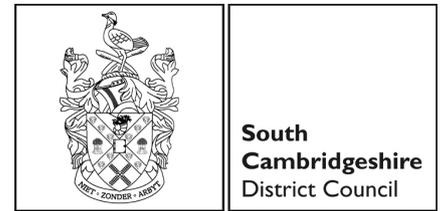


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12 February 2019

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,
Steve Hunt, Peter McDonald and Judith Rippeth

Quorum: 5

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

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which
will be held in the **SWANSLEY ROOM A AND B - GROUND FLOOR** on **WEDNESDAY, 20
FEBRUARY 2019** at **5.20 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.**

AGENDA

PAGES

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1. Apologies
To receive apologies for absence from committee members. | |
| 2. Declarations of Interest | |
| 3. Minutes of Previous Meeting
To authorise the Chairman to sign the Minutes of the meeting held on 22
January 2019 as a correct record. | 1 - 8 |

4. **Public Questions**
5. **Item requested by Councillor Peter Topping - Conservative Group Budget Proposal for 2019/20** **9 - 10**
To consider a budget proposal from the Conservative Group in accordance with Council Standing Order 14.6(i).
6. **Quarter 3 Position Statement: Performance and Finance** **11 - 36**
7. **Barriers to Procurement from SMEs Task and Finish Group** **37 - 42**
8. **Update from Scrutiny ICT Working Group** **43 - 46**
9. **Work Programme** **47 - 60**
For the committee to consider its work programme. This is attached with the Council's Notice of Key and Non Key Decisions. When considering items to add to its work programme, the committee is requested to use the attached Scrutiny Prioritisation Tool.
10. **Monitoring the Executive**
Scrutiny monitors are invited to report any updates on issues which may be of interest or relevance to the committee.
11. **To Note the Dates of Future Meetings**
To note that the next meeting will take place on Thursday 21st March 2019 at 6pm in the Swansley Room.

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.

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Tuesday, 22 January 2019 at 5.20 p.m.

PRESENT: Councillor Grenville Chamberlain – Chairman
Councillor Brian Milnes – Vice-Chairman

Councillors:	Anna Bradnam	Dr. Martin Cahn
	Gavin Clayton	Graham Cone
	Dr. Claire Daunton	Dr. Douglas de Lacey
	Bill Handley	Steve Hunt
	Peter McDonald	Judith Rippeth
	Sue Ellington	Geoff Harvey

Councillors Philippa Hart, Dr. Tumi Hawkins, Bridget Smith, Hazel Smith and John Williams were in attendance, by invitation.

Officers:	Victoria Wallace	Democratic Services Officer
	Beverly Agass	Chief Executive
	Susan Gardner Craig	Head of People and Organisational Development
	Bob Palmer	Interim Executive Director
	David Roberts	Principal Planning Policy Officer

1. APOLOGIES

Apologies for absence were received from Councillors Ruth Betson and Sarah Cheung Johnson. Councillor Sue Ellington was present as a substitute for Councillor Betson and Councillor Geoff Harvey was present as a substitute for Councillor Cheung Johnson.

2. DECLARATIONS OF INTEREST

In relation to agenda item 5, Waterbeach New Town Draft SPD, Councillors Judith Rippeth and Anna Bradnam pointed out that they were the local members for Waterbeach.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 18 December 2018 were agreed as a correct record, subject to the addition of Councillor Hazel Smith's attendance at the meeting.

4. PUBLIC QUESTIONS

No public questions had been received however two members of the public had requested to make statements under agenda item 5, Waterbeach New Town Draft SPD.

5. WATERBEACH NEW TOWN DRAFT SUPPLEMENTARY PLANNING DOCUMENT (SPD)

The Principal Planning Policy Officer presented the report which summarised and responded to the representations made on the draft Waterbeach Supplementary Planning Document (SPD) during the public consultation, which had taken place between 14 September 2018 and 26 October 2018. The committee was informed of the following:

- The consultation, which had received 361 representations, had resulted in a number of amendments to the SPD which would be recommended for adoption by Cabinet.
- The committee was informed that legal advice on ransom was still awaited and details of this would be included in the report to Cabinet.
- The main issues raised during the public consultation were outlined.
- Officers had met with the Environment Agency, Cambridgeshire County Council as the lead local flood authority, cycling and equestrian groups, which had led to a number of proposed changes to the SPD, where appropriate taking on board these groups' interests.
- The committee was informed that a whole new section had been included in the SPD regarding flood risk, which reflected the Environment Agency's concerns regarding residual flood risk. This risk had been known about since 2014.

Kate Grant, Chairman of Waterbeach Parish Council's Planning Committee, was invited to make her statement to the committee. She made the following points:

- The SPD was not consistent with policy SS/6 regarding its housing capacity of 11,000 homes.
- There had been a lack of clarity in the consultation process; there was a lack of access to view other documents and comments made by other parties making representations. The consultation website had proven very difficult to use in a proper investigative manner. Following the Waterbeach Neighbourhood Forum meeting, documents did become available online however this did not allow sufficient time to analyse the responses in advance of the deadline to make representation to the Scrutiny and Overview Committee. Waterbeach Parish Council considered this to be undemocratic.
- Waterbeach Parish Council considered that from its inception, the SPD had been rushed through the planning process in order to justify assumptions made with planning applications that had been submitted to the Council. The Parish Council believed that the submission of such planning applications was premature being before the adoption of the SPD, and that they had influenced the form and content of the SPD.
- Waterbeach Parish Council was disappointed to learn that matters such as waste water and other infrastructure would be addressed through planning applications.
- The analysis of representations was not comprehensive.
- Waterbeach Parish Council believed that the SPD had been rushed through a flawed and undemocratic process and was not compliant with the fundamental aims and parameters of SS6, the policy on which it was explicitly based.
- There should be a further independent review of the SPD and the representations.

Paul Bearpark, Chairman of the Waterbeach Cycling Campaign was invited to make a statement:

- Waterbeach Cycling Campaign had 120 signed up supporters in the village and worked closely with Camcycle which had 1300 members. The group formed to campaign for better cycling infrastructure in the Waterbeach area, which was currently very poor.
- In response to the SPD, the group created the 'People First Vision for the New Town' and was pleased to see that this had been considered in the proposed changes to the SPD. The principle of this vision was that it must be quicker to cycle from one place to another in Waterbeach than to travel by car. This principle had led to the achievement of very high levels of cycling in the Netherlands. The group's proposal to achieve this was to have a peripheral ring road with segmented development within it. It was important that vehicles could not drive through the middle of the development. This was based on Dutch urban planning principles.
- The cycling campaign was pleased that the SPD had been modified however the

- changes did not achieve what was needed to really encourage walking and cycling.
- The cycling campaign did not think the proposed changes were strong enough to prevent traffic movements through the middle of the town and on secondary roads. The roads would serve to encourage car use in the town and encourage rat running. Secondary roads should not enable cross town traffic or more direct routes than the primary road; it was requested that this be included in the SPD.
 - The cycling campaign did not want secondary roads to be used by cyclists. In the Dutch model for town design, there were no secondary roads. Residential areas connected via a direct route to the primary road. Footpaths and cycle paths were provided which connected residential blocks directly. The roads and paths were segregated by virtue of the fact that they did not go the same way.
 - The southern part of the proposed perimeter road should be further south; the further south it was, the fewer new town residents would have to cross it. The same was thought about the north east perimeter road.
 - The SPD needed to address restricting parking around schools. This should be addressed when the school was designed rather than after it was built.
 - The SPD lacked any targets for mode shift.

The Principal Planning Policy Officer responded to the points raised in these statements. Regarding Waterbeach Parish Council's representation:

- Policy SS/6 referred to approximately 8,000 to 9,000 homes and the SPD did not endorse any particular dwelling capacity.
- The consultation process had followed the Council's agreed 'Statement of Community Involvement' and included mailouts, a local exhibition and media releases. The requirements of Local Plan regulations had been followed which required main issues to be identified and how these had influenced the SPD. The Consultation Statement was quite detailed and extensive.
- The lack of access to the consultation website was acknowledged. As soon as officers had become aware of these issues, they were addressed. Paper copies of representations would have been provided on request.
- Local Plan regulations stated that representations had to be made within the consultation period.
- Waste and water recycling was not an issue for the SPD but separate planning processes. Delivery issues were generally addressed in much more detail in the Waterbeach SPD than would normally be done in a site specific SPD.

The Principal Planning Policy Officer responded to the statement made on behalf of the Waterbeach Cycling Campaign:

- Officers had met with the cycling campaign and the County Council's transport assessment team.
- It was difficult to have a perimeter road in the south due to the urban outline of the existing village meaning parts of the new town would lie outside it.
- The Dutch model had been looked at which involved dual carriageways around a new settlement with multiple roundabouts. The County Council's transport team had advised that many benefits could be realised by ensuring that the town centre did not have a major cross route. Historic England had expressed concerns about this in relation to the Denny Abbey heritage complex.
- The spatial framework diagram was not a masterplan.
- It was not intended that secondary routes would all have through traffic.
- The SPD did not set standards for parking at schools. Parking standards for schools were set out in the Local Plan and this could not be varied from. Development Management colleagues were keen to discourage parents from using cars to take children to and from school.
- The SPD could not contain the level of detail such as targets for mode shift; this was

properly addressed in the planning process rather than the SPD.

The Scrutiny and Overview Committee was made aware that the Environment Agency had raised concerns about waste water recycling. The Principal Planning Officer emphasised that this was a matter for the separate planning processes and not the SPD. These concerns would be brought to the attention of Cabinet.

The Leader of the Council commented that she was confident in the County Council's policy to not facilitate parking close to schools. She also pointed out that sustainable transport was a huge priority for South Cambridgeshire District Council, which wanted to promote recreational cycling in communities as well as commuting cycling.

The Scrutiny and Overview Committee discussed the report:

- The committee was informed that there was no single housing density in the Waterbeach new town. Generally the density was around 40 dwellings per hectare but within that there were pockets of higher and lower density.
- There was limited capacity on site for foul water drainage, as well as at Waterbeach Research Park. After a certain level of development, alternative foul water drainage would need to be sought off-site.
- Reference was made in the SPD to community and recreational facilities coming forward at 'appropriate stages'. Experience of this not happening with other developments, such as Cambourne, was cited. Members sought assurance that these facilities would be delivered. In response to this the Leader of the Council informed the committee that a considerable amount of work had been carried out on delivering community and recreational facilities in new developments and these facilities would be delivered at an appropriate stage for the community rather than at a stage that suited the developer. Cambourne was a thriving community however had experienced the negative impacts of community facilities being delivered slowly. The committee was informed that community facilities were already being delivered at Northstowe. Housing would not be built that was not supported at the right time by community infrastructure.
- It was emphasised to the committee that the SPD was a template and the detail would emerge during the planning process.
- The SPD was not creative enough regarding carbon neutral targets; Members wanted to see creative thinking around this within the legal constraints.
- The committee was informed that the SPD could not make policy; it could only supplement Local Plan policy. The Council had an ambition to become carbon neutral and this would be reflected in the next Local Plan, on which work had commenced. The Council was trying to encourage developers to be more ambitious regarding low carbon and a quality mark with developers may be looked at.
- Disappointment was expressed that the County Council had ignored the Dutch model of development as the Dutch had vast experience of this and achieving the mode shift to which the Council aspired. The Dutch had achieved segregated cycleways very successfully and it was felt that a lot could be learnt from them.
- It was suggested that putting an emphasis on prioritising cyclists over cars would be beneficial.
- Enabling the less able and elderly to get from A to B without requiring the use of a car, needed to be built into the planning process.
- Caution was advised regarding placing a road amongst houses. It needed to be ensured that this was not hard to cross and that it was not a shared surface. Traffic needed to be slowed sufficiently so that pedestrians and bicycles had priority.
- The following concerns of Waterbeach residents were raised:
 - The use of Cody Road to access the railway station; residents wanted to see a clear indication of how the construction phase would be managed.

- There was concern that for a long time, the first part of the development would be isolated from the existing Waterbeach village which could cause issues with community cohesion.
- The SPD needed to indicate where development would happen gradually from the existing village; clarification was sought of where the existing village ended and the new development began.
- Confirmation was sought that Denny Abbey's rural aspect would not be compromised and impacted by the 24/7 lighting from the park and ride site.

In response to the committee's queries and suggestions regarding mode shift, the committee was informed that this was properly addressed at the planning stage rather than in the SPD. It was also pointed out with regards to the Dutch model, that Holland had a very dense motorway network. The new town would have a number of local centres, which would be easier for the less able to access.

Subject to the integration of comments made, the Scrutiny and Overview Committee **RECOMMENDED** to Cabinet that it:

- a) Noted the main issues raised in the public consultation, agreed responses to the representations received and agreed the consequential proposed modifications to the SPD set out in the Consultation Statement;
- b) Adopted the amended Waterbeach New Town SPD; and
- c) Delegated to the Joint Director of Planning and Economic Development in liaison with the Deputy Leader, the authority to make any editing changes prior to publication including to the figures and spatial framework diagram to ensure consistency with the agreed text of the SPD.

