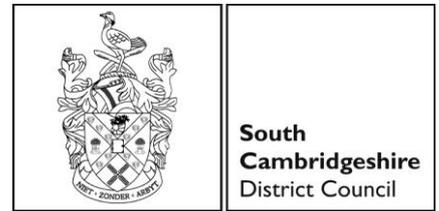


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 03450 450 500
f: 01954 713149
www.scams.gov.uk



8 July 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, Geoff Harvey,
Steve Hunt, Peter McDonald and Judith Rippeth

Quorum: 5

Substitutes:	Councillors Peter Topping, Mark Howell, Sue Ellington, Bunty Waters, Dr. Shrobona Bhattacharya, Nigel Cathcart, Henry Batchelor, Peter Fane, Alex Malyon, Jose Hales, Clare Delderfield and Deborah Roberts
--------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Due to the earlier start time of 5pm for this meeting, a pre-meeting for committee members will not take place.

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** on **TUESDAY, 16 JULY 2019** at **5.00 p.m.**

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

Yours faithfully

Mike Hill

Interim 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 13 June 2019 as a correct record. | 1 - 6 |
| 4. | Public Questions | |
| 5. | Update on 3C ICT | 7 - 8 |
| 6. | Customer Contact Service Performance | 9 - 16 |
| 7. | Statutory Scrutiny Guidance on Overview and Scrutiny in Local Government and Combined Authorities | 17 - 22 |
| 8. | Scrutiny Work Programme
For the committee to consider its work programme, which is attached with the Council's Notice of forthcoming Key and Non Key Decision. When considering items to add to its work programme, the committee is requested to use the attached Scrutiny Prioritisation Tool.

Under this agenda item, the committee will also set up and appoint members to any Scrutiny task and finish groups. | 23 - 40 |
| 9. | To Note the Dates of Future Meetings
To note that the next meeting will take place on Tuesday 20 th August 2019 at 5.20pm. | |

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

Notes to help those people visiting the South Cambridgeshire District Council offices

While we try to make sure that you stay safe when visiting South Cambridgeshire Hall, you also have a responsibility for your own safety, and that of others.

Security

When attending meetings in non-public areas of the Council offices you must report to Reception, sign in, and at all times wear the Visitor badge issued. Before leaving the building, please sign out and return the Visitor badge to Reception.

Public seating in meeting rooms is limited. For further details contact Democratic Services on 03450 450 500 or e-mail democratic.services@scambs.gov.uk

Emergency and Evacuation

In the event of a fire, a continuous alarm will sound. Leave the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the assembly point at the far side of the staff car park opposite the staff entrance

- **Do not** use the lifts to leave the building. If you are unable to use stairs by yourself, the emergency staircase landings have fire refuge areas, which give protection for a minimum of 1.5 hours. Press the alarm button and wait for help from Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

First Aid

If you feel unwell or need first aid, please alert a member of staff.

Access for People with Disabilities

We are committed to improving, for all members of the community, access to our agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you. All meeting rooms are accessible to wheelchair users. There are disabled toilet facilities on each floor of the building. Infra-red hearing assistance systems are available in the Council Chamber and viewing gallery. To use these, you must sit in sight of the infra-red transmitter and wear a 'neck loop', which can be used with a hearing aid switched to the 'T' position. If your hearing aid does not have the 'T' position facility then earphones are also available and can be used independently. You can get both neck loops and earphones from Reception.

Toilets

Public toilets are available on each floor of the building next to the lifts.

Recording of Business and Use of Mobile Phones

We are open and transparent about how we make decisions. We allow recording, filming and photography at Council, Cabinet and other meetings, which members of the public can attend, so long as proceedings at the meeting are not disrupted. We also allow the use of social media during meetings to bring Council issues to the attention of a wider audience. To minimise disturbance to others attending the meeting, please switch your phone or other mobile device to silent / vibrate mode.

Banners, Placards and similar items

You are not allowed to bring into, or display at, any public meeting any banner, placard, poster or other similar item. Failure to do so, will result in the Chairman suspending the meeting until such items are removed.

Disturbance by Public

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

Smoking

Since 1 July 2008, South Cambridgeshire District Council has operated a Smoke Free Policy. No one is allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

Food and Drink

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. You are not allowed to bring food or drink into the meeting room.

This page is left blank intentionally.

Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 13 June 2019 at 5.20 p.m.

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

Councillors:	Ruth Betson	Anna Bradnam
	Dr. Martin Cahn	Sarah Cheung Johnson
	Dr. Claire Daunton	Geoff Harvey
	Steve Hunt	Peter McDonald
	Judith Rippeth	Graham Cone
	Nigel Cathcart	

Councillors Peter Fane, Neil Gough, Jose Hales, Bill Handley, Philippa Hart, Dr. Tumi Hawkins, Bridget Smith, John Williams and Nick Wright were in attendance, by invitation.

Officers:	Victoria Wallace	Scrutiny and Governance Adviser
	Julie Fletcher	Head of Housing Strategy
	Trevor Nicoll	Interim Assistant Director of Waste and Special Projects
	David Ousby	Delivery & Innovations Manager
	Kathryn Hawkes	Programme Manager
	Mike Hill	Interim Chief Executive
	Emma Alterton	Development Manager, 3C ICT
	Heather Jones	Head of 3C Building Control

1. APOLOGIES

Apologies for absence were received from Councillors Gavin Clayton and Douglas de Lacey. Councillor Nigel Cathcart was present as a substitute for Councillor Clayton.

2. DECLARATIONS OF INTEREST

Councillor Anna Bradnam informed the committee that she knew a member of the Stapleford group supporting the Compulsory Purchase Order of The Tree, however she had not been involved in this issue.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 21st May 2019, were agreed as a correct record subject to the inclusion of Councillor Geoff Harvey in the list of those present at the meeting.

4. PUBLIC QUESTIONS

No public questions had been received.

