to submit its Neighbourhood Plan to the Council, in March 2018.</p>	<p>Delivery of neighbourhood plan toolkit with parishes and annual review of its effectiveness.</p> <p>We are also preparing some additional guidance on particular topics of interest to PCs.</p> <p>Launch and deliver a project to help local communities produce Village Design Guides to help them shape and influence future housing schemes.</p>
(v) Find solutions for people facing homelessness	<p>Carried out work to produce a new Homelessness Strategy for 2018:</p> <ul style="list-style-type: none"> <li>- CIH Review completed to inform strategy.</li> <li>- Joint themes identified with Cambridge City</li> </ul> <p>Policies and procedures have been reviewed in advance of the Homeless Reduction Act, which came into force on</p>	<p>Excellent prevention figures achieved during 2017/18 with a total of 207 preventions compared to an annual target of 120.</p> <p>Completed Homelessness Strategy will meet statutory obligations including the identification of specific pathways as set out in the new Homeless Reduction Act.</p> <p>Service fully compliant with the Homeless Reduction Act which came into force on 1</p>	<p>Implementation, monitoring and review of new processes and procedures as required by Homeless Reduction Act.</p> <p>District review of homelessness will go on to inform Homelessness Strategy.</p> <p>PSL focus is on increasing portfolio of properties and negotiations with landlords: 11 properties taken on so</p>

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

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

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

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

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>See A (iii) above re Timebanking</p> <p>Facilitated discussions between the County Council and parishes affected by changes to the 7a bus service (Whittlesford, Hinxton, Pampisford and Babraham)</p> <p>Piloting community street cleansing initiatives: Expressions of Interest received from 20 parishes to be involved in street cleansing pilot.</p> <p>Rural Travel Hubs – first stage feasibility study complete and pilot sites for further investigation in South Cambs agreed by the GCP Board; work to develop business cases underway</p> <p>Adopted a discretionary business rate relief policy which will benefit around 300 rate payers.</p>	<p>reduce isolation by improving access to services and reduce congestion, supporting delivery of SCDC and GCP transport priorities.</p> <p>Street Cleansing pilots now underway with 7 parishes, tailoring the support provided over the next 6 months of the Pilots.</p> <p>Ride-in sweeper scheme designed and developed working closely with representatives of Melbourn parish and surrounding areas. Four volunteers trained, local business engaged to support delivery and first community sweep scheduled to take place in May.</p>	<p>support developed and tailored to the needs of the other 6 parishes.</p> <p>Council to consider a report in respect of a Compulsory Purchase Order for The Tree Public House, Stapleford.</p>
<b>AN INNOVATIVE AND DYNAMIC ORGANISATION</b>			
<b>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</b>			
<p>i. Develop strategies for the Council to take advantage of commercial and investment opportunities as they arise</p>	<p>Feasibility work has been carried out to make a business case for the potential acquisition and development of a Build to Rent scheme at Orchard Park.</p> <p>Ermine Street Housing (ESH) continues to acquire a property portfolio in line with the Business Plan projections. 140 MOD leased properties and 203</p>	<p>ESH paid over £1 million interest to SCDC during 2017/18, slightly below the amount anticipated (£1.4m) due to a number of acquisitions towards the end of the financial year. The projected interest payment to SCDC during 18/19 is £1.7 million.</p> <p>Equity share projected net income for</p>	<p>The results of the Orchard Park feasibility study was presented to Cabinet in February 2018. The Business Case is currently under review.</p> <p>Develop a Commercial Strategy for the Council to provide a clear strategic approach, and associated</p>

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

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

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

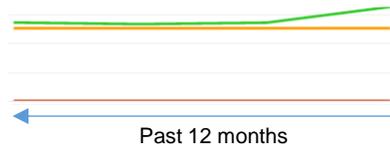
Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>Final cohort of staff has completed Leadership Development Programme</p> <p>Delivered H &amp; S and employment/dignity at work briefings to all staff in the waste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

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

Landlord Services

AH204 % tenants satisfied with responsive repairs

Anita Goddard



Dec	97.39	97
Mar	97.95	97

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

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

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

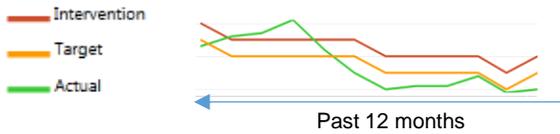
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PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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**Benefits**

**FS112 Average number of days to process new HB/CTS claims**

Dawn Graham



In-year targets account for seasonal variation

Jan	14	15	20
Feb	9	10	15
Mar	10	15	20

**How did we do?** New claims processing days were 'Red' from May to Jul, before reducing to within target in Sep, and remaining green thereafter. Change events processing days were 'Amber' in Jul and Aug, reducing to better than target from Sep.

**What was the context?** The improvement from Aug onwards was achieved as a result of a number of factors, including reduced staff absence, introduction of the Civica workflow system (including one-to-one support from supplier to staff to ensure benefits are maximised), commencement of an offsite, on-demand staffing arrangement, and a change in working practices (providing an agile and responsive approach to workload demands in different areas).

**FS113 Average number of days to process HB/CTS change events**

Dawn Graham



In-year targets account for seasonal variation

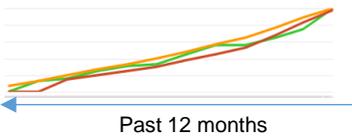
Jan	9	12	15
Feb	4	8	12
Mar	6	12	15

**18/19 outlook** The team will target a continuation of the good performance seen in the second half of 17/18. Processing days are typically higher in the opening months of the year and this has been accounted for within target and intervention levels.

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**F740 % Discretionary housing grant paid (cumulative)**

Dawn Graham



Jan	65	77	68
Feb	75	89	83
Mar	100	100	98

**How did we do?** Results were 'Green' or 'Amber' until Jan, when a slow in spend resulted in two 'Red' results. Despite this, all of the fund was spent by year-end.

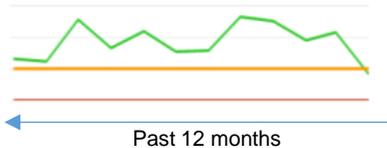
**What was the context?** Awards are considered where those receiving Housing Benefit are at risk of homelessness. The Benefits team work with Housing Advice and Rents teams to identify cases that would benefit from awards.

**18/19 outlook** Responsibility for awarding DHPs will be shared with the Housing Advice team to ensure that awards continue to reach those most in need. Target and intervention remain unchanged to flag where difficulty may occur in spending the entire fund.

**Contact Centre**

**CC303 % total calls to the Contact Centre handled**

Dawn Graham



Jan	89.4	85	80
Feb	90.7	85	80
Mar	84.2	85	80

Comment covers CC303 and CC307

**How did we do?** Total number of calls handled remained above target throughout, until Mar, when the result dropped to 84% compared with a target of 85%. Average call answer times remained better than the 2 minute target during 7 of the 12 months. Where target was exceeded, only Mar had an average call answer time of more than 130 seconds (147 seconds). In total 88.9% of calls were handled and there was an average call answer time of 104 seconds during 2017-18. This compares with 77.9% of calls handled and an average call answer time of 231 seconds in 2016-17. (Continues on following page)

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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**CC307 Average call answer time (seconds)**

Dawn Graham



Jan	100	120	180
Feb	92	120	180
Mar	147	120	180

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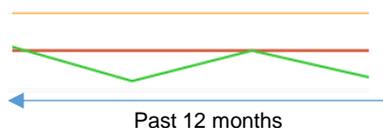
**What was the context?** 2017/18 showed a continued stabilisation in performance and overall improvement from 2016/17. Throughout the year, there was a continuation in the drive towards channel shift, demonstrated by an 837 increase in the number of completed e-forms received (a total of 19,427 for the year) and a reduction in call numbers by 11,597.

**18/19 outlook?** In 18/19 we hope to see continued improvement in performance levels through a number of measures. Targets are being altered to reflect this.

**Corporate Services**

**CC305 % of formal complaint responses sent within timescale (all SCDC)**

EMT



70	80	70
63	80	70

**How did we do?** Complaint handling was below the target throughout the year. In Q2 & Q4 performance was below target but didn't reach intervention levels.

**What was the context?** The current arrangements for logging, allocating and reporting on complaints is under review to ensure the organisation can be more responsive and customer focused when responding to complaints. EMT is the PI owner and has commissioned the review.

**18/19 outlook?** The review referred to above will consider appropriate corporate systems for logging, monitoring and business information reporting. The review will also consider officer skills and business changes that may need to be made.

**FS109 % invoices paid in 30 days**

Caroline Ryba



Jan	95.9	98.5	96.5
Feb	97.9	98.5	96.5
Mar	98.7	98.5	96.5

**How did we do?** There has been a general improvement in performance as the year has progressed, culminating in March 2018 performance exceeding target.

**What was the context?** The Corporate Management Team received detailed monthly breakdowns of performance by service areas throughout the year, working proactively with heads of service to identify the causes of underperformance and share best practice measures to address this.

**18/19 outlook?** We will continue to strive to achieve the target of 98.5% through continued high levels of invoice payment performance visibility and scrutiny at CMT.

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

**FS116 Staff sickness days per FTE (non-cumulative)**

Susan Gardner Craig



Dec	2.86	1.75	2.5
Mar	2.92	1.75	2.5

**How did we do?** Sickness was higher than intervention each quarter, with a small increase as the year progressed. The year end cumulative was 11.04% (target 7%, intervention 10%). The transfer of a sizeable workforce with several ongoing sickness cases following the launch of the Greater Cambridge Shared Waste Service contributed to this increase. There was also significant virus-related sickness absence early in the year.

**What was the context?** Sickness information is provided to managers on a monthly basis and self-service access to the HR system enables managers to monitor absences independently. Complex and long term cases are being managed with HR support, with cases resulting in a successful return to work and, in some cases ill health dismissals. There remain a significant number of cases in the Shared Waste Service and steps are being taken to support managers to address this. The Council uses a range of initiatives to combat ill health including; coaching, counselling, occupational health support, health promotion, well-being initiatives and social events.

**18/19 outlook?** We will continue to support and coach managers to manage performance and sickness absence effectively, and to support all staff to maintain good attendance levels.