6. GENERAL FUND AND HOUSING REVENUE ACCOUNT (HRA) BUDGETS 2019-2020

The Interim Executive Director (Corporate Services) and Lead Cabinet Member for Finance, presented the General Fund and Housing Revenue Account (HRA) Budgets 2019-20. The committee was informed that the £3 million savings target over the life of the Medium Term Financial Strategy was felt to be achievable and lower than most other councils.

The committee was informed that:

- Investment had previously been focussed on Ermine Street Housing. Going forward there was a need to diversify the investment portfolio.
- Member training on evaluating investment proposals, was being arranged with the East of England Local Government Association.
- It had been possible to finance additional Ermine Street Housing funding through existing cash reserves.
- The Council had not needed to borrow money to fund the ice rink.
- The committee was assured that the Council's borrowing was not excessive. Any borrowing was for investments and the ownership of assets.
- The audit of last year's accounts was in progress.

The committee discussed the report and made the following points:

- Disappointment was expressed that the pay policy increase would be a percentage increase. Rather than a percentage increase it was suggested that this should be a sum of money paid to all staff, as a percentage increase simply made high paid staff richer and gave those at the bottom of the pay structure a percentage of very little. The committee was informed that this would be taken on board for future negotiations with the unions.
- Concern was raised that staff were not necessarily trained to manage investment

accounts. Assurance was sought that the organisation had this expertise and sufficient staffing. The committee was informed that the council would be looking at setting up an investment board serviced by officers with relevant experience.

The committee moved to confidential session to discuss the Ermine Street Housing Business Plan, which contained commercially sensitive information. The committee was informed that as Ermine Street Housing was approaching its purchase target of 500 properties, a thorough review would be undertaken.

The Scrutiny and Overview Committee **ENDORSED** the recommendations to Cabinet, as detailed in the report.

7. BUSINESS PLAN 2019-2024 CONSULTATION OUTCOMES

The Leader of the Council presented the report which provided a summary of the responses to the Business Plan 2019-24 public consultation.

The consultation had received a higher rate of response compared to previous years. The main issues raised were:

- Transport; following the consultation feedback, this would feature far more in the business plan.
- Economic development; there were strong concerns regarding broadband and the impacts of growth.
- Housing was a concern. The priority was affordability. People wanted to see more council housing and local amenities built.
- There needed to be a stronger emphasis on local businesses.

The committee discussed the report:

- There needed to be more emphasis on community development and social interaction. It was pointed out that the lonely, elderly, disabled and mentally ill were very unlikely to complete a consultation questionnaire. The Leader of the Council provided assurance that social interaction and preventing loneliness was a priority for the Council and would be emphasised in the business plan.
- Customer service was a concern for residents who wanted to be able to speak to and email officers with queries. The customer portal would help with this and this would be promoted when it was launched.
- The importance of transport, housing and infrastructure was emphasised.
- The underutilisation of Cambourne business park was raised as a concern. The committee was informed that this and whether there was a role for the Council to intervene in this, was being looked into.
- The committee was informed that sustainable economic growth was built into the housing strategy and would be built into the Local Plan.
- Targets needed to be measurable. The Leader emphasised the importance of measuring progress rather than emphasising targets.

The committee was informed that the Council was limited in what it could do regarding public transport. South Cambridgeshire District Council did not have the power to set up a bus company, however it could and had supported community transport initiatives and had subsidised local bus services, such as the X3 service. The Council was looking at community transport in the north of the district. A steer from the Mayor was needed on his vision for the future transport network. A report on bus franchising would be considered by the Combined Authority's Board.

8. ICT ISSUES

The Scrutiny and Overview Committee Chairman provided an update on the work of the Scrutiny ICT Working Group:

- The group had met with the Interim Head of the ICT Shared Service, David Edwards. A new permanent director would be in post from March 2019.
- The Chairman had written to the Overview and Scrutiny Committee Chairmen at Huntingdonshire District and Cambridge City Councils to seek their views on the ICT Shared Service; a response was awaited.
- The working group considered that the testing that had been conducted was insufficient; there had been no overall system test from start-up and no denial of service testing.
- An external audit had been undertaken in October 2018 and a copy of this report had been requested.
- The lack of Member engagement on the Shared Service Board was a concern.
- The working group thought that Cabinet may want to consider commissioning an external audit of the management of the ICT Shared Service.
- The lack of a 3C ICT security policy was a particular concern.
- The work of this group was ongoing.

The working group had not reached a stage to make formal recommendations however the committee was informed of the following potential emerging recommendations:

- An external security contractor should be commissioned to assess the ICT service.
- There should be Member involvement on the Shared Service Management Board.

The committee made the following points:

- Concern was raised regarding the competence of suppliers and enforcement of Service Level Agreements.
- Members praised ICT staff for bringing the ICT system back online as quickly as they had in November 2018.

The Lead Cabinet Member for Customer Services and Business Improvement welcomed the suggestion that there should be Member involvement on the Shared Service Board.

9. WORK PROGRAMME

The work programme was noted.

10. MONITORING THE EXECUTIVE

There were no updates from Scrutiny monitors.

11. TO NOTE THE DATES OF FUTURE MEETINGS

The next meeting would take place on Wednesday 20th February 2019 at 5.20pm.

The Meeting ended at 8.47 p.m.

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Agenda Item 5

Conservative group budget proposal for 2019/20

One of the reasons why people choose to live and work in South Cambridgeshire is that it is still a largely rural area with over 100 villages, and over 90 per cent of the land is not built on.

The proposals for carbon-neutral building put forward by the administration to be achieved by 2050 are welcome and were supported by the Conservative group in council. This amendment to the 2019 budget seeks to address a more immediate environmental blight on our villages and communities – flytipping. The council will additionally invest to ensure that the condition and environmental wellbeing of our villages is enhanced by regular street-cleaning, and a programme of community environmental initiatives such as litter-picking, waterways improvements, planting and recycling.

Flytipping has risen markedly – 166 reported incidents in the first six months of 2018 compared with 116 in the same period 2017. Household waste, electrical goods and tyres are the main areas of increase. It is almost all on roads and footpaths and bridleways. The numbers of prosecutions is practically zero.

The district budgets have considerable amounts of money in the specific business rates earmarked reserve, derived from the retained business rates pilot that ran for three years under the Conservative administration.

Specifically

1. Fly-tipping

The council will respond to and clear away fly-tipping within two working days and increase its ability to investigate and crack-down on fly-tipping offenders. Once an area gets a reputation as a suitable spot for fly-tipping, it accumulates. Clearing away quickly stops that – but to be effective the council also needs resources to investigate and prosecute. The council will use drone technology to accurately identify reports and verify with complainants.

The cost for this would be £120k in revenue costs (vehicle plus two staff) and £100k capital for new vehicle.

An additional investigation officer at £30k with on costs.

Drone costs – £50k

The council would commit to a new protocol with Cambridgeshire Constabulary to share resources and information to secure prosecutions. The council will set a target to monitor effectiveness in this area.

2. Street cleaning

The council currently sweeps kerbsides twice a year dependent on resources. In future under this proposal the council will carry out street sweeping in the major villages every quarter and in all other villages three times a year.

An additional sweeper with driver would be needed – with the driver trained and qualified to additionally support environment waste collection services to ensure best use of resources.

The cost for this would be £90k revenue cost (vehicle plus driver) and £120k capital for new vehicle.

3. The community environment initiatives officer costs would be met by not recruiting an additional policy officer to support the environmental advisory committee but using that money for this post. The grants advisory committee budget would be weighted so that bids for environmental improvement carried a greater chance of success.

Peter Topping

Councillor for Whittlesford ward

Agenda Item 6



South
Cambridgeshire
District Council

Report To: Scrutiny and Overview Committee
Lead Officer: Head of Finance

20th February 2019

2018-19 Q3 POSITION STATEMENT: PERFORMANCE AND FINANCE

Purpose

1. To provide Scrutiny and Overview Committee with a statement on the Council's Q3 position with regard to its General Fund, Housing Revenue Account (HRA) and Capital budgets and performance indicators (by exception), for consideration, comment and onward submission to Cabinet. The report also provides an update in respect of the Council's in-flight projects. Integrated reporting in this way gives Officers and Members the opportunity to examine any areas of concern and decide on the appropriate action.
2. The Strategic Risk Register is currently under management review. It will be reported to Cabinet in the near future, incorporating the priorities of the new Administration.

Recommendations

3. Scrutiny and Overview Committee is invited to review the provisional forecast outturn position together with the performance indicator results and comments, and in-flight project updates in this report and appendices attached, recommending, where appropriate, any actions, including redeployment of resources, required to address issues identified for consideration by Cabinet.

Reasons for Recommendations

4. These recommendations are required to enable Members 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.

Background

5. This is the third quarterly position statement for 2018/19, providing updates in respect of:
 - Quarter 3 Key Performance Indicators exceptions (**Appendix A**), as identified by CMT (23rd January 2019) and reviewed by EMT (30th January 2019);
 - In-flight projects at 31st December 2018 (**Appendix B**).
 - The Financial Position at 30th November 2018, showing variance between original budgets and actuals for the period (**Appendix C**).

Key Performance Indicators (KPIs)

6. Cabinet has agreed a suite of 31 Key Performance Indicators (KPIs) to provide a strategic overview of organisational health. Performance against Key Performance Indicators, plus accompanying narrative, was reported in full to CMT on 23rd January 2019.

7. Within their review of full KPI results, CMT identified exceptions for onward submission to EMT, Scrutiny and Overview Committee and Cabinet (included at **Appendix A**). These exceptions are made up of all Red and Amber results (as defined in paragraph 8), plus Green results where CMT have identified that exceptional performance or circumstances have taken place.
8. The data in **Appendix A** 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.

In-Flight Project Tracker

9. A report was previously presented on a monthly basis to provide EMT with information relating to the Council's in-flight Business Improvements and Efficiency (BIEP) projects. This report lapsed following the completion of that programme and in October EMT requested that an equivalent report is produced to provide an overview of project performance to enable effective scrutiny and management of projects.
10. The in-flight project tracker at **Appendix B** was developed and presented to EMT on 21st November 2018 and it was agreed that this would be included as part of the regular performance report.
11. Please note that this is the first version of the in-flight project tracker to be presented to Scrutiny and Overview, and as such it is recognised that the content may not be exhaustive at this stage. The Policy and Performance Team is in the process of collating all on-going projects for inclusion in future versions. Once the Business Plan is agreed, this will also lead to the inclusion of further projects to enable the delivery of the Business Plan.

Finance

12. This position statement is reporting on the variance between the 2018/19 working budgets and the projected Outturn for the Q3 of the year.
13. The table below (see following page) shows the adjusted provisional forecast outturn figures for the year 2018-19:

	Q3 Provisional Forecast variance	
	Compared to Working Budget	
	£'000	%
General Fund	(1,590)	(6)
Housing Revenue Expenditure	(200)	(1)
Housing Revenue Income	(250)	(1)
HRA Capital	(5,260)	(23)
GF Capital	(1,129)	(27)

14. Position report for Q3 is set out at **Appendix C** attached. Variance explanations are provided in **Appendices C1-C3**.
15. In a change of format from prior years, this year the report is set out by Directorate, rather than by Portfolio.
16. The Q3 actual position for the General Fund shows an underspend of £1.5m, due mainly to the staff savings, unspent £500k on energy grants within Corporate Services, service costs savings and higher than expected fee income in Planning. In Actuals to date, Shared Services are shown as a total cost of the service.
17. General Fund Capital is showing an underspend for the year to date mainly due to the slower than expected Repurchase of GF Sheltered Properties, which are not easy to predict, and underspend in ICT Development. The Outturn projection is £1,1m underspend, most of which will be subject to Rollover requests due to the delays in the project implementation.
18. HRA underspend for the year to date is partly driven by timing variances and is expected to reduce for the Outturn.
19. HRA Capital budget is based on the original budget for the year, however, the New Build capital investment plan has been re-phased in the HRA MTFs with £4.8m removed from current year & re-allocated over the following four years

Income

20. With declining resources from Government funding, ensuring that income targets are met becomes vital. Itemised on the following page is the current position on significant income lines.

Please note that Council's income/savings/receipts are shown in brackets, therefore variances in brackets are positive / favourable and without brackets are negative / adverse, i.e. indicate shortfall of revenue for year to date.

Please note that these are actuals for the year to date, projections to year end for the relevant services are presented in Appendix C1.