5. COMPULSORY PURCHASE ORDER THE TREE, 9 BAR LANE, STAPLEFORD - PUBLIC REPRESENTATIONS

Mr Archie Garden was invited to make a statement to the committee on behalf of The Tree Action Group. He informed the committee of the following:

- The Action Group was passionate about supporting The Tree and had been campaigning since 2013.
- He set out the group's vision for The Tree as a community hub for Stapleford, providing a focal point and a place where the community could meet, as well as being a pub.
- The Action Group had developed a comprehensive business plan with input from local businesses and residents. Mr Garden provided an overview of the business plan, setting out the costs involved and the support for the campaign.
- Mr Garden referred to a study that had been undertaken by the Plunkett organisation, which had found that there had been no failures of community acquired pubs.
- A sensitivity analysis of the business plan had been undertaken, which met all the criteria stipulated by the national 'Pub is the Hub' initiative, which had been supporting The Tree Action Group.
- He explained the types of community activities that were envisaged for The Tree as a community hub.

All members of the committee received and noted written statements submitted by a resident regarding the Compulsory Purchase Order of The Tree, and from Carter Jonas on behalf of the owner of The Tree.

6. COMPULSORY PURCHASE ORDER THE TREE, 9 BAR LANE, STAPLEFORD (EXEMPT ITEM)

The committee moved to confidential session in order to discuss the report relating to the Compulsory Purchase Order of The Tree, which was presented by the Programme Manager.

The local members representing Shelford and Caxton and Papworth, addressed the committee.

Following a long and detailed discussion, a vote was taken on the recommendation; six members voted in support of the recommendation, four members voted against and two members abstained. The committee therefore endorsed the recommendation to Cabinet.

7. INVESTMENT STRATEGY - INVESTMENT PARTNERSHIPS (EXEMPT ITEM)

The discussion regarding this item took place in confidential session. Following a lengthy discussion, a vote was taken and the majority of the committee endorsed the recommendations to Cabinet. Two members of the committee did not support the recommendations and thought this issue should be considered and decided by full Council.

8. INVESTMENT STRATEGY - CORE STAFFING ESTABLISHMENT (EXEMPT ITEM)

The committee unanimously endorsed the recommendations to Cabinet.

9. RENEWAL OF THE SHARED SERVICE AGREEMENT FOR THE CAMBRIDGESHIRE HOME IMPROVEMENT AGENCY

The Head of Housing Strategy presented the report on the progress of the

Cambridgeshire Home Improvement Agency (CHIA). Cabinet's agreement would be sought to renew the shared service agreement with the CHIA for a further three years, up to 31 March 2022.

The Head of Housing Strategy explained the difference between this shared service and the arrangements for the 3C Shared Services. She also explained the purpose of the CHIA and how funding worked. Officers considered that there was no reason not to continue running the CHIA as it was. The Lead Cabinet Member for Business and Customer Services highlighted that the Council struggled to get residents to take up CHIA services and asked that members promote this to residents in their wards.

The Head of Housing Strategy informed the committee that:

- The Better Care Fund had been increased significantly over the last four years as the importance of preventative measures had been recognised. There was no indication that these grants would slow, however if the Better Care Fund was reduced, the Council would have to find the money for the grants. This funding was ring-fenced so it could not be used for anything else.
- Inefficiencies in ways of working and systems in the CHIA had been rectified.
- A survey was ongoing of areas of deprivation and fuel poverty; the results of this would be used by the service to target certain areas.

The Leader of the Council pointed out that this service was an example of officer driven improvements, putting the customer at the centre of the service.

Members of the committee praised staff for making the improvements that had been made to the service and felt this was a template for how other shared services could work.

It was suggested that a service objective be added that modifications to properties bear the Council's objective of being green to the core in mind. Subject to the inclusion of this, the Scrutiny and Overview Committee endorsed the recommendation to Cabinet that it approved the renewal of the CHIA shared service agreement for a further three years.

10. SHARED SERVICES - ANNUAL REPORTS

The Lead Cabinet Member for Business and Customer Services presented the report which presented the annual reports for the services delivered in partnership with Cambridge City Council and Huntingdonshire District Council. She informed the committee that with the exception of 3C ICT, the shared services were meeting the Council's needs. She informed the committee that in relation to the management of the ICT shared service, there was a lack of clarity regarding the meetings that were called and there was still no mechanism for including members in the decision making process; this was still being looked at.

The Interim Assistant Director of Waste and Special Projects informed the committee that he had been asked to take on the director position representing the council on the Shared Service Board. Agreements, Memoranda of Understanding and recharges were works in progress; the former Interim Executive Director had done a lot of work on this but there was still work to be done. He informed the committee that each of the shared services produced quarterly performance reports that went to the Directors Board and then the Chief Executives Board; the Scrutiny and Overview Committee requested sight of these reports on an ongoing basis once they had been presented to the shared services boards.

The committee discussed the annual reports and shared services in general, raising the following points during its discussion:

- Committee members found the euphemistic language used in the annual reports unhelpful and members commented on the lack of use of plain English.
- Outstanding issues with the ICT shared service were raised, such as the lack of a service level agreement and legal entity.
- The committee was concerned about the lack of opportunity for members to feed into some shared services governance processes.
- The committee suggested there should be member involvement in the setting of service level agreements for the shared services.
- Concern was raised regarding the legal shared service, which had failed in getting Lexcel accreditation; it was highlighted that gaining this accreditation was a major reason for having moved to a shared legal service.
- The committee requested to see shared services quarterly performance monitoring reports on an ongoing basis.

The Lead Cabinet Member informed the committee that the following issues needed to be sorted out:

- Recharging
- Documentation, including an exit strategy
- Member involvement in the governance of all the shared services.

In response to a surplus in spending in the Planning service having been highlighted, The Lead Cabinet Member for Planning informed the committee that there was an underspend on staffing, which was unintentional and had been a result of the council continuing to have difficulty recruiting Planning officers. There were also ongoing recharging issues with the City Council.

The Interim Assistant Director of Waste and Special Projects summarised the discussion:

- Members wanted clear agreements for each of the shared services, which was being looked at.
- Overarching agreements and an exit strategy was needed for the shared services, as well as individual agreements and strategies for each service.
- Recharges work was in progress.
- Clear representation for each of the shared services and overview of the shared services as a whole was needed.

All of this needed to be in place by September 2019 and if it was not, there at least needed to be a clear plan for having this in place.

The 3C ICT Development Manager explained the status of negotiations on the Council's contract with Virgin Media, about which committee members had raised concerns. She explained that the Council was only a small part of this contract which amongst other public sector organisations involved schools, the fire service and the Police. The County Council was leading on these negotiations.