**FS117 Staff turnover (non-cumulative)**

Susan Gardner Craig



Dec	2.3	3.25	4
Mar	2.4	3.25	4

**How did we do?** Staff turnover figures remained better than target throughout 17/18. At year-end the total cumulative result was 10.6% compared with a target of 13.0% for the year.

**What was the context?** Target and intervention levels were increased at the beginning of the year to more accurately represent levels that are seen as success and cause for concern.

**18/19 outlook:** Target and intervention levels continue to reflect healthy levels of staff turnover and therefore remain unchanged for the new financial year. Recruitment and retention remain very 'live' issues for the Council and we will review and refresh employment policies and terms and conditions as appropriate. We will also refresh our job marketing to ensure that the council attracts the best candidates.

Revenues

**FS102 % Housing Rent collected**

Katie Brown

No line chart included - scale of chart means actual is indistinguishable from target.

Jan	98.33	97.3	87.6
Feb	98.50	97.9	88.2
Mar	98.50	98.0	90.0

Comment covers FS102, FS104 and FS105

**How did we do?** Housing rent, NNDR and Council Tax collection rate targets were all exceeded at year-end, having remained predominantly at or better than target throughout 17/18.

**What was the context?** Good collection rates have been achieved through efficient collection processes. (Continues on following page)

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
<b>FS104 % NNDR collected (cumulative)</b>				
(Continued from previous page)				
Katie Brown				Work has also been undertaken to implement and receive training on new Civica Workflow software as part of the Revs and Bens automation project.
No line chart included - scale of chart means actual is indistinguishable from target.	Jan	96.30	95.5	86.0
	Feb	97.90	98.4	88.6
	Mar	99.45	99.0	90.0
<b>FS105 % Council Tax collected (cumulative)</b>				
Katie Brown				
No line chart included - scale of chart means actual is indistinguishable from target.	Jan	97.60	97.8	88.0
	Feb	98.90	98.6	88.7
	Mar	99.34	99.1	90.0

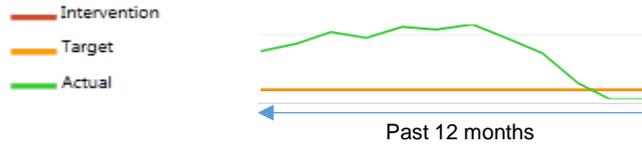
Report continues on following page

PI and PI owner and Month organised by Service Area	Actual	Target	Int.
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**Waste Services**

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

Trevor Nicoll



Jan	50.25	50	48
Feb	49.66	50	48
Mar	49.66	50	48

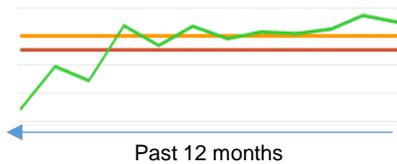
**How did we do?:** Year-end result was marginally below 50% target.

**What was the context?** A strong seasonal trend exists, due to the large amount of compostable garden material collected Apr-Oct. The extended wet and cold weather in Mar resulted in a continuation of winter composting rates, impacting on the year-end result. An intervention of 48% has been applied following discussion with the PI Owner.

**18/19 outlook?** The MetalMatters recycling campaign has seen a reported increase in dry recycling. The service will be undertaking other campaigns around contamination and individual materials, in addition to continuing to provide second blue bins for recycling as requested by residents.

**ES408 % of bins collected on schedule (SSWS)**

Trevor Nicoll



Jan	99.62	99.50	99.25
Feb	99.86	99.50	99.25
Mar	99.74	99.50	99.25

**How did we do?** The first 3 monthly results were below intervention. A marked improvement was seen from July and target consistently exceeded from Nov onwards.

**What was the context?** Results from Apr-Jun continued to be impacted by the introduction of new domestic collection rounds, introduced towards end of 16/17. The improvement in performance from 98.2% in Apr to consistently above 99.5% demonstrates that round changes have now been fully assimilated.

**18/19 outlook?** The service's new data management system will provide a greater level of detail to enable us to maintain the high percentage of bins collected on schedule and enable the service to be able to focus on resolving individual collection issues.

**Environ. Health & Licensing**

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

Rob Lewis / Emma Knight



Dec	75.0	90	80
Mar	93.3	90	80

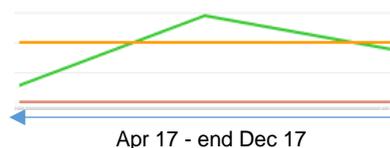
**How did we do?** The Q1 result was 'Amber', Q3 'Red' and Q2 and 4 'Green'.

**What was the context?** Although the Q3 result was below intervention, this was based on a small number of non-compliances (8) arising in the 12 months prior (6 of which had been resolved) which, in the context of the subsequent Q4 result is not a cause for serious concern. The Q4 result shows there has been an overall reduction in non-compliance during 17/18.

**18/19 outlook?** Target and intervention remain unchanged for 18/19 as we will continue to prioritise the resolution of major non-compliances to reduce the risk of harm to the public.

**ES401 % business satisfaction with regulation service**

Rob Lewis / Emma Knight



Dec	88.9	90	80
Mar	91.9	90	80

**How did we do?** Q1 and 3 results were 'Amber', whilst Q2 and 4 were 'Green'. Over the course of the year there was a total satisfaction figure of 88.9% (104 of 117 respondents) against a target of 90%.

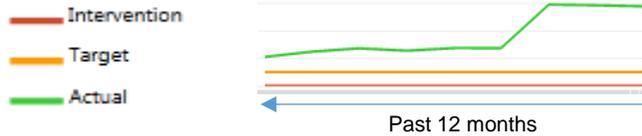
**18/19 outlook?** We will continue to engage constructively with businesses to maintain high levels of satisfaction.

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

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

Jane Green



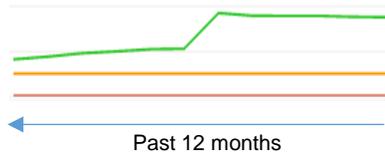
Jan	87.10	65	60
Feb	86.15	65	60
Mar	85.00	65	60

**How did we do?** Performance was better than target throughout for both PN510 and PN511. The changes in Oct are accounted for by the new designation period (see below for detail).

**What was the context?** Until Sep 2017 the figures provided for PN510 and PN511 aligned with MHCLG measurement criteria for designation over the two year period from Oct 2015 - Sep 2017. From Oct 2017 we have assumed that the 2018 designation period will follow the precedent set by previous periods and run from Oct 2016 - Sep 2018. Throughout 17/18 we have remained above target and intervention, which have been set in line with the designation threshold.

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

Jane Green

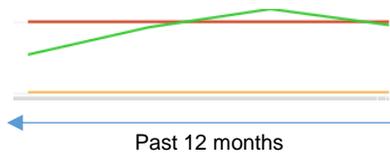


Jan	87.72	75	70
Feb	87.52	75	70
Mar	87.43	75	70

**18/19 outlook?** Performance indicators remain unchanged to continue to monitor performance against MHCLG criteria. Individual monthly determination times will also continue to be monitored at the service level, providing greater visibility to monthly changes in performance.

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

Jane Green



Dec	10.90	5	10
Mar	9.77	5	10

**How did we do?** PN512 performance exceeded intervention and designation threshold (see below for detail) in Q3. PN513 remained significantly better than target throughout.

**What was the context?** Until Dec 2017 PN512 and PN513 aligned with MHCLG criteria for designation by providing a cumulative percentage based on decisions made Apr 2015 - Dec 2017. By the end of this period we exceeded the designation threshold (see Dec result). Consequently MHCLG informed the Council that we are at risk of designation. We have responded, setting out the circumstances that we believe justify MHCLG excepting SCDC from designation, and await the outcome. From Jan 2018 we have assumed that the appeals designation period will follow the precedent set by previous periods and run from Apr 2016.

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

Jane Green



Dec	1.35	5	10
Mar	0.98	5	10

**18/19 outlook?** Performance indicators remain unchanged to continue to monitor performance against MHCLG criteria.

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

**PN505 % customers satisfied with Planning and New Communities**

Jane Green



Jan	85	70	60
Feb	No result	70	60
Mar	41	70	60

**How did we do?** Variations in results were seen during 17/18 due to low volume of responses. The total satisfaction rate over the course of the year was 63%.

**What was the context?** The Planning Department investigates the nature of complaints and negative feedback to identify common themes and take action to address issues. The number of responses to the satisfaction survey remained low throughout the year (140 in total, including Feb during which no responses were received).

**17/18 outlook?** Arrangements for measuring and reporting customer satisfaction are being reviewed to ensure that measures of customer satisfaction provide useful insight into future service improvements. A new Customer Engagement Officer position is to be developed to support this work.

**Land Charges**

**SX025 Average Land Charges search response days**

Jane Green



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

**How did we do?** Performance was better than the 8 day target throughout 17/18, with the exception of Feb, which saw an increase to 8.6. Since Feb, performance has improved in line with management and service expectations/targets.

**What was the context?** Land charges have been free of any backlog for the entire year and have consistently performed better than target (with the exception of February).

**18/19 outlook?** Continuation of the good levels of performance seen throughout 18/19.

**Planning Policy**

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

Jane Green



Dec	32	40	30
Mar	49	40	30

**How did we do?** Q1 and 3 results were 'Amber' (although Q1 was only 1% below target). Q2 and 4 results were 'Green', meeting and exceeding the 40% target. Overall, 34% (1355 of 3974) of new homes permitted were affordable on developments requiring affordable housing provision in 17/18.

**What was the context?** This PI was introduced for 17/18 to measure new affordable home provision within the district. The target was set in line with the Council's commitment to seek 40% or more affordable housing (subject to continued development viability). The intervention was provisionally set at 30%. Q3's result included the 2350 homes granted planning permission at Cambourne West on the basis of 30% affordable homes provision (705 affordable homes). Following this, the increase in Q4 was due to a rural exception site delivering 100% Affordable Housing.