Key lines of income generating activities across the Council	Budget	Budget	Actuals	Variance
	for full	to date	for year	for year
(positive)/negative	year		to date	to date
	£	£	£	£
Waste and Recycling*	(£5,284,600)	(£4,575,280)	(£4,726,655)	(£151,375)
Land Charges	(£254,360)	(£169,576)	(£220,718)	(£51,142)
Other Environmental Health charging services	(£96,150)	(£48,910)	(£61,078)	(£12,168)
Taxi Licensing Fees and Charges	(£185,090)	(£123,410)	(£147,146)	(£23,736)
Licences under Acts - Fees and Charges	(£117,990)	(£78,810)	(£74,937)	£3,873
Private sector leasing scheme	(£58,010)	(£2,400)	(£1,473)	£927
Travellers Sites Rents	(£112,560)	(£74,960)	(£78,342)	(£3,382)
Development Control Fees*and **	(£3,052,900)	(£2,035,280)	(£1,347,262)	£688,018
Development Control Pre-App Fees*	(£150,000)	(£99,993)	(£88,393)	£11,600
Consultancy Service Recoverable Charge	(£18,290)	(£12,188)	(£22,335)	(£10,147)
Strategic Sites Charges for Services*	(£431,240)	(£287,496)	(£211,592)	£75,904
Strategic Sites Recoverable Charges*	(£100,850)	(£67,232)	(£87,721)	(£20,489)
Strategic Sites Pre-App Fees*	(£75,000)	(£50,000)	(£129,998)	(£79,998)
Total	(£9,937,040)	(£7,625,535)	(7,197,650)	427,885

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

**An invoice for £612k for income received by Cambridge City Council on behalf of the Greater Cambridge Shared Planning Service has been raised and will bring Development Control Fees in line with budget.

Consultation responses

Council Performance Indicator and in-flight project updates are prepared in liaison with lead officers in each directorate.

Effect on Strategic Aims

21. Timely and robust consideration of the Council's budgets and corporate plan is vital to ensure corporate priorities are met.

Background Papers: None

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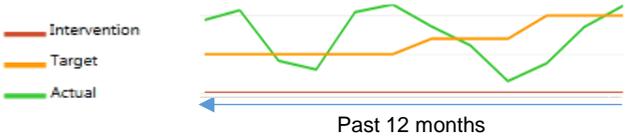
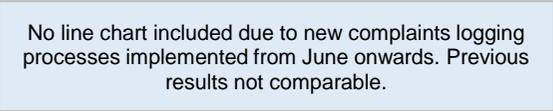
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Appendix A - Key Performance Information

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments	
Housing Management					
AH211 Average days to re-let all housing stock					
Anita Goddard					
	Oct	16	17	25	AH211 has been identified as an exception due to the significant improvement in performance during the past 3 months. This was due to a detailed piece of work identifying blockages and delays in the process.
	Nov	12	17	25	
	Dec	11	17	25	
	Housing Advice				
AH203 Number of households in temporary accommodation					
Susan Carter/Heather Wood					
	Sep	60	70	70	Quarter 2 and 3 figures are not currently available for AH203 and AH208 due to a new national reporting process which sees raw data submitted to government and the result returned to us at a later date. Results for Q1 have now been published and Q2 will be available imminently. Results for Q1 are as follows: 48 households were in temporary accommodation at end of June. This is better than target.
	Dec	60	70	70	
AH208 Number of households helped to prevent homelessness					
Susan Carter/Heather Wood					
	Sep	56	51	51	43 households were helped to prevent homelessness. This will continue to be monitored on an on-going basis in light of new requirements under new legislation. Measure AH212 (£s spent on Bed and Breakfast accommodation) is a related measure and remains comfortably within target (a decrease in successful homeless prevention and/or increase in temporary accommodation demand would be reflected in a higher use of B&B).
	Dec	56	51	51	

Report continues on the following page.

Appendix A - Key Performance Information

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
Contact Centre				
CC303 % of calls to the Contact Centre that are handled (answered)				
Dawn Graham				
	Oct	83.83	90	80
	Nov	88.53	90	80
	Dec	91.28	90	80
				CC303 and CC307 performance has improved due to a combination of reduced call volumes and interim arrangements now in place whilst recruitment of permanent staff continues.
CC307 Average call answer time (seconds)				
Dawn Graham				
	Oct	181.13	100	180
	Nov	117.18	100	180
	Dec	89.26	100	180
Corporate Services				
CC305 % of formal complaint responses sent within timescale (all SCDC)				
EMT				
	Sep	51.85	80	70
	Dec	70.03	80	70
				A piece of work was commenced towards the end of Q2 to align complaints processes, ensure consistency of data and gain learning from complaints. This has resulted in the submission of detailed quarterly complaints reports to CMT and EMT to allow the identification of trends and actions that need to be taken as a result of learning. The Council is also delivering a series of customer care and complaints handling workshops for staff to improve confidence levels. Complaints leads have been identified for each of the Directorates, with regular meetings taking place to discuss the improvement of complaints logging and handling processes.
Finance				
FS109 % invoices paid in 30 days				
Caroline Ryba				
	Oct	94.17	98.5	96.5
	Nov	90.35	98.5	96.5
	Dec	93.78	98.5	96.5
				This indicator shows an improvement in December over November, as colleagues become more familiar with the new Financial Management System. December performance represents 558 invoices paid within 30 days of invoice date and 37 outside of this timescale. An analysis of the data shows that the majority of the time taken is before the invoice is recorded in Finance. Further analysis of the invoices will be undertaken for the next report to identify the services to which the invoices relates, to allow for action to be taken to improve this indicator.
HR				
FS116 Staff sickness days per FTE (non-cumulative)				
Susan Gardner Craig				
	Sep	2.26	1.75	2.5
	Dec	2.64	1.75	2.5
				Although Q3 saw an increase, this was expected due to seasonal illness, and remained lower than Q3 of 17/18 (2.86 sickness days per FTE). During Q3, just over half of sickness days taken were attributed to 18 employees on long-term sickness leave. Efforts are on-going to provide support in relation to specific sickness types, including measures to support mental health in the workplace (e.g. a free and confidential counselling service and the provision of Mental Health First Aider training), as well as working with our Health and Safety Lead to raise awareness of and address back and neck issues, which particularly impact on the Shared Waste Service.
				A full monitoring report is provided quarterly to CMT and Employment and Staffing Committee as part of ongoing sickness reporting.

Appendix A - Key Performance Information

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	
Environ. Health & Licensing				
ES406 % major non-compliances resolved				
Rob Lewis				
<p>Past 12 months</p>	Sep	92.0	90	80
	Dec	68.4	90	80
<p>68.4% (13 of 19) of major non-compliances were resolved during quarter 3. Of the six outstanding cases, two are food notices where there is a period of time allowed to comply. Three are fraud cases where legal sanctions are currently being considered, and one is for a dog related offence, again with a decision on further action currently under consideration.</p>				
ES401 % business satisfaction with regulation service				
Rob Lewis				
<p>Past 12 months</p>	Sep	84.4	90	80
	Dec	81.0	90	80
<p>81% (30 of 37) of respondents indicated they were either satisfied or very satisfied with regulation service.</p> <p>Quarter 3 responses to the business satisfaction questionnaire have been analysed by the KPI owner. One case concerned hazardous waste registration, dealt with by the Environment Agency. In this instance the caller was not redirected at the first point of contact. Modifications have now been made to Contact Centre scripts to ensure that similar future cases are immediately re-directed.</p> <p>A second respondent was dissatisfied that it took 5 days for an Environmental Health Officer to respond, although this is within our 10 day response target.</p> <p>A third respondent indicated that they were neither satisfied nor dissatisfied throughout, but gave no further comments for review.</p> <p>Our questionnaires are sent to a sample of businesses whom are either being given guidance or potentially being enforced against.</p>				

Report continues on the following page.

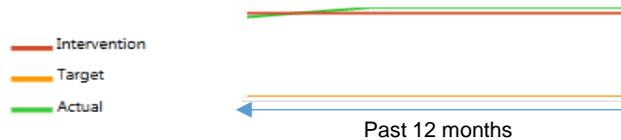
Appendix A - Key Performance Information

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

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

Eileen Paterson



Sep	10.34	5	10
Dec	10.34	5	10

Although Red, this is due to a high number of appeals allowed during the early part of the current designation period (Mar 2016 - Dec 2018). During the past 12 months, only two major appeals have been allowed. Q4's result will be the first of a new designation period (Mar 2017 - Dec 2019). Going forward we are expecting fewer appeals due to the adoption of the South Cambridgeshire District Plan 2018 which included a 5 year housing land supply.

Appendix B - In-Flight Project Tracker: Growing Local Businesses and Economies

R	Not on track or within agreed tolerance
A	Not on track but within agreed tolerance
G	On track
	No highlight report received

Project Name	Programme	Project Manager (and Sponsor)	Project Status	Project Partners	Project Start	Target End	Expected End	Overall RAG	Oct-18	Nov-18	Dec-18	Comments
Building 4010	Economic Development	David Ousby (Bob Palmer)	Initiation	U+I (business park owners), Combined Authority business board	Oct-18		Mar-21	G	G	G	G	A detailed full application has been submitted for the Business Board Growth Bid by U+I (Business Park owners) and this was presented to EMT on 17th Dec, for budget approval for due diligence work to take place. EMT agreed to invest up to £50K in feasibility work in order to develop a Business Case for Cabinet. Awaiting decision from CPCA Business Board.
Northstowe Enterprise Zone – Crate UK (business park operator) investment proposal.	Economic Development	David Ousby (Bob Palmer)	Emerging	Crate UK, Gallaghers (land owner), Combined Authority business board.								No RAG rating due to pre-EMT initiation stage of the project. This project is about enabling a stalled Enterprise Zone project by identifying and implementing solutions to multiple barriers.
Land to rear of SCDC offices	Economic Development	David Ousby (Bob Palmer)	Emerging	McA								This project is at the initiation stage to identify whether there is an opportunity for this land to be brought forward for B2 uses. The Project Manager has made enquiries with the land owners (McA) to ascertain whether they are interested.
Cambridge Business Park land to south of estate road in Enterprise Zone	Economic Development	David Ousby (Bob Palmer)	Emerging	All business park owners, Combined Authority business board								This project is at the initiation stage to identify potential investment opportunities that would also enable this stalled Enterprise Zone site. Initial meeting with applicant scheduled for 22 Jan 2019

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Appendix B - In-Flight Project Tracker: Housing that is Affordable for All to Live in

R	Not on track or within agreed tolerance
A	Not on track but within agreed tolerance
G	On track
	No highlight report received

Project Name	Programme	Project Manager (and Sponsor)	Project Status	Project Partners	Project Start	Target End	Expected End	Overall RAG	Oct-18	Nov-18	Dec-18	Comments
Northstowe (Phase 1) Sports Pavilion	Housing that is affordable	Kirstin Donaldson (Mike Hill)	Delivery		Apr-18	Aug-21	Aug-21	G	G	G	G	November - Tender marked. Preferred bidder informed of success. Contacts pending. December - Contracts signed.
Northstowe (Phase 1) Community Centre	Housing that is affordable	Kirstin Donaldson (Mike Hill)	Pending		Mar-19	Oct-22	Oct-22					Paper expected at EMT in Mar 2019.
Northstowe (Phase 2) Civic Hub	Housing that is affordable	TBC	Pending	Homes England			Jun-22					Homes England have now nominated SCDC to deliver the Civic Hub.
Programme of Council Housing build	Housing that is affordable	Gill Anderton	Emerging									Exploiting the removal of the borrowing cap
Investment partnership with developers	Housing that is affordable	David Ousby (Bob Palmer)	Emerging									This project is to explore opportunities to enter into investment partnerships with developers in order to bring forward developments that include affordable housing provision. A paper was submitted for consideration by EMT on 17th Dec. This requested a budget in order to carry out due diligence work, including drawing up of an Invitation to Tender to allow framework to be set up and mini-competition to take place. EMT agreed to commission the legal work required to develop invitation to tender and subsequent framework contract in order to prevent future legal challenges on the procurement of investment partnerships
Enabling work to upgrade of Cambourne Business Park Estate Road (Link to Cambourne West)	Housing that is affordable	David Ousby (Bob Palmer)	Emerging	U+I, McA (land owners)								This relates to enabling work to ensure link road is built as a condition of bringing land formerly zoned for employment as mixed use commercial / residential. This would open business park up to more footfall. Linked to business park Deed of Release to allow residential development on
Local Plan	Housing that is affordable	Caroline Hunt										To seek commentary for next report if this is an agreed project.