The committee endorsed the recommendations to Cabinet, subject to the following amendment (highlighted in bold text) to recommendation (d), which was proposed by the Lead Cabinet Member for Customer Services and Business Improvement:

- d) Agree, as part of the discussion identified in (c)...that prompt attention be given to the outstanding milestones and actions identified in the original 3C Shared Services Partnership Agreement and to ensuring that the quality standards, performance levels and

benefits from the integrated services are defined, understood and clearly documented, **measured and monitored**.

The committee agreed the following additional recommendations to Cabinet:

- e) That there was shared scrutiny of all the shared services.
- f) That shared services governance meetings were properly held.

11. SCRUTINY WORK PROGRAMME

Councillor Ruth Betson requested that a report on performance and staffing of the Planning service, be brought to a future committee meeting.

12. TO NOTE THE DATES OF FUTURE MEETINGS

It was agreed that the next meeting would start at 5pm to accommodate the attendance of the Head of 3C ICT.

The Meeting ended at 8.05 p.m.

This page is left blank intentionally.

Agenda Item 5

Report to SCDC scrutiny – Summary of the situation with 3C ICT

Report author – Sam Smith – Head of IT & Digital 3C ICT

1. My current view of the current situation with ICT

I have completed my '100 day report', this contains my analysis of 3C ICT and the relationship to the 3 partner Councils. This needs to go through a review process before it can be published; as soon as that has been completed it will be shared.

Summary

3 of the key findings are:

- 3C ICT is an **effective** IT service but is still maturing and hampered by legacy
- **Differences** in the three councils add to the workload and detract from the value we can add to you – our councils
- The **shared** vision, strategy and roadmaps are excellent

3 key areas where I would wish to see change:

- Different management of **risk** for delivery, investment & change across the councils & 3C ICT
- An updated **business case** setting us all up for future success
- Converged / **aligned** processes where 3C ICT is the common touch point

2. Where you see things being in six months' time

In six months we will have:

Completed key stages of the process reviews shown below

- Incident management process, P1 process vs Major Incident (including critical service requests) – *expect to have reviews complete and amendments made to processes*
- Problem management – *expect formal process to be adopted*
- Service Desk system (Hornbill) – *expect improvements to the processes in the system, improvements to the portal and increased functionality for workflow and reporting/volumetrics*
- Change process – *expect review to be complete and recommendations for changes documented*

All SCDC staff will have been migrated to Council Anywhere IT

3. What your short term priorities are

- Ensure project and operational delivery
- Publish and circulate the 100 day report, gather feedback and plan next steps as a partnership with the three councils
- Recruit permanent Deputy Head of IT (Operations)
- Recruit permanent Information Governance Manager
- Set in place sustainable funding for the Digital team
- Complete the build of a project schedule (with input from the three Intelligent Clients) – Note the main priorities have been agreed

4. Any timescales for the scheduling of transitioning legacy systems and consolidation of programmes

This forms two parts:

- Part one - completion of the Server Room Consolidation project for which we have a project plan with timescales – expected end of August 2019
- Part two - development of the application lifecycle matrix to show when and which applications need upgrading and replacement. To be done alongside a 'rag' rating of applications – expected Oct 2019

This page is left blank intentionally.

Agenda Item 6

Report To: Scrutiny and Overview Committee 16 July 2019
Lead Officer: Peter Maddock
Lead Member Philippa Hart

Customer Contact Service Performance

Purpose

1. To present to Scrutiny and Overview Committee a performance report (**Appendix A**) for information and comment.

Recommendations

2. It is recommended that the information provided be noted.

Reasons for Recommendations

3. The report provides a review of the operational performance of the Customer Contact Service.

Background

4. Scrutiny and Overview Committee has from time to time reviewed the operational performance of the Customer Contact Service since the service returned in house in December 2012.
5. On the 4 December 2002 the Council entered into a contract with Cambridgeshire County Council, for the provision of a contact centre service for a period of ten years at an off-site location in St Ives.
6. The Council conducted a review of the options during 2010-2011 and the outcome following the completion of the review was to bring the service back in-house and to achieve a £250K reduction in cost.
7. The new service model aimed to provide a service where customers would be able to resolve their queries in the majority of cases at first point of contact; this represented a change from the previous contract where a high number of calls were processed via a switchboard service and onwards to back office staff.
8. The service at Cambourne was launched in December 2012 and, whilst performance in terms of the number of calls answered and resolved at first point of contact has been consistently good, the time taken to answer calls and the number of calls answered has been variable.
9. The targets agreed for performance currently are :-
 - 85% calls answered
 - 80% calls answered at first point of contact (no longer reported corporately)

- 100% of calls answered within 2 Minutes (Performance information available is based on average)

Considerations

10. There are a number of challenges which have recently affected the operational performance of the customer contact service as follows:

a) Recruitment

Owing to the “whole Council” knowledge acquired by the customer contact service staff it has historically been a recognised starting point for some employees who after a period of time within the customer contact service move on to other roles within SCDC. This has generally been held to be a good model for career progression within SCDC

For this reason, the turnover of staff is high and although this approach has been highly successful in recruiting excellent staff members who have taken on new roles within the back office teams. The customer contact service as a result is continuously recruiting and training new staff. The recruitment process can take between 1 and 2 months and training normally is around 3 months; during this training period advisors are not able to take calls from all service areas

The service has been busy with recruitment during the last year and this has resulted in the customer contact team not being fully staffed for some longer periods of time. The employment market is strong and there is a competitive market for those applicants with skill sets required within the customer contact service and numbers of suitable applicants have been at a lower level than previously.

There has been a high number of team members who have left the customer contact service on temporary or permanent basis during the last year to continue with their careers :-

- 5 Advisors taking roles within back office at SCDC on secondment
- 4 Advisors obtained permanent new roles within SCDC back office
- 1 Advisor on a career break
- 4 Advisors left SCDC, 2 before completion of probation period

There are currently 23 FTE roles within the customer contact service.

b) ICT

There have been a number of issues which can be attributed to ICT which have affected customer contact service performance during the first quarter of 2019/20

- Voice Mail
The disruption to voice mail has resulted in additional calls and visitors to the council being made by those who would normally leave voice messages. The voice mail facilities have been difficult to resolve and have recently been resolved following 2 previous failed attempts.

