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8 August 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 (if needed):	Councillors Peter Topping, Mark Howell, Sue Ellington, Bunty Waters, Dr. Shrobona Bhattacharya, Nigel Cathcart, Henry Batchelor, Peter Fane, Jose Hales, Clare Delderfield, Deborah Roberts and Philip Allen
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**There is a pre-meeting session at 1.15pm for members of the Committee only, to plan their lines of enquiry.**

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** on **TUESDAY, 20 AUGUST 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

**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.**

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## AGENDA

## PAGES

- 1. Apologies**  
To receive apologies for absence from committee members.
- 2. Declarations of Interest**

- |           |  |                |
|-----------|--|----------------|
| <b>3.</b> | <b>Minutes of Previous Meeting</b><br>To authorise the Chairman to sign the Minutes of the meeting held on 16 July 2019 as a correct record.   | <b>1 - 6</b>   |
| <b>4.</b> | <b>Public Questions</b>  |                |
| <b>5.</b> | <b>2019-20 Performance Reporting Arrangements and Quarter 1 Operational Key Performance Indicator Results</b>  | <b>7 - 24</b>  |
| <b>6.</b> | <b>Strategic Risk Register</b><br>To receive the Draft Strategic Risk Register Q1– Updated for Scrutiny & Overview Committee Review.   | <b>25 - 34</b> |
| <b>7.</b> | <b>Value for Money Strategy</b>  | <b>35 - 46</b> |
| <b>8.</b> | <b>Work Programme</b><br>For the committee to consider its work programme, which is attached with the Council’s Notice of forthcoming 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. | <b>47 - 80</b> |

Under this agenda item, the committee will also set up and appoint members to any Scrutiny task and finish groups.

- 9. To Note the Dates of Future Meetings**  
To note that the next meeting will take place on Tuesday 10 September 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.

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## **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](mailto: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**

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#### **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**

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#### **Food and Drink**

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# Agenda Item 3

## **SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of a meeting of the Scrutiny and Overview Committee held on  
Tuesday, 16 July 2019 at 5.00 p.m.

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

Councillors:	Anna Bradnam	Graham Cone
	Dr. Claire Daunton	Dr. Douglas de Lacey
	Geoff Harvey	Steve Hunt
	Dr. Shrobona Bhattacharya	Jose Hales
	Clare Delderfield	

Councillors Neil Gough, Bill Handley, Philippa Hart and Aidan Van de Weyer were in attendance, by invitation.

Officers:	Victoria Wallace	Scrutiny and Governance Adviser
	Peter Maddock	Deputy Head of Finance
	Sam Smith	Head of ICT
	Rachael Fox-Jackson	Customer Contact Manager
	Mike Hill	Director of Housing and Environmental Services
	Trevor Nicoll	Interim Assistant Director for Waste Resources & Special Projects

### **1. APOLOGIES**

Apologies for absence were received from Councillors Ruth Betson, Martin Cahn, Sarah Cheung Johnson, Gavin Clayton, Peter McDonald and Judith Rippeth. Councillors Jose Hales and Clare Delderfield were present as substitutes for Councillors Rippeth and Cahn, and Councillor Shrobona Bhattacharya was present as a substitute for Councillor Betson.

### **2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **3. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 13 June 2018 were agreed as a correct record of the meeting. Referring to the minutes of the previous meeting, a member of the committee queried whether further work was being undertaken in relation to the 3C Shared Legal service gaining Lexcel accreditation.

### **4. PUBLIC QUESTIONS**

No public questions had been received.

### **5. UPDATE ON 3C ICT**

The Head of 3C ICT and the Lead Cabinet Member for Customer Services and Business Improvement were present for this agenda item and answered questions from committee members, some of which had been submitted in advance of the meeting. In response to these questions, the Lead Cabinet Member and Head of 3C ICT informed

the committee of the following:

- The Head of 3C ICT was preparing a 100 day report on the ICT service, which would be published in due course.
- Recruitment to key roles in the ICT service would be undertaken; this would include a Deputy Head of 3C ICT and an Information Governance Manager.
- Committee members had raised concern about the fragility of the ICT environment and were informed that much of this was due to legacy equipment which ICT was in the process of moving away from. Old ICT systems were failing staff but the new Council Anywhere system, which was being rolled out to all staff, was enabling staff to work more effectively.
- Many recent ICT issues at South Cambridgeshire District Council had been caused by the telephony system which was very old and the incompatibility of this had caused significant network connectivity issues. Further work was needed to resolve these issues by replacing this equipment; this was a major project which had not yet been fully commissioned by SCDC. Once commissioned, ICT would ensure this was made a priority. As the project had not yet been commissioned, the Head of 3C ICT was not in a position to provide a timescale for the project.
- There had been a lack of continual investment in ICT by South Cambridgeshire District Council and work around risk assessment and the investment needed in ICT, had been lacking.
- The 3C ICT vision of buy once use three times was emphasised and the committee was informed that where possible, procurements were being done collectively across the three councils.
- The committee was informed that there was a consolidated asset register, which was being managed.
- In relation to the recent failure of the chiller system in the South Cambridgeshire Hall server room, which had led to an outage of ICT systems across the council, the committee was informed that this was not something for which 3C ICT was responsible as the server room was managed by South Cambridgeshire Facilities Management. The Head of 3C ICT explained that this failure had occurred during a weekend.
- The newly consolidated server room environments, such as the server room at Pathfinder House which 3C ICT managed, had monitoring equipment in place.
- In response to questions raised by committee members regarding the ICT issues referenced in the Customer Contact Centre Performance report to be considered during the next agenda item, the committee was informed that 3C ICT did not support the Benefits Calculator.
- The Head of 3C ICT was working on a risk register to identify all ICT risks and where responsibility for these lay; this would be published in due course. The committee welcomed this positive response to risk assessment but expressed surprise that the Benefits Calculator and South Cambridgeshire Hall server room, both of which were critical infrastructure, were not the responsibility of 3C ICT. The Head of 3C ICT would look into the Benefits Calculator.
- The rollout of Council Anywhere had been agreed with all three councils. This project did not include the replacement of South Cambridgeshire's telephony equipment, which the Head of 3C ICT advised needed to be replaced.

In response to a query raised regarding problems being experienced with the audio visual equipment in the Council Chamber, the committee was informed that this was an issue for South Cambridgeshire to resolve and there was a project in place for this.

The Head of 3C ICT informed the committee that she would be happy to discuss with South Cambridgeshire's Facilities Management Team, systems to monitor the South Cambridgeshire Hall server room.

Regarding progress on the governance of the Shared Services, the Lead Cabinet Member informed the committee that:

- The former Interim Executive Director had made good progress on this and this work was being continued by the Interim Finance Director.
- She had not yet been involved in any Management Board meetings.
- She had not yet seen much progress in member involvement in strategic discussions regarding 3C ICT.
- She suggested that the lack of accountability had been demonstrated by the recent South Cambridgeshire Hall server room issue, and that there were gaps which needed to be bridged.
- Good progress had been made with recharging and this work was continuing.
- The appetite for greater accountability and governance seemed to be unique to South Cambridgeshire District Council and was not reciprocated by the other partner councils.
- The Head of 3C ICT informed the committee that ICT problems had been more acute at SCDC due to the issues with the telephony system, which was the oldest system across all three councils.

The Lead Cabinet Member informed the committee of the headlines from the LGA report on ICT, which were that:

- Council Anywhere would make the required step change to meet staff's needs and bring the Council up to speed with modern ways of working.
- There was a need to increase the visibility of the ICT team as a whole.

The Lead Cabinet Member informed the committee of the following:

- 13000 registrations had been made on the Customer Portal following the soft launch of this. The hard launch was scheduled for August 2019. The project was progressing well with two full time business analysts working on it.
- Pressures were being experienced by the Customer Contact Centre Team to support the channel shift to the Customer Portal.
- The Lead Cabinet Member was concerned that South Cambridgeshire District Council was not investing as much money into the project compared to partners, and suggested this needed to be looked at carefully. The Interim Assistant Director of Waste and Special Projects informed the committee that SCDC had put some more money into this project, however it was still the junior partner and officers advised that the organisation needed to invest more.
- The Interim Corporate Programme Manager was drawing together all ICT and business change programmes into a programme of work.

The Interim Chief Executive explained to the committee the original arrangements for 3C Shared Services governance, which had consisted of the following:

- Chief Executive Board meetings (strategic)
- Director Board meetings (operational)
- Leaders meetings (involving all three Council Leaders)

He pointed out that 3C ICT's governance arrangements were very different to the governance set up for the Shared Waste Service, of which SCDC was the lead member. It was not understood why 3C ICT governance had been set up without member involvement however lessons had been learnt from this and the council was actively seeking to change this.

The Scrutiny and Overview Committee thanked the Head of 3C ICT for attending the meeting.

The Scrutiny and Overview Committee **RECOMMENDED:**

- a) That the project to renew South Cambridgeshire District Council's ageing telephony system be progressed.
- b) That the ICT infrastructure and building resilience be looked at closely.

The Scrutiny and Overview Committee **SUPPORTED:**

- a) The set up of a Member Board for 3C ICT following the model of the Shared Waste Service.
- b) Continual investment by the Council in ICT, to ensure systems and equipment were kept up to date.

## 6. CUSTOMER CONTACT SERVICE PERFORMANCE

The Lead Cabinet Member for Customer Services and Business Improvement presented the report which provided a review of the operational performance of the Customer Contact Service. The Customer Contact Manager and Deputy Head of Finance were also in attendance for this agenda item.

The Lead Cabinet Member highlighted the good career path the Contact Centre offered staff and that ICT issues had presented significant performance issues for the service. The volume of printing also impacted the Contact Centre, with one member of staff being deployed to support the reprographics service.

The Customer Contact Manager informed the committee of the following:

- The Contact Centre was trying to recruit six new staff members; it took three months to train a contact centre advisor on all council services and six months to fully train them. The full complement of staff was 25 staff members, which was standard for a council contact centre. The number of calls being received by the contact centre was also standard compared to other councils. The Benefits Manager and Customer Contact Manager were in the process of carrying out a benchmarking exercise comparing data from other councils.
- Four contact centre advisors were encouraging residents to use the Customer Portal; it was envisaged that use of the Customer Portal would reduce call volumes by 30%. However, it was pointed out to the committee that the types of calls that would be reduced by the use of the Customer Portal, were the calls that were more simple in nature and shorter in duration. The Customer Contact Manager anticipated it would take 5-6 years for the benefit of the Customer Portal to be fully realised.
- Contact centre advisors took their time with customers on the phone, some of which were vulnerable. Advisors were also being proactive with residents, notifying them of other services while they were on the phone; this increased call times and the call abandonment rate.
- January to March were peak call times and the service tried to backfill in order to build resilience for this busy time; this had however become difficult due to the competitive employment market. Work was taking place to streamline back office functions, which would help with capacity.
- The unexpected May 2019 EU Elections had presented challenges for the Contact Centre and had led to an increase in call volumes.
- The Contact Centre Manager explained a number of issues which had impacted the performance of the Contact Centre; telephony issues had led to increased call volumes, call waiting times and call abandonment rates. Issues with generic emails had also impacted the Contact Centre's performance and had led to some targets regarding complaints being missed.
- When ICT issues were being experienced, the Contact Centre, which used BT Cloud, had to revert back to a switchboard system to be able to answer calls.