Appendix B - In-Flight Project Tracker: Being Green to our Core

R	Not on track or within agreed tolerance
A	Not on track but within agreed tolerance
G	On track
	No highlight report received

Project Name	Programme	Project Manager (and Sponsor)	Project Status	Project Partners	Project Start	Target End	Expected End	Overall RAG	Oct-18	Nov-18	Dec-18	Comments
Waterbeach Depot Solar PVs	Climate and Environment	Kevin Ledger (Bob Palmer)	Initiation	Bouygues Energies and Services	Oct-18		Mar-18	G	G	G	G	High Level Assessment outlining options for installation of solar PVs at Waterbeach Depot was by Bouygues and presented to Informal Cabinet. Approval was provided for progression to the Investment Grade Proposal (IGP) stage and the IGP has now also been delivered. Viability of installation is dependent on grid connection.
Investing in Green Energy at South Cambs Hall site	Climate and Environment	Kevin Ledger (Bob Palmer)	Initiation	Bouygues Energies and Services	Oct-18			G	G	G	G	The High Level Assessment commenced on 9th November and this will identify and assess options which will potentially lead to implementation of a number of green energy measures.
Footway lighting upgrade to LED	Climate and Environment	Helen Taylor (No Sponsor)	Initiation				Dec-19 (phase 1)	G			G	A pilot scheme successfully upgraded SCDC owned footway lighting in Ickleton & Hardwick to LED. A company is currently undertaking structural testing & identifying requirements for each light. Will be completed by end Jan 2019. The next steps will be to develop a specification and tender for the upgrade throughout the district. The expected end date of December 2019 is for the completion of priority installations.
Added value from SCDC footway lighting stock	Climate and Environment	Kevin Ledger (Bob Palmer)	Emerging	Bouygues Energies and Services								<p>This project is about using the Re:fit framework and expertise available through Bouygues in order to explore the potential for adding value to our stock of approximately 1800 lights. E.g. EV charging points, air quality monitors etc.</p> <p>A briefing to guide the scope of the High Level Assessment that will be produced to assess these options will be provided to Bouygues in the new year.</p>

Appendix B - In-Flight Project Tracker: A Modern and Caring Council

R	Not on track or within agreed tolerance
A	Not on track but within agreed tolerance
G	On track
	No highlight report received

Project Name	Programme	Project Manager (and Sponsor)	Project Status	Project Partners	Project Start	Target End	Expected End	Overall RAG	Oct-18	Nov-18	Dec-18	Comments	
Page 24	OneVu Customer Portal	A 21st Century Council	Sonia Constant (Susan Gardner Craig)	Delivery	3C ICT	Oct-18	Oct-20	Oct-20	A	R	A	A	<p>SCDC Phase 1 project timeline: The timeline accounts for the PM working three days a week on the project, which will be reviewed in the New Year. There are outstanding tasks within the timeline due to unforeseen issues arising with the portal work and lack of resource to resolve them. Despite help from Huntingdonshire Council and Cambridge City Council, the project is still behind schedule. At the end of December 2018, the PM owed the project 18 hours due to work/issues presenting themselves in the Communications team. These resource issues are to be discussed in the New Year.</p> <p>3C Build priority: In terms of the 0-3 month 3C ICT build priority all tasks have been completed, which included migrating our existing eForms into the portal and creating a Capita payment form. ICT successfully created the new missed bin eForm which is proving a much better process than before, removing any re-keying of data for the refuse team.</p>
	Shared Planning Service	A 21st Century Council	Liz Jackson (Stephen Kelly)	Delivery	City	Jul-18	Jul-20	Jul-20	G	G	A	G	<ul style="list-style-type: none"> - Phase 2 engagement launched as scheduled 8th Jan 2019. - Formal consultation planned for February (launch date TBC). - Staff engagement workshops begin 8th January for 2 weeks. Outcome document to be delivered w/c 28th Jan. - Agreement in principle to memorandum of understanding and accompanying financial schedule. - Email sign off agreed and to be rolled out w/c 14th January – this begins the branding rollout. - Further programme support planned for Feb/Mar to assist in culture change and branding. - IT programme on track to be delivered Summer 2019.

Appendix B - In-Flight Project Tracker: A Modern and Caring Council

Project Name	Programme	Project Manager (and Sponsor)	Project Status	Project Partners	Project Start	Target End	Expected End	Overall RAG	Oct-18	Nov-18	Dec-18	Comments	
Page 25	Council Anywhere	A 21st Century Council	Andrew Francis (Susan Gardner Craig)	Delivery	3C ICT	Sep-18	May-19	Jul-19	R	R	R	R	<p>The project continues to be delayed – specifically with the implementation of Global Protect by Virgin Media and 3C. This delay has been compounded by a number of serious priority one ICT incidents which have consumed a lot of 3C resource. The technical issues continue to be pursued by 3C (ICT Head of Service is going to meet with Virgin Media to discuss the ongoing delays).</p> <p>At the last CA Board meeting, 3C declared their intention to revise the way in which the project will be delivered. It is now intended that rollout of Office 365 on the new CA tenancy will take place over the coming months, with no devices now scheduled for rollout until April at the earliest. This is particularly of concern for SCDC who, unlike the other councils, are already operating Office 365 and using much of its functionality. The SCDC PM explained at the board meeting that removal of existing functionality would need to be handled very carefully so as not to be seen as a backwards step. It was made clear that a carefully handled approach to training and rollout would need to be adopted at SCDC, and to this end a meeting is scheduled with the 3C and SCDC PMs to discuss the way forward.</p> <p>3C ICT warrant that this makes the 3C project “green”, however the PM continues to report it as "red" because 3C ICT have yet to solve the technical obstacles that required the restructure – until they do, the project is still at risk of further delay.</p> <p>From an SCDC perspective, the project continues to rely heavily on 3C and the delay to hardware delivery is unlikely to go down well across teams (in particular in shared planning and waste where the delays are keenly felt). Other facets of the project (which focus on organisational changes) continue to move forward.</p>
	New Housing System	A 21st Century Council	Caroline Huggon (Anita Goddard)	Delivery	3C ICT				G	G	G	G	The tender process has been completed and the contract has been awarded to Orchard. The implementation (phase 2) of the project commenced 11 Dec with a Kick Off Meeting with 3C ICT, SCDC & The City.
	Environmental Health System	A 21st Century Council	Paul Ashbridge	Delivery	3C ICT	Oct-18	TBC	TBC	G	G	G	G	<p>Key activities completed last reporting period:</p> <ul style="list-style-type: none"> - Project Teams to continue to document tasks/processes. - POC Received from YOTTA (16th Oct) - Options Paper Completed YOTTA v Env Health Market Leader - GAP Analysis of Current Systems - Business Cases for CCC - Briefing Note for CCC - BAU Process Mapping – ongoing
	Development of an investment strategy	A 21st Century Council	David Ousby (Bob Palmer)	Delivery		Dec-18	Feb-19	Feb-19	G			G	Draft investment strategy and commercialisation strategy approved by EMT on 2nd January.

Appendix B - In-Flight Project Tracker: A Modern and Caring Council

Project Name	Programme	Project Manager (and Sponsor)	Project Status	Project Partners	Project Start	Target End	Expected End	Overall RAG	Oct-18	Nov-18	Dec-18	Comments
New Shared Planning Service System	A 21st Century Council	Nick Burton	Delivery	3C ICT/City	Oct-18			G			A	<p>Delays to part of the project caused by lack of Idox resources - lead times for booking some of their specialist data engineers is currently six months. Idox have confirmed key delivery dates. There is still a decent amount of time between receiving the test system (12/04/2019) and going live which will not impact the overall go-live dates.</p> <p>We are likely to have a test data migration later than anticipated, meaning we will have less time for testing than originally planned.</p>
Yotta Waste System	A 21st Century Council	Tony Allen	Delivery	3C ICT/City							A	<p>• Signoff of City Council and Huntingdonshire Council processes for mapping into Yotta</p> <ul style="list-style-type: none"> • Completion of Data collection & supply to Yotta • Delivery of test system • Process Workshop – inputting of processes into test system • Initial test cycle completed • Digital Team will start to look at IEG4/Alloy Integration
Facilities improvement projects	A 21st Century Council	John Potts (Phil Bird)	Pending									Improvements include: carpets, external storage unit, reception re-modelling, Council chamber AV equipment, Washrooms.
New HR System	A 21st Century Council		Emerging									HR systems at SCDC, City and Hunts are approaching end of contract. Each Council needs to investigate the procurement of a new solution, and there is therefore the potential to buy once, use three times. A confidential B business Case has been shared with Heads of HR
Information Sharing post	A 21st Century Council		Emerging									Further information required regarding this project.

Budget 2018/19 Q3 - Provisional Forecast Variance

Directorate	Full year Budget	Budget to date	Total expenditure	Variance to date	Variance to date	Projected (under)/Over Spending
	£'000	£'000	£'000	£'000	%	£'000
General Fund						
Corporate Services	6,399	21,283	20,878	(404)	-2%	(799)
Health and Environmental Services	6,639	2,965	2,711	(254)	-9%	(43)
Housing General Fund	1,359	903	714	(189)	-21%	(82)
Planning	4,727	2,715	1,996	(719)	-26%	(2,090)
Net Service Costs	19,124	27,866	26,299	(1,567)	-6%	(3,013)
Overhead Costs						
	6,522	1,065	1,050	(15)	-1%	360
Unallocated savings and precautionary	240	83		83		240
Benefit derived from Negative RSG not charged Cambridge CC share of the Shared Services' outturn variances						(191) 1,014
General Fund total	25,886	29,015	27,349	(1,499)	-5.2%	(1,590)
HRA						
Housing Repairs - Revenue	4,134	2,950	2,494	(456)	-15%	0
Sheltered Housing	237	185	137	(49)	-26%	(30)
Administration	3,399	2,617	2,318	(299)	-11%	(185)
Other Alarm Systems	0	(37)	(37)	(1)	2%	0
Flats - Communal Areas	84	78	60	(18)	-23%	0
Outdoor Maintenance	116	194	210	16	8%	0
Sewage	9	9	34	25	259%	25
Tenant Participation	252	190	130	(60)	-32%	(10)
Reprovision & New Homes Programme	195	147	151	5	3%	0
Other	122	8	3	(4)	-55%	0
Transfer to Reserves & Capital Charges and interest on loan	21,082	3,537	3,537	0	0%	0
Total HRA expenditure	29,630	9,879	9,038	(842)	-9%	(200)
Income	(28,638)	(21,029)	(21,275)	(246)	1%	(250)
Total HRA	991	(11,150)	(12,237)	(1,088)	10%	(450)
Net HRA Outturn forecast for the year						(450)

Budget 2018/19 Q3 - Provisional Forecast Variance

Directorate	Full year Budget	Budget to date	Total expenditure	Variance to date	Variance to date	Projected (under)/Over Spending
	£'000	£'000	£'000	£'000	%	£'000
GF Capital						
Cambourne Offices	341	218	11	(207)	-95%	130
ICT Development	1,141	616	323	(294)	-48%	(707)
ICT Development prior year special rollover	(666)					(354)
Waste Collection & Street Cleansing	718	549	912	363	66%	195
Awarded Watercourses and Footway Lighting	15	15	0	(15)	-100%	(7)
Repurchase of GF Sheltered Properties	1,110	825	329	(496)	-60%	0
Environmental Protection	16	16	0	(16)	-100%	(16)
Improvement Grants	770	484	297	(188)	-39%	(170)
Grants-Provision of Social Hsg	716	0	50	50	100%	(214)
Refurbishment of GF Equity Share Properties	0	0	7	7	100%	0
Website Development	0	0	8	8	100%	15
Total GF Capital	4,161	2,723	1,935	(788)	-29%	(1,129)
HRA Capital						
Land	600	450	28	(422)	-94%	(400)
New Homes Programme	14,186	10,639	4,747	(5,893)	-55%	(4,800)
Reprovision of Existing Homes	450	450	717	267	59%	0
Repurchase of HRA Shared Ownership Homes	300	225	54	(171)	-76%	0
Cash Incentive Grants	0	0	0	0	100%	0
Housing Repairs - Capital	7,337	5,461	4,902	(559)	-10%	(60)
Total HRA Capital	22,873	17,226	10,448	(6,778)	-39%	(5,260)
Capital receipts						
Right to Buy	(3,119)	(2,339)	(2,482)	(143)	6%	0
Equity Share-HRA	(300)	(225)	0	225	-100%	0
Equity Share - GF	(1,250)	(938)	(516)	421	-45%	0
Other	(5,215)	(3,911)	(3,159)	752	-19%	1,500
Grants & Contributions	(50)	(38)	0	38	-100%	0
Total Capital Receipts	(9,934)	(7,450)	(6,158)	1,292	-17%	1,500
Capital Total	10,311	905	869	(35)	-4%	(3,760)

Significant Items of Variance from Working Budget
General Fund Budget 2018/19 Q3 - Major Variances from Budget