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## Appendix C

### Budget 2017/18 - Draft Outturn Variances

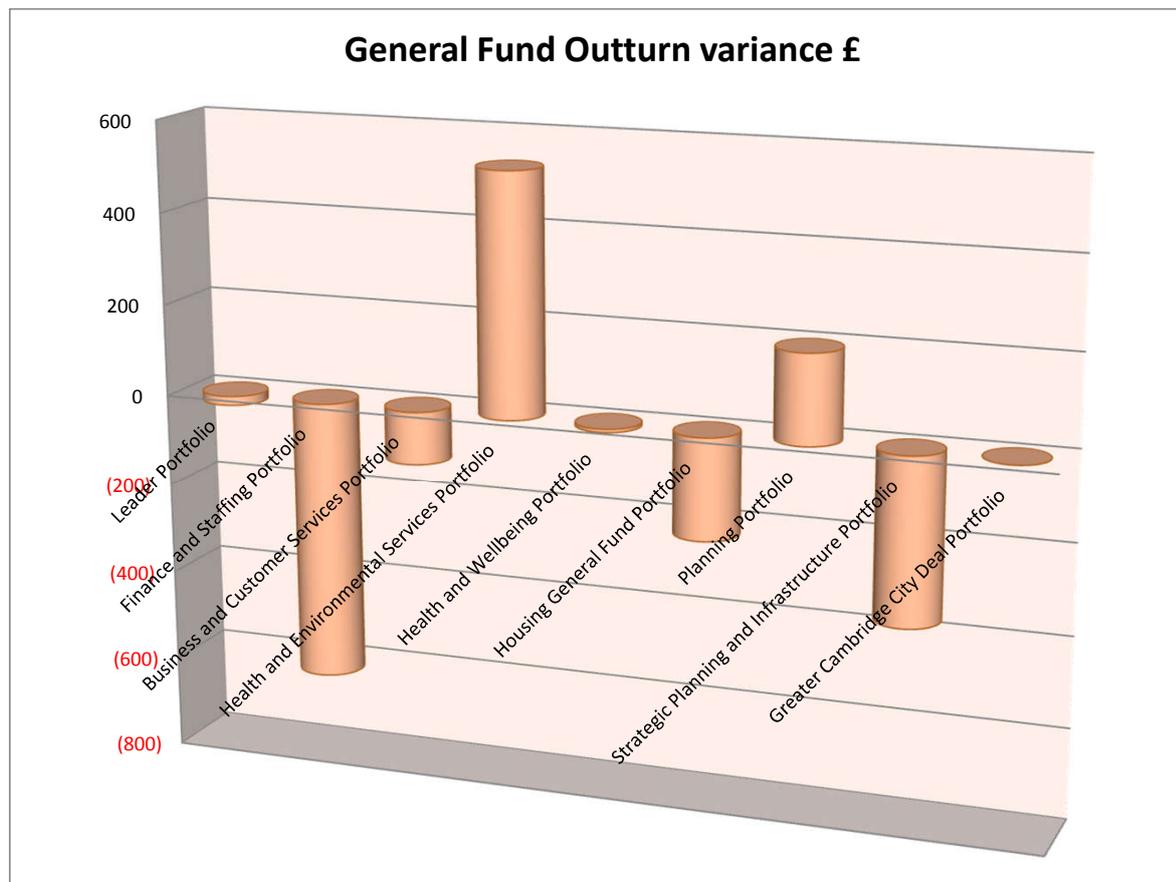
Portfolio	Full year Budget	Total expenditure	Transfer to/(from) reserves	Variance	Variance to date
	£'000	£'000	£'000	£'000	%
<b>General Fund</b>					
Leader Portfolio	344	351	(26)	(20)	-6%
Finance and Staffing Portfolio	3,508	2,999	(105)	(613)	-17%
Business and Customer Services Portfolio	2,151	1,938	99	(114)	-5%
Health and Environmental Services Portfolio	6,249	6,357	419	527	8%
Health and Wellbeing Portfolio	288	281	0	(7)	-2%
Housing General Fund Portfolio	1,645	1,225	197	(223)	-14%
Planning Portfolio	2,675	2,389	480	194	7%
Strategic Planning and Infrastructure Portfolio	1,084	373	346	(365)	-34%
Greater Cambridge City Deal Portfolio	0	1,224	(1,224)	0	100%
<b>Total GF Allocated Portfolio Expenditure</b>	<b>17,945</b>	<b>17,137</b>	<b>187</b>	<b>(621)</b>	<b>-3%</b>
<b>Reversal of statutory accounting adjustment</b>				<b>(1,093)</b>	
Unallocated savings and precautionary				538	
<b>Net General Fund Outturn forecast for the year</b>				<b>(1,176)</b>	<b>-7%</b>

<b>HRA</b>					
Housing Repairs - Revenue	4,365	3,539	0	(825)	-19%
Sheltered Housing	463	305	0	(158)	-34%
Administration	3,363	3,361	0	(2)	0%
Other Alarm Systems	0	7	0	7	100%
Flats - Communal Areas	81	53	0	(28)	-35%
Outdoor Maintenance	119	139	0	20	16%
Sewage	7	3	0	(4)	-61%
Tenant Participation	273	248	0	(25)	-9%
Reprovision & New Homes Programme	200	210	0	9	5%
Other	91	87	0	(4)	-4%
Interest	7,178	7,193	0	15	0%
Central Recharges	741	946	0	205	28%
Transfer to Reserves & Capital Charges	12,764	12,382	(522)	(904)	-7%
<b>Total HRA expenditure</b>	<b>29,645</b>	<b>28,474</b>	<b>(522)</b>	<b>(1,694)</b>	<b>-6%</b>
Reversal of statutory accounting adjustment	0	(459)	0	(459)	100%
Income	(29,128)	(29,118)	0	10	0%
<b>Total HRA</b>	<b>517</b>	<b>(1,103)</b>	<b>(522)</b>	<b>(2,143)</b>	
Unallocated reduction for vacancies					
<b>Net HRA Outturn forecast for the year</b>					

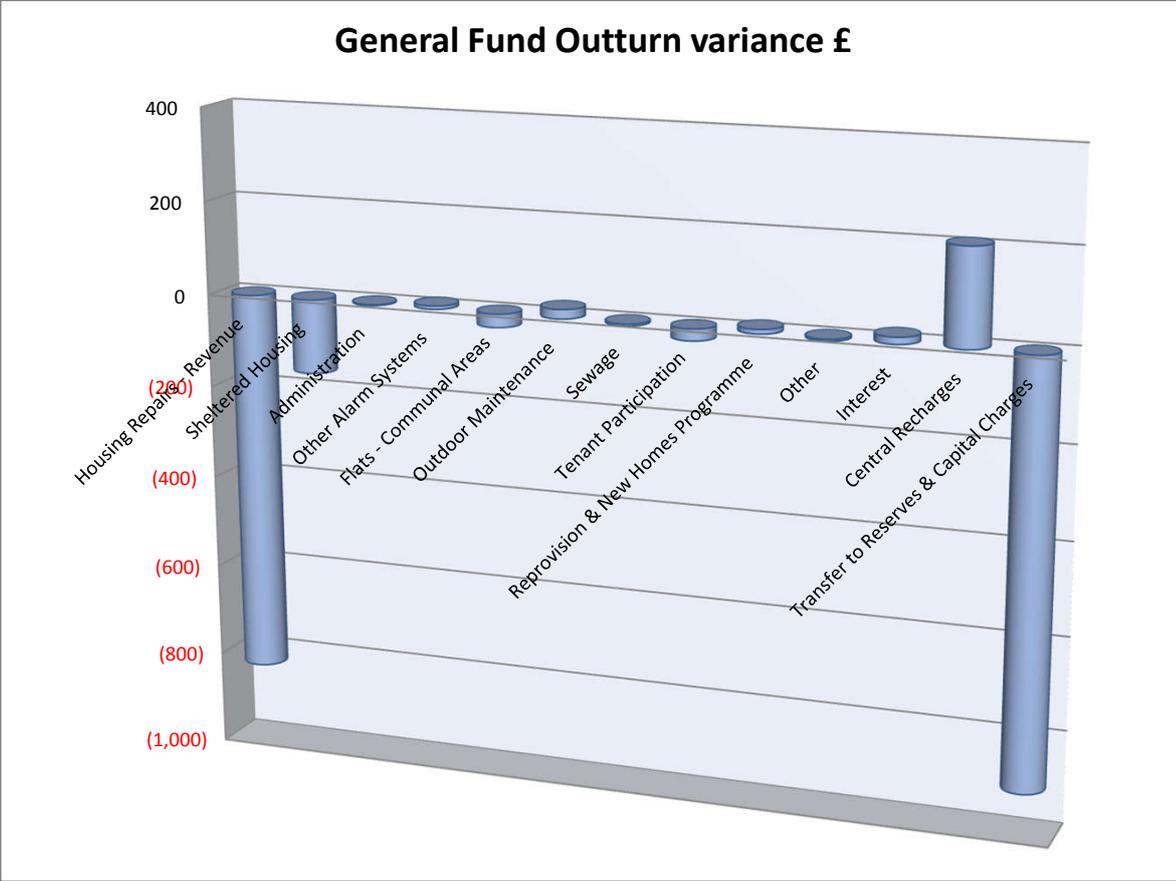
Portfolio	Full year Budget	Total expenditure	Transfer to/(from) reserves	Variance	
	£'000	£'000	£'000	£'000	%
<b>GF Capital</b>					
Cambourne Offices	150	21	0	(129)	-86%
ICT Development	485	399	0	(86)	-18%
Waste Collection & Street Cleansing	2,674	1,880	0	(794)	-30%
Awarded Watercourses	100	122	0	22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

## Budget 2017/18 - Draft Outturn Variances

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



Budget 2017/18 - Draft Outturn Variances



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**Significant Items of Variance from Working Budget**  
**General Fund Budget 2017/18 - Major Variances from Budget**