Although calls could be answered, advisors could not fully serve customers as back office information required could not be accessed.

- In response to a request from a committee member for a standard deviation rather than averages being given in performance data, the Customer Contact Manager advised that the Contact Centre's software only provided averages. This would however change with the introduction of a new telephony system, the purchase of which was being looked at in preparation for the contract with BT Cloud ending in July 2020. The new system would be used across all three partner councils.
- The Customer Contact Manager had been working with HR to look at ways to improve the recruitment programme, looking at models used elsewhere. An issue with this council was that it had a rural base, requiring access to a mode of transport to get to, which was an additional cost out of salary. Members were informed that this council did not receive applications from students. The Contact Centre was advertising widely and looking at a rolling quarterly advertisement.
- The Contact Centre offered an entry level role for staff to access jobs in other parts of the council; the challenges this presented for the Contact Centre were explained.

A member of the committee suggested the Contact Centre look to the local community of Cambourne from which to recruit, suggesting local social media forums, the residents magazine and websites were used to advertise vacancies. The Customer Contact Manager would liaise with the HR Coordinator regarding this.

The Scrutiny and Overview Committee noted the report and thanked the Customer Contact Manager and Deputy Head of Finance for attending the meeting, and informing the committee of the work of the Contact Centre and the challenges it faced.

## **7. STATUTORY SCRUTINY GUIDANCE ON OVERVIEW AND SCRUTINY IN LOCAL GOVERNMENT AND COMBINED AUTHORITIES**

The Scrutiny and Overview Committee Chairman introduced the report which provided an overview of the Statutory Guidance on Overview and Scrutiny. The Council's performance in relation to this was discussed by the committee. The importance of forward planning and engaging with the Scrutiny and Overview Committee at an earlier stage in policy development and bringing issues to the committee for discussion further in advance of final decisions being made by Cabinet to enable effective scrutiny, was emphasised.

Committee members emphasised the following:

- The importance of having a Scrutiny and Overview Committee Chairman who was an opposition party member.
- The need for post decision as well as pre-decision scrutiny.

Committee members supported the idea of holding some meetings in the community and the options for doing so for a future meeting would be looked into.

The Scrutiny and Overview Committee noted the report.

## **8. SCRUTINY WORK PROGRAMME**

The Scrutiny and Overview Committee noted its work programme and was informed by the Chairman that the set up of a Gypsy and Traveller task and finish group, which had been raised by Councillor Gavin Clayton, would be discussed at the next meeting which Councillor Clayton could attend.

**9. TO NOTE THE DATES OF FUTURE MEETINGS**

The next meeting would take place on Tuesday 20<sup>th</sup> August 2019 at 5.20pm.

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**The Meeting ended at 7.25 p.m.**

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# Agenda Item 5



**REPORT TO:** Scrutiny and Overview Committee 20<sup>th</sup> August 2019

**LEAD CABINET MEMBER:** Cllr Neil Gough

**LEAD OFFICER:** Director of Corporate Services

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## 2019-20 Performance Reporting Arrangements and Quarter 1 Operational Key Performance Indicator Results

### Executive Summary

1. This report provides Scrutiny and Overview Committee with details of proposed performance reporting arrangements for the 2019-20 financial year. It also presents the Council's Q1 position regarding its operational key performance indicators, for consideration, comment and onward submission to Cabinet.
2. These performance reporting arrangements have been designed in consultation with officers and members to allow effective performance monitoring and management to take place by providing opportunity to examine quality of service provision and progress towards Business Plan objectives, identify any areas of concern and decide on the appropriate action.
3. This is not a key decision.

### Recommendations

4. Scrutiny and Overview Committee is invited to:
  - a) Note the approach to reporting to be adopted for the 2019-20 financial year, as set out at paragraph 7 and **Appendix A**.
  - b) Note the list of emerging Business Plan Indicators as set out and mapped against Business Plan focusses at **Appendix B** and currently being considered and shaped by CEMT for reporting at end of quarter 2.
  - c) Review the Operational Key Performance Indicator (OKPI) results and comments in this report at **Appendix C**, recommending, where appropriate, any actions, including redeployment of resources, required to address issues identified for consideration by Cabinet.

## Reasons for Recommendations

5. These recommendations are required to enable senior management and members to understand the organisation's performance, both in terms of quality of service provision and progress towards Business Plan objectives. The information included within performance reports 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.

## Details

### 2019-20 Performance Reporting Arrangements

6. Work has been ongoing to undertake a review of performance reporting arrangements to ensure that these provide an effective method of managing both business-as-usual performance as well as progress towards the recently adopted 2019-24 Business Plan.
7. This has resulted in the identification of a structure for the monitoring of performance as set out at **Appendix A**. The structure includes four documents that will underpin performance monitoring arrangements for the 2019-20 financial year, made up of the following components:

#### **Operational Key Performance Indicator (OKPI) report**

*Reporting on Operational Key Performance Indicators (OKPIs) that are aligned to the high level, business-as-usual activities that underpin the successful delivery of the Council's service plans. Reported monthly to CEMT and quarterly to Cabinet (in-full rather than by exception, unless otherwise indicated by Cabinet).*

*Current status – Quarter 1 OKPI report attached at Appendix C*

#### **Business Plan Indicator (BPI) report**

*Reporting on Business Plan Indicators (BPIs) identified to align as closely as possible to each of the focusses identified within the 2019-24 Business Plan. Reporting frequency to be confirmed.*

*Current status – the Business Plan Indicators listed at Appendix B are currently being considered and shaped by CEMT, to enable the Business Plan Indicator report to be submitted following the end of Quarter 2.*

#### **In-flight Project Tracker**

*Tracking and reporting on the progress of the various projects that are key to the delivery of the 2019-24 Business Plan, ensuring the delivery of specific actions by the deadlines outlined within the Business Plan.*

*Current status – the In-flight Project Tracker reports on the progress of projects being overseen by four new Cluster Boards. These have been set up and this method of*

*reporting will become established during the course of Quarter 1, with this element of the report to be submitted to Scrutiny and Overview Committee and Cabinet following the end of Quarter 2.*

### **Business Plan Action Tracker**

*Tracking and reporting on the delivery of the various actions by the timescales set out within the 2019-24 Business Plan. This will set out owners, cluster boards and timescales for individual Business Plan actions. Whilst actions are in the process of being delivered, they will appear on the In-flight Project Tracker. Once delivered, the Business Plan Action Tracker will be updated to indicate this.*

*Current status – CEMT are currently considering and shaping the contents of this report, however the format will be based on the in-flight project tracker, which was submitted to Scrutiny and Overview Committee in the second half of the previous financial year.*

## **Options**

1. Recommend to Cabinet any action, including redeployment of resources, required to address issues identified within this report and its appendices.
2. Request clarification from performance indicator owners on any aspects relating to performance indicators, results and comments contained within this report and its appendices.
3. Commission more detailed performance reports from performance indicator owners that drill-down into specific areas relating to the one or more of the performance indicators, results and comments contained within this report and its appendices.

## **Implications**

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

There are no significant implications beyond those raised by performance indicator owners within the comments section of the Operational Key Performance Indicator report.

## **Consultation responses**

9. Multiple stakeholder groups have been and continue to be engaged as part of the process to review performance monitoring arrangements, including discussion at CEMT, plus discussions with Cabinet and now referral to Scrutiny and Overview Committee, plus further feedback from individual Cabinet members and discussions with several officers. These discussions have shaped the proposed performance monitoring arrangements detailed within the contents of this report.

10. All performance indicator results and commentaries are provided by or at the instruction of performance indicator owners.

## **Effect on Council Priority Areas**

11. The proposed reporting structure has identified to provide an effective method of managing both business-as-usual performance as well as progress towards the recently adopted 2019-24 Business Plan, and the Council priority areas detailed within, including:
- Growing local businesses and economies
  - Housing that is truly affordable for everyone to live in
  - Being green to our core
  - A modern and caring Council

## **Background Papers**

SCDC Performance Management Framework – this document will be re-freshed to account for revised performance reporting methods to be adopted for the 2019-20 financial year and beyond.

## **Appendices**

Appendix A: Proposed 2019/20 approach to Performance Reporting  
Appendix B: Proposed Business Plan Indicators  
Appendix C: Operational Key Performance Indicator Report

## **Report Author:**

Kevin Ledger – Senior Policy and Performance Officer  
Telephone: (01954) 713018

Phil Bird – Corporate Programme Manager  
Telephone – (01954) 713309

## Appendix A - Proposed 2019/20 approach to Performance Reporting

### Operational KPI Report

- High level, business-as-usual activities underpinning the successful delivery of the Council's service plans.
- OKPIs are often those that the Council needs to monitor to ensure quality of service delivery.
- Reported monthly to CEMT and quarterly to Scrutiny and Overview Committee and Cabinet.

### Business Plan Indicator Report

- Reports progress against each of the BP focusses.
- Business Plan Indicators (BPIs) are based on the headlines that we want to be able to promote in relation to each Business Plan focus.
- BPIs are simple and meaningful to the average person in the street and are largely within our control.

### In-flight Project Tracker

- Tracks progress of projects that are key to the delivery of the Business Plan.
- Ensuring the monitoring and delivery of specific Business Plan actions by the deadlines outlined within BP.
- This will be presented initially to the transformation board before coming to CEMT monthly. Reported to Scrutiny and Overview Committee and Cabinet quarterly.

### Business Plan Action Tracker

- Tracks delivery of business plan actions.
- Sets out owners, clusters boards, supporting officers and teams and timescales for individual Business Plan actions.
- Whilst in the process of being delivered actions will appear on the In-flight Project Tracker.
- Once delivered the Business Plan Action Tracker will be updated to indicate completion.
- Reported to CEMT monthly and S&O and Cabinet quarterly.