Service Grouping	Reason for Outturn Variance	Cross reference to Performance report	Actual (Favourable) / Adverse variance £	Outturn projection variance £	Outturn projection variance %
Not blank					
Corporate Services					
Staffing Overheads Total					
			462,416	506,422	13%
Accountancy	Overspend for year to date is due to agency staff costs to cover closedown, Audit and T1 go live backlog. £200k offset by £100k salary underspend.		106,816	255,940	43%
HR	Overspend for year to date is due to miscoding of childcare vouchers, corrected in P10		10,722	(4,518)	-1%
Cashiers/Debtors	Small underspend on staffing was incurred while Team Leader vacancy was filled by secondment, full year costs are expected on budget		(7,291)	0	0%
Internal Audit	Awaiting invoice from Cambridge City Council, hence variance for year to date.		(18,854)	0	0%
Contact Centre	Underspend due to staff vacancies is £46k for year to date, a further £2k underspend on equipment and clothing for new joiners and further £2k on other service costs. Staff savings are expected to continue, realising a £61k saving for Outturn.		(55,098)	(65,000)	-9%
ICT Development	£110k is the overspend from 2017-18, which was not posted into the correct year due to the invoice from 3C ICT being received after the accounts were closed. The causes of this overspend are microsoft licences and Progress Database support service which were needed to be bought in by 3C - these are recurring pressures which are unbudgeted this year. There are also mounting costs coming out of the new mobile phone contract which were unbudgeted within ICT.		424,236	320,000	18%
Legal	Variance not significant, therefore not investigated		1,886	0	0%
Overhead Accounts Total - CS					
			(352,273)	64,295	3%
Cambourne Office	Year to date variance is due to misprofiling £245k depreciation too early		(181,203)	34,338	3%
'Business Hub Offices	Variance not significant, therefore not investigated		(2,057)	0	0%
Waterbeach Depot	This variance is mainly due to the budget profile of the NNDR (£40k) and Depreciation (£7k), which will come in line by the year end.		(53,330)	0	-5%
Central Expenses	Year to date variance is due to £107k Insurance Costs misprofiled too early		(107,219)	3,404	1%
Central Support Services	Underspend for year to date is due to waiting for Q3 MFD invoice		(8,464)	26,552	13%
Service accounts total - CS					
			(404,413)	(798,501)	-12%
Elections	The variance is due to the budget profiling not fully corresponding to expenditure profile as all out elections were held in May 2018. Central Government have recently settled our claim for administering the 2017 General Elections and have reimbursed us £100k which was not budgeted for.		20,918	(75,000)	-24%
Register of Electors	This variance is mainly driven by additional income received (£18,439). Other variances include lower staff costs (£3,557) due to working less hours than budgeted and lower postage (£8,865) and printing (£8,570) costs than profiled budget. Outturn projection is mainly driven by lower than budgeted postage costs and unbudgeted government grant.		(45,324)	(55,000)	-20%
Democratic Representation	Unbudgeted income from clerking & members allowance/ Travel & Sub underspend make up the variance year to date. Projected saving is mainly made up of Members' allowances.		(111,777)	(134,560)	-11%
Policy & Performance	Underspend for year to date is made up of staff cost savings of (£45k) and (£127k) energy grant. £500,000 energy grant will be rolled over and moved cost centres in 19/20		(171,914)	(557,087)	-77%
Communications	Adverse variance to date is due to the payment of annual contract (£30k) earlier than the profiled budget. Outturn projection mainly driven by salary costs due to vacant posts		27,713	(20,000)	-6%
Council Tax Support	No significant variance expected between Transfer Payments and DWP Grant. Receipt of £97k local Council Tax Support Subsidy was received P2 but profiled to P12. Income is £93k above estimate as several small miscellaneous DWP grants have been received. A number of these are specifically to cover mandatory system enhancements. Projected salary savings will be offset by Agency staff costs while permanent recruitment in progress. Overall no significant variance expected.	FS112 - Average number of days to process new HB/CTS claims FS113 - Average number of days to process HB/CTS change events SF740 - % Discretionary housing grant paid	1,430	0	0%
Rent Allowances			0	0	0%
Rent Rebates			0	0	0%
Corporate Management	Year to date underspend is due to delay in receipt of invoices for Apprenticeship Levy (Approx £34k) and underspend on audit cost (£22k). Overspend in the Outturn is driven by the cost of Consultancy for GDPR work.	CC303 - % total calls to the Contact Centre handled CC307 - Average call answer time (seconds) CC305 - % of formal complaint responses sent within timescale (all SDCD) FS116 - Staff sickness days per FTE FS117 - Staff turnover	(57,083)	69,322	4%
Treasury Management	The overspend is the cost of our newly appointed Treasury Advisers - Link Asset Services. (£7,750 annually). Their appointment was agreed after the Bids process and Estimates were finalised	FS109 - % invoices paid in 30 days	12,608	13,824	1016%
Hsg and CT Bens	Net position is £105k underspend. NNDR underspend of £55k of which £30k is staffing. New post filled and Analyse Local fees now ahead of forecast so small saving expected at year end. Ctax underspend of £57k. Mainly Staffing at £53k. This will be offset by Agency staff costs and recruitment in progress on vacant posts. A small underspend in the region of £20k is expected.		6,980	0	100%
Cost of NNDR Collection		FS104 - YTD % NNDR collected	(54,876)	(20,000)	-11%
Discretionary NNDR Relief			0	0	100%
Cost of Council Tax Collection		FS105 - YTD % Council Tax collected	(57,052)	(20,000)	-2%
3C SharedServicesProgramme Hub	The overspend is due to the invoices for year to date not being raised, no outturn variance is expected.		23,634	0	0%
Miscellaneous	Variance not significant, therefore not investigated		331	0	0%
Total variance for Directorate					
			(294,270)	(227,784)	-4%
Not blank					
Health and Environmental Services					
Overhead Accounts Total - HES					
			(45,765)	(30,000)	-26%

Environmental Health	The variance is partially due to the budget being profiled evenly throughout the year, whilst the pattern of spend is significantly different. The projected outturn is showing the small variances		(45,765)	(30,000)	-26%
Service Accounts Total - HES			(254,183)	(42,582)	1%
Awarded Watercourses	This favourable variance is caused by the vacant Drainage Manager post (£42k). The other driver of this variance is unbudgeted income received for Maintenance Watercourse (£10k). NOTE: I've removed £40k for accrual and £48k S106 income		(51,325)	(67,000)	-20%
Webbs Hole Sluice	Variance not significant, therefore not investigated		(5,792)	0	0%
Swavesey Byeways	Variance not significant, therefore not investigated		4,492	512	37%
Environmental Protection	This variance is mainly driven lower staff costs due to vacant posts and lower than anticipated spend for Air Quality		(38,734)	(20,000)	-7%
Footway Lighting	This favourable variance is due to invoices not being received for work done. The other driver of this variance is caused by a staff saving (£4k). Staff savings is expected to continue into the Outturn. Variance to date adjusted for missing accrual		(31,619)	(18,561)	-16%
Street Cleansing	This favourable variance is mainly due to vacant posts (£47k) and lower vehicle costs than budgeted (£10k), which are offset by the incorrect profiling of the income (£14k). These variances are expected to continue to the Outturn		(33,355)	(32,951)	-4%
Single Shared Waste Service	This variance is made up of a number of favourable and adverse variances. £18k (favourable) of this variance is due to staffing costs with less payments for Overtime and vacant posts. The Vehicles costs are showing a favourable variance (£90k) due to lower than budgeted fuel cost (£59k) and less vehicle hire costs (£62k). These favourable variances are offset by an adverse variance for vehicle repairs (£41k) which include invoices from prior years. Another adverse variance affecting the Shared Waste Service is continued budget pressure is the AMEY recycling contract (£109k), whilst unbudgeted commercial Waste agreement with Amey for mixed recycleables and higher than budgeted landfill waste disposal costs are contributing to this variance. The remainder of this overall variance is due to additional income received (£123k) which includes £77k for wheeled bins included within S106 agreements, £36k relates to a payment from East Cambs District Council for fuel bought on their behalf. The remainder of this income variance includes £10k for Special Collections.	ES418 - YTD % of household waste sent for reuse, recycling and composting ES408 - % of bins collected on schedule	52,284	82,291	3%
HECA	Variance not significant, therefore not investigated		(659)	(1,050)	-100%
Ageing Well - Mobile Warden S	Variance not significant, therefore not investigated		2,123	1,100	1%
Sustainability	Variance not significant, therefore not investigated		(5,675)	(6,000)	-13%
Transport Initiatives & Policy	Variance to date includes S106 income which should be deferred. Outturn projection is that staff overspend of £6k will be offset by higher than budgeted income (£3k)		(3,677)	3,078	8%
Voluntary Sector Grants	Variance to date not significant, therefore not investigated. Outturn variance is based on invoiced values for the year being lower than the budget, which became apparent when invoices for the year were reviewed recently.		(4,249)	(5,000)	-3%
Community Safety	Staff costs (£6,120) and budget profile variance (£13,250) are the main drivers of the year to date variance, outturn projections forecast staff saving of (£10k)		(24,646)	(10,364)	-6%
Community Chest Grants	Grants (£17k) have been paid out earlier than the profiled budget, outturn forecast is predicting an overspend on staff of £5k		5,294	5,000	7%
Northstowe - Healthy New Town	NHS income received earlier than the profiled budget, no outturn variance projected.	STR14 - Access to Primary Care in Growth Areas	(102,290)	1,270	17%
Localism	This variance is mainly caused by the delay in raising invoices to recover staff costs. Offsetting this, is a favourable variance (£27,863) mainly caused by staff saving from vacant posts and incorrect salary postings. Outturn projection is continuing staff saving of (£19k)		(4,073)	(19,430)	-10%
Health and Wellbeing	The year to date variance is driven by £29k staff saving due to staff vacancies which are now filled. More income (£18k) than budgeted has been received for holiday activities. The remainder of this variance is driven by budget profiling of Misc costs (£27k). Outturn projection is driven by staff saving of (£60k) and (£25k) of over the budget income.	STR6 - Demands on services from an ageing population	(91,929)	(85,000)	-29%
Environmental Health General	This adverse variance is due to additional temporary staff (£87k year to date, growing to £113k at Outturn) supporting the service, for whom no budget was set. These costs are covered by staff vacancies across the directorate.	ES406 - % major non-compliances resolved (in rolling year)	84,357	130,000	28%
Business Hub	Cancelled invoices from 2017/18 are the reason for this adverse variance. An invoice was raised incorrectly with VAT to Cambs County Council. A delay in raising the Q2 invoices as also contributed to this variance		20,336	14,051	-40%
Food Safety	This main driver of this variance is caused by staff savings (£18k) year to date, (£39k) to Outturn) which are unlikely to be directly filled but spread across different cost centres		(19,231)	(36,000)	-21%
Envirocrime Enforcement	Higher than anticipated vehicle repair costs (£6k) are driving the year to date adverse variance. Variance for full year is driven by over the budget staff spend of £8k and unbudgeted legal costs of £2k		13,450	10,000	16%
Action on Dogs	Variance not significant, therefore not investigated		(6,367)	(3,502)	-17%
Miscellaneous HES	Variance not significant, therefore not investigated		2,952	11,078	684%
Licences	This variance to date is mainly due to vacant posts (£9.2k). This is also the reason for the projected outturn variance		(8,107)	(13,000)	-17%
Taxi Licensing Service	Outturn projection includes £24k over budget staff costs, where vacancies are being covered by agency staff and a further £26k unbudgeted stationery and computer equipment costs. This is offset against additional income received. This over budget expenditure will be covered by withdrawal from a relevant Earmarked Reserve with the current balance of £147k.		3,789	8,600	-915%
Animal Licensing	Income received for multi year licenses need to be deferred to future years, thereby reducing the current favourable variance.		(10,416)	(2,000)	-714%
Miscellaneous Licensing Provis	Variance not significant, therefore not investigated		(4,152)	(4,215)	-8%
Emergency Planning	Variance not significant, therefore not investigated		36	2,110	21%
Children, Young People & Families	The variance is due to the budget for miscellaneous expenditure not being required (£11k)		(11,263)	(1,862)	-7%