Service Grouping	Reason for Outturn Variance	Cross reference to Performance report	Cross reference to Strategic Risk Register (4Risk)	Actual (Favourable) / Adverse Variance £	Proposed Roll Over £
Not blank					
<b>Leader Portfolio</b>					
Voluntary Sector Grants	Positive variance is made up of £5k grants underspend and £1k saving on vacancies.			(6,757)	
Community Chest Grants	Variance below threshold for investigation			3,579	
Sustainability	Variance below threshold for investigation			(5,895)	
Community Safety	The key driver for the saving is £19k underspend on projects in the year.			(8,987)	
Other net variances				0	
<b>Total variance for Portfolio</b>				<b>(19,560)</b>	<b>0</b>
Not blank					
<b>Finance and Staffing Portfolio</b>					
Council Tax Support	The variance is created by £70k staff savings due to the 4 vacancies in the team, some staff reducing their hours and also some staff not paying the pension contributions and use of an outsourced service, which is cheaper than agency staff.			(68,496)	
Rent Allowances	The variance on the Rent Allowances, Rent Rebates, Council Tax support etc is due to a combination of factors. The main Government Admin Grant was forecast to be £364,112, actual received was £403,740 due to higher than expected Local Council Tax Scheme grant by £14k and a Universal Credit grant of £25k	<b>FS112</b> - Average number of days to process new HB/CTS claims <b>FS113</b> - Average number of days to process HB/CTS change events <b>SF740</b> - % Discretionary housing grant paid	<b>STR5</b> - Welfare Reform	(144,423)	
Rent Rebates	The total admin costs came in £136,225 less than forecast, mainly due to receipts of miscellaneous small grants from DWP totalling nearly £106k. In short, the admin costs of the Benefits Service was £175,854 less than forecast. We also recovered nearly £37k extra in overpayments than we forecast.			(73,658)	
Corporate Management	The variance is due to a number of factors: savings on vacancies and recharges for external secondments partially offset by the variance to the budgeted staff pensions costs and recruitment at higher than budgeted grades.	<b>CC303</b> - % total calls to the Contact Centre handled <b>CC307</b> - Average call answer time (seconds) <b>CC305</b> - % of formal complaint responses sent within timescale (all SDCD) <b>FS116</b> - Staff sickness days per FTE <b>FS117</b> - Staff turnover	<b>STR11</b> - Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes <b>STR13</b> - Recruitment & Retention	(197,921)	
Treasury Management	Variance below threshold for investigation	<b>FS109</b> - % invoices paid in 30 days	<b>STR4</b> - Medium Term Financial Strategy	(2,229)	
Cost of NNDR Collection	The underspend is made up of £38k saving on vacancies, recharges saving of £12k due to lower than budgeted headcount and other small savings of £4k total.	<b>FS104</b> - YTD % NNDR collected		(54,025)	
Discretionary NNDR Relief				0	
Cost of Council Tax Collection	The bulk of the underspend is due to receipt of £70k government grant for family annexes Council Tax exemption, not included in the budget.	<b>FS105</b> - YTD % Council Tax collected		(75,895)	
3C SharedServicesProgramme Hub	Variance below threshold for investigation		<b>STR12</b> - Shared Services Initiatives with other authorities	2,628	
Miscellaneous	Variance below threshold for investigation			592	
Other net variances				0	
<b>Total variance for Portfolio</b>				<b>(613,427)</b>	<b>0</b>
Not blank					
<b>Business and Customer Services Portfolio</b>					
Land Charges	Variance below threshold for investigation			314	
Elections	Variance below threshold for investigation			2,986	
Register of Electors	The variance is driven by the £23k savings on the cost of postage for year to date.			(16,736)	
Democratic Representation	The positive variance is due to £15k saving on unfilled vacancies in the team, £15k saving on consultancy costs, a further £15k saving on members allowances and £40k recharge for SDCD time spent on GCP work. This is offset by higher than budgeted recharges costs, including £20k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			(25,814)	
Policy & Performance	The positive variance arises from £61k staff savings due a number of unfilled vacancies in the team.		<b>STR1</b> - Consultation and Engagement	(61,429)	
Street Naming & Numbering	£12k saving on materials is offset by £7k unbudgeted cost of building contract			(6,693)	
Communications	The adverse variance is due to the staff costs exceeding budget by £39k for the year, this is due to recruitment of a web developer, funded from the saving made on the CEO vacancy earlier in the year, and higher than budgeted recharges costs, including £21k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			52,015	
Economic Development	The saving is made up of £38k underspend on Consultancy, £14k income raised from staff costs recharges to Cambridge City Council and £13k vacancy savings. This is partially offset by £7k spend on agency staff and £9k unbudgeted cost of recharges, including £6.5k account adjustment.			(50,443)	
Tourism Initiatives	The savings is mainly due to £7.5k underspend on Visit Cambridge funding			(8,604)	

Other net variances				0	
<b>Total variance for Portfolio</b>				<b>(114,406)</b>	<b>0</b>
<b>Health and Environmental Services Portfolio</b>					
Awarded Watercourses	Variance below threshold for investigation			(2,807)	
Footway Lighting	The adverse variance is predominately due to the LED pilot which was agreed by cabinet. The installation of new lights (£16k) and the purchase of new equipment (£10k) account for the majority of this variance. This variance also includes 2k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			30,971	
Single Shared Waste Service	This adverse variance is caused by a number of reasons. An increase in monitoring and tighter controls at Amey, of contaminated material has led to an increase in the MRF contract costs (£129k). As a consequence of the tighter controls the level of income due from Recycling credits has also reduced, resulting in an adverse variance of £189k. The income and costs associated with the collection of paper has fallen following the change of service in December, resulting in an adverse variance (£128k). These adverse variances are offset by favourable variance within the fleet costs - mainly fuel. This is due to the cost of fuel being lower than budgeted (9p per litre) and less fuel consumption by nearly 35k litres from 16/17. A favourable variance within Overhead recharges (£70k) has also reduced this adverse variance. This variance also includes 354k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure, and the transfer to reserves for future capital funding £337k.	ES418 - YTD % of household waste sent for reuse, recycling and composting ES408 - % of bins collected on schedule		557,514	
Envirocrime Enfmen't Strategy	Variance below threshold for investigation			5,644	
Food Safety	Variance below threshold for investigation			5,307	
Environmental Health General	Other than staffing costs saving of (£81k), this service has seen an increase of income (£15k) generated from the licence fee that is set for administering houses of multiple occupations. This variance also includes 26k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.	ES406 - % major non-compliances resolved (in rolling year)		(84,714)	
Environmental Protection	The service has re-embedded itself following the return to work of 2 contaminated land officers from maternity leave and the fairly recent appointment of the scientific officer (air quality). While the service was getting back up-to-speed it was decided to continue using the specialist services of EPS to in effect backfill these roles and offer additional specialist advice on planning matters etc. This service level agreement cost £3,000 pcm and was not budgeted for within the service. The arrangement ceased at the end of June which meant that the financial pressure on the service is £9k. EPS have also provided specialist advice and undertook an environmental assessment on a potential contaminated land site at Whittlesford. This advice on contaminated land investigations has cost £9k against an annual budget provision of £7k - a £2k adverse variance. The income attained from the issuing of Local Authority Pollution Prevention Control licences has been on a downward trend in recent years and this has continued this year. The shortfall of income was £4k. This variance also includes 7k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			42,439	
Emergency Planning	Variance not significant, therefore not investigated			(1,451)	
Licences	This favourable Year End variance is partially driven by a salary saving (£16k) due to posts being vacant during the year. The other main contributor to the variance is higher than expected license fee income (£12k). This variance also includes 9k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.	ES401 - % business satisfaction with regulation service		(23,542)	
Taxi Licensing Service	There has been an exponential increase in taxi licence fee income in recent years which has continued in this financial year. The charge imposed for the licence fee was not increased this year which has meant that this increase has been generated from the volume of licences issued alone. This has of course impacted on the staff resources required to administer this service. As the service received more money than it has spent it has resulted in £80k being transferred to reserves. With any surplus of income generated through the licence fee having to be re-invested (or the licence fee reduced), it has been approved for a further resource officer to be recruited to, funded completely from this additional taxi licence income. This variance is due to 6k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			6,097	
Action on Dogs	Variance below threshold for investigation			3,267	
Miscellaneous env	Variance below threshold for investigation			7,074	
Localism	From the £35k base budget in place to support patch-based working within the district, £30k has been earmarked for utilising on community projects such as Timebanking (£20k), the provision of a faith audit (£3k), the setting up of the Northstowe Community Hub by providing furniture etc. (£5k) and running the community awards ceremony. A delay in getting Cabinet approval has resulted in only £10k of the budget being spent on the Timebank project, remaining £10k are subject to a rollover request. The remainder of this budget (£20k) will be rolled over to 2018/19. In addition to the project budgets, there is a £8k saving on staffing costs, due to a post being vacant all year. This variance also includes 8k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			(18,544)	10,000
Other net variances				0	
<b>Total variance for Portfolio</b>				<b>527,255</b>	<b>10,000</b>

		Not blank			
<b>Health and Wellbeing Portfolio</b>					
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.			(9,408)	
Health and Wellbeing	Variance below threshold for investigation		<b>STR6</b> - Demands on services from an ageing population	(4,288)	
Northstowe, Healthy New Town	This variance includes 4k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.		<b>STR14</b> - Access to Primary Care in Growth Areas	13,702	
Mobile Warden Schemes				(6,777)	
Other net variances				0	
<b>Total variance for Portfolio</b>				<b>(6,770)</b>	<b>0</b>
		Not blank			
<b>Housing (General Fund) Portfolio</b>					
Loans for House Purchase etc				0	
Housing Association Support	£6k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			8,510	
Homelessness	<b>Private Renting Service</b> - (46,884) favourable : The majority of 17/18 deposits to private landlords was covered by providing bonds rather than paying cash deposits and there was a (9,000) favourable adjustment to correct a prior year entry. <b>Sub-Regional Single Homelessness Service</b> - (12,500) favourable. Cambridge City Council did not invoice budgeted fee for 2017/18 as they were able to utilise other funding streams.	<b>AH203</b> - Number of households in temporary accommodation, <b>AH208</b> - Number of households helped to prevent homelessness, <b>AH212</b> - YND £s spent on Bed and Breakfast accommodation	<b>STR10</b> - Increase in cost of managing homelessness	(58,846)	
Letting & Advisory Service	£26k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			31,549	
Private Sector Leasing Scheme	Favourable variance is due to the delay in timing of the service, with Q1 and Q2 spent on business set-up/preparatory work for Shire Homes Lettings Limited, with first property rented in October 2017			(81,671)	25,530
Strategic Housing	Due diligence work approved by Cabinet, which was not included in the original 2017/18 estimate: Orchard Park £36,265 , Cambourne High Street £15,710 (Total spend approved of £50k for each project).			47,142	48,025
Sub-Regional Homelink Service	Overspend caused by £6k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			6,204	
Equality & Diversity				(15,019)	
Travellers Sites				(38,994)	
Improvement Grants				103,173	
GF Sheltered Properties	Depreciation of approx £120k to be posted			(116,290)	
Recharges from/to HRA	Favourable variance of £70k - Visiting Support Service did not require the budgeted funding from general fund in year due to reduced staffing costs and use of available reserves. Favourable variance of £55k arising from reduced expenditure in Community Lifelines Service. £15k adverse variance Grounds Maintenance due to increased activity in 2017/18			(108,907)	
Other net variances				0	
<b>Total variance for Portfolio</b>				<b>(223,147)</b>	<b>73,555</b>
		Not blank			