- **Email**
There have been outstanding issues with generic email addresses where service areas have been unable to access these email, again this has been recently resolved.
- **Self Service Portal**
These portals which are in the reception have been unavailable for significant periods during the first quarter of 2019/20.
- **Benefits online calculator**
The calculator has been unavailable following the introduction of Banded Localised Council Tax Support Scheme resulting in more calls to the customer contact service. A new calculator is currently being tested by benefits team prior to it being added to the website.

c) Additional services provided by the customer contact service

There has been a transfer of some responsibilities to the customer contact service team during 2018/2019 which has had an impact on the resources available. These include:-

- **Complaints Handling Administration**

This function was previously undertaken by the Executive Assistant and was transferred to the customer contact service following the post holder moving to a role within Environmental Health.

Management of complaints forms part of the council's digital project and is currently in progress: the new digital process via the Customer Portal will have increased automation which will result in a reduced levels of manual administration. The customer contact service is working with the digital team on this project.

- **Printing and Reprographics**

This service was transferred to the customer contact service following a reorganisation of the communications and facilities team.

The current service requirements have resulted in a need for a higher level of resource requirement than was anticipated prior to the reorganisation; it is estimated that at least an additional 1/2 FTE is required to service the current requirements. It is expected that in the medium term the level of resource could be reduced if some proactive work was undertaken to reduce the amount of printing.

- **Customer Portal**

A team leader from the customer contact service has been seconded one day a week to interface with the digital team to assist in populating the Customer Portal with online services which will in due course lead to fewer contacts, both visits to SCDC and phone calls, by residents.

Service Performance

11. Performance Information (Appendix A) attached
12. The current software has limitations as to the reports provided and majority of the reports which are provided are set with averages only no actual data is provided by the software provider.
13. A bench-marking exercise is currently being undertaken with neighbouring local Authorities to compare performance and staffing ratios. The benchmarking exercise is still in progress and not yet complete; early indications seem to indicate that SCDC performance is comparable to others with similar ratio of calls per advisor when fully staffed.

The performance issues which have been experienced directly correspond to periods when the customer contact service has been experiencing staffing vacancies or absences or has a higher number of new staff members.

Service Improvements

14. A number of initiatives are being undertaken to recruit and retain staff within the customer contact service and to ensure that the team has the appropriate number of staff.

These initiatives include:-

- Using additional specialist recruitment websites to increase numbers of quality Job applicants
 - Review of the Job Description to ensure that experience is considered in an equal way to the possession of formal qualifications.
 - Introduction of Career Grade Structure within the customer contact service
 - Apprenticeship
 - Advisor
 - Senior Advisor Role
 - Team Leader
 - Manager
 - Service Leads
 - Part time advisor roles
 - A rolling quarterly recruitment processes for customer contact service to reduce staff vacancies
 - Consideration of a “Golden Hello” payment for advisors
 - Individual training needs analysis to be completed and provision of training
 - Benchmarking exercise with other Local Authorities regarding pay, conditions etc.
 - Consideration of remote working
 - Review of secondments within SCDC
14. A training needs questionnaire is currently being completed by advisors will inform this training programme. The training programme will be designed to ensure the programme is focussed in the first place on the service areas where advisors feel less

confident. It is anticipated that there should be a reduction in call handling times following tailored training and a period of consolidation.

15. A combined security and front of house role will be introduced to the reception which will enable visitors to be effectively triaged without the need to stand in a queue at reception.

Those visitors who come to SCDC for a meeting will receive security passes and invited to wait in a dedicated waiting area until a member of staff collects them. Those attending meetings in rooms with public access will be directed to the appropriate room.

Those needing to see a member of back office staff will be asked the reason for their visit and invited to sit until the specialist staff member can see them.

Visitors who can self-serve will be asked if they wish to use the self serve points and given assistance is necessary. They will be invited to register with the customer Portal (if not already signed up).

16. As a result of service area activities which are not effectively communicated to the Contact Centre there continues to be occasions where there are some unexpected spikes in personal visitors or calls. The newly introduced service leads will work with service areas to improve communication where necessary to ensure activities are planned more effectively and reduce the occasions where this happens.
17. The team will also work together with service areas to look at options to reduce back logs of work: this has already worked very successfully within the Council Tax team. The customer contact service team agreed on one afternoon a week not to transfer calls to the Council tax team thereby allowing them to work without the interruptions of telephone calls. This approach enabled a back log to be reduced and as result fewer residents needed to telephone SCDC to chase up correspondence.
18. The Contact Centre Service will continue to work with closely with the digital team to promote channel shift by residents and staff to digital options and for this reason looking at the medium term it is anticipated that the time taken to deal with each telephone call may increase as the overall number of calls decreases i.e. the percentage of simple calls decrease, and the percentage of more complicated calls increases.
19. For some customers we recognise that they will always prefer to access council services either by visiting the council offices or by telephoning and we are committed to providing an excellent service for these methods of contacting the Council.
20. In writing the report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and other key issues, the following implications have been considered:-

Effect on Strategic Aims

A modern and caring Council – We will provide our customers with high-quality services, strive to reduce costs, build on what we are good at to generate our own income and make decisions in a transparent, open and inclusive way

21. The in-house customer contact service aims to provide a high-quality and cost-efficient service to SCDC residents, putting our residents at the center of what we do.

Report Author: Dawn Graham – Benefits Manager
Telephone: (01954) 713085

Appendix A

2017/18

TARGET	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	ANNUAL
Total Calls	13759	16317	12332	13172	12448	13194	13004	12705	9110	13805	11042	13682	154570
Handled number	11909	14052	11366	11572	11304	11560	11421	11834	8423	12346	10015	11511	137313
Handled percentage TARGET 85%	87%	86%	92%	88%	91%	88%	88%	93%	92%	89%	91%	84%	89%
Abandoned number	1850	2265	966	1600	1144	1634	1583	871	687	1459	1027	2171	17257
Abandoned percentage	13%	14%	8%	12%	9%	12%	12%	7%	8%	11%	9%	16%	66%
Average call answer time TARGET 00:02:00	02:00	01:59	01:24	01:49	02:20	03:17	03:03	01:57	01:20	03:59	05:45	04:32	02:50
	02:00	01:59	01:12	02:03	01:26	02:05	02:04	01:03	01:10	00:00	01:32	02:27	01:35

2018/19

TARGET	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	ANNUAL
Total Calls	14048	12328	12436	13538	13073	13125	14492	12811	9351	14566	11774	14435	155977
Handled number	11663	11151	11373	11992	11259	10697	12129	11337	8533	11548	8255	10929	130866
Handled percentage TARGET 85%	83%	90%	91%	89%	86%	82%	84%	88%	91%	79%	70%	76%	84%
Abandoned number	2385	1177	1063	1546	1814	2428	2363	1474	818	3018	3519	3506	25111
Abandoned percentage	17%	10%	9%	11%	14%	18%	16%	12%	9%	21%	30%	30%	16%
Average call answer time TARGET 00:02:00	03:00	01:32	01:24	01:49	02:20	03:17	03:03	01:57	01:20	03:59	05:45	04:32	02:50
Handled													

2019/2020

TARGET	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	ANNUAL
Total Calls	17792	15993											33785
Handled number	12621	11206											23827
Handled percentage TARGET 85%	72%	70%											71%
Abandoned number	5171	4783											9958
Abandoned percentage	28%	30%											29%
Average call answer time TARGET 00:02:00	06:11	05:15											

This page is left blank intentionally.