Renewable Energy	This budget is currently sitting within Policy & Performance and is covered by Earmarked reserves		14,263	14,263	100%
Total variance for Directorate			(299,948)	(72,582)	-1%
Not blank					
Housing General Fund					
Overhead Accounts Total - H GF			(11,549)	0	-100%
Housing Man Service			(11,549)	0	-100%
Service Accounts Total - H GF			(189,342)	(82,136)	-105%
Housing Association Support	Salaries overspent by £11k - Housing Development Officer (Growth) omitted from original budget but £9k to be recharged to Cambridge City Council (shared-post)		11,159	20,000	27%
Homelessness	Favourable variances due to: i) Private Renting Service: combined affect of ending relationship with King Street Housing & recovery of previous year costs - £40k YTD iii) Out-of-hours payments £5k underspent YTD iv) Single Homelessness Service-not invoiced to date from Cambridge City Council £4k v) Additional DCLG grant received £4k Outturn reflects continued underspend on Private Renting Service and anticipated non-use of £10k estimate for bad debt provision increase	AH203 - Number of households in temporary accommodation, AH208 - Number of households helped to prevent homelessness, AH212 - YND £s spent on Bed and Breakfast accommodation	(60,142)	(50,000)	-9%
Letting & Advisory Service	Year to date salaries overspent by 9k and Homelink software licence (£10k) invoiced earlier than full budget profile. Outturn reflects overspend on salaries.		13,119	7,630	8%
Self-Build Vanguard	Fee income to be posted from the sale of self-build plots during year and New Burdens grant to be received.		40,822	(10,000)	71%
Private Sector Leasing Scheme	Favourable variance due to Q2 service charge payment to Shire Homes Lettings Limited not processed at time of this report. Staffing costs £12k higher than originally budgeted employing Admin Support from July 2018 but this will be recharged to Shire Homes Lettings. No outturn variance projected.		(73,848)	0	0%
Strategic Housing	Salary costs projected to underspend due to vacant Director of Housing allocation.		(8,553)	(37,000)	-32%
Community Led Developments	Expenditure against grant funding received - zero variance outturn projected		(14,038)	0	0%
Housing Delivery & Innovations	Due Diligence and Feasibility Works funded from 2017/18 rollover, causing overspend for year to date. Projected outturn recognises virement of annual salary budget from Self-Build Vanguard for Housing Delivery & Innovations Manager appointed 01.09.18 and the preceding 5 month vacancy.		15,860	18,070	100%
Sub-Regional Homelink Service	Income: £59k favourable variance due to incorrect budget profile (Advertising & Management Costs have been billed annually rather than quarterly) Similarly favourable £20k expenditure variance due to budget profile not in line with timing of business activity. No outturn variance projected.		(76,636)	0	0%
Equality & Diversity	The outturn projection is driven by staff savings		(10,328)	(10,434)	-33%
Travellers Sites	The outturn projection is driven by staff savings		(20,218)	(20,402)	-92%
Improvement Grants	Variance not significant, therefore not investigated		(1,207)	0	0%
GF Sheltered Properties	Favourable variance due to the council tax payments on empty general fund properties (Elderly equity-share) which had not been posted to service account at time of the report. No outturn variance reported.		(5,333)	0	0%
Recharges from/to HRA	Variance not significant, therefore not investigated		53	0	0%
Total variance for Directorate			(200,891)	(82,136)	-6%
Not blank					
Planning					
Overhead Accounts Total - PI			(68,103)	0	-122%
Planning Admin	Agency staff budget is forecasted to be underspent by £120k. Recruitment to vacant posts earlier in the year has reduced the need for agency staff. This is mitigated by staff development budget, software, postage and courier forecasted overspends (currently overspend year to date).		(68,103)	0	0%
Design Enabling			0	0	0%
Service Accounts Total - PI			(719,296)	(2,090,267)	-44%
Land Charges	SCDC - The favourable underspend primarily relates to additional Land Charges & Searches income, forecasted to be £29k underspent. In addition to this shared planning services: forecasted income (£243k) & associated costs £68k are yet to be transferred to SCDC accounts from Cambridge City.		(11,767)	(204,776)	-356%
Development Control	Year to date underspend is a combination of vacant posts (£403k), legal (£307k) and compensation (£288k). The service has requested £150k Legal & £200k Compensation budget rollover, due to claims/costs not materialising in 2018-19. Further, a £500k planned withdrawal from Earmarked Reserves to cover the budgeted shortfall in Planning Fees is not expected to be required in this year and is now budgeted for 2019-20.		273,579	(851,672)	-129%
Planning Policy	The core Planning Policy work is forecast to be come over budget, primarily due to ongoing project management and Waterbeach, Bourn Airfield SPD revisions carried out by consultants. The projected overspend is offset by underspends on the CNFE where no expenditure has been incurred to date (any spend is now expected to be in the next financial year, and a roll over request for £250k will be submitted). The Greater Cambridge Local Plan budget of £260,000 will not be spent this year and has been requested to be rolled forward.		(273,905)	(325,404)	-23%
Building Control Service	Budget profiled in M4, M7, M10 & M12. Invoice not received from 3C Shared Services.		(65,017)	(2,637)	-2%
Open Space Agreement	Variance not significant, therefore not investigated		(4,095)	0	0%

Conservation	The favourable variance on the Consultancy budget is primarily due to vacant posts, partly offset by the use of consultants. Ecology budgets also show a favourable variance due to no specific work plans around the grants budget, which will remain mostly unspent. The Village Design budget shows a significant underspent and forecasted to do so as the £130k DCLG income for 2018-19 may not be fully utilised this year. The income is being used to offset a FTC post and other project work streams. (The cost centre manager is exploring the terms of the income agreement and whether funding can be rolled forward into 2019-20).		(234,325)	(153,344)	-17%
Trees	Underspend year to date and projected outturn is due to a vacant post.		(23,789)	(33,328)	-17%
CIL / s106	Variance not significant, therefore not investigated		(4,886)	(4,217)	-5%
Museums	Variance not significant, therefore not investigated		0	0	0%
Enforcement Issues	The saving is due to lower than budgeted expenditure on Legal costs, forecasting ~ £6k underspend. Salaries are forecasted to be £13k underspend due to vacant posts earlier in the year. The rest of the year will proceed as budgeted.		(31,694)	(17,678)	-11%
Illegal Encampments	Variance not significant, therefore not investigated		(3,554)	(5,330)	-97%
Economic Development	The service is planning to incur spend and fully utilise its consultancy budget on 3 studies towards the back end of this financial year. A vacant post and partial utilisation of the membership budget is expected to remain a saving in Outturn.		(60,466)	(26,124)	-15%
Tourism Initiatives	Variance not significant, therefore not investigated		(4,551)	(4,236)	-18%
Growth Agenda/Northstowe	The favourable variance for year to date is due to vacancies within the service, partly offset (& managed) through the use of agency staff. This is likely to continue to the end of the financial year resulting in a forecast underspend circ £434,840 .		(257,702)	(434,840)	-48%
Greater Cambridge City Deal	Underspend year to date and projected outturn is due to staff costs now coded to a different cost centre.		(11,971)	(22,145)	-56%
Street Naming & Numbering	Variance not significant, therefore not investigated		(5,153)	(4,535)	-115%
Total variance for Directorate			(787,400)	(2,090,267)	-39%
	Not blank				

Significant Items of Variance from Working Budget

Housing Revenue Account 2018/19 Q3 - Major Variances from Budget

Service Grouping	Reason for Outturn Variance	Cross reference to Performance report	Actual (Favourable) / Adverse Variance £	Outturn projection variance £
Housing Repairs - Revenue				
Revenue Maintenance	Favourable variance reported YTD due to late invoicing but orders have been raised for majority of the planned maintenance works for the year. No outturn variance is currently anticipated.	AH204 - % tenants satisfied with responsive repairs	(456,180)	0
Other net variances				
Total Variance for Service			(456,180)	0
Sheltered Housing				
Sheltered Housing	Variance is due to late receipt of invoices ie for Grass cutting contract & Utilities. Deep Clean not commenced on Communal Rooms that had been planned. Expect favourable variance on Buildings Maintenance (Communal Rooms/Areas) of £29.5k based on current spending and projections.		(48,528)	(29,500)
Other net variances				
Total Variance for Service			(48,528)	(29,500)
Administration				
Administration	Favourable variance reported due to staffing vacancies (£150k) and budgeted expenditure on corporate subscriptions (£30k) not being paid at time of report. Other underspends include: £26k council tax payments on void properties, Tenancy Prrofiling Project delayed start £12k Housing IT Support & Maintenance £19k (procurement of Housing Managment System delayed), Software Licences paid by 3CIT that have not yet been recharged £6k, Bank charges and postage costs to be posted 16k. Projected outturn underspend: Staffing costs = £160k Housing IT Support & Maintenance = £25k		(299,185)	(185,000)
Other net variances				
Total Variance for Service			(299,185)	(185,000)
Other Alarm Systems				
Alarms	Variance not significant, therefore not investigated		(591)	0
Other net variances				
Total Variance for Service			(591)	0
Flats - Communal Areas				
Flats	Reported YTD underspend due to late receipt of invoices and posting of insurance recharges. No outturn variance anticipated.		(18,177)	0
Other net variances				
Total Variance for Service			(18,177)	0
Outdoor Maintenance				
Grounds Maintenance	Overspend reported against profiled YTD budget but suspect some jobs miscoded (see Tenant Participation below) No outturn variance anticipated		16,091	0
Other net variances				
Total Variance for Service			16,091	0
Sewage				
Sewage	Maintenance costs £26k above YTD budget - urgent repairs required at Chittering pumping station		24,548	25,000
Other net variances				
Total Variance for Service			24,548	25,000
Tenant Participation				
Tenant Participation	No expenditure posted against Tenant led Estate works but suspect some work miscoded to Outdoor Maintenance - £50k budget will be fully utilised. Staff vacancy leading to projected favourable outturn variance		(60,316)	(10,000)
Other net variances				
Total Variance for Service			(60,316)	(10,000)

Reprovision & New Homes Programme				
Re-provision and New Homes	Variance not significant, therefore not investigated		4,845	0
Total Variance for Service			4,845	0
Other				
Other	Variance not significant, therefore not investigated		(4,111)	0
Other net variances				
Total Variance for Service			(4,111)	0
Transfer to Reserves & Capital Charges				
Interest on Self Financing Debt			0	0
Other net variances				
Total Variance for Service			0	0
	Not blank			
Total HRA expenditure				
Total Variance for Service			(841,604)	(199,500)
	Not blank			
	Not blank			
Income				
Rent and Other Income	Rental Income is higher than budgeted due to the previous assumptions around the sale of higher value void stock and anticipated loss of income.		(246,013)	(250,000)
HRA Interest		FS102 - % Housing Rent collected		
Other net variances				
Total Variance for Service			(246,013)	(250,000)
Total for Housing Revenue Account			(1,087,617)	(449,500)

Significant Items of Variance from Working Budget

Capital Budget 2018/19 Q3 - Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Outturn projection £
Housing Revenue Account - Land			
HRA Land	Minimal expenditure in respect of the preparation of HRA land as self-build plots but staffing costs still to be capitalised at year-end	(422,053)	(400,000)
Other net variances			
Total variance for Capital Programme		(422,053)	(400,000)
Housing Revenue Account - New Homes Programme			
New Homes Programme	Delayed starts on site gave rise to the large variance but by end of Q3 we were on site at Hardwick, Gibson Close, Waterbeach and Linton Rd, Great Abington which will deliver a total of 46 rented homes The New Build capital investment plan was re-phased in the HRA MTFS with £4.8m removed from current year & re-allocated over the following four years.	(5,892,763)	(4,800,000)
Other net variances			
Total variance for Capital Programme		(5,892,763)	(4,800,000)
Housing Revenue Account - Reprovision of Existing Homes			
Reprovision of Existing Homes	£460k budget was rolled-over from Yr 2017/18 (not reflected in this report). Work at Robinson Court, Gamlingay is now completed with underspend of around £190k from total 2018/19 budget + rollover	266,902	0
Other net variances			
Total variance for Capital Programme		266,902	0
Housing Revenue Account - Repurchase of Shared Ownership			
Repurchase of Shared Ownership	This budget is reactive, and spend is dependent upon the number of homes which are re-presented to the Council in any year, and the value at which they are re-acquired.	(171,000)	0
Other net variances			
Total variance for Capital Programme		(171,000)	0
Housing Revenue Account - Improvement of Housing Stock			
Improvement to the Housing Stock	Orders are with contractors for the majority of planned capital programs to be completed this year. Planned heating installation works at Elm Court, Over now to be delayed until 2019/20 (£60k)	(559,275)	(60,000)
Other net variances			
Total variance for Capital Programme		(559,275)	(60,000)
		Other Net Variations	0
Total for Housing Revenue Account Capital		(6,778,189)	(5,260,000)

Housing Revenue Account - Capital Receipts

Capital receipts	Self-Build plot sales were forecast at £2.5m, they are expected to reach £1m at year end, this drives the Outturn variance	1,292	1,500
Other net variances			
Total variance for Capital Receipts		1,292	1,500