Planning Portfolio					
Development Control	The service made £324k saving on staff costs, and £31k saving on Legal costs for Appeals. This is offset by £136k overspend on Planning Consultancy, of which £13k was incorrectly coded and should have been allocated again the Legal costs for Appeals budget, £26k was incorrectly coded and should have been coded to Agency Staff budget, an additional cost of £45k which relates to the Planning Shared service for the recruitment of Phase 1 - of which no budget was allocated for in 17/18, therefore leaving an overspend of £18k against budget of £35k. £247k is shortfall in charges income. Recharges cost to the service is £272k higher than budgeted, of which £132k is unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure. Transfer to reserves represents S106 income received in the year, intended to be used on future activities.		STR25 - Risk of Designation as Poorly Performing Planning Authority	230,521	
Planning Policy	The variance is made up of underspends in a number of areas on consultancy budgets due to the delays with the Local Plan. Underspend on the Local Plan related work comes to £365k, of which £344k were transferred into the Planning Policy Earmarked Reserve, approved by the Council in February. These funds will be used in the future years, when the Local Plan work takes place. Additional work load in the year resulted in £22k staff costs overspend.		STR3 - Failure to meet Housing Need	5,168	
Building Control Service	This is a shared service led by Cambridge City Council			(13,271)	
Open Space Agreement				0	
Conservation	Underspends in the service are due to £10k underspend on Garden maintenance, which was being kept aside to use on disused Churchyards and grounds maintenance at Landbeach Tithe Barn, but haven't been spent in the year. £12k of budgeted grants for Wildlife Enhancement haven't been distributed in the year. A further £11k of funds were transferred back to the service following decision not to renovate the Sawston Tannery barn. This is offset by £5k overspend on staff costs and £10k of additional consultancy expenditure. Of the £8k adverse variance on recharges, £5k is unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			(5,132)	
Museums	Variance not significant, therefore not investigated			56	
Enforcement Issues	Saving of £46k on Legal services is offset by £9k staff costs overspend, additional £5k cost of recharges and £11k smaller than expected transfer from reserves. Funds transferred from reserves are raised from Proceeds of Crime service and are allocated to be used for specific equipment purchases.		STR2 - Gypsy and Travellers and those not meeting new definition	(20,939)	
Illegal Encampments	Variance not significant, therefore not investigated			(2,560)	
Other net variances				0	
<b>Total variance for Portfolio</b>				<b>193,844</b>	<b>0</b>
	Not blank				
<b>Strategic Planning and Infrastructure Portfolio</b>					
Growth Agenda/Northstowe	The service shows £400k saving on staff costs and £40k saving on Legal. Additional income was raised from £110k salary recharge to Cambridge City Council and £293k additional Pre-App income. Recharges are also £11k lower than budgeted, due to the smaller than budgeted staff numbers. These savings are offset by £120k additional Consultancy costs and £8k shortfall in Charges income. £143k transfer to reserve is Capacity Funding received from DCLG in 2015-16, this is to be used 2018-19 to fulfil the grant's objectives and further £202k is transferred to reserves in relation to PPA income received in advance.			(355,482)	
Transport Initiatives & Policy	The service raised £7k from salary recharges to Cambridge City Council and £13k budgeted costs for community rail partnership project have not been spent this year due to delays with the project. This is offset by £3k staff costs overspend and additional £6k cost of recharges. This variance also includes 4k unbudgeted accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			(9,712)	
Other net variances				0	
<b>Total variance for Portfolio</b>				<b>(365,195)</b>	<b>0</b>
	Not blank				
	Not blank				
<b>Total for General Fund Revenue</b>				<b>(621,406)</b>	<b>83,555</b>

Significant Items of Variance from Working Budget

Housing Revenue Account 2017/18 - Major Variances from Budget

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

<b>Reprovision &amp; New Homes Programme</b>					
Re-provision and New Homes	This variance includes £15,768 in unbudgeted pension accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			9,366	0
<b>Total Variance for Service</b>				<b>9,366</b>	<b>0</b>
<b>Central Recharges</b>					
Central Recharges - Pension Adjustment	This variance includes £212,937 in unbudgeted pension accounting adjustment which should be disregarded for the purposes of evaluating service expenditure.			212,937	0
Central Recharges - Corporate Management	Corporate Management costs were lower than anticipated, in part due to the ability to recover salary costs for senior officers seconded to projects outside of the Council.			(51,905)	
Central Recharges - Unallocated Vacancy Saving	An allowance is made for natural savings across the HRA due to natural staff turnover. The saving is not allocated to each service, but is held centrally and would expect to be offset by small underspending across all service areas.			50,000	
Other net variances				(6,131)	0
<b>Total Variance for Service</b>				<b>204,901</b>	<b>0</b>
<b>Other</b>					
Interest on Self Financing Debt	Interest paid was in line with that anticipated for the self-financing debt. The budget had been reduced marginally to reflect interests due to the HRA for internal lending, whilst the actual income for this was recorded against interests received.		STR9 - HRA Business Plan	14,518	0
Depreciation	Depreciation charged to the HRA in 2017/18 was significantly lower than anticipated due to a reduction in asset values, coupled with extension of asset lives, recognising the impact of decent homes investment.			(2,326,731)	0
Direct Revenue Financing of Capital Expenditure	An increased use of revenue funding to meet capital expenditure is reported in 2017/18 as a direct result of the reduction in depreciation, to ensure that the capital programme could still be fully funded.			1,943,892	382,839
Other net variances				(3,848)	
<b>Total Variance for Service</b>				<b>(372,169)</b>	<b>0</b>
	Not blank				
<b>Reversal of statutory accounting adjustment</b>					
Pension Adjustments	Reversal of statutory pension adjustments shown above			(458,696)	
<b>Total Variance for Service</b>				<b>(458,696)</b>	<b>0</b>
	Not blank				
<b>Income</b>					
Rent and Other Income	Rent income was over-achieved due to fewer than anticipated right to buy sales, coupled with additional income in respect of de-minimus receipts for small parcels of land or access rights.			(74,919)	
HRA Interest	The positive variance is forecast based on the increased interest due to the high level of cash balances and additional lending to Ermine Street Housing	FS102 - % Housing Rent collected		84,676	0
Other net variances				0	
<b>Total Variance for Service</b>				<b>9,757</b>	<b>0</b>
<b>Total for Housing Revenue Account</b>				<b>(1,621,909)</b>	<b>0</b>

## Significant Items of Variance from Working Budget

## HRA Capital Budget 2017/18 - Major Variances from Budget

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

**Housing Revenue Account - Improvement of Housing Stock**

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

**General Fund**

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

# Earmarked and specific funds

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

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

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

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

## General Fund Revenue Reserves - £17,479k

### New Homes Bonus GCP Reserve - £3,095k

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

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

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

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

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

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

**Pension Deficit Reserve - £637k**

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

**Planning Enforcement Reserve - £500k**

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

**Business Efficiency Reserve - £240k**

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

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

**Homelessness Reserve - £166k**

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

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

#### **Taxi Licencing Reserve - £147k**

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

#### **Business Accommodation Reserves - £138k**

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

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

#### **Land Charges - Appropriations - £118k**

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

#### **Private Stock Condition Survey - £90k**

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

#### **Children & Young People- £75k**

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

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

**Business Hub- £57k**

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

**Planning Reserves - £2,024k**

**Planning Policy reserve - £568k**

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

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

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

**Major Developments Fees and Parish Liaison Reserve - £472k**

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

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

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

**Growth Agenda Reserve - £346k**

**Northstowe Reserve - £128k**

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

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

**S106 Admin Fees - £109k**

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

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

**Parish Liaison & Site Development Reserve - £100k**

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

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

**Planning other - £92k**

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

**Brownfield Sites Reserve - £30k**

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

**Capital Reserves - £1,382k**

**Refuse Collection reserve - £647k**

**Refuse Supervisors' vehicles - £61k**

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

**Street Cleansing reserve - £229k**

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

**Air Quality monitoring - £310k**

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

**Footway Lighting reserve - £87k**

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

**Cambourne Office - £83k**

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

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

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

**Heritage initiatives and historic buildings - £40k**

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

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

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

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

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

**Community Development - Capital - £5k**

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

## **GF Revenue Reserves - Other - £296k**

### Travellers Site Reserve - £81k

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

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

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

### South Cambs Crime & Disorder Partnership - £33k

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

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

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

### Street Cleansing Vehicles Sinking Fund - £24k

As RCV, but in respect to Street Cleansing vehicles.