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## Appendix B - Business Plan Indicators and Business Plan Focusses

Focus	Focus Owner	BPIs requiring minimal work to obtain	BPIs requiring work to obtain data	Future BPIs	Related/Contextual information
A1) We will make it easy to do business in South Cambridgeshire	Paul Frainer	BPI2 - % of district with full fibre coverage (confirmation required that Connecting Cambridgeshire able to provide)	BPI1 - % of surveyed Businesses who are satisfied with the quality of SCDC's business facing services		Contextual data available around the number, type and health of businesses in South Cambridgeshire?
A2) We will help our village businesses thrive	Paul Frainer	BPI2 - % of district with full fibre coverage (confirmation required that Connecting Cambridgeshire able to provide)	BPI1 - % of surveyed Businesses who are satisfied with the quality of SCDC's business facing services		Contextual data available around the number, type and health of businesses in South Cambridgeshire?
A3) We will help our businesses be green	Paul Frainer	None at present - work to help businesses be green to be investigated by March 2020.		Means of measurement to be identified as part of work to develop green business brokerage and advice service.	Carbon emissions estimates for South Cambs industry and commercial sectors (BEIS, County, University)  In-flight project tracker detailing progress of project to develop green business brokerage and advice service.
A4) We will promote the area for visitors and investment	Paul Frainer	None at present - programme of activities to promote foreign direct investment into the local area is due to be developed by end March 2021. Means of measurement to be identified as part of work to develop programme.  Promotion of district to visitors is through Visit Cambridge and Beyond website. Limited scope to monitor impact of this beyond number of page visits, much of this provides visitor information for locations outside of South Cambs and is this priority high enough profile to warrant action if numbers are lower than anticipated?		Means of measurement to be identified as part of work to develop programme to promote foreign direct investment.	South Cambs visitor numbers and average length of stay?  In-flight project tracker detailing progress of project to develop programme to promote foreign direct investment.
A5) We will improve environmentally friendly transport links	Paul Frainer	None at present - thought required around whether its possible to quantify our input with a headline figure.			Carbon emissions estimates for South Cambs transport sector (BEIS, County, University)
A6) We will help people living here have the skills and housing they need to work locally	Paul Frainer	None at present - We are currently undertaking work to assess need for key essential worker homes, and areas within the district where this exists. This work needs to be completed prior to identification of suitable sites, at which point number of sites identified could be created as a BPI.		Number of sites identified as suitable for homes for key essential workers.	Travel time in minutes to nearest employment centre with at least 5000 jobs by public transport/walking (Dep of Transport)  Travel time in minutes to nearest employment centre with at 500-4999 jobs by public transport/walking (Dep of Transport)  County-wide travel to work survey results (if available).  In-flight project tracker detailing progress of work to assess need for key worker housing.
B1) We will deliver a range of well-designed high-quality new homes across the district to meet need and provide real choice	Heather Wood	BPI3 - Number of energy efficient Council House completions (year to date)  BPI4 - Number of energy efficient Council House active sites  BPI6 - % of new homes permitted that are affordable homes (on developments requiring affordable housing)	BPI5 - Total number of new homes delivered in South Cambs (currently annual monitoring report only)		

## Appendix B - Business Plan Indicators and Business Plan Focusses

Focus	Focus Owner	BPIs requiring minimal work to obtain	BPIs requiring work to obtain data	Future BPIs	Related/Contextual information
B2) We will create thriving communities where people can live, work and play	Paul Frainer	None at present - thought required around whether its possible to quantify our input with a headline figure.			In-flight project tracker detailing progress on projects such as the delivery of Northstowe community buildings
B3) We will raise the standards of new homes and communities to meet our green agenda pledge	Paul Frainer / Geoff Clark	BPI7 - Average SAP (EPC) rating (fuel-cost-based energy efficiency rating) of self-contained general needs council house dwellings	BPI8 - Number of Council homes where works have been undertaken to improve energy efficiency	Investigation of possible measure to monitor the impact of the Sustainable Design and Construction SPD and other efforts that we are making to improve environmental standards of South Cambs stock more generally?  Any data available from the EPCs of new homes coming forward? Emma Davies, Jane Green.	Carbon emissions estimates for South Cambs residential sector (BEIS, County, University)  In-flight project tracker detailing progress of Housing stock energy audit work.
B4) We will prevent homelessness and provide support for vulnerable people	Sue Carter	BPI9 - % of successful Homeless preventions as a proportion of all homelessness cases closed (year to date)			£s spent on B&B accommodation (year to date) (SCDC Operational KPI).  Number of households in temporary accommodation and number of homeless preventions (SCDC Management info).
C1) We will become a Zero Carbon Council	Trevor Nicoll	BPI10 - SCDC Carbon emissions  BPI12 - Kwh of grid electricity consumption avoided from SCDC Green Energy Investments  BPI13 - Tonnes of Carbon emissions avoided from SCDC Green Energy Investments			South Cambs district carbon emissions estimates (BEIS, County, University)  In-flight project tracker detailing progress of Zero Carbon Action plan and other Green to Our Core projects.
C2) We will increase green energy generation and promote environmentally friendly energy consumption	Trevor Nicoll	BPI11 - £s of Zero Carbon Communities grants awarded to help fund community run carbon reduction projects  BPI12 - Kwh of grid electricity consumption avoided from SCDC Green Energy Investments			South Cambridgeshire carbon emissions estimates (BEIS, County, University)

## Appendix B - Business Plan Indicators and Business Plan Focusses

Focus	Focus Owner	BPIs requiring minimal work to obtain	BPIs requiring work to obtain data	Future BPIs	Related/Contextual information
C3) We will maintain and improve air quality across the district	Trevor Nicoll	None at present - see future BPIs column.		<p>Number of EV charging point installations that we have funded or delivered within the district - better to work to develop an agreed role and approach for SCDC in this area prior to implementing this measure.</p> <p>BPI showing AQ monitoring activities and standards of AQ (if possible).</p>	Air Quality Annual Status Report
C4) We will protect and enhance the district's heritage and environment	Paul Frainer / Trevor Nicoll	<p>BPI14 - Number of fly tips</p> <p>BPI15 - Number of fly tip actions taken (including fixed penalty notices and prosecutions)</p>			
C5) We will reduce the total amount of waste we generate as a community	Trevor Nicoll	<p>BPI16 - Kgs of residual (black bin) waste per household</p> <p>BPI17 - Kgs of dry recycling (blue bin) waste per household</p>			Other waste related KPIs and management info e.g. contamination rate and recycling rate.
D1) We will retain and develop our staff to achieve excellent results for local people	Susan Gardner-Craig	BPI18 - % staff turnover			SCDC staff satisfaction survey results.
D2) We will generate new and innovative sources of income to invest in services for local people	David Ousby	BPI19 - % of revenues generated from investments and other commercial activities			
D3) We will support and celebrate South Cambridgeshire communities	Gemma Barron	BPI20 - £s of funding provided to South Cambs community groups			
D4) We will reduce costs and improve customer service	Susan Gardner-Craig		BPI21 - % of surveyed customers who are satisfied with SCDC customer service		Operational KPIs making up regular Operational KPI report.

Appendix B - Business Plan Indicators and Business Plan Focusses

Focus	Focus Owner	BPIs requiring minimal work to obtain	BPIs requiring work to obtain data	Future BPIs	Related/Contextual information
D5) We will use technology to improve access to Council services for businesses and residents	Susan Gardner-Craig	BPI22 - Number of residents with an active OneView account		Something to show number of transactions being completed through portal.	

## Appendix C - Operational Key Performance Information

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments	
Housing Advice						
AH212 £s spent on Bed and Breakfast accommodation (year to date)						
Sue Carter						
<div>Line chart not included due to year to date format of this PI - chart to be provided as year progresses.</div>		Apr	527	1583	2000	
		May	914	3167	4000	
		Jun	1629	4750	6000	
AH215 % successful homeless preventions as a proportion of all homeless cases close (year to date)						
Sue Carter						
<div><p>Past 24 months</p></div>		Mar	74.0	70	60	This OKPI has been set up to provide a greater indication of team performance. The previous OKPI reporting the 'number of homeless preventions' will continue to be reported within this commentary. T and I are provisionally set based on 18/19 figures.
		Jun	52.9	70	60	
				In Q1, 65 homeless preventions were achieved out of a total of 131 closed cases. Numbers applying in the final quarter of 18/19 were lower and therefore fewer cases were closed in Q1. Due to some interim arrangements there have been fewer staff dealing with casework, which impacts on the number of cases closed - we are now recruiting to a fixed term post to help alleviate this situation.		
Housing and Property Services						
SH204 % tenants satisfied with responsive repairs						
Geoff Clark						
<div><p>Past 24 months</p></div>		Mar	96.5	97	92	This measure is currently under review to ascertain whether it is the best means of monitoring quality of the responsive repairs service. 'SH327 % of repair job appointments kept' (below) has also promoted to provide an additional view of quality of the responsive repairs service.
		Jun	97.3	97	92	
SH327 % of repair job appointments kept						
Geoff Clark						
<div><p>Past 24 months</p></div>		Apr	97.5	95	90	This OKPI has been promoted from Service PI status to provide an additional view of the responsive repairs service.
		May	97.7	95	90	
		Jun	97.1	95	90	
AH211 Average days to re-let all housing stock						
Geoff Clark						
<div><p>Past 24 months</p></div>		Apr	23	17	25	Whilst higher than the target of 17, 19 days represents a high standard of performance, and compares with an upper quartile result of 22 days and median of 33 days amongst 23 Housemark benchmarking organisations for Q4 of 18/19 (latest result available result).
		May	14	17	25	
				Jun	19	17

Appendix C - Operational Key Performance Information

Housing Delivery Programme

AH224 Number of new build council house completions (year to date)

Kirstin Donaldson	Jun	0	0	0	We are targetting completion of 42 council house by year end in accordance with the trajectory required to double the number of Council houses over the next 4 years. In year targets are based on expected completion dates: 9 by end of Q2; 25 by end of Q3; and 42 by year end. No completions were expected by end of Q1 and therefore the target was 0. We currently have 91 new build houses started on site, set to be delivered over the course of this and next year.
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AH228 Number of self-build sites sold (year to date)

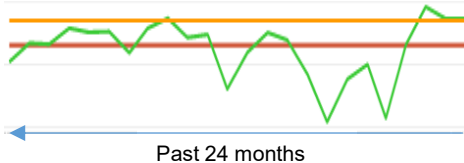
Kirstin Donaldson	Jun	1	3	3	Target has been set based on requirements set out within the self-build business case. During Q1, one self-build site was sold subject to contract.
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Report continues on following page.

## Appendix C - Operational Key Performance Information


PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments	
Benefits						
FS112 Average number of days to process new HB/CTS claims						
Dawn Graham						
	Apr	14	15	20		
	May	14	15	20		
	Jun	14	15	20		
FS113 Average number of days to process HB/CTS change events						
Dawn Graham						
	Apr	7	10	15		
	May	7	10	15		
	Jun	9	10	15		
Contact Centre						
CC302 % calls to the Contact Centre resolved first time						
Dawn Graham						
	Apr	78.4	80	70	This measure has been reinstated as an OKPI due to reduced consistency in results during the 18/19 financial year.	
	May	78.1	80	70		
	Jun	80.8	80	70		
CC303 % of calls to the Contact Centre that are handled (answered)						
Dawn Graham						
	Apr	70.9	90	80	The performance issues seen during recent months 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 or more resource requirements due to issues with ICT.	
	May	70.1	90	80		
	Jun	74.6	90	80		
CC307 Average call answer time (seconds)						
Dawn Graham						
	Apr	362.9	100	180	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 . It is expected to see a gradual improvement in performance over a number of months as the team as becomes fully resourced with trained staff. The issues with ICT have now been resolved.	
	May	345.5	100	180		A full report providing further details in relation to Customer Contact Service Performance was presented to Scrutiny on 16th July 2019.
	Jun	327.0	100	180		

Appendix C - Operational Key Performance Information

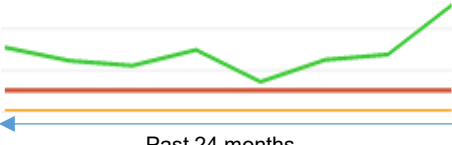
PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments
Corporate Services					
CC305 % of formal complaints resolved within timescale (all SCDC)					
EMT					
	Mar	63.04	80	70	This data is currently being collated. Results will be included as part of the regular complaints report to CEMT.
	Jun		80	70	
Finance					
FS109 % undisputed invoices paid in 30 days					
Peter Maddock					
	Apr	99.60	98.5	96.5	
	May	98.63	98.5	96.5	
	Jun	98.64	98.5	96.5	
	Revenues				
FS102 % Housing Rent collected					
Katie Kelly					
<div>Page 20</div> <div>Line chart not included as scale of chart means that actual is indistinguishable from target and intervention.</div>	Apr	86.18	82.6	81.0	
	May	90.60	89.5	87.7	
	Jun	93.15	92.8	90.9	
FS104 % NNDR collected (cumulative)					
Katie Kelly					
<div>Line chart not included as scale of chart means that actual is indistinguishable from target and intervention.</div>	Apr	15.80	13.0	12.7	
	May	25.10	22.7	22.2	
	Jun	35.00	31.7	31.1	
FS105 % Council Tax collected (cumulative)					
Katie Kelly					
<div>Line chart not included as scale of chart means that actual is indistinguishable from target and intervention.</div>	Apr	15.50	11.0	10.8	
	May	25.10	21.0	20.6	
	Jun	34.30	30.7	30.1	