General Fund

Cambourne Offices	Rollover of £129,497 from year 2017-18 for reception remodelling will be used to fund other Ground Floor improvement projects. The Rollover is not included in the budget for the year. Current year budget is forecast to be spent in the year.	(207,256)	129,497
ICT Development	Due to the delays encountered with the Council Anywhere project delivered through Virgin Media and the time it will take to fix, there will be a significant impact on the timetable for implementation. Council Anywhere project accounts for £360k of the budget, most of which will require a rollover into next year. £177k earmarked for Major Systems Upgrade (H&ES system) will not be spent this year as the new system has not even been spec'd yet or tendered. This will likely result in another rollover request. Housing Management System has £222k set aside in the budget and this will not be spent. We've only just awarded the contract. It will depend on how much we need to pay up front before GoLive as to the extent of the spend, but at least some of this budget will be subject to a rollover request. There is £60k in this year's budget for Council Chamber VA equipment but no plans have been made to purchase any of the equipment, instead a new bid was submitted for the year 2019-20, and rejected. There was a £666k rollover request from prior year much of which is now unlikely to be used but a special request will be made to roll a proportion of this over to 2019-20 - the £1,061k includes the element of rollover which is unspent	(293,750)	1,061,000
Waste Collection & Street Cleansing	The variance to date is due to variance between the budget profiling and actual timing of purchases. There was a £793,918 rollover request from prior year for the purchase of 4 trucks not acquired in 2017-18. These purchases have been made this year, therefore the Outturn appears to show an overspend on these driven by the use of the Rollover. It has also been decided to defer the budgeted procurement of a number of Street Cleansing vehicles resulting in a budget under spend this year of £272k. In regard to this, - budget rollover will be sought.	363,498	195,000
Awarded Watercourses	Budget included purchase of 2 trailers, only 1 trailer purchase is planned in the year.	(15,000)	(7,000)
Repurchase of GF Sheltered Properties	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.	(496,000)	0
Environmental Protection and Air Quality	A rollover of £50k for replacement of air quality monitors not purchased in 2017-18 was approved but this will not be utilised in 2018-19 either.	(16,000)	(16,000)
Improvement Grants	Applications for Disabled Facilities Grants continue to be lower than anticipated and annual expenditure is expected to be similar to 2017/18.	(187,665)	(170,000)
Grants-Provision of Social Hsg	Known 18/19 commitments total £502k (against the budget of £716k) - £50k payment to Emmaus (paid) and £451,780 contribution to the delivery of 12 shared-ownership homes on HRA new build schemes to be posted at year-end closure of accounts	50,000	(214,220)
Refurbishment of GF Equity Share Properties	No variance expected at year end	7,000	0
Website Development	The unbudgeted expenditure is against the rollover of £45k from prior year	7,600	15,000
	Other Net Variations	0	0
Total for GF Capital expenditure		(787,573)	993,277
Capital Expenditure Total		(7,565,762)	(4,266,723)

Agenda Item 7

REPORT TO: Scrutiny and Overview Committee

20 February 2019

LEAD OFFICER: Bob Palmer, Interim Executive Director of Corporate Services

Barriers to Council Procurement for SMEs Task and Finish Group findings

Purpose

1. To outline the findings of the Barriers to Council Procurement for SMEs Task and Finish Group.
2. To consider and recommend the recommendations to take forward to Cabinet.
3. This is not a key decision however it is a key step in implementing the new administration's ambition to support businesses of all sizes, including rural enterprise and farming, to help create new jobs and opportunities near to where people live.

Recommendations

- The Scrutiny and Overview Committee recommends to Cabinet, with or without amendments, the recommendations set out in the report; and
- Progress against any agreed recommendations is reviewed in 12 months.

Reasons for Recommendations

4. The Barriers to Council Procurement for SMEs Task and Finish Group have reviewed the Council's existing procurement processes with a view to ensuring that council contracts are accessible to local small and medium-sized enterprises (SMEs). They have developed a series of recommendations, outlined below, which, if implemented, could significantly improve the skills and knowledge of local companies and reduce the resource requirements when applying for council contracts.

Background

5. The Barriers to Council Procurement for SMEs Task and Finish Group was established in June 2018 following a request from the Leader of the council. It forms part of the Scrutiny and Overview Committee's work programme for 2018/19.
6. The purpose of the Group is to consider how the Council could facilitate SMEs and procure work in a cost effective, reasonable and proportional manner from them. They have also reviewed the barriers to SMEs securing contracts with the Council.
7. SMEs can face greater hurdles when competing with larger firms for public sector contracts. SMEs are smaller and, as such, they are likely to have less time and resources available to identify opportunities and participate effectively in tendering processes. They may also have less experience and may not have mature business policies and procedures required in some tendering processes. This means that they can miss out on new business opportunities.
8. Improving the accessibility of SMEs to council contracts will not only support local business growth. With their lower cost base, SMEs can provide better value for

money. They can also be more agile and respond quickly to opportunities for growth and innovation. Greater competition can be a route to efficiency.

9. The Task and Finish Group met during November 2018. It is chaired by Councillor Grenville Chamberlain. Its other members are Sarah Cheung Johnson and Brian Milnes. Sean Missin, Procurement Officer, and Johanna Davies, Economic Development Officer, have provided advice and support to the Group.
10. At their meeting on 9 November 2018, the Task and Finish Group members discussed the opportunities available to improve access to SCDC contracts for local SMEs within the context of existing UK regulations. They agreed recommendations for a series of small, manageable changes that will improve the accessibility of council contracts to local SMEs. These are outlined below.

Recommendations

Recommendation 1:

11. Review and simplify the tendering documentation for council contracts below the EU Procurement Thresholds (Supply, Services and Design Contracts £181,302, Works £4,551,413).
12. By ensuring that SCDC's guidance and forms are easy to read and understand, that requests for information are proportionate to the scale of contract being tendered, and by providing examples of good practice, SCDC should help SMEs to overcome the barriers caused by lack of time, resources and experience.
13. For contracts above the EU Procurement Thresholds, the council is required to use a standard form specified by Government. For contracts below The EU Procurement Thresholds there is greater flexibility to review and alter the paperwork issued to businesses. As such, the requirements and language contained in both the *Invitation to Tender* and *Part B Document* will be reviewed and, where appropriate, reduced, simplified or enhanced.
14. As a result of concerns around the insurance and indemnity levels required for Council contracts, EMT has requested that the provisions included in these contracts also be reviewed as part of this process.

Resources: Some Member and Procurement, Legal and Economic Development officers' time (within existing resources).

Timescale: Completed end of April 2019.

Recommendation 2:

15. Develop, promote and run a minimum of two procurement workshops for local SMEs during 2019.
16. Training in SCDC's procurement process and the completion of tender forms should help SMEs to overcome barriers around the experience and knowledge to compete for procurement opportunities identified in paragraph 7.
17. The procurement workshops will build on the SCDC procurement event that was held at the beginning of 2018. They will cover some of key areas that SMEs identify as a barrier to procurement, for example:
 - How to demonstrate compliance;
 - How to market services or competence;
 - Understanding the tender process;

- Completing tender documents;
- Good practice in tender submissions; and
- Meeting social value requirements.

18. An initial pilot workshop will take place in April 2019 with further workshops from April - December 2019. The workshops will be structured so as to achieve significant interaction between the attendees and the tutor. If there is significant demand, workshops will be repeated.
19. A variety of methods will be used to promote the workshops, including the council's business register, social media and partner agencies. The Task and Finish Group also identified two key communication tools to ensure that the opportunity reached as many local businesses as possible:
- The inclusion of a leaflet with the annual business rates bills.
 - Active promotion by Members within their local communities.

Resources: Procurement and Economic Development officers' and some Member time (within existing resources).

Timescale: Workshops held April 2019 – December 2019.

Recommendation 3:

20. Investigate how SCDC could increase awareness of contract opportunities locally whilst complying with the UK Regulations.
21. A key barrier to tendering for SMEs is not having access to information about what is being bought and when, meaning that they cannot participate or compete at the right times.
22. The Council's Constitution requires contracts above £25,000 (that are not subject to an exemption) to be advertised and competitively tendered. The Public Contract Regulations 2015 require that any contract that is advertised (above £25,000) should also be advertised through Contracts Finder, the Government's procurement portal. This means that all SCDC contracts over £25,000 will be visible to companies nationally.
23. For Council contracts both above and below £25,000 further investigation is required as to how contract opportunities could potentially be promoted locally whilst maintaining compliance.

Resources: Procurement and Economic Development officers' time (within existing resources).

Timescale: Completed end of April 2019.

Recommendation 4:

24. Review and update the council's procurement web pages to ensure that they are 'SME friendly'.
25. A key portal to council contracts for many local SMEs is SCDC's website. An important precursor therefore to the improvements to the tender documentation issued as part of the tender process, is to review and update the information and advice provided on the council's website. This process will include looking at good practice from elsewhere.

Resources: Procurement and Economic Development officers' time (within existing resources).

Timescale: Completed end of April 2019.

Recommendation 5:

26. Work with the Sustainable Communities and Wellbeing team to develop a series of potential 'social value' examples.
27. Where appropriate, the council's Procurement Officer encourages officers to include social value criteria within their tendering process. Social value is the additional value created in the delivery of a service contract which has a wider community or public benefit. Examples include offering local apprenticeships or work placement opportunities, support for the voluntary sector and SME's and providing equipment for or involvement in community projects.
28. Experience suggests that many businesses do not have sufficient understanding of SCDC's 'social value' expectations in relation to the procurement process and the criteria is often poorly addressed or ignored in tender returns. However, the 'social value' criteria is a real opportunity for local companies to distinguish themselves from their national counterparts by showing the positive additional value that they could bring to local communities.
29. Improving the knowledge of local companies around 'social value' will be addressed through the provision of one or more workshops (depending on demand) during 2019. Discussion will be held with colleagues in the Sustainable Communities and Wellbeing team to develop a series of 'social value' examples that businesses attending the workshops could potentially use within future tender processes.

Resources: Procurement, Economic Development and Sustainable Communities and Wellbeing officers' time (within existing resources).

Timescale: Completed end of April 2019.

Recommendation 6:

30. Hold a Member Briefing on the changes that are being made to the council's procurement process.
31. South Cambridgeshire District Council members are a vital resource in communicating the positive changes that are being made to the council's procurement processes. At the briefing, members will be provided with information on the changes and they will be encouraged to pass these, and our positive, business friendly message, on to businesses in their wards.

Resources: Procurement and Economic Development officers' and some Member time (within existing resources).

Timescale: May 2019.

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: -

Financial

33. Finance comments as follows: No need for additional budget to implement the recommendations has been identified at this stage. Improving the knowledge of local SMEs about the Council's procurement processes should increase competition and this may reduce subsequent contract costs.

Legal

34. 3C Legal Services comments as follows: There do not appear to be any specific legal implications of adopting any one of the recommendations outlined in the report. Any revisions to documentation will need to be reviewed by 3C Legal Service to ensure they are legally compliant with the current procurement legislation and the Council's constitution.

Staffing

35. Staffing requirements are included under each recommendation. They are unlikely to be significant.

Risk Management

36. Compliance with UK Regulations will be carefully considered when implementing all of the recommendations.

Equality and Diversity

37. There are no significant implications.

Climate Change

38. Improving the access of local companies to local contracts should help to reduce the distance that resources will need to travel and therefore the carbon footprint of council contracts.

Consultation responses

39. None.

Effect on Strategic Aims

Aim 1 – Connected Communities

40. The recommendations to improve the procurement process will reduce market failure from imbalances in information and experience and therefore support the aim "...that our approach to growth sustains prosperity."

Aim 2 – An Innovative and Dynamic Organisation

41. The recommendations to streamline the council's procurement documentation will support the council in "adopting a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost."

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.

Report Author: Johanna Davies – Economic Development Officer
Telephone: (01954) 713465

Sean Missin – Procurement Officer
Telephone: (01954) 713378

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Agenda Item 8



REPORT TO: Scrutiny and Overview Committee 20 February 2019
LEAD MEMBER: Chairman of the Scrutiny ICT Working Group

Update on the work of the Scrutiny ICT Working Group

Purpose

1. To update the Scrutiny and Overview Committee on the work of the committee's ICT Working Group

Background

2. The ICT Working Group was set up by the Scrutiny and Overview Committee in December 2018, in response to the ICT outage which occurred in November 2018. A scoping document which includes the group's Terms of Reference, is attached at Appendix 1.

Work to date

3. On 21 January 2019 the working group met with David Edwards (Interim Head of 3C ICT) and Alex Young (Network and Infrastructure Manager, 3C ICT) who explained the causes of the ICT outage. The reasons for this has raised concern regarding a potential lack of policies and testing.
4. The group will be meeting with Bob Palmer (SCDC Executive Director) to discuss the 3C Shared Services Management Board and the relationship between the Council and the ICT shared service.
5. The group has reviewed the following documents:
 - Server Room Outage Summary Report (November 2018)
 - ICT Major Incident Report
 - IT Disaster Recovery Consolidation Internal Audit Report (November 2018)
 - 3C ICT Incident Management Procedure
 - SCDC Emergency Management Plan
 - SCDC Corporate Business Continuity Plan
 - SCDC ICT Disaster Recovery Plan

Concerns and emerging recommendations

6. The group is concerned about the lack of a 3C ICT Business Continuity Plan, Disaster Recovery Plan and Security Policy. 3C ICT will be drafting a Disaster Recovery Plan following the completion of the current server room project. Taking into account the capacity of 3C ICT staff to undertake this work and the urgent need for it, the working group may recommend that Cabinet considers commissioning an external consultant to carry out this work. It is thought that an external perspective in

carrying out this work, may also be helpful. There would be cost implications for this, which would have to be shared across the partner councils.

7. The November ICT outage was largely attributable to failures by providers. The group may propose that the cost is explored of insuring the Council against consequential losses resulting from failures by providers.
8. An apparent lack of Member involvement in the 3C Management Board is a concern. The group may recommend that there is Member involvement in this from each partner council.
9. The severity of risks identified in the internal audit report are critical; assurance is needed that these are being addressed.
10. It may be worth setting up a joint Scrutiny working group across the three partner councils.