### Health & Environmental Services - £24k

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

### Economic Development - £13k

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

Waterbeach Depot - £10k

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

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# SCDC Strategic Risk Report



<b>Report Date</b>	08 Jun 2018
<b>Risk Status</b>	Open
<b>Council / Service</b>	Strategic (STR)
<b>Control Status</b>	Existing
<b>Action Status</b>	Outstanding



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 10	Increase in cost of managing homelessness - Cllr Hazel Smith <b>Head of Service:</b> Stephen Hills <b>Risk Owner:</b> Stephen Hills <b>Last Updated:</b> 08 Jun 2018	<b>Cause</b> (January 2013) Potential impacts from welfare benefit changes, more responsibilities under the Homeless Reduction Act and instability in the housing market, <b>Consequence</b> leading to an increase in duties owed by the Council along with the new Homeless Reduction Bill, ultimately resulting in significant increase in costs to the Council to meet its statutory obligations. Likely to see an increased demand for the service, and more in-depth support and assessment for those that do approach the Council. Increased expectation on assistance, but no increased access to accommodation. The introduction of Universal Credit and the impact of this on customer finances and on the housing market increases the risk of homelessness. Linked risk (STR 5) Failure to meet housing need (STR3) is also linked and will impact on the level of homelessness.	I = 5 L = 5 25 (25)	Developing an in-house Private Sector Leasing Scheme to replace the King Street scheme. Use of Rent Deposit Scheme, CAB Money advice, other homeless prevention measures and New Build programme.	I = 5 L = 4 20 (20)	The success of the new PSL project will be known within 6 months.	28 Feb 2018
				New hostel opened in 2015 with increased TA.		Cabinet decision on financial bid for additional staff team.	28 Feb 2018
				Successful Joint Trailblazer bid to introduce more joint working and initiatives around homeless prevention.		Update customer information on the website so that a self service option exists in relation to basic housing advice.	30 Jun 2018
				CIH review of homelessness in 2016, identifying existing good practice and future recommendations.		Review working practices with mental health services to help prevention amongst this group.	31 Oct 2018
				Staffing bid submitted November 2017 to increase staff team by up to 5 members in order to ensure service compliance with new legislation. Failure to properly resource the team will lead to additional temporary accommodation costs as well as legal sanctions.		Produce a new Homeless Strategy and action plan	31 Oct 2018
						Monitor impact of proposed funding system for supported housing.	31 Oct 2018
						The mitigation work will be closely monitored throughout the year.	31 Dec 2018



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 5	Welfare Reform - Cllr John Williams <b>Head of Service:</b> Alex Colyer <b>Risk Owner:</b> Dawn Graham <b>Last Updated:</b> 08 Jun 2018	<b>Cause</b> (December 2010) (Update Jan 2017) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system, <b>Consequence</b> leading to possible: •increased IT cost due to required system changes; •implementation costs not fully reimbursed by Government grant; •increased workload for Benefits and Homelessness teams, resulting in potential for: •adverse effect on service provision due to the number of changes; •increased dissatisfaction with the service due to reduced amounts of benefit payable; •impact on Medium Term Financial Strategy; •devastating effect on people with mental health problems; and •dislocation of private sector housing market.	I = 4 L = 5 20 (20)	Scoping work currently being undertaken by the Benefits Manager to assess the impact of Universal Credit and how it impacts the administration of Housing Benefit, Localized Council Tax Support and Rent Collection for SCDC tenants.	I = 3 L = 4 12 (12)	Bid for additional funding submitted, to cover the case that grants currently provided for housing benefit assessment work are reduced. late implementation of Universal Credit has meant that grant reduction is less than anticipated for 2018/19. The implementation of UC needs to be constantly reviewed during 2018/19 to assess impact for 2019/20	30 Jun 2018
				Department for Work & Pensions (DWP) have confirmed increased Discretionary Housing Payments (DHP) budget for 2017/18 following the reduction in the level of the Benefit Cap (£20k). Local Council Tax Support (LCTS) and welfare reform workshop to take place with regard to proposed LCTS scheme 2018/19 and possible welfare changes. Delay in roll out for Cambridge. Continuing to monitor roll out of Universal Credit (UC) in other LA's to ensure lessons learnt are implemented at SCDC. Information currently available indicates the rollout of UC will be a slow process during this current parliament with all new working age claims processing not available until 2020-21.			

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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 25	Risk of Designation as Poorly Performing Planning Authority - Cllr Tumi Hawkins <b>Head of Service:</b> Stephen Kelly <b>Risk Owner:</b> Jane Green <b>Last Updated:</b> 08 Jun 2018	<b>Cause</b> 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. <b>Consequence</b> Designation means that an alternative avenue opens for developers to submit planning applications direct to PINS. SCDC would be responsible for administration costs but without any planning fee. Loss of income and reputational damage plus ability to influence outcomes could lead to a loss of local control of development forms, quality etc. Reputational risk. Deter inward investment into the District. Potential impact on staff recruitment and retention.	I = 5 L = 4 20 (20)	Establishment of planning service improvement board and regular (weekly) management meeting to ensure effective collaborative management of performance and workload priorities across the service.	I = 4 L = 3 12 (12)	Direct engagement with government on the circumstances surrounding SCDC position regarding appeals.	31 Mar 2018
				Improvements to data resilience and quality leading to greater insight and more dynamic management of workloads to support effective performance and staff/workload management on planning applications.		Advice from Counsel on current position regarding 5-year housing land supply.	31 Mar 2018
				Investment by Council in continued recruitment and service development and regular reports to Senior Management Team, Scrutiny and Cabinet.		Review of Scheme of Delegation	31 Jul 2018
				Progression of the Local Plan through to adoption and on-going review of the case supporting applications for sites relying upon paragraph 14 NPPF			
				Training for Planning Committee to support high quality decision making on major applications.			
STR 28	Failure to produce / late certification / approval of accounts and/or to obtain unqualified audit opinion - Cllr John Williams <b>Head of Service:</b> Alex Colyer <b>Risk Owner:</b> Caroline Ryba (SCDC) <b>Last Updated:</b> 08 Jun 2018	<b>Cause</b> (January 2018) Significant changes in accounting requirements increasing the length and complexity of the Statement of Accounts, together with a reduction of a month for closure of accounts and, a 10 month hard close to facilitate audit demands, and incorporation of group accounts. Recent changes in staff mean that it may be more difficult to complete some tasks on time as training and guidance will be required for tasks only occurring at year -end potentially, putting strain on other stages of the closedown programme, <b>Consequence</b> leading to reputational loss and adverse publicity, uncertainty over the Council's financial position, resulting in increased stress and workload for the Accountancy Service and diversion from other accounting responsibilities such as budget monitoring.	I = 5 L = 4 20 (20)	A team review meeting of 2016-17 close down conducted and plan of action determined for the 2017-18 close down process.	I = 4 L = 3 12 (12)	Plan of actions and close down timetable, including information for auditors, prepared and team members informed of the tasks.	31 May 2018
				Accountancy meetings to monitor progress against closedown programme take place weekly.		Prompt replies to audit queries.	31 Jul 2018
				Additional resources added to the team as required: an interim Chief Accountant appointed to ensure efficient close down process.			
				Attendance at CIPFA/ external audit final accounts workshops.			
				Close liaison with the auditors to ensure all requests are fulfilled on time.			
				Meeting auditors' requirements with regard to the content and format of the final accounts working papers.			
				Separate auditors appointed for the Company on a time-bound contract.			

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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 13	<p>Recruitment &amp; Retention - Cllr Philippa Hart</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Susan Gardner Craig</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (September 2015)</p> <p>(Update Jan 2018) Reduced staffing capacity due to fluctuations in the job market and difficulties in recruitment and retention, especially in some professions,</p> <p><b>Consequence</b> 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"> <li>•Internal development opportunities</li> <li>•Funded professional development &amp; qualifications</li> <li>•Secondments, both internally and with partnering authorities</li> <li>•Shared services with partnering authorities</li> <li>•Market supplements on a fixed term basis</li> <li>•Use of temporary workers</li> <li>•Changes to recruitment approaches, new jobs page on website, use of different media</li> <li>•Keep under review marketplace pay levels using e-paycheck and other means</li> <li>•Increase in the number of apprenticeships across all service areas of the council.</li> <li>•Participation in national apprenticeship Trailblazer programmes</li> <li>•Developing a career progression scheme, particularly in Planning</li> <li>•Offering trainee LGV Driver places</li> </ul>	<p>I = 3 L = 3 9 (9)</p>	Ongoing: Additional actions being considered in some service areas.	30 Jun 2019
STR 26	<p>Contract failure - Cllr Neil Gough</p> <p><b>Head of Service:</b> Trevor Nicoll</p> <p><b>Risk Owner:</b> Rebecca Weymouth-Wood</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (September 2017) Supplier failure including contractual arrangements - Major contract concern is the MRF contract.</p> <p><b>Consequence</b> If the MRF contract fails it will impact income (if prices are renegotiated) or viability of disposal of recyclable materials (with knock-on impacts for collections and logistics and costs around that).</p>	<p>I = 4 L = 4 16 (16)</p>	<p>Management of the potential contract dispute is in progress and meeting happening with Amey at senior officer level. RECAP is due to send AMEY a letter to highlight contract issues RECAP wishes to raise with AMEY once this letter is approved by 3C Legal services.</p>	<p>I = 4 L = 3 12 (12)</p>		

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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 27	Mare Fen Bank Improvement Project - Cllr Neil Gough <b>Head of Service:</b> Mike Hill <b>Risk Owner:</b> Paul Quigley <b>Last Updated:</b> 08 Jun 2018	<b>Cause</b> (November 2017) Failure to find funding, gain regulatory approval or commission suitable contractor for Mare Fen Bank Improvement project <b>Consequence</b> leading to delay in progressing Northstowe phase 2 (planning condition requires completion prior to first occupation), leading to potential legal challenge by developer (HCA), and/or Internal Drainage Board, financial and reputational loss to the council	I = 4 L = 4 16 (16)	Discussions with Housing and Combined Authority colleagues to explore alternative sources of finance underway	I = 4 L = 3 12 (12)	Chase EA for update on sign-off of final design, which will enable project to proceed, subject to funding: public sector cooperation agreement (EA/SDCDC), commissioning works etc.	31 Jan 2018
				Liaison group formed between SCDC, Developer (HCA) and EA. Negotiated HCA providing project management and C&D skills to help design and deliver scheme, EA waiving permit fees and providing staff capacity and experience. HCA to source build material. HCA to use own site contractor to carry out works, compliant with SCDC procurement Regs.		Review cost estimates received from HCA 11/01/2018 and apply to Combined Authority for grant aid (to be taken to CA February Board for decision).	31 Jan 2018
				Regular updates to PFH, Director, Communications Manager		Draft and sign-off public sector cooperation agreement between SCDC and EA enabling SCDC to commission works on behalf of EA (dependant upon EA regulatory approval of proposed scheme)	31 Mar 2018
				Service risk EC7 elevated to Strategic Risk Register.		Estimated cost of works £340,000, based on initial EA design. Source of funding to be investigated and secured.	31 Mar 2018
						Options paper to EMT as part of process to obtain formal decision for SCDC to carry out works on behalf of EA	31 Mar 2018