Appendix C - Operational Key Performance Information

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments	
HR						
FS117 Staff turnover (non-cumulative)						
Susan Gardner Craig					The overall performance is within tolerance. Reasons for leaving include dissatisfaction with leadership and communication, benefits, frustration with ICT, and workloads. All of which are being addressed. It continues to be a very challenging job market with certain roles being difficult to recruit due to national skills shortages in specific professions. The Council has recently conducted a staff survey and a member task & finish group will be looking at what measures and actions the Council can consider to improve recruitment and retention.	
		Mar	3.92	3.25		4
Past 24 months		Jun	3.26	3.25		4
FS125 Staff sickness days per FTE excluding SSWS (non-cumulative)						
Susan Gardner Craig					This is a new OKPI separating staff sickness absence between the Shared Waste Service (see SF786a on the following page) and the rest of the organisation due to the significant differences in the type of work being undertaken.	
<div>Line chart not included - historic data is being compiled for this PI.</div>		Jun	1.96	1.75		2.5
					There has been an increase in the number of sickness absences attributable to mental health causes. Additional HR support resources are being deployed to help team managers to manage absences including return to work and case reviews. Other measures are in place to support mental health in the workplace, including a confidential counselling service and Mental Health First Aid. Within Q1 we have trained an additional 5 Mental Health First Aiders (MHFA), in addition to the 27 who had already been trained. The MHFA team will be meeting regularly in order to discuss common problems within the Council, and to organise events and activities to promote good mental health.	

## Appendix C - Operational Key Performance Information

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	
Shared Waste Service					
ES408 % of bins collected on schedule (SSWS)					
Trevor Nicoll					
		Apr	99.81	99.50	99.25
		May	99.84	99.50	99.25
		Jun	99.82	99.50	99.25
ES418 % of household waste sent for reuse, recycling and composting (cumulative)					
Trevor Nicoll					
<div>Line chart not included due to year to date format of this PI - chart to be provided as year progresses.</div>		Apr	54.3	50	48
		May	55.1	50	48
		Jun	55.1	50	48
ES412 Kgs of residual waste per household					
Trevor Nicoll					
<div>Line chart not included - historic data currently being obtained.</div>		Apr	32.70	35	38
		May	67.95	71	74
		Jun	101.75	106	112
The Council's 2019-24 Business Plan sets the aim to reduce residual waste to 425kg per household (per annum) (compared with 450kg per household in 2017/18). ES412 has been set up as an OKPI in order to track progress towards this objective.					
ES410 Kgs of dry recyclate per household					
Trevor Nicoll					
<div>Line chart not included - historic data currently being obtained.</div>		Apr	15.84	17	16
		May	32.82	34	31
		Jun	48.60	51	49
The Council's 2019-24 Business Plan sets the aim to increase dry recycling to 205kg per household (per annum) (compared with 195kg per household 2017/18). ES410 has been set up as an OKPI in order to track progress towards this objective.					
The service continues to raise awareness with residents on items that can be recycled and is working towards reducing contamination in recycling bins (contamination rates were at 5.84%, 6.08% and 5.98% in Apr, May and Jun respectively).					
SF786a Staff sickness days per FTE - SSWS					
Trevor Nicoll					
		Mar	4.37	3	3.5
		Jun	5.56	3	3.5
Shared Waste Service sickness figures have shown an increase in Q1. The majority of the increase is attributed to musculo skeletal causes and a number of staff being on long term sickness including 3 crew members who were involved in a serious RTA.					
Additional HR support resources are being deployed to help team managers across the organisation to manage absences, including return to work and case reviews					

## Appendix C - Operational Key Performance Information

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PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments
Dev. Management					
PN510 % of major applications determined within 13 weeks or agreed timeline (designation)					
Sharon Brown					
Line chart not included - historic data prior to Dec 2018 based on alternative methodology.	Mar	63.19	65	60	PN510 results has been verified to ensure alignment with figures reported nationally under MHCLG's criteria for designation. The current designation assessment period runs until Sep 2019 and the designation threshold for speed of major application processing is set at 60%.
	Jun	62.66	65	60	
PN511 % of non-major applications determined within 8 weeks or agreed timeline (desig. period cumulative)					
Sharon Brown					
Line chart not included - historic data prior to Dec 2018 based on alternative methodology.	Mar	81.55	75	70	PN511 results have been verified to ensure alignment with figures reported nationally under MHCLG's criteria for designation. The current designation assessment period runs until Sep 2019 and the designation threshold for speed of non-major application processing is set at 70%.
	Jun	80.07	75	70	
PN512 % of appeals against major planning permissions refusal allowed (designation period cumulative)					
Sharon Brown					
	Mar		5	10	PN512 and PN513 results are currently undergoing verification to ensure alignment with figures reported nationally under MHCLG's criteria for designation. Once complete, this will ensure robust data in respect of appeals performance, and will be reported at the earliest possible opportunity. The current assessment period runs until Dec 2019 and the designation threshold for appeals is set at 10%.
	Jun		5	10	
PN513 % of appeals against non-major planning permission refusal allowed (designation period cumulative)					
Sharon Brown					
	Mar		5	10	See above.
	Jun		5	10	
PN518 % of new homes permitted that are affordable homes (on developments requiring affordable housing provision)					
	Mar		40	30	During Q1 planning permission was granted for 38 dwellings across 2 sites; New Road, Melbourn (22), and Capper Road, Waterbeach (16). The Melbourn site provided 40% affordable housing units, equivalent to 8 dwellings. The Waterbeach site provided 12.5% affordable units, equivalent to 2 units, on the basis that the site is also delivering a convenience store which had an impact on the viability of the proposal. During Q4 no developments were approved that required affordable housing provision.
	Jun	26	40	30	
Land Charges					
SX025 Average Land Charges search response days					
	Apr	6.39	8	10	
	May	4.21	8	10	
	Jun	5.43	8	10	

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## Appendix A – Draft Strategic Risk Register Q1– Updated for Scrutiny Committee Review - August 2019

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
G	Infrastructure Failure  <b>Head of Service:</b> Susan Gardner Craig <b>Risk Owner:</b> Alex Young	<p><b>Cause</b></p> <p>Major IT failure of infrastructure and systems and/or failure of contractors to deliver effective contract transition of public service network (from Virgin Media to MLL EastNet)</p> <p><b>Consequence</b></p> <p><b>Leading to</b></p> <p>complete loss of service and network connectivity in one or more Service areas across SCDC</p> <p><b>Resulting in</b></p> <p>potential to miss statutory obligations, damage to property, endangering life, unquantified financial costs, reputational damage</p>	I = 5 L = 4 20	<ul style="list-style-type: none"> <li>ICT Strategy and Business Plan agreed by Cllrs in 2017.</li> <li>Server Consolidation Project underway to improve resilience from previous SCDC stand-alone exposure.</li> <li>Independent Penetration / Resilience testing undertaken as part of PSN compliance</li> <li>Business continuity plan updated and exercised, with lessons learned shared from previous events</li> <li>Appropriate investment in IT</li> <li>Council Anywhere enables working at multiple sites.</li> <li>5 days support from LGA – completed and received July 2019. Recommendations being considered. SGC</li> <li>SCDC active participation in and management of Virgin Media to MLL EastNet contract transfer risk via EastNet Board meetings. SGC</li> </ul>	I = 5 L = 1 5	<ul style="list-style-type: none"> <li>Provide sufficient resources to support ICT Strategy</li> <li>Complete Council Anywhere programme. Roll-out began April 2019 and complete in Shared Planning &amp; Waste Services.</li> <li>Undertake comprehensive fail-over tests for Servers.</li> <li>Review LGA 5 day report and agree recommendations.</li> <li>Quantify financial risk arising from network transfer from Virgin Media</li> </ul>	<p>31/03/20 Alex Young</p> <p>31/03/20 Andrew Francis</p> <p>31/03/20 Alex Young</p> <p>30/09/19 Susan Gardner-Craig</p> <p>31/12/19 Susan Gardner-Craig</p>
B	Insufficient people resources and skills  <b>Head of Service:</b> Susan Gardner Craig <b>Risk Owner:</b> Susan Gardner Craig	<p><b>Cause</b></p> <p>Council unable to recruit in a high employment area, national skills shortages in certain skills areas (HGV drivers, planners), high cost of living (housing), transport infrastructure, inability to match market place pay &amp; package levels,</p> <p><b>Consequence</b></p> <p><b>Leading to</b></p> <p>Staff shortage, lack of suitable skills and capacity, not fulfilling aspirations of the workforce;</p> <p><b>Resulting in</b></p> <p>Inability to deliver services and business plan, negative impact on current staff.</p>	I = 4 L = 4 16	<ul style="list-style-type: none"> <li>Good management and leadership (1:1s, PDR, etc)</li> <li>Diversity of work and development opportunities</li> <li>Employee package in place</li> <li>Apprenticeships scheme in place; Management Apprenticeship scheme agreed (June 2019)</li> <li>Adaptable and flexible workforce</li> <li>Focus on personal and career development as part of PDRs</li> <li>Positive and enabling culture – staff survey undertaken</li> <li>Shared Services to improve resilience and reduce turnover.</li> <li>Golden Hellos in place for hard-to-recruit / retain posts</li> <li>Employee referral scheme operating</li> <li>Developing a career progression scheme, particularly in Planning</li> <li>Offering trainee HGV Driver places</li> <li>Participation in national apprenticeship Trailblazer programmes</li> <li>Branding and selling South Cambs as an employer – HGV publicity and Planning microsites</li> <li>Disability Confidence scheme</li> <li>Commitment to provision of Essential Worker affordable homes in corporate Business Plan</li> </ul>	I = 4 L = 2 8	<ul style="list-style-type: none"> <li>Recruit to new posts once Planning structures agreed. Planning recruitment now underway (July 19)</li> <li>Undertake review of recruitment</li> <li>Set up Member task and finish groups to look at disability confidence scheme and Recruitment &amp; Retention (set-up May 2019)</li> <li>Promote Apprenticeships and work experience across all service areas</li> </ul>	<p>31/12/19 SGC &amp; Stephen Kelly</p> <p>31/12/20 SGC</p> <p>31/12/20 SGC</p> <p>On-going SGC</p>