REPORT TO: Scrutiny and Overview Committee 16 July 2019
LEAD MEMBER: Scrutiny and Overview Committee Chairman

Statutory Guidance on Overview and Scrutiny in Local Government and Combined Authorities

Executive Summary

1. In May 2019 the Ministry of Housing Communities and Local Government published statutory guidance on overview and scrutiny in Local Government and Combined Authorities. The guidance was produced following a commitment made by Government in 2018 following the Communities and Local Government Select Committee's inquiry into overview and scrutiny. Councils must 'have regard' to this guidance.

Recommendations

2. It is recommended that that the committee notes this guidance.

Details

3. The guidance does not prescribe how the technical aspects of scrutiny should be carried out; it offers ideas within which scrutiny needs to find its own solutions.
4. The key components of the guidance are summarised as follows:
 - The most important component is organisational culture towards scrutiny. This is about the whole council, not just scrutiny councillors and officers. A commitment to scrutiny begins with the Chief Executive and political leadership. Scrutiny's part of this is that it must recognise that its work must be designed to have impact.
 - Scrutiny's role has to be focused and the work programme must be prioritised.
 - The guidance highlights the importance of the selection of committee members and outlines the personal attributes required to ensure the right people are selected to be on the committee.
 - The guidance emphasises the rights that members have to access information, stating councillors should have regular access to key sources of information which will give them a sense of management of the authority; with a focus on performance, finance and risk.
 - The guidance emphasises the role of the committee's chairman in managing the gathering of evidence and the work of members in forming focused and achievable recommendations.

5. The guidance can be viewed via this link <https://bit.ly/2W5zwSP> (hard copies can be printed on request). A summary of the guidance and performance of this authority in relation to it, is attached at **Appendix A**.

Implications

6. There are no significant implications.

Appendices

Appendix A: Summary of Statutory Scrutiny Guidance

Background papers

Statutory Scrutiny Guidance: <https://bit.ly/2W5zwSP>

Report Author: Victoria Wallace – Scrutiny and Governance Adviser
Telephone: (01954) 713026

Appendix A

Summary of Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities

Guidance	In place at SCDC?	Comment
Culture: A strong organisational culture supporting scrutiny needs to exist, starting with the Chief Executive and political leadership.		
Scrutiny should be member led.	√	
Prioritisation of scrutiny work programme is essential to ensure Scrutiny focusses on delivering work that is of value.	√	Monthly work planning meeting between Chairman/Vice Chairman/Scrutiny Adviser, filtering out items where it is not considered Scrutiny will add value.
Ensure engagement on the work programme between the political leadership and scrutiny whilst being mindful that the executive should not try to control the committee's work.	√	Annual meeting between Leader/ Chief Executive/ Scrutiny Chairman and Vice Chairman
Develop an 'executive-scrutiny protocol' to help define the relationship between Cabinet and Scrutiny and mitigate differences of opinion providing a framework for disagreement/debate and a way to manage this.	X	The council may wish to consider the development of such a protocol.
Support should be given by members and senior officers for scrutiny committees to access information held by the authority.	√	Members are supported to access information when requested.
Senior officers should ensure all officers are free to provide impartial advice to scrutiny.	√	
Ensure all members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the powers it has.	√	Established internal process to ensure pre-decision scrutiny which officers are aware of and actively engage with the Scrutiny and Governance Adviser.
Full Council should be informed of the work of the committee via reports/recommendations being submitted when appropriate to do so, rather than reporting solely to the executive.	√	Scrutiny presents recommendations to full Council as appropriate.
Ensure scrutiny has a profile in the wider community. Consider when to engage the authority's communications officers and other relevant channels to do this. Formal public consultation is not advised.	√	Information about scrutiny is provided on the Council's website. Scrutiny featured in South Cambs magazine.

Ensure scrutiny members are supported in having an independent mindset.	√	
Resourcing : Resource allocated to the scrutiny function is significant in determining how successful scrutiny is and how much value it can add to the authority.		
It is for each authority to decide on the resource provided.	√	Scrutiny and Governance Adviser appointed.
A statutory scrutiny officer must be appointed by all combined authorities/upper/single tier authorities.	√	
Selecting Scrutiny Committee Members : Selecting the right committee members is essential for the committee to function effectively.		
The committee must be politically proportional.	√	
Executive members cannot be scrutiny members.	√	
When selecting committee members, the following should be considered: <ul style="list-style-type: none"> • Experience, expertise and interests • Ability to act impartially • Ability to work as part of a group • Capacity to serve on the committee. 	√	
Selecting a Chairman: The Chairman plays a leadership role and is largely responsible for establishing scrutiny's profile, influence and ways of working.		
Attributes authorities should take into account when selecting committee members, also apply to selection of the Chair. The Chair should have the ability to lead and build teamwork and consensus among committee members.	√	
Chairman should protect the committee's independence.	√	
Training of committee members		
Induction training and ongoing training should be offered to committee members.	√	Introduction to Scrutiny training provided in June 2018. CfPS Questioning Skills training in April 2019 and ongoing training offered to Chairman and Vice Chairman in other areas.
Power to access information		
Key performance information particularly on the authority's performance management and risk, should be regularly available for scrutiny members to access.	√	The committee receives quarterly reports on finance, performance and risk.