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 3	Failure to meet Housing Need - Cllr Dr. Tumi Hawkins  <b>Head of Service:</b> Stephen Kelly <b>Risk Owner:</b> Stephen Kelly <b>Last Updated:</b> 08 Jun 2018	<b>Cause</b> (June 2007, was Lack of Land Supply) Delivery of housing falling below levels necessary to achieve: - the Local Plan target for housing 2011-2031 - a five-year supply of housing - City Deal 1,000 additional homes on rural exception sites. Economic uncertainty following Brexit and potential slow down in planning application submissions and house building by developers. Potential delays to delivery arising from delays to infrastructure programmes. Recruitment and retention of appropriate staff to provide maintain consistency and continuity overseeing major, long term and complex schemes.  <b>Consequence</b>	I = 4 L = 4 16 (16)	Housing Delivery Project to manage this situation with measures including: - Monthly monitoring of 5-year supply sites - Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR) - Tracking of outline planning permissions through to implementation - reduced time limits on outline permissions from 3 to 2 years - requiring delivery programmes from developers - Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff. - Neighbourhood Planning Toolkit to enable parishes to develop local housing and design policies reflecting local circumstances	I = 2 L = 4 8 (8)	Work with Housing to maximise self-build opportunities.	31 Mar 2018
				Effective programme management and regular liaison with developers.		31 Mar 2018	
				Consider alternative delivery mechanisms e.g LDOs to encourage timely delivery.		31 Mar 2018	
				Consider alternative delivery mechanisms e.g LDOs to encourage timely delivery.		01 Apr 2018	
				Review design guide SPD.		31 Mar 2019	
				Modification to the Local Plan to include method of 5 year supply calculation based on Liverpool method.			

# SCDC Strategic Risk Report



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



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

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

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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 9	<p>HRA Business Plan - Cllr Hazel Smith</p> <p><b>Head of Service:</b> Stephen Hills</p> <p><b>Risk Owner:</b> Julia Hovells (SCDC)</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (March 2012) The HRA Business Plan has its own associated risk register.</p> <p><b>Consequence</b> 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:                      •1% rent reduction for 4 years,                      •loss of relets to fund the extension of the RTB scheme to Registered Providers,                      •Sale of estimated 50% of voids to fund extension of RTB to RPs</p>	<p>I = 4 L = 3 12 (12)</p>	<ul style="list-style-type: none"> <li>•Cuts successfully identified to HRA during 2017 allowing a balanced budget to be set for 30 year business plan period from 2018/19.</li> <li>•Further detailed review of HRA business plan part of 2017 Service Plan.</li> <li>•Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing and respond to formal consultations.</li> <li>•November 2017 Budget announced return to CPI+1% rent rises after 2019</li> <li>•Potential to negotiate with Government for retention of high value sales receipts to fund a replacement programme.</li> <li>•Revised HRA Business Plan was approved in February 2017.</li> <li>•SoS Dec 17 announcement that sale of high value council houses to be postponed for at least 12 months from April 18.</li> <li>•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.</li> <li>•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.</li> </ul>	<p>I = 3 L = 3 9 (9)</p>	<p>Update 2017/18 HRA Business Plan as part of the 2018/19 budget setting process, taking account of any government announcements or legislative change.</p>	<p>28 Feb 2018</p>

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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 11	<p>Business Improvement &amp; Efficiency Programme - Cllr Philippa Hart</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Phil Bird</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> The Business Improvement Efficiency Programme (BIEP), and any subsequent Programmes have their own associated risk registers. The risks included are summarised as follows (only those scoring 12 and above are reflected in the summary):</p> <p>The Projects on the programmes are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> <li>•inadequate stakeholder engagement,</li> <li>•conflicting operational, programme and project priorities, or</li> <li>•long term unavailability of relevant and crucial staff,</li> </ul> <p><b>Consequence</b> leading to inadequate programme and project resources and support, resulting in a delay or failure to deliver the outputs, associated benefits, and required income and savings targets.</p>	<p>I = 4 L = 3 12 (12)</p>	<p>The following training programmes are in place to support business development:</p> <ul style="list-style-type: none"> <li>•Delivery of Commercial skills training</li> <li>•Leadership Training</li> <li>•Project Management/Project Sponsor Training</li> </ul> <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 Progress Reports to EMT from the Programme Manager. These show a RAG rating. Regular update meetings with Project Managers &amp; 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..</p>	<p>I = 4 L = 2 8 (8)</p>		

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 29	Transition to shared services - Cllr Bridget Smith <b>Head of Service:</b> Alex Colyer <b>Risk Owner:</b> Mike Hill <b>Last Updated:</b> 08 Jun 2018	<b>Cause</b> Reduced capacity in teams, both those subject to transition to shared services and those supporting the transition, arising from involvement in consultation activities, general/ operational preparation and resolving of unforeseen issues, <b>Consequence</b> leading to reduced engagement levels; resulting in reduced discretionary effort, increased stress levels among colleagues, disruption to, or lower quality of, services provided, either internally or to the public, failure to comply with statutory processes or meet statutory deadlines, damage to the Council's reputation, legal challenge.	I = 4 L = 3 12 (12)	Ongoing regular communication via the Shared Services newsletter to staff and stakeholders. Regular communications with individuals in 1-2-1 meetings etc. Close liaison with our partners to ensure all issues are addressed as effectively as possible. Regular monitoring and reports to the Shared Services Board Support for employees from HR policies in all councils. Support from the Shared Services Programme Hub. User of external consultants.	I = 2 L = 3 6 (6)	-Improve communication between programme office, shared service leads, affected teams and stakeholders -Improved communication of implementation plans -Recruitment of permanent shared services managers and other vacant posts	31 Mar 2019
STR 27	Demands on services from an ageing population - Cllr Neil Gough <b>Head of Service:</b> Mike Hill <b>Risk Owner:</b> Stephen Hills <b>Last Updated:</b> 08 Jun 2018	<b>Cause</b> (September 2011) Service planning fails to adjust to the districts demographic changes showing a significant growth in the proportion of over 65s, <b>Consequence</b> leading to inability to meet additional demands on health and social care services, including to the Council's sheltered housing and benefits services, resulting in an impact on the quality of life of many older people in the district, adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.	I = 3 L = 3 9 (9)	Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task & Finish Group. SCDC Housing leading on development of sub-regional Older People's Housing Strategy and refresh of County Older People Strategy. SCDC Housing staff contributing to Cambridgeshire Executive Partnership Board projects including Data Sharing, 7-Day Working, Person-Centre System, and Ageing Healthily & Prevention. Issue and impact discussed by Cabinet / EMT. Successful "Healthy New Towns" funding bid now being implemented to undertake research and project work into future housing needs in new communities, initial focus on Northstowe. NHS England now joined SCDC New Communities Project Board.	I = 3 L = 2 6 (6)	Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.	31 May 2018



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 7	Partnership with Cambridgeshire County Council - Cllr Aidan Van de Weyer <b>Head of Service:</b> Alex Colyer <b>Risk Owner:</b> Mike Hill <b>Last Updated:</b> 08 Jun 2018	<b>Cause</b> (September 2011) The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council, <b>Consequence</b> leading to the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, together with potential reputational impact, resulting in adverse effects on the district's residents and businesses.	I = 3 L = 3 9 (9)	Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated. Good relationships with County on: RECAP Waste Partnership (and with National Agencies), Children & Young People's Area Partnership, New Communities Project Board, Older People's Accommodation Strategy.	I = 3 L = 2 6 (6)	Timescale to progress: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.	31 Oct 2017

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 12	<p>Shared Services initiatives with other authorities - Cllr Bridget Smith</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Brian O'Sullivan</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (November 2014) Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> <li>•inadequate stakeholder engagement,</li> <li>•conflicting priorities,</li> <li>•unavailability of key staff, or</li> <li>•Councils not adapting how they work to new arrangements</li> </ul> <p>A further risk is that established partnership delivers worse than before in terms of:</p> <ul style="list-style-type: none"> <li>•outputs;</li> <li>•cost of service;</li> <li>•reputation (in particular among residents);</li> <li>•lack of agreed objectives.</li> </ul> <p><b>Consequence</b> 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.</p> <p>A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet. For SCDC, reports to Cabinet in October 2014 (re ICT, Legal and Waste) November 2014 (re Building Control) and July 2015 (re Building Control, ICT and Legal). Strong programme and project management provided by an overall programme 3C Management Board comprising Directors from each authority, supported by the 3C Programme Manager, individual project boards of lead officers and relevant support services officers from each authority. Prioritisation of projects within workloads. Dedicated external resources obtained for each project, funded from Transformation Challenge Award grant, and additional resources allocated to ensure improved co-ordination and delivery.</p> <p>A dedicated risk register is overseen and monitored by the 3C Management Board and progress will be reported through Corporate Plan monitoring.</p> <p>A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet.</p> <p>Revised recharging models in place from April 2017. This will be monitored through The 3C governance boards.</p>	I = 3 L = 2 6 (6)	<p>Timescale to progress: Work underway to align governance and financial management arrangements. Partnership agreement being reviewed and MOU for services in draft for completion by Summer 2018. Shared Services Management Board reviewing Partnership Agreement</p>	31 Aug 2018