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
C2	Failure to meet targets for building new affordable Council housing and failure to spend the right to buy receipts;  <b>Head of Service:</b> Heather Wood  <b>Risk Owner:</b> Kirstin Donaldson	<b>Cause</b> Lack of experienced, commercial new-build development and project management skills, experience and capacity.  <b>Consequence</b> <b>Leading to</b> Failure to build an average of 70 new affordable homes each year and spend Right-to-Buy receipts lack of housing for residents, inequality of housing arrangements, failure to meet the highest housing need,  <b>Resulting in</b> Corporate business plan commitments are not delivered, reputational and financial damage due to handing back Right-to-Buy receipts to Govt with a high-interest penalty or S106 money to developers, potential increase in the cost of managing homelessness.	I = 4 L = 4 16	<ul style="list-style-type: none"> <li>Local plan sets 40% affordable policy target</li> <li>Council supports new HRA Borrowing freedoms</li> <li>Support to develop parish plans and develop exception sites</li> <li>Organisation Development Plan targets hard-to recruit skills</li> <li>The Housing Revenue Account (HRA) business plan has been updated to reflect the 1% rent cut for four years announced in the Government's July 2015 Budget. The loss of £134m from the HRA Business Plan has had a significant impact on the Council's build programme.</li> <li>Revised HRA Business Plan was approved in February 2018 and agreed to continue 1.95% surcharge to new build capital budget to enable recruitment of 2 extra staff new build officers.</li> <li>New interim Team Manager appointed to cover vacancy in Head of New Development.</li> <li>Development &amp; Investment Manager sitting with the team and providing technical mentoring to interim Team Manager</li> <li>External experienced contractor appointed 2 days per week to keep current projects on-track</li> <li>Healthy pipeline of new build houses – July 19. £6m RTB spend agreed in August 19 for 144 units on 2 sites.</li> </ul>	I = 4 L = 2 8	<ul style="list-style-type: none"> <li>Development of the new build strategy (Kirstin Donaldson)</li> <li>Agree HRA borrowing requirements with Cabinet now that HRA borrowing cap has been lifted.</li> <li>Consider recruitment of further interim, experienced housing development contractors (Rob Dean recruited as Interim Development Project Manager and Nick Lockley as Development Project Officer (New Build))</li> </ul>	31/03/20 Kirstin Donaldson  Peter Maddock 31/12/19  31/03/20 Kirstin Donaldson
K	Effective project and programme management  <b>Head of Service:</b> Susan Gardner Craig <b>Risk Owner:</b> Phil Bird	<b>Cause</b> Failure to identify and effectively manage and join-up projects and programmes of work to deliver business benefits and corporate Business Plan objectives  <b>Consequence</b>  <b>leading to</b> to failure to generate income, increased costs, non-delivery of service, resources deployed ineffectively, programmes across the organisations not aligned and duplicated  <b>resulting in</b> failure to deliver benefits to community, reputational damage, financial pressures, legal challenge, impact on people and places	I = 4 L = 4 16	<ul style="list-style-type: none"> <li>Corporate Programme Manager re-tasked to design and set up cross-cutting corporate Programmes to deliver business change / ICT, corporate Business Plan, Climate &amp; Environment projects, Local Plan and Major Growth Sites.</li> <li>Corporate Business Process Improvement Group set-up to coordinate business process improvement work. First meeting July19.</li> <li>Cabinet agreed Programme roles and funding (£40k) for Organisation Review in February 2019.</li> <li>MSP and Prince 2 trained employees and toolkit available</li> <li>Project methodology (roles &amp; responsibilities)</li> <li>Training fund available to refresh and develop skills</li> <li>Transformation &amp; Change funding available to support extra Programme and Project resource across SCDC.</li> <li>Business Analysts skills and experience available in-house and 2 posts recruited for 18 months. Bids in for 3 further Business Analyst 18 month fixed term posts to be funded from ICT capital project funds. Bid in for Data Analyst 18 month fixed-term post.</li> <li>Use of external consultants to support where necessary.</li> </ul>	I = 3 L = 2 6	<ul style="list-style-type: none"> <li>Ensuring adequate governance arrangements for every programme and project</li> <li>Provision of training</li> <li>Ensuring sufficient people resources for each project</li> </ul>	31/12/19 Phil Bird  31/12/20 Phil Bird  31/12/19 Phil Bird



Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
I	Organisational Review and Operating Model  <b>Head of Service:</b> Mike Hill <b>Risk Owner:</b> Mike Hill	<p><b>Cause</b></p> <p>Following the change in Council priorities and the move to a more cross-cutting Business Plan and “One Council” approach, the Council’s previous operating model, organisational values, capabilities, and structure fail to deliver the new Council’s strategic outcomes for residents, communities and businesses</p> <p><b>Consequence</b></p> <p><b>Leading to</b></p> <p>insufficient staff strategic leadership and operational capacity in the right places, continued “silo” approach to customers and service delivery, failure to develop the Council’s information and data capabilities to deliver a modern Council, inability to join up data to understand the needs of customers and design and deliver services around residents and businesses, failure to deliver a more commercial approach and to generate income to fund Council work, organisational values and behaviours do not underpin “Leadership, Trust and Empowerment”</p> <p><b>Resulting in</b></p> <p>the Council does not have an appropriate operating model going forward and fails to sustainably deliver the growth, prosperity, housing and environmental improvements for residents and businesses set out in the Council’s new Business Plan.</p>	I = 4 L = 4 16	<ul style="list-style-type: none"> <li>Phase 1 analysis of SCDC completed.</li> <li>Phase 2 development of new operating model and change programme agreed by Cabinet in March 2019.</li> <li>Transformation Fund set up to resource change programme.</li> <li>Engagement and comms plan for colleagues, Members and Partners in place (April 2019)</li> <li>Vision for organisation change set out to Members and colleagues (March &amp; April 19 – Leader &amp; CEx)</li> <li>New CEx Liz Watts starts 23 September 2019.</li> </ul>	I = 2 L = 3 6	<ul style="list-style-type: none"> <li>Recruit new senior management team of Directors (Employment Committee in July agreed to place process on-hold awaiting new CEx starting in September).</li> <li>Appoint SCDC Programme Manager and Change Manager (JD &amp; PS being developed July19);</li> <li>Develop Work with Cabinet-appointed external consultants Castlerigg to deliver Phase 2 work by 30 September 2019;</li> <li>Ensure Council Organisational Review is effectively aligned with Shared Planning Service change programme (Programme Managers)</li> </ul>	<p>30/10/19 Liz Watts</p> <p>30/09/19 Mike Hill</p> <p>30/09/19 Mike Hill</p> <p>30/09/19 Susan Gardner-Craig</p>
A	Information Governance  <b>Head of Service:</b> Susan Gardner Craig <b>Risk Owner:</b> Valerie Gray	<p><b>Cause</b></p> <p>Failure to effectively manage information and data handling and retention, use of incorrect information and legal non-compliance</p> <p><b>Consequence</b></p> <p><b>Leading to</b></p> <p>loss or corruption of data, inability to access or share data across services and with Partners, staff don’t know what data SCDC holds, data is held and duplicated in multiple systems</p> <p><b>Resulting in</b></p> <p>SCDC does not use data effectively to understand and predict residents’ needs and design services to meet those needs, Harm to customers (individuals, organisations, staff, etc), financial penalties and reputational damage).</p>	I = 5 L = 3 15	<ul style="list-style-type: none"> <li>Training</li> <li>Good practice</li> <li>Staff resources. New Information Governance Manager started July 19. Dedicated support for SCDC identified July19.</li> <li>Policies, guidance in place.</li> <li>IT Systems</li> <li>IT Security policies</li> <li>Document Storage</li> <li>GDPR and DPA compliance</li> <li>Protocols &amp; Sharing agreement Member awareness</li> <li>PSN compliance achieved.</li> </ul>	I = 5 L = 2 10	<ul style="list-style-type: none"> <li>Resolve compliance issue on credit cards / payment processing</li> <li>Issue clear guidance to staff on data management issues</li> <li>Ensure compliance with data scanning requirements</li> </ul>	<p>31/03/20 Valerie Gray</p>

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
H	Governance of Shared Services <b>Head of Service:</b> Mike Hill <b>Risk Owner:</b> Trevor Roff	<p><b>Cause</b> Ineffective and bureaucratic Shared Service decision-making processes are not open and transparent</p> <p><b>Consequence</b></p> <p><b>Leading to</b> lack of clarity of and Councillor involvement in what Shared Services are expected to deliver and how decisions are taken and failure to learn and apply that learning to improve services</p> <p><b>Resulting in</b> Shared Services are not effectively governed and delivering against business plans, fail to retain staff and provide resilience, and fail to deliver services for residents.</p>	I = 5 L = 3 15	<ul style="list-style-type: none"> <li>Shared Service Agreement signed by all Councils;</li> <li>Governance structure has been in place for 3 years;</li> <li>Annual Business Plans produced by each Shared Service;</li> <li>Quarterly performance, finance and risk reviews undertaken by Shared Service Director Board with each Head of Shared Service.</li> <li>Annual Report presented to Cabinet in July each year</li> </ul>	I = 3 L = 2 6	<ul style="list-style-type: none"> <li>Shared Service Agreement Appendices to be completed with Recharge mechanisms, Exit Strategy etc; (July 19 – extra resource brought in to progress this work)</li> <li>Governance arrangements to be reviewed and presented to CEx's in 2019;</li> <li>Service MoU's to be completed for Planning, ICT, Legal and Waste as priorities – all other Shared Services to have MoU's in place following Governance review.</li> <li>Learning is captured and shared via effective governance processes.</li> <li>Shared Scrutiny Committee for Shared services to be explored. Possible paper to Cabinet in Oct 2019</li> <li>New ICT Member Board to be set-up</li> </ul>	<p>31/10/19 Mike Hill</p> <p>30/09/19 Mike Hill</p> <p>31/03/20 Mike Hill</p> <p>31/03/20 Mike Hill</p> <p>02/10/19 Mike Hill</p> <p>30/09/19 Mike Hill</p>



Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
C1	Housing delivery and maintaining 5-year housing supply  <b>Head of Service:</b> Stephen Kelly  <b>Risk Owner:</b> Sharon Brown	<p><b>Cause</b></p> <p>Failure to meet targets in housing and affordable homes delivery, standards and design, or appropriately plan for new housing, failure to address national changes in housing and welfare policies, miss targets in local plan housing delivery as allocated in the 2018 local plan;</p> <p><b>Consequence</b></p> <p><b>Leading to</b></p> <p>lack of suitable, sustainable housing for residents, high house prices, lack of workforce for the businesses in the area, shortage of transport and facilities</p> <p><b>Resulting in</b></p> <p>low growth in business in the area, unhealthy and unhappy population, public dissatisfaction, reputational damage, worsening air quality and environmental,</p> <p>If the Council were in future unable to demonstrate a five-year supply or meet the housing delivery test, the NPPF provides a tilted balance in favour of development applications.</p>	I = 3 L = 4 12	<ul style="list-style-type: none"> <li>Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR)</li> <li>Tracking of outline planning permissions through to implementation</li> <li>Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff.</li> <li>Neighbourhood Planning Toolkit to enable parishes to develop local housing and design policies reflecting local circumstances</li> <li>Tracking of delivery against Housing Delivery test</li> <li>New Housing Strategy agreed by Cabinet in April 2019</li> <li>Major Sites Programme Board meeting every 2 months.</li> <li>Council agreed investment in extra air quality monitoring resources in February 2019</li> <li>New, extra Climate Change &amp; Environment Officer appointed in March 2019</li> <li>Climate Change &amp; Environment Advisory Committee set up in September 2019</li> <li>SCDC an active member of Greater Cambridge Partnership to deliver improved transport facilities</li> </ul>	I = 3 L = 3 9	<ul style="list-style-type: none"> <li>Implement an adequate workforce plan which addresses risk around difficulties in recruitment and retention of planners</li> <li>Develop sites to access Combined Authority £100m funding for new affordable homes</li> <li>Housing Strategy action plan progress to be reported to Cabinet on a quarterly basis from September 19</li> </ul>	<p>31/03/20 Paul Frainer</p> <p>31/03/20 Heather Wood / Geoff Clark</p> <p>06/11/19 Julie Fletcher</p>
D	Flooding  <b>Head of Service:</b> Trevor Nicoll  <b>Risk Owner:</b> Michael Parsons	<p><b>Cause</b></p> <p>In a low-lying area with high water table, periods of heavy rain cause high-levels of surface water run-off and rising ground-water and river-levels</p> <p><b>Consequence</b></p> <p><b>leading to</b></p> <p>houses, businesses and infrastructure are flooded</p> <p><b>resulting in</b></p> <p>people forced to leave their homes and are unable to access their workplaces for days or weeks, disrupting communities and damaging the local economy / water and food supplies are disrupted due to flood water contamination / SCDC services are interrupted as staff are diverted to manage emergency response.</p>	I = 4 L = 3 12	<ul style="list-style-type: none"> <li>Local Plan policies and Sustainable Environment SPD address flood reduction and mitigation;</li> <li>SCDC is active in CPLRF;</li> <li>SCDC practices its Emergency Plan and Business Continuity Plan responses;</li> <li>Sandbag service provided by Greater Cambridge Shared Waste Service;</li> <li>Parishes supported to have own Emergency Plans and resources.</li> </ul>	I = 4 L = 2 8	<ul style="list-style-type: none"> <li>Annual inspections of award drainage system. (In progress)</li> </ul>	31/03/20 Trevor Nicoll

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
E	Unsustainable financial position  <b>Head of Service:</b> Trevor Roff <b>Risk Owner:</b> Peter Maddock	<p><b>Cause</b></p> <p>Government Spending Review 2019 reduces money to SCDC, while Fair Funding Review 2021 reallocates money away from SCDC to social care. New Homes Bonus is reduced / removed and Business Rates Retention is changed, impacting on SCDC as a growth area. Economic Growth reduces and so tax income to Govt reduces, impacting on Local Government Settlement, cost of “growth” sees demand for services outstrip income from new business rates or Council tax</p> <p><b>Consequence</b></p> <p><b>leading to</b></p> <p>SCDC funding pressure in 2021 = £3.4m, of which £2.3m is covered from reserves leaving a gap of £1.1m</p> <p><b>resulting in</b></p> <p>reduced income for SCDC with no reduction in demand for services, inability to set a balanced budget, services changes and reductions and increased charges to residents and businesses.</p>	I = 4 L = 3 12	<ul style="list-style-type: none"> <li>• MTFS agreed by full Council in February 2019</li> <li>• 3-stream Investment Strategy to increase income agreed by Council in February 2019</li> <li>• SCDC Members and Officers actively engaged in regional and national policy debates via East of England, DCN etc.</li> <li>• FMS system procured and now in use</li> <li>• Finance policies &amp; procedures</li> <li>• Staff training</li> <li>• Budgeting cycle linked to Business Plan</li> <li>• New s.151 Officer appointed</li> <li>• Quarterly reports by / to Heads of Service to track budget performance.</li> <li>• Audit (Internal / External) – External Auditors Ernst &amp; Young postponed work; now on-site and work underway (August 2019)</li> <li>• Income generating activities underway across Council</li> <li>• Investment Strategy agreed at Full Council Feb 2019. First Investment property purchased providing new income stream.</li> <li>• Head of Commercial Development &amp; Investment started Aug 19 (David Ousby)</li> <li>• Green Energy Investment Officer started July 19 (Alex Snelling-Day)</li> <li>• Financial principles and process agreed and underway with CEMT to identify financial pressures and savings to feed into November 19 MTFS report.</li> </ul>	I = 4 L = 3 12	<ul style="list-style-type: none"> <li>• Refresh Investment Strategy</li> <li>• Value-for-Money Strategy to Cabinet</li> <li>• Build investment portfolio to provide income streams and capital returns to deliver MTFS.</li> <li>• Monitor changes in government funding policies and exploit any opportunities that arise</li> <li>• Implement FMS Budget &amp; Forecasting module to give managers tighter controls over costs and income.</li> <li>• External Auditors to complete audits of 2017-18 and 2018-19 accounts</li> <li>• Recruit Commercial Development &amp; Investment Officer</li> <li>• SCDC Financial Regulations to be refreshed as part of Organisation Review</li> <li>• Programme of Service Reviews to be agreed as part of Organisation Review</li> </ul>	<p>06/11/19 Trevor Roff</p> <p>04/09/19 Trevor Roff</p> <p>31/03/22 David Ousby</p> <p>31/03/20 Peter Maddock</p> <p>31/03/20 Suzy Brandes</p> <p>18/10/19 Peter Maddocks</p> <p>31/12/19 David Ousby</p> <p>31/03/20 Peter Maddock</p> <p>31/12/19 Mike Hill</p>

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
F	Supporting Councillors to be effective  <b>Head of Service:</b> Susan Gardner Craig <b>Risk Owner:</b> Kathrin John	<p><b>Cause</b> Councillors require training and development to be fully effective in their roles</p> <p><b>Consequence</b> <b>leading to</b> Councillors unaware of, unable to access information on nor understand the complexities of the Council's Constitution, their roles, the Services it provides, the demands on staff and how the Council operates</p> <p><b>resulting in</b> Councillors experience difficulties taking informed decisions, developing and setting policy, supporting officers to deliver services, and resolving residents' local issues.</p>	I = 3 L = 4 12	<ul style="list-style-type: none"> <li>Member Development Programme - Members are equipped with the skills, knowledge and information they need to carry out their roles</li> <li>Scrutiny and Overview Committee provides opportunity for Members to ask questions, examine key operational and policy issues and carry out in depth reviews.</li> <li>Review of the Constitution by Member Task and Finish Group to ensure it meets statutory requirements; is fit for purpose and reflects best practice</li> <li>Organisational capacity in place for Member and governance support, including sufficient budget for effective Member Development</li> <li>New Scrutiny &amp; Governance Advisor in post January 2019 (Victoria Wallace)</li> </ul>	I = 3 L = 2 6	<ul style="list-style-type: none"> <li>Review and update Member Development Programme to respond to changing and emerging training and development needs of Members (Completed 31/07/19 – awaiting Lead Cabinet Member review)</li> <li>Conclusion and implementation of Constitution review and briefing of all Members on outcomes (on track for November 19)</li> <li>Review capacity, both staffing and budget, in place to support Member Development function (funding bid submitted – July 19)</li> <li>Improve and update website with service information;</li> <li>Update of Service Plans setting out what service is being delivered, to what quality and cost standards.</li> </ul>	<p>30/09/19 Kathrin John</p> <p>31/12/19 Kathrin John</p> <p>31/07/19 Kathrin John (Complete)</p> <p>30/09/19 Gareth Bell</p> <p>30/09/19 Phil Bird / CEMT</p>
L	Organisational culture doesn't reflect organisational direction  <b>Head of Service:</b> Susan Gardner-Craig <b>Risk Owner:</b> Susan Gardner-Craig	<p><b>Cause</b> Council is unable to access appropriate skills, behaviours and attitudes in Councillors, Managers and Staff</p> <p><b>Consequence</b> <b>leading to</b> failure to embed appropriate organisational culture, poor behaviour and poor working practice</p> <p><b>resulting in</b> ineffective use of resources, reputational damage, failure to deliver, loss of partner engagement, low retention and recruitment of excellent staff, poor Member-Officer partnership working, negative customer impact on work colleagues, lack of joined approach.</p>	I = 4 L = 3 12	<ul style="list-style-type: none"> <li>Established leadership programme</li> <li>Training opportunities for all staff</li> <li>Recruitment process addressing business needs</li> <li>Appraisal and performance management processes in place</li> <li>Organisational development strategy in place</li> <li>Inward/Outward balance (learning from others, peer reviews)</li> <li>Celebrating success in place</li> <li>Commitment to staff</li> <li>Comms strategy &amp; engagement</li> <li>Touchdown runs monthly led by CEx</li> <li>Good recruitment practices</li> <li>Staff Survey undertaken 2019</li> <li>Inclusive &amp; enabling organisational structure</li> <li>Corporate briefings, team meetings (structure of engagement)</li> </ul>	I = 2 L = 2 4	<ul style="list-style-type: none"> <li>Review of recruitment processes</li> <li>Leadership and management development</li> <li>Review of Staff award schemes</li> <li>South Cambridgeshire branding refresh</li> <li>Report results of Staff Survey and develop action plan</li> </ul>	<p>31/03/20 Susan Gardner-Craig</p> <p>31/03/20 Gareth Bell</p> <p>30/09/19 Susan Gardner-Craig</p>

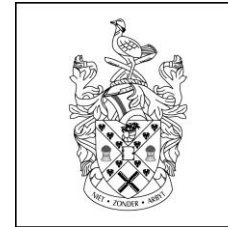
Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
M	Brexit  <b>Lead officer:</b> Mike Hill <b>Risk Owner:</b> Trevor Nicoll	<p><b>Cause</b> UK exits from European Union (with or without a Deal)</p> <p><b>Consequence</b></p> <p><b>Leading to</b> fuel shortages, disruption to food supplies, water and medical supplies, transport delays, inability to move waste to European processors, reduction in business / investment confidence, reduced consumer spending</p> <p><b>Resulting in</b> SCDC staff and residents unable to travel as part of daily life, stockpiling of food and fuel trigger shortages, reduction in spending and businesses collapse leading to job losses, increase in benefits demands and homelessness, inability to pay Council Tax.</p>	I = 2 L=4 8	<ul style="list-style-type: none"> <li>Member-led Brexit Working Group convened and reported recommendations in Autumn 2018.</li> <li>SCDC fully engaged in CPLRF Emergency Planning meetings and reporting arrangements locally and to Government around Brexit</li> <li>SCDC Heads of Service have assessed service and resident impacts.</li> <li>Extra fuel ordered and stored for SCDC operations</li> <li>Staff home locations mapped to support flexible deployment of officers in the event travel / fuel disruption</li> </ul>	I = 2 L=4 8	<ul style="list-style-type: none"> <li>Attend CPLRF Brexit Strategic Co-ordination Group and Tactical Coordination Group meetings.</li> </ul>	Mike Hill / Trevor Nicoll (as convened)
J	Consultation and engagement with public  <b>Head of Service:</b> Susan Gardner-Craig <b>Risk Owner:</b> Gareth Bell	<p><b>Cause</b> Council does not effectively “join-up” its consultation and engagement with staff, public and Partners</p> <p><b>Consequence</b></p> <p><b>Leading to</b> customer exclusion, lack of public support and lack of public understanding of the role of Local Government and District Council specifically, failure to make appropriate decisions approved by local residents, multiple consultations are launched at the same time leading to “consultation fatigue” and key residents and groups are missed out, overlooked and not correctly engaged with</p> <p><b>Resulting in</b> lack of public trust, public dissatisfaction with the Council’s performance, reputational damage, inability to achieve the Council’s aims, Failure to gather and understand the needs and priorities of residents and businesses, Council takes decisions that are not informed by residents’ views, ambitions and concerns, confusion and contradictions in change, policy and strategy developments.</p>	I = 4 L = 2 8	<ul style="list-style-type: none"> <li>Business plan formulated annually after public consultation</li> <li>Suitable governance arrangements in place</li> <li>Training opportunities for all staff and members</li> <li>Commissioning – partial process</li> <li>Project methodology (roles &amp; responsibilities)</li> <li>Tool kit</li> <li>Corporate Programme officer</li> <li>Communication forward plan</li> <li>Senior Policy Officer appointed June 2019 (Kevin Ledger) to include oversight of consultations in SCDC and with Partners.</li> </ul>	I = 3 L = 2 6	<ul style="list-style-type: none"> <li>Ensure effective communication strategy in place and adhered to</li> <li>Ensure ongoing and frequent updates are fed in to communications forward plan by all services.</li> </ul>	<p>31/03/20 Gareth Bell</p> <p>31/03/20 Gareth Bell</p>

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
L	Demographic Change  <b>Lead Officer</b> Mike Hill  <b>Risk Owner</b> Paul Frainer	<b>Cause</b> Failure to plan for a growing (from 156,000 to 200,000) and ageing population (50% increase in those aged 75 yrs) in South Cambs  <b>Consequence</b> <b>Leading to</b> increased pressure on council resources, services no longer meet needs of local residents and businesses, new and existing communities experience community cohesion  <b>Resulting in</b> service failure, increased chronic health conditions impact increase service demand, reputational damage, financial costs	I = 2 L=4 8	<ul style="list-style-type: none"> <li>SCDC invests in building new communities, not just new houses, via Planning &amp; Economic Development Service and Sustainable Communities &amp; Wellbeing Service</li> <li>S.106 agreements prioritise early provision of community facilities and community development staff to build community cohesion and reduce mental ill-health issues.</li> <li>Local Plan agreed in 2018 to deliver sustainable and affordable homes for all.</li> <li>SCDC fully active in Greater Cambridge Partnership to deliver new transport infrastructure and economic development.</li> </ul>	I = 2 L=3 6	<ul style="list-style-type: none"> <li>Ensure Business Plan and MTFS aligned and actions delivered</li> <li>Support CCG to lobby for improvements in underfunded Cambridgeshire &amp; Peterborough health services.</li> </ul>	31/03/20 Mike Hill



# Agenda Item 7

DRAFT REPORT



**South  
Cambridgeshire**  
District Council

**Report To:** Cabinet

4 September 2019

**Lead Cabinet Member(s):** Councillor John Williams,  
Lead Cabinet Member for Finance

**Lead Officer:** Trevor Roff, Interim Director of Finance

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**SUBJECT: VALUE FOR MONEY STRATEGY**

## **PURPOSE**

1. To consider the adoption of a Value for Money Strategy by the Council.
2. This is not a key decision as the report seeks to establish a strategy that is designed to target economy, efficiency and effectiveness in the use of resources.

## **RECOMMENDATION**

3. **That Cabinet is requested to consider the report and, if satisfied, approve the adoption of the Value for Money Strategy attached at Appendix A to the report.**

## **REASON FOR RECOMMENDATION**

4. To establish a Value for Money Strategy as a key part of the Council's corporate governance and financial management arrangements.

## **BACKGROUND INFORMATION**

5. The Council has a general duty to deliver best value in the provision of its functions and services. Councils must, therefore, aim to continually improve the economy, efficiency and effectiveness of service delivery. By doing so the Council's stakeholders can be assured that Value for Money (VFM) is being achieved through the use of resources at the disposal of the Council. Applying the principles of VFM will be an integral part of ensuring that Council taxpayers receive the best possible services as cost efficiently as possible.
6. VFM can be achieved in different ways including:
  - Reducing costs (for example, labour costs, better procurement and commissioning) for the same outputs;
  - Reducing inputs (for example, people, property assets, natural resources, materials) for the same outputs;
  - Getting greater outputs with improved quality (for example, extra service or productivity) for the same inputs;
  - Getting proportionally more outputs or improved quality in return for an increase in resources.



7. VFM accords fully with the Council's fiduciary duty to its ratepayers and taxpayers and should underpin all the Council's actions.
8. It is not a new concept but gained emphasis initially as a result of the Local Government Act 1999, with the introduction of the general duty to secure best value and then the framework for the Comprehensive Area Assessment (CAA) which prevailed from April 2009. Whilst the CAA regime no longer applies, the requirement for making proper arrangements for securing economy, efficiency and effectiveness in the use of resources remains as part of the statutory audit of financial statements.
9. External Auditors will, therefore, consider the arrangements for securing economy, efficiency and effectiveness with particular regard to the following criteria:
  - (a) Securing financial resilience – focusing on whether the audited body is managing its financial risks to secure a stable financial position for the foreseeable future; and
  - (b) Challenging how it secures economy, efficiency and effectiveness – focusing on whether the audited body is prioritising resources within tighter budgets and improving productivity and efficiency.
10. The delivery of local government services is the subject of significant scrutiny, with demands for the achievement of increased efficiencies and cost effectiveness in the delivery of critical public services.
11. This, coupled with the significant funding pressures that local government has faced and that it continues to face, requires a continued commitment to ensure that efficiency and value for money are firmly at the forefront of all public sector planning and an organisational culture that enables the Council to redefine and focus on its key priority service areas in order to meet the needs of local communities.
12. There is, accordingly, an increased emphasis towards efficiency savings, invest to save initiatives, income generation opportunities and in determining key investment priorities. This is critical if the Council is to respond to the challenges of the future and the value for money agenda.
13. The report proposes the adoption of a VFM Strategy to set out how the Council seeks to ensure that it is being efficient, effective and accessible in the use of available resources and to ensure that VFM is embedded throughout the culture of the organisation. The VFM Strategy also seeks to reflect the following key commitments:
  - (a) The corporate commitments in the Business Plan 2019 – 2024 to achieving value for money in service delivery and, in particular, to reduce costs, spend every pound as efficiently as possible and generate income;
  - (b) The continued commitment to review and improve local services, recognising the need to embrace communities to help shape services that are more responsive to local needs, offer additional social value outcomes, or that deliver better value for money.
14. The proposed Strategy is reproduced at **Appendix A** to the report.



## OPTIONS

15. The option of not adopting the VFM Strategy is not considered to be appropriate. Local authorities are accountable to their communities for how they spend their money and for ensuring that this spending represents value for money. Local politicians and officers operate within local governance frameworks of checks and balances to ensure that decision-making is lawful, informed by objective advice, transparent and consultative. Good governance means that proper arrangements are in place to ensure that an authority's intended objectives are achieved and achieving value for money must be a key commitment to ensure that authorities remain financially sustainable and respond efficiently and effectively to service needs.
16. The key message in the Budget Setting Report, considered by Cabinet at its meeting on 6 February 2019, was that a programme of transformation and service review would be developed to ensure that the Council is "fit for the 21<sup>st</sup> century". The Council, in considering the budget and medium-term forecasts has already tasked the Executive Management Team to identify additional cumulative savings of £3 million for the 5 years from 2019-2024. Ensuring value for money will be essential in the pursuance of economy, efficiency and effectiveness in the use of resources.

## IMPLICATIONS

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

### ***Financial***

18. There are no direct resource implications arising from the report. The VFM strategy is, however, designed to target economy, efficiency and effectiveness in the use of limited available resources.
19. VFM is a key element in the Council's corporate governance arrangements and, to deal with this, it is proposed that the Council adopts and regularly reviews a VFM Strategy. With unprecedented budget cuts across the sector, it is more important than ever that the Council understands where efficiencies can be made, to free up much-needed funds to respond to the financial challenges and to direct resources to key priorities in the adopted Business Plan.

### ***Legal***

20. It has long been a fundamental maxim of local government law that local authorities have a fiduciary duty to their ratepayers and taxpayers. As a guiding principle services should be run in accordance with ordinary business principles; this includes the requirement that an efficient service should be provided at reasonable cost.
21. This legal background developed into the "best value" duty introduced by Local Government Act 1999 which remains in force. Under this general Duty of Best Value local authorities must "make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness".

22. Best Value Statutory Guidance, issued in September 2011, reaffirmed the Duty of Best Value, emphasising that Best Value Authorities (including Local Authorities) should consider overall value, including economic, environmental and social value, when reviewing service provision. As a concept, social value is about seeking to maximise the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves. Communities rightly have high expectations of local services that offer excellent value for money and there is a continuing need to ensure that innovative ideas about how services can be reformed and improved are embraced, thus making services more responsive to local needs, offering additional social value outcomes, and delivering better value for money.
23. The Local Audit and Accountability Act 2014 set out the framework for audit of local authorities and replaced the provisions of the Audit Commission Act 1998 following the closure of the Audit Commission. In auditing the accounts of the local authority, a local auditor must, by examination of the accounts and otherwise, be satisfied (i) that the accounts comply with the requirements of the enactments that apply to them, (ii) that proper practices have been observed in the preparation of the statement of accounts, and that the statement presents a true and fair view, and (iii) that the authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

#### ***Risk***

24. Focussing on VFM reduces the risk of public money not being used to best effect.

#### ***Environmental***

25. There are no environmental implications arising directly from the report.

#### ***Equality Analysis***

26. The VFM Strategy sets out the overarching approach the Council will take in achieving value for money. Adoption of this Strategy does not directly impact upon the Council's duty to promote equality of opportunity, promote good relations, promote positive attitudes and eliminate unlawful discrimination.
27. Implementation of the VFM Strategy may, however, lead to future proposals to change policies or service delivery that are relevant to the Council's equalities duties. If such changes are proposed consideration will need to be given to the equality impact of the proposals at that time.

#### ***Effect on Council Priority Areas***

28. The implementation of the VFM Strategy is designed to target economy, efficiency and effectiveness in the use of resource and this should, therefore, contribute to the overriding commitment to protect front line services, maximise income sources and create resilient, efficient and cost effective services that make best use of the limited resources available to the Council.