Information should be shared on request with scrutiny committee members. Legitimate reasons must be given by the executive if information is withheld.	√	
Scrutiny committees have a legal power to require members of the executive and officers to attend committee meetings to answer questions; it is their duty to comply with such requests.	√	
Planning work		
The committee needs to plan its work programme in order to be effective. There should be a long term work programme which is flexible enough to accommodate any urgent issues that may arise.	√	Scrutiny work programme developed, monthly planning sessions between Chairman/ Vice Chairman/Scrutiny and Governance Adviser.
Scrutiny has the power to look at anything which affects the area or the residents of the area. Work should be prioritised as Scrutiny will not be able to look at everything.	√	Workload is prioritised by Chairman/Vice Chairman at monthly work planning sessions. Added value is considered. Scrutiny Prioritisation Tool is used.
Evidence needs to inform the work programming to ensure the right topics are looked at at the right time. To gather evidence, discussions should take place with: <ul style="list-style-type: none"> • The public: Individual scrutiny members should have discussions (including via online forums) with residents/groups in their local areas to gain insight. Formal consultation is not advised. • Partners • The executive, though the executive should not direct scrutiny's work. • Senior officers 	√	Scrutiny featured in the South Cambs residents magazine. Information on website. Chairman and Vice Chairman will meet annually with the Leader, Chief Exec and other senior officers to discuss the work programme.
Information sources to inform the work programme: <ul style="list-style-type: none"> • Performance information • Finance and risk information • Corporate complaints information and information from political groups about the subject matter collected from members' surgeries • Business cases/options appraisals Consider keeping this information under regular review outside committee meetings rather than bringing information to formal meetings 'to note'.	√	

The guidance provides advice on conducting evidence gathering sessions and developing recommendations, the main points of which are listed below:

Evidence sessions - These are key to informing scrutiny's work:

- May happen at formal committee, in less formal task and finish groups or at standalone sessions.
- Good preparation essential. Set overall objectives and consider what type of questions to ask. Consider in advance what scrutiny it is trying to get out of the session.
- The Chair plays a vital role and should draw together themes and highlight key findings at the end of a session.

Developing recommendations:

- Usually appropriate for this to be done by members only. Due regard should be given to advice received from officers. Recommendations should be evidence based and SMART.
- Reports are usually drafted by officers directed by members.
- Six to eight recommendations usually sufficient. Draft recommendations could be shared with executive members to provide an opportunity to identify any errors and for a general sense check; this is not an opportunity for recommendations to be revised or blocked.

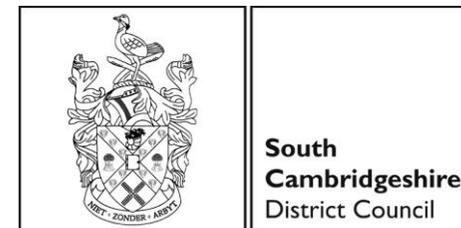
Scrutiny and Overview Committee Work Programme 2019/20

Meeting date	Potential Agenda item (subject to prioritisation by Chairman and Vice Chairman)
Every meeting	Selected Key Decision items prior to Cabinet Selected Non-Key Decision items prior to Cabinet Work programme Feedback from task and finish groups
July 2019	<ul style="list-style-type: none"> • Update on Contact Centre performance • Update on ICT
August 2019	Items scheduled for September Cabinet Decision: <ul style="list-style-type: none"> • Q1 Performance Report (Non-Key) • Response to the Local Transport Plan consultation (Non-Key) • Service Modernisation Proposals: Guiding Principles (Non-Key) • 2018/19 Provisional Outturn reports for: General Fund Budget, Capital Budget, Housing Revenue Account (Key) • Capital Programme Updates and New Bids (Key) • Service Plans (Key) • Economic Growth Plan (Key) • Business Plan 2019-2024 Outturn Position (Non-Key) • Service Transformation Savings Proposals (Key) • Value for Money Strategy (Non-Key)
September 2019	Items scheduled for October Cabinet Decision: <ul style="list-style-type: none"> • Revenue Budget Trends (Key)
October 2019	Items requested by the Committee: <ul style="list-style-type: none"> • Planning Performance report (not possible earlier due to peak leave season and entering a period of intensive recruitment and transformation activity following publication of Phase 2 Consultation)

	<p>outcomes.</p> <p>Items scheduled for November Cabinet decision:</p> <ul style="list-style-type: none"> • Investment Partnerships Members agreements (Key) • Shared Services Update (Key) • Medium Term Financial Strategy (Key) • Reserves and Provisions (Key) • Treasury Management Annual Report (Key) • Fees and Charges (Key)
November 2019	<p>Items scheduled for December Cabinet Decision:</p> <ul style="list-style-type: none"> • Q2 Performance Report (Non-Key) • Revenue Budget Trends (Q2) (Key) • Irrecoverable Debt (Key)
December 2019	<p>Items scheduled for January Cabinet Decision:</p> <ul style="list-style-type: none"> • Community Lifelines (Non-Key) • Council Tax Arrangements 2020/2021: Schedule of Precept Dates (Key), Proposed Council Tax Base (Key), Proposed Council Tax Reduction Scheme (Key) • Collection Fund – Estimated Council Tax Surplus (Key) • Capital Strategy (Key)
January 2020	<p>Items scheduled for February Cabinet Decision:</p> <ul style="list-style-type: none"> • General Fund Budget 2020/21 (Key) • HRA Budget 2020/2021 (Key) • Treasury Management Arrangements (Key) • Asset Management Plan (Key)
February 2020	<p>Items Scheduled for March Cabinet Decision:</p> <ul style="list-style-type: none"> • Revenue Budget Trends (Key) • Q3 Performance Report (Non-Key) • Resident Involvement Strategy (Key)

NOTICE OF KEY AND NON KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 3 July 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) On determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance).

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

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

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

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

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

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

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

Leader of the Council
Deputy Leader (Statutory)
Deputy Leader (Non-Statutory)
Environmental Services and Licensing
Planning
Housing
Customer Services and Business Improvement
Finance

Key and non-key decisions expected to be made from 3 July 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
Quarterly Performance Report (Quarter 1) Non-Key		Cabinet	04 September 2019		Lead Cabinet member for Customer Service and Business Improvement, Lead Cabinet member for Finance	Report (publication expected 27 August 2019)
Local Transport Plan Non-Key	To agree the Council's response to the Local Transport Plan consultation prepared by the Combined Authority.	Cabinet	04 September 2019		Deputy Leader of the Council Joint Director for Planning and Economic Development	Report (publication expected 27 August 2019)
Service Modernisation Proposals: Guiding Principles Non-Key	To consider guiding principles in respect of the formulation of service modernisation proposals. To establish the framework for identification of	Cabinet	04 September 2019		Leader of Council, Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 27 August 2019)

Key and non-key decisions expected to be made from 3 July 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
	proposals to transform service quality, improve productivity and customer services.					
General Fund Budget Provisional Outturn 2018/19 Key	To receive the General Fund Budget Outturn for the financial year 2018/19.	Cabinet	04 September 2019		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 27 August 2019)
Capital Budget Provisional Outturn 2018/2019 Key	To receive the Capital Budget Outturn for the financial year 2018/19.	Cabinet	04 September 2019		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 27 August 2019)
Housing Revenue Account (HRA) Provisional Outturn 2018/19 Key	To receive the HRA Outturn for the financial year 2018/19.	Cabinet	04 September 2019		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 27 August 2019)
Capital Programme Update and New Bids	To consider the performance of the Council's Capital Programme during	Cabinet	04 September 2019		Lead Cabinet member for Finance Trevor Roff, Interim	Report (publication expected 27 August 2019)

Key and non-key decisions expected to be made from 3 July 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	2018/19 and to consider new capital scheme bids for public consultation.				Director of Finance	
Service Plans Key	To consider Service Plans for key areas of service, including the service vision, objectives, targets and milestones.	Cabinet	04 September 2019		Leader of Council Interim Chief Executive	Report (publication expected 27 August 2019)
Economic Growth Page 29 Key	To consider and adopt the Economic Growth Plan 2019-2024 and the level of resources relevant to the Business Plan priority.	Cabinet	04 September 2019		Leader of Council Interim Chief Executive	Report (publication expected 27 August 2019)
Business Plan 2019-2024 Non-Key	To consider the Business Plan 2019-2024 Outturn Position.	Cabinet	04 September 2019		Leader of Council Interim Chief Executive	Report (publication expected 27 August 2019)
Service Transformation: Savings Proposals	To consider savings proposals for the next four year	Cabinet	04 September 2019		Lead Cabinet member for Finance	Report (publication expected 27 August 2019)

Key and non-key decisions expected to be made from 3 July 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	period for consultation.	Cabinet	06 November 2019		Trevor Roff, Interim Director of Finance	Report (publication expected 29 October 2019)
Value for Money Strategy Non-Key	To consider the adoption of a Value for Money Strategy for the Council.	Cabinet	04 September 2019		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 27 August 2019)
Revenue Budget Trends Key	To consider the latest trends in respect of the 2019/20 revenue budget (Q1) and emerging budget issues.	Cabinet	02 October 2019		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 24 September 2019)
Investment Partnerships - Members agreements Key	To consider membership agreements with framework suppliers.	Cabinet	06 November 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	Leader of Council Liz Irvine, Housing Advice and Homelessness Team Leader	Report (publication expected 29 October 2019)

Key and non-key decisions expected to be made from 3 July 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
Shared Services: Update Key	To consider an extension of the original Shared Services Agreement for Legal, Building Control and ICT services beyond the expiry date of 30 September 2020.	Cabinet	06 November 2019		Lead Cabinet member for Customer Service and Business Improvement Trevor Roff, Interim Director of Finance	Report (publication expected 29 October 2019)
Medium Term Financial Strategy Key	To consider the Council's Medium Term Financial Strategy.	Cabinet Cabinet	06 November 2019 05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 29 October 2019) Report (publication expected 28 January 2020)
Reserves and Provisions Key	To review the level of Reserves and Provisions.	Cabinet	06 November 2019		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 29 October 2019)
Treasury Management Annual Report	To receive the annual report on Treasury Management for	Cabinet	06 November 2019		Lead Cabinet member for Finance Trevor Roff, Interim	Report (publication expected 29 October 2019)

Key and non-key decisions expected to be made from 3 July 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	2018/19.				Director of Finance	
Fees and Charges Key	To consider the Council's non-regulatory fees and charges from January to April 2020.	Cabinet	06 November 2019		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 29 October 2019)
Quarterly Performance Report (Quarter 2) Non-Key		Cabinet	04 December 2019		Lead Cabinet member for Customer Service and Business Improvement, Lead Cabinet member for Finance	Report (publication expected 26 November 2019)
Revenue Budget Trends (Quarter 2) Key	To consider the latest trends in respect of the 2019/20 revenue budget (Q2) and emerging budget issues.	Cabinet	04 December 2019		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 26 November 2019)
Irrecoverable Debt	To consider the	Cabinet	04 December 2019		Lead Cabinet	Report (publication

Key and non-key decisions expected to be made from 3 July 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	write off of individual bad debts in excess of £10,000 in accordance with the Council's Constitution.				member for Finance Trevor Roff, Interim Director of Finance	expected 26 November 2019)
Community Lifelines Non-Key	To seek approval to proceed with a joint model for the community lifeline service. Work is underway with County and City Councils to establish whether it would be beneficial to combine the South Cambs and City Lifeline services with the County Council's, to enable a single point of access for these services.	Cabinet	08 January 2020	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		Report (publication expected 23 December 2019)
Council Tax Arrangements 2020/2021:	To determine precept dates for all precepting bodies.	Cabinet	08 January 2020		Lead Cabinet member for Finance	Report (publication expected 23 December 2019)

Key and non-key decisions expected to be made from 3 July 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
Schedule of Precept Dates Key					Trevor Roff, Interim Director of Finance	
Council Tax Arrangements 2020/2021: Proposed Council Tax base Key	To set out the proposed Tax base for the financial year 2020/2021 in accordance with the requirements of the Local Government Finance Act 1992.	Cabinet	08 January 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 23 December 2019)
Council Tax Arrangements 2020/2021: Proposed Council Tax Reduction Scheme Key	To consider revisions to the Council Tax Reduction Scheme.	Cabinet	08 January 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 23 December 2019)
Collection Fund - Estimated Council Tax Surplus Key	To determine the estimated Collection Fund surplus as at 31 March 2020.	Cabinet	08 January 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 23 December 2019)

Key and non-key decisions expected to be made from 3 July 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
Capital Strategy Key	To undertake the annual review of the Council's Capital Strategy.	Cabinet	08 January 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 23 December 2019)
Capital Investment Programme Key Page 35	To determine, for recommendation to Council, the Council's Capital Programme for 2020/2021, 2021/2022 and 2022/2023 together with the Council's proposed Prudential Indicators.	Cabinet	05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
General Fund Budget 2020/2021 Key	To consider the General Fund Budget for 2020/2021 and to recommend the Budget to Council.	Cabinet	05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
Housing Revenue Account (HRA) Budget 2020/2021	To consider the Housing Revenue Account Budget for	Cabinet	05 February 2020		Lead Cabinet member for Finance	Report (publication expected 28 January 2020)

Key and non-key decisions expected to be made from 3 July 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	2020/2021 and to recommend the Budget to Council.				Trevor Roff, Interim Director of Finance	
Treasury Management Arrangements Key Page 36	To review Treasury Management Operations, Treasury Management Strategy and Treasury Management Practices.	Cabinet	05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
Asset Management Plan Key	To consider update(s) to the Asset Management Plan and supporting Action Plan.	Cabinet	05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
Revenue Budget Trends Key	To consider the latest trends in respect of the 2019/2020 revenue budget (Q3) and emerging budget issues.	Cabinet	04 March 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 25 February 2020)
Quarterly		Cabinet	04 March 2020		Lead Cabinet	Report (publication

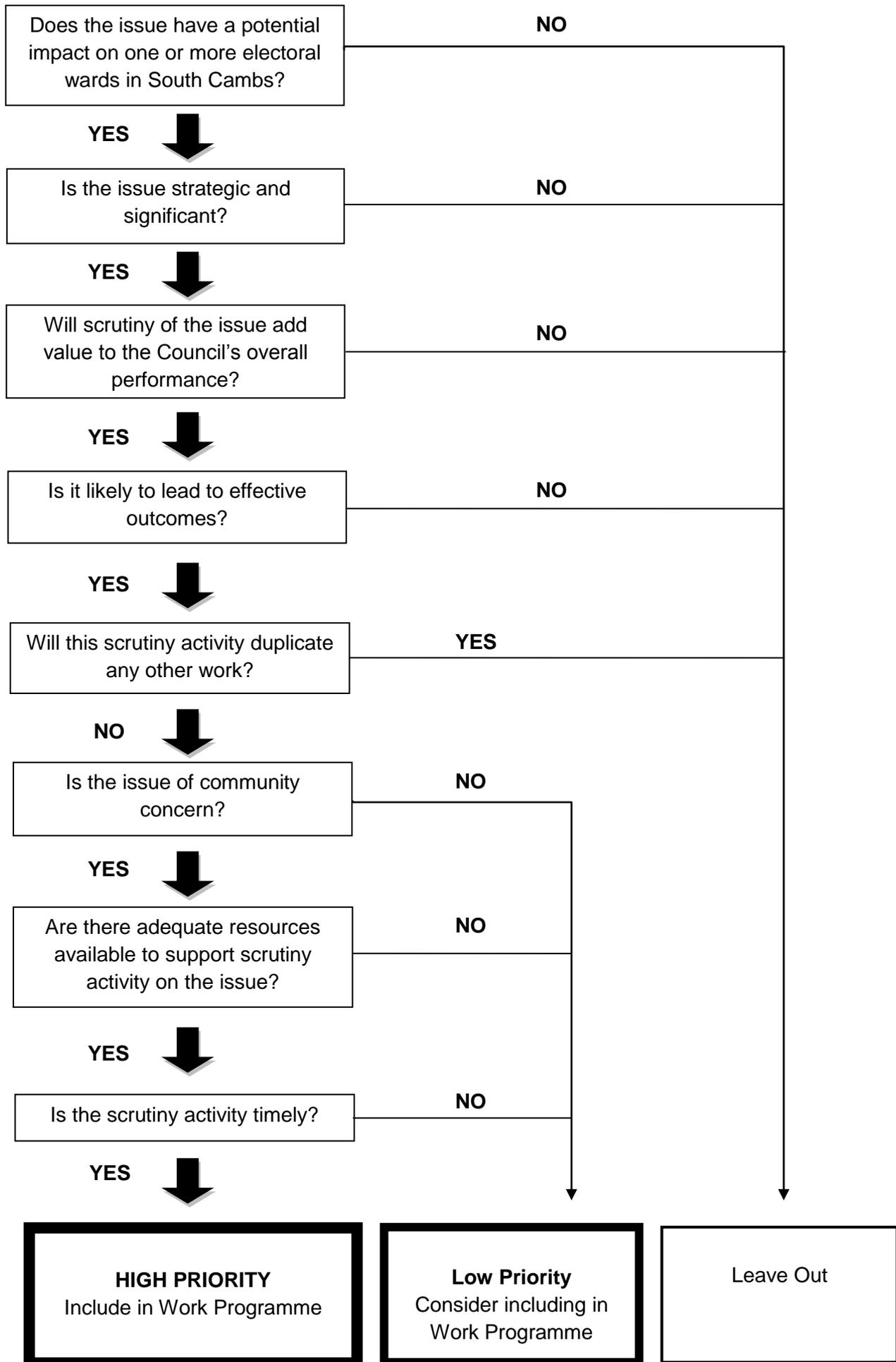
Key and non-key decisions expected to be made from 3 July 2019

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
Performance Report (Quarter 3) Non-Key					member for Customer Service and Business Improvement, Lead Cabinet member for Finance	expected 25 February 2020)
Resident Involvement Strategy Key	To approve the final Resident Involvement Strategy.	Lead Cabinet member for Housing	04 March 2020		Lead Cabinet member for Housing Peter Moston, Resident Involvement Team Leader	Report (publication expected 25 February 2020)
Review of barriers to procurement from SMEs Non-Key	To review the outcomes of the work undertaken as a result of Cabinet's approval of recommendations from the Scrutiny task and finish group which reviewed the barriers to procurement from	Cabinet	04 March 2020		Johanna Davies, Economic Development Officer	Report (publication expected 25 February 2020)

Key and non-key decisions expected to be made from 3 July 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
	SMEs.					
Refreshed New Build Strategy Key	To approve a refreshed New Build Strategy.	Cabinet	Date to be confirmed		Lead Cabinet Member for Housing Mike Hill, Interim Director of Housing	Report (publication date tbc)

Scrutiny Work Programme Prioritisation Tool



This page is left blank intentionally.