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



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 1	<p>Consultation and Engagement - Cllr Philippa Hart</p> <p><b>Head of Service:</b> Caroline Ryba (SCDC)</p> <p><b>Risk Owner:</b> Richard May</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (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><b>Consequence</b> leading to decisions relating to service delivery being overturned and possible Commission for Human Rights and Equalities inspection, resulting in delays to the implementation of new service proposals causing detriment to customer service, preventing the timely delivery of policy and financial objectives, reduction in reserves available to support balanced MTFs, adverse publicity and effect on reputation.</p>	<p>I = 4 L = 2 8 (8)</p>	<p>The Policy Development Officer (PDO) role includes responsibilities for ensuring continuing compliance with our statutory Public Sector Equality Duty, delivery of the Equality Scheme 2015-2020 and a review of corporate consultation and engagement to ensure consistency and quality across all service areas.</p> <p>The Policy Development Officer left her post on 4 August 2017 and has not been filled, thus delaying the completion of specific projects. The Policy and Performance Manager has lead responsibility for equality and diversity until the vacancy is filled, although he has limited capacity given other priorities. He has submitted a briefing note identifying specific projects which will be delayed or paused as a consequence, including reviews of the Council's Community Engagement Strategy and Equality Scheme.</p> <p>CMT considered a report setting out Equalities Issues at its meeting in November 2017, following which a Leadership Development Action Learning Group has begun a project to review the Council's activities in this area and make recommendations for a new Equality Scheme.</p> <p>It is considered that the likelihood of this risk materialising has increased, though not sufficiently to constitute a 'strong possibility' (one in two) at Level 3.</p> <p>ALS made its recommendation to EMT on 13 March 2018; awaiting next steps to be agreed and communicated.</p>	<p>I = 3 L = 2 6 (6)</p>	<p>Report ALS recommendations to EMT.</p> <p>Due for completion in November 2017 the Policy Development Officer was leading a project to refresh the Council's Community Engagement Strategy and Toolkit to ensure the application of consistent best practice standards across the organisation. She has also prepared a briefing paper for management team discussion to inform a review of the Council's Equality Scheme and associated Equality Impact Assessment Process. We intend to adopt a new scheme in March 2018.</p> <p>Projects on hold following loss of Policy Development Officer in August 2017. Review of Community Engagement Toolkit identified as an action in the draft Corporate Plan 2018-19.</p>	<p>31 Jul 2018</p> <p>31 Mar 2019</p>

# SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 16	<p>Delivery of Devolution by Combined Authority - Cllr Bridget Smith</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Susan Gardner Craig</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (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><b>Consequence</b> 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"> <li>-Appointed Interim officers for the 3 key positions, adverts for permanent recruitment to go out during Autumn 2017;</li> <li>-Advert for Combined Authority Chief Executive published and new Chief Executive appointed and in post;</li> <li>-Agreed a draft staffing structure, reviewed by Scrutiny and confirmed;</li> <li>-A number of work streams are put together to work on objectives;</li> <li>-A Work Plan is set up which captures all the details.</li> </ul>	I = 3 L = 2 6 (6)		
STR 30	<p>Commercialisaion - Cllr Bridget Smith</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Alex Colyer</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> Moving towards commercialisation of the Council activities undertaken by the staff not used to having an entrepreneurial approach and without a background in commerce, Lack of business analysis skills and business finance knowledge</p> <p><b>Consequence</b> leading to</p> <ol style="list-style-type: none"> <li>1. Activities undertaken do not generate profits;</li> <li>2. Commercial services are not performed well;</li> <li>3. Reputational damage caused;</li> <li>4. Legal implications.</li> </ol>	I = 4 L = 2 8 (8)	<ol style="list-style-type: none"> <li>1. Consider formation of a corporate programme hub with key business analysis and commercial skills. Recruitment of team members with experience in commercial organisations;</li> <li>2. Scrutiny of new revenue-generating projects;</li> <li>3. Monitoring of revenue-generating activities.</li> <li>4. Identified in the OD strategy</li> </ol>	I = 3 L = 2 6 (6)		

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## Details of rollovers from 2017/18 into 2018/19

### General Fund Revenue Budgets

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

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## Details of rollovers from 2017/18 into 2018/19

### General Fund Revenue Budgets

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

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## Details of rollovers from 2017/18 into 2018/19

## Capital Budgets

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

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# Agenda Item 7



**REPORT TO:** Scrutiny and Overview Committee  
Cabinet

21 June 2018  
28 June 2018

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

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

### **Purpose**

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

### **Recommendations**

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

### **Reasons for Recommendations**

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

### **Executive Summary**

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

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

### **Background**

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

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

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

### **Considerations**

#### **Overall Approach**

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

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

### **Spatial Strategy for Minerals**

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

## Spatial Strategy for Waste

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

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

### **Waste Needs Assessment**

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

### **Site Assessment Methodology**

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

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

### **Next steps**

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

### **Options**

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

### **Implications**

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

There are no significant implications arising from this report.

### **Consultation responses**

33. None

### **Effect on Strategic Aims**

#### **Aim 1 – Living Well**

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

#### **Aim 2 – Homes for Our Future**

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

#### **Aim 3 – Connected Communities**

36. None relevant

#### **Aim 4 - An Innovative and Dynamic Organisation**

37. None relevant

## Background Papers

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

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

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

(b) Sustainability Appraisal Scoping Report (May 2018)

(c) Waste Needs Assessment (May 2018)

(d) Mineral Safeguarding Areas Methodology (May 2018)

(e) Site Assessment Methodology (May 2018)

(f) Flood Risk Assessment Methodology (May 2018)

All papers above are available from [www.cambridgeshire.gov.uk/mwlp](http://www.cambridgeshire.gov.uk/mwlp)

### Report Author:

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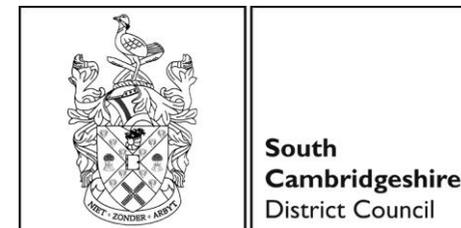
Appointment of Scrutiny Monitors 2018/19

Portfolio	Scrutiny Monitor
Leader	
Deputy Leader	
Housing	
Environmental Services and Licensing	
Planning	
Customer Services and Business Improvement	
Finance	

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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 8 June 2018



Notice is hereby given of:

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

A Key Decision is a decision, which is likely:

- (1) (a) to result in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards
- (2) On determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance).

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

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

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

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

**Cabinet**

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

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

**Key and non-key decisions expected to be made from 8 June 2018**

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
Shared Services Annual Report  Non-Key	Cabinet	28 June 2018		Customer Service and Business Improvement Portfolio Holder  Mike Hill, Health and Environmental Services Director	Report (publication expected 20 June 2018)
Crime and Reduction Partnership Local Policing Review  Non-Key	Cabinet	28 June 2018		Leader of Council  Mike Hill, Health and Environmental Services Director	Report (publication expected 20 June 2018)
Quarterly Position Report  Non-Key	Cabinet  Cabinet  Cabinet	28 June 2018  September 2018  November 2018		Customer Service and Business Improvement Portfolio Holder  Richard May, Policy and Performance Manager	Report (publication expected 20 June 2018)
Response to the Cambridgeshire County Council and Peterborough City	Cabinet	28 June 2018		Planning Portfolio Holder  Caroline Hunt, Planning	Report (publication expected 20 June 2018)

**Key and non-key decisions expected to be made from 8 June 2018**

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
Council consultation on new Minerals and Waste Local Plan  Non-Key				Policy Manager	
Update on the Statement of Community Involvement Planning Matters  Non-Key	Cabinet	26 July 2018		Planning Portfolio Holder  Caroline Hunt, Planning Policy Manager	Report (publication expected 18 July 2018)
Waterbeach New Town Supplementary Planning Document for Public Consultation  Non-Key	Cabinet	26 July 2018		Planning Portfolio Holder  Caroline Hunt, Planning Policy Manager	Report (publication expected 18 July 2018)
Response to the Uttlesford Local Plan pre-submission consultation  Non-Key	Cabinet	26 July 2018		Planning Portfolio Holder  Caroline Hunt, Planning Policy Manager	Report (publication expected 18 July 2018)

**Key and non-key decisions expected to be made from 8 June 2018**

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
Future Maintenance Mare Fen  Key	Cabinet	26 July 2018		Environmental Services and Licensing Portfolio Holder  Paul Quigley, Head of Environment Commissioning	Report (publication expected 18 July 2018)
Energy Company Obligation Flexible Eligibility (ECO Flex)  Non-Key	Cabinet	26 July 2018		Environmental Services and Licensing Portfolio Holder  Gemma Barron, Head of Sustainable Communities and Wellbeing	Report (publication expected 18 July 2018)
Compulsory Purchase Order of The Tree, Stapleford  Non-Key	Cabinet  Council	26 July 2018  27 September 2018	By virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Planning Portfolio Holder  Kathryn Hawkes, Partnerships Officer	Report (publication expected 18 July 2018)  Report (publication expected 19 September 2018)
Orchard Park Feasibility Study  Key	Cabinet	26 July 2018	By virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Finance and Staffing Portfolio Holder  David Ousby, Housing Development Officer	Report (publication expected 18 July 2018)

**Key and non-key decisions expected to be made from 8 June 2018**

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
				(Growth) Alex Colyer, Executive Director	
Cambourne High Street Key	Cabinet	September 2018		Finance Portfolio Holder Alex Colyer, Executive Director	Report (publication date tbc)
Great Abington former LSO Estate Neighbourhood Plan Non-Key	Cabinet Council	Anticipated in Summer 2018 Anticipated in Autumn 2018		Planning Portfolio Holder Jennifer Nuttycombe, Senior Planning Policy Officer	Report (publication date tbc)
Licensing Act Policy Non-Key	Council	29 November 2018		Environmental Services and Licensing Portfolio Holder	Report (publication expected 21 November 2018)
Gambling Act Policy Non-Key	Council	29 November 2018		Environmental Services and Licensing Portfolio Holder	Report (publication expected 21 November 2018)

**Key and non-key decisions expected to be made from 8 June 2018**

<b>Decision to be made</b>	<b>Decision Maker</b>	<b>Date of Meeting</b>	<b>Reason for Report to be considered in Private</b>	<b>Portfolio Holder and Contact Officer</b>	<b>Documents submitted to the decision maker</b>
				Mike Hill, Health and Environmental Services Director	

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