## 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.

The following documents are relevant to this report:

- General Fund Medium Term Financial Strategy – Report to Cabinet: 7 November 2018
- Budget Report – Report to Cabinet: 6 February 2019
- Business Plan 2019 - 2014 – Report to Council: 21 February 2019
- Medium Term Financial Strategy and General Fund Budget – Report to Council: 21 February 2019
- An Organisation for a Sustainable Future – Report to Cabinet: 1 May 2019

## APPENDICES

A Value for Money Strategy

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e-mail: [trevor.roff@scambs.gov.uk](mailto:trevor.roff@scambs.gov.uk)



## **VALUE FOR MONEY STRATEGY**

### **1. INTRODUCTION**

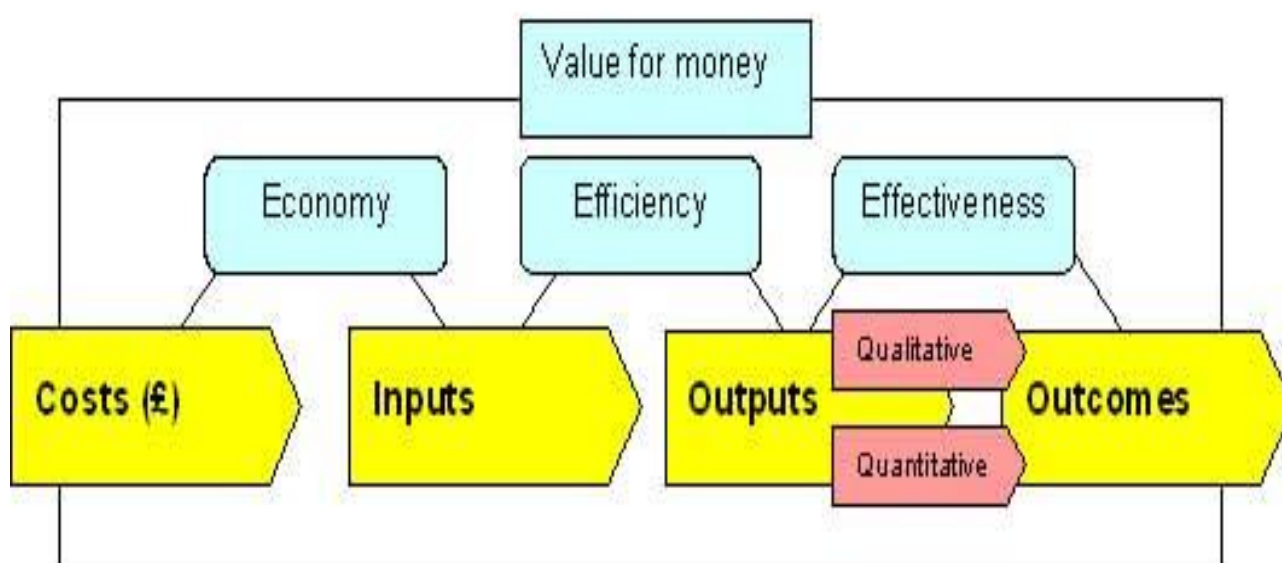
- 1.1 The Council has a general duty to deliver best value in the provision of its functions and services. Best Value means that local Councils must aim to continually improve the economy, efficiency and effectiveness of service delivery. By doing so the Council's stakeholders can be assured that value for money is being achieved through the use of resources at the disposal of the Council.
- 1.2 This Value for Money (VFM) Strategy sets out how South Cambridgeshire District Council will ensure that it is being efficient, effective and accessible in the use of available resources and supports the commitment in the adopted Business Plan 2019 – 2024 to provide customers with high quality services, to reduce costs and to generate income, essentially to build a first class organisation capable of delivering excellent services and improving local quality of life.

### **2. STATUTORY CONTEXT**

- 2.1 It has long been a fundamental maxim of local government law that local authorities have a fiduciary duty to their ratepayers and taxpayers. As a guiding principle services should be run in accordance with ordinary business principles; this includes the requirement that an efficient service should be provided at a reasonable cost.
- 2.2 This legal background developed into the “best value” duty introduced by the Local Government Act 1999 which remains in force. Under this general duty local authorities must secure “Best Value” through continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness of service delivery.
- 2.3 Best Value Statutory Guidance, issued in September 2011, reaffirmed the Duty of Best Value, emphasising that Best Value Authorities (including Local Authorities) should consider overall value, including economic, environmental and social value, when reviewing service provision. As a concept, social value is about seeking to maximise the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves. Communities rightly have high expectations of local services that offer excellent value for money and there is a continuing need to ensure that innovative ideas about how services can be reformed and improved are embraced, thus making services more responsive to local needs, offering additional social value outcomes, and delivering better value for money.
- 2.4 The Local Audit and Accountability Act 2014 set out the framework for audit of local authorities and replaced the provisions of the Audit Commission Act 1998 following the closure of the Audit Commission. In auditing the accounts of the local authority, a local auditor must, by examination of the accounts and otherwise, be satisfied (i) that the accounts comply with the requirements of the enactments that apply to them, (ii) that proper practices have been observed in the preparation of the statement of accounts, and that the statement presents a true and fair view, and (iii) that the authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

### 3. WHAT EXACTLY IS VALUE FOR MONEY (VFM)?

- 3.1 VFM is about obtaining the maximum benefit with the resources available. Decisions about VFM are a daily reality, with the organisation constantly choosing which items or services to buy, and judging the right balance between quality and cost. It is not, therefore, solely about cost reduction.
- 3.2 For South Cambridgeshire District Council, this is no different. VFM is about achieving the right local balance between economy, efficiency and effectiveness (the '3Es'), spending less, spending well and spending wisely. This means that VFM not only measures the cost of goods and services but also takes account of the mix of cost with quality, resource use, fitness for purpose and timeliness to judge whether or not, together, they constitute good value for the benefit of taxpayers.



- 3.3 It is relevant, therefore, that in the context of VFM:

**Economy** is what goes into providing a service, such as the cost per hour of care workers, or the rent per square metre of accommodation.

**Efficiency** is a measure of productivity, in other words how much you get out in relation to what is put in. For example, the number of applications processed per benefit assessor per week or the amount of refuse collected per refuse lorry.

**Effectiveness** is a measure of the impact that has been achieved, which can be either quantitative or qualitative. Examples include how many people were prevented from needing residential care through using prevention services (quantitative), and feedback from different sections of the community with arrangements for tenant participation (qualitative). Outcomes should be equitable across communities, so effectiveness measures should include aspects of equity, as well as quality. Sustainability is also an increasingly important aspect of effectiveness.

- 3.4 VFM is high when there is an optimum balance between all three elements – when costs are relatively low, productivity is high and successful outcomes have been achieved.

3.5 VFM can be achieved in different ways including:

- Reducing costs (for example, labour costs, better procurement and commissioning) for the same outputs.
- Reducing inputs (for example, people, property assets, natural resources, materials) for the same outputs.
- Getting greater outputs with improved quality (for example, extra service or productivity) for the same inputs.
- Getting proportionally more outputs or improved quality in return for an increase in resources.
- Getting improved outcomes which can be achieved through more focused or targeted use of resources.

3.6 VFM is not an optional add-on, nor something that can be achieved as a one-off. It is a way of doing things that needs to underpin everything the organisation does, from performance management to procurement, from business planning to consultation.

3.7 Each service is encouraged to adopt and develop practices to achieve VFM that are suitable for the differing needs and specialisms involved.

#### **4. HOW VALUE FOR MONEY WILL BE ACHIEVED BY THE COUNCIL**

##### **4.1 Corporate Commitment**

4.1.1 The Council and its staff will demonstrate commitment to achieving value for money in service delivery through the following commitments outlined in the Business Plan:

**“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”**

The Council must spend every pound as efficiently as possible. This may mean providing services in different ways and certainly means the Council must respond to service needs as quickly and effectively as possible.

4.1.2 Applying the principles of VFM will be an integral part of achieving this aim to ensure Council tax payers receive the best possible services as cost efficiently as possible.

4.1.3 This will be achieved by putting into place the plans and strategies that support the Council's corporate aims, including Service Plans, that will provide each service areas detailed proposals for providing cost effective services.

##### **4.2 Internal Control**

4.2.1 The Council will maintain effective systems of internal control including financial management, performance management, risk management and internal audit arrangements. The Council recognises that, without these, achievement of VFM would not be possible.

##### **4.3 Decision Making Protocol**

4.3.1 Compliance with a decision making protocol will require that the legal, policy, risk, environmental, equality and resource implications are taken into account before any decision is made. Additionally, the Cabinet and Lead Cabinet Members will ensure that each decision having resource implications has taken into account any opportunities for improving economy, efficiency or effectiveness.

#### 4.4 Effective Procurement

- 4.4.1 The Procurement Strategy provides the framework that enables the Council's procurement of goods and services to contribute to the achievement of its strategic objectives. The Council wishes to see high performing services that provide efficient, sustainable and high quality customer service whilst demonstrating value for money.
- 4.4.2 Procurement is the process of acquiring goods and services that incorporates a 'lifetime' view: from recognised requirement, through options appraisal, selection of procurement route, procurement brief, tender/quotation, bid evaluation and acceptance, contract management through to correct delivery.
- 4.4.3 It is expected that organisations in receipt of grants from the Council would adopt VFM principles and be able to demonstrate this to the Council.

#### 4.5 Performance Management

- 4.5.1 The Council will continue to monitor performance in service delivery as a major contributor to achieving the tests of efficiency (i.e. unit cost performance indicators) and effectiveness (i.e. service satisfaction indicators).
- 4.5.2 The Council will develop benchmarking data with comparable authorities with a view to continuously comparing costs and performance with those authorities after allowing for local circumstances and policy choices.
- 4.5.3 The Council will actively invoke best practice where benchmarking or other comparative methodology demonstrates that there are improved practices the Council can readily adopt to provide better value for money.
- 4.5.4 The Council will develop methods of engagement to enable interim intelligence to take place that ensure information used is as up to date as possible.

#### 4.6 Budget Process

- 4.6.1 The Cabinet, when considering each service or function budget, will take into account:
- Information available on comparative performance and cost;
  - Any opportunities to reduce the cost of these services without reducing the level of outcome required OR alternatively opportunities to increase the level of outcome required for the same cost;
  - Any opportunities to release resource from low priority discretionary services to help ensure the sustainability of high priority discretionary services;
  - The needs of local communities and compliance with established priorities in order to ensure that resources are targeted in the most effective way.

#### 4.7 Capital Investment

- 4.7.1 The Council's Investment Strategy seeks to achieve value for money as follows:
- The assessment of each potential new property investment opportunity will include the preparation of a detailed business case and compliance with minimum investment criteria and established governance arrangements.

- The assessment of each potential new capital scheme will have regard to value for money by assessing needs against estimated costs in the criteria assessment and by recognising the importance of ‘invest to save’ schemes.
- Major capital schemes or other major partnership schemes having material ongoing revenue consequences will be subject to a “whole life” costing assessment to assist informed decision making.
- New investment will be undertaken in line with the Councils approved Procurement Strategy, which is based on achieving best value in regard to cost and quality.

#### 4.8 Asset Management

4.8.1 The Councils asset management arrangements and supporting Asset Management Plan seeks to ensure VFM by adopting the approach outlined below:

- (i) to hold such land and property as is appropriate to ensure that the Council's statutory and key priority services can be delivered effectively in a manner that is sustainable;
- (ii) to support economic development objectives by maintaining and creating employment opportunities and offering a quality service to business through the provision of a significant commercial estate;
- (iii) to sustain and fund a planned maintenance programme of Council property to ensure that it remains fit for purpose and meets statutory requirements;
- (iv) to continuously review the optimisation of Council property and to identify opportunities for better utilisation and/or potential disposal of surplus assets;
- (v) to continuously review current and future needs and to identify new property investment needs for capital investment bids (in line with the approved Investment Strategy);
- (vi) to maximise the annual net income to the Council from its commercial property;
- (vii) to identify and plan for the Council's future property services requirements and to make best use of the resources and opportunities available to meet with future needs;
- (viii) to develop sound and effective corporate asset management planning;
- (ix) to identify surplus land assets available for development so that disposal prices (Capital Receipts) can provide direct funding for the Council's capital investment programme.

4.8.2 The Council understands clearly the extent to which the effective management of its corporate assets (whether day to day or strategic) has a direct impact on achieving its corporate goals and objectives and consequently value for money.

#### 4.9 Needs Analysis