Report Author: Scrutiny ICT Working Group

Appendix 1

Scrutiny and Overview Committee Scoping Document

Title	ICT working group
Brief description	To look into the ICT shared service and whether this is fulfilling the needs of the council.
Service area and relevant Portfolio Holder:	Service area – 3C ICT Lead Cabinet Member – Councillor Philippa Hart
Members of the working group	Cllrs Brian Milnes, Grenville Chamberlain, Sarah Cheung Johnson, Steve Hunt
Officers involved	Bob Palmer (Interim Executive Director) David Edwards (Interim Head of 3C ICT)
Reason for review	The review was commissioned following an ICT outage experienced by the three councils in November 2018. At its meeting in December 2018, the Scrutiny and Overview Committee agreed that a working group would look into this.
Terms of reference	To understand: <ul style="list-style-type: none"> • the reasons for the ICT outage which occurred in November 2018; • whether the 3C ICT service is properly fulfilling the needs of SCDC; • whether the 3C ICT management structure is sound and fully accountable to all partners.
Potential outcomes	Scrutiny involvement will help to identify any issues with the shared ICT service, reasons for the November 2018 ICT outage and what may need to be implemented to avoid this happening again, and if appropriate make recommendations to Cabinet regarding this.
Methodology/approach:	Working group meetings with relevant officers to understand the reasons for the November 2018 ICT outage and to understand the structure of the service and its relationship with the partner councils. Findings to be brought back to Scrutiny and Overview Committee on an ongoing basis. Any final recommendations to be made to Cabinet.
Relevant documents	<ul style="list-style-type: none"> • IT Security Policy • Business Continuity Plan • Disaster Recovery Plan • Risk Assessment • Major Incident Report • IT Disaster Recovery Consolidation internal audit report (November 2018)
Relevant corporate objective	Providing first class services to residents

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Scrutiny and Overview Committee Work Programme 2018/19

Meeting date	Agenda item	Task and Finish Groups (ongoing)
Every meeting	All Key Decision items prior to Cabinet Selected Non-Key Decision items prior to Cabinet Work programme Feedback from task and finish groups	<ul style="list-style-type: none"> • Barriers to Council procurement from SMEs • Crime in rural areas • Gypsy and Traveller needs and issues (focus on illegal encampments initially)
March 2019	Items scheduled for April Cabinet Decision: <ul style="list-style-type: none"> • Shared Services Business Plans (Non-Key) • Greater Cambridge Housing Strategy (Key) • Homeless Strategy (Key) • Countywide disabled adaptations policy (Key) • Quarterly Position Report (Non-Key) 	
April 2019		
May 2019	Items scheduled for June Cabinet Decision: <ul style="list-style-type: none"> • Shared Services Annual Report (Non-Key) 	

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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 05 February 2019

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

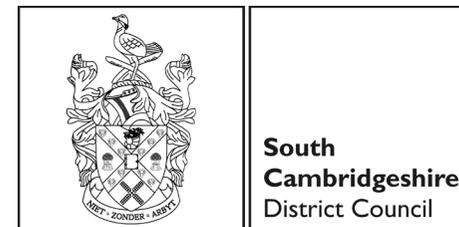
(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards

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

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

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

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



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

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

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

Cabinet

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

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

Key and non-key decisions expected to be made from 5 February 2019

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Cambourne High Street Key		Cabinet	06 February 2019	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Lead Cabinet member for Finance David Ousby, Housing Development Officer (Growth), Bob Palmer, Interim Executive Director	Report (publication expected 29 January 2019)
Waterbeach Supplementary Planning Documents Adoption Key		Cabinet	06 February 2019		Lead Cabinet member for Planning Caroline Hunt, Planning Policy Manager	Report (publication expected 29 January 2019)
Budget Report Key		Cabinet Council	06 February 2019 21 February 2019		Lead Cabinet member for Finance Bob Palmer, Interim Executive Director	Report (publication expected 29 January 2019) Report (publication expected 13 February 2019)

Key and non-key decisions expected to be made from 5 February 2019

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Business Plan 2019-2024 Key		Cabinet	06 February 2019		Leader of Council Chief Executive	Report (publication expected 29 January 2019)
Council Tax Empty Homes Premium Key	To consider increasing the council tax premium charged for long term empty homes.	Cabinet	06 February 2019		Lead Cabinet member for Finance Katie Kelly, Revenues Manager	Report (publication expected 29 January 2019)
Organisational Change Policy and Procedure Non-Key		Cabinet	06 February 2019		Susan Gardner Craig, Head of People and Organisational Development	Report (publication expected 29 January 2019)
Localised Council Tax Support Scheme Non-Key		Council	21 February 2019		Lead Cabinet member for Finance Dawn Graham, Benefits Manager	Report (publication expected 13 February 2019)
Pay Policy Statement		Council	21 February 2019		Susan Gardner Craig, Head of	Report (publication expected 13

Key and non-key decisions expected to be made from 5 February 2019

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Non-Key					People and Organisational Development	February 2019)
Great Abington former LSA Estate Neighbourhood Plan Non-Key	To adopt ('make') the Neighbourhood Plan..	Council	21 February 2019		Lead Cabinet member for Planning Jennifer Nuttycombe, Senior Planning Policy Officer	Report (publication expected 13 February 2019)
Compulsory Purchase Order of The Tree, Stapleford Non-Key	To consider the use of Compulsory Purchase Order powers with regard to The Tree, Stapleford and decide whether to make a recommendation to Council.	Cabinet	06 March 2019	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Lead Cabinet member for Planning Kathryn Hawkes, Partnerships Officer	Report (publication expected 29 January 2019)
Brexit Advisory Group Recommendations Non-Key		Cabinet	06 March 2019		Johanna Davies, Economic Development Officer	Report (publication expected 28 February 2019)

Key and non-key decisions expected to be made from 5 February 2019

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Update on organisational review Key		Cabinet	06 March 2019		Bob Palmer, Interim Executive Director	Report (publication expected 28 February 2019)
Cottenham Neighbourhood Plan Non-Key Page 54	To agree the Council's response to the submission consultation on the Cottenham Neighbourhood Plan.	Lead Cabinet member for Planning	March 2019		Lead Cabinet member for Planning Alison Talkington, Senior Planning Policy Officer	
Barriers to Council Procurement from SMEs Task and Finish Group findings Non-Key	To present findings of the Scrutiny and Overview Committee's task and finish group regarding the barriers to Council procurement from small and medium sized businesses.	Cabinet	06 March 2019		Cllr Grenville Chamberlain Johanna Davies, Economic Development Officer	Report (publication expected 28 February 2019)
Quarterly Position Report Non-Key	To provide a statement on the Council's position with regard to its	Cabinet	06 March 2019		Lead Cabinet member for Customer Service and Business	Report (publication expected 28 February 2019)

Key and non-key decisions expected to be made from 5 February 2019

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
	General Fund, Housing Revenue Account (HRA) and capital budgets, corporate objectives, performance indicators and strategic risks.				Improvement, Lead Cabinet member for Finance Suzy Brandes, Principal Accountant (General Fund & Projects)	
3C Shared Services Business Plans Non-Key	To seek approval of Shared Services 2019/20 Business Plans.	Cabinet	03 April 2019	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Bob Palmer, Interim Executive Director	Report (publication expected 26 March 2019)
Homeless Strategy Key	To approve a homeless strategy for South Cambridgeshire.	Cabinet	03 April 2019		Susan Carter, Housing Advice and Options Manager, Heather Wood, Interim Assistant Director of Housing (Statutory and Strategic Services)	Report (publication expected 26 March 2019)
Countywide Disabled	To approve the Countywide	Cabinet	03 April 2019		Lead Cabinet member for	Report (publication expected 26 March

Key and non-key decisions expected to be made from 5 February 2019

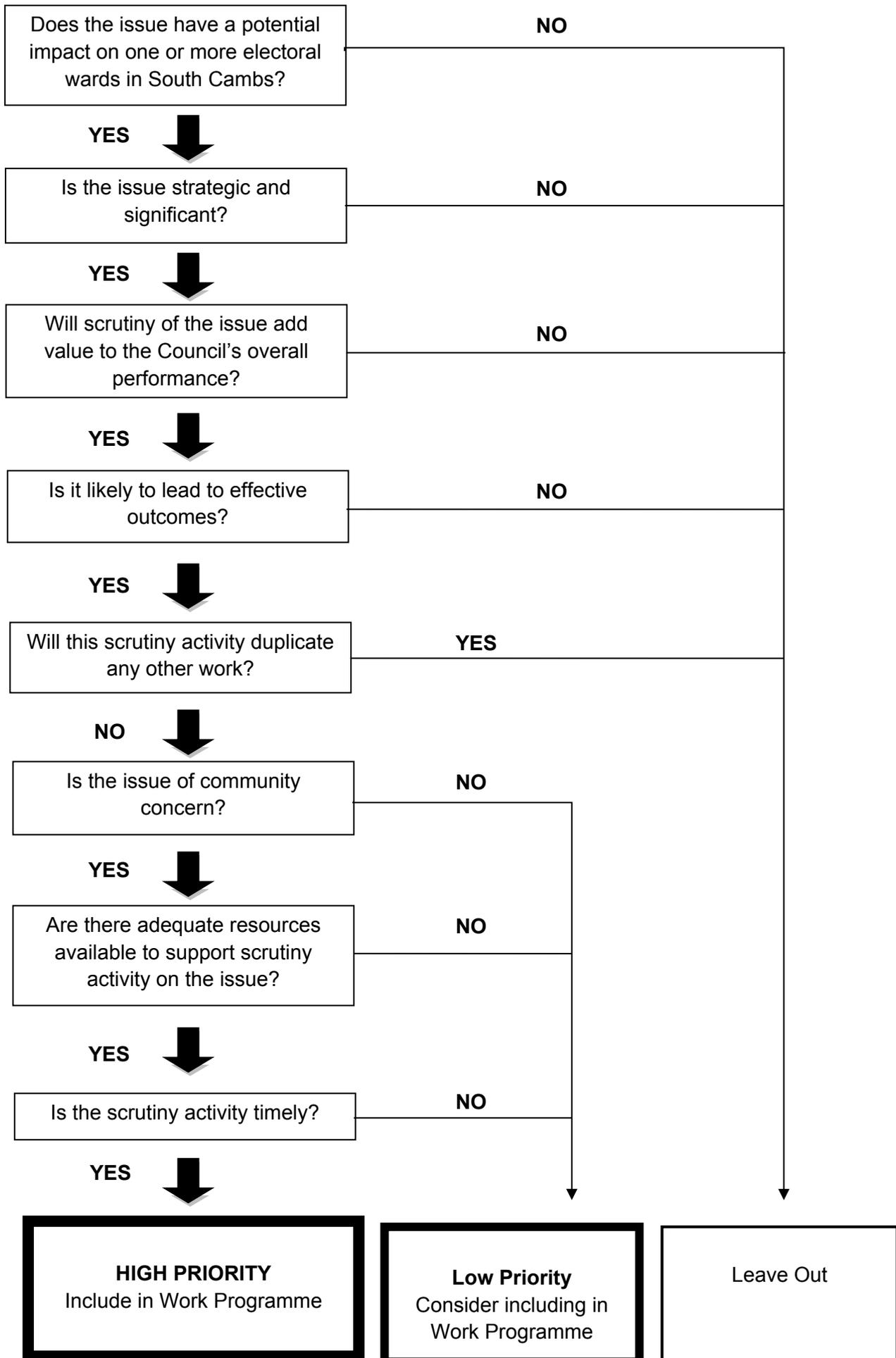
Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Adaptations Policy Key	Disabled Adaptations Policy. This will provide a joint county-wide approach as to how the Disabled Facility Grants can be spent.				Housing Julie Fletcher, Head of Housing Strategy	2019)
Greater Cambridge Housing Strategy Key	To approve the adoption of the Greater Cambridge Housing Strategy	Cabinet	03 April 2019		Lead Cabinet member for Housing Julie Fletcher, Head of Housing Strategy	Report (publication expected 26 March 2019)
Shared Services Annual Report Non-Key	Approval of the Shared Services Annual Report.	Cabinet	June 2019		Bob Palmer, Interim Executive Director	Report (publication date tbc)
Refreshed New Build Strategy Key	To approve a refreshed New Build Strategy.	Cabinet	August 2019		Mike Hill, Director of Housing and Environmental Services	Report (publication date tbc)
Resident Involvement Strategy	To approve the final Resident Involvement	Lead Cabinet member for Housing	Date in 2019 to be confirmed		Lead Cabinet member for Housing	Report (publication date tbc)

Key and non-key decisions expected to be made from 5 February 2019

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Key	Strategy.				Peter Moston, Resident Involvement Team Leader	

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Scrutiny Work Programme Prioritisation Tool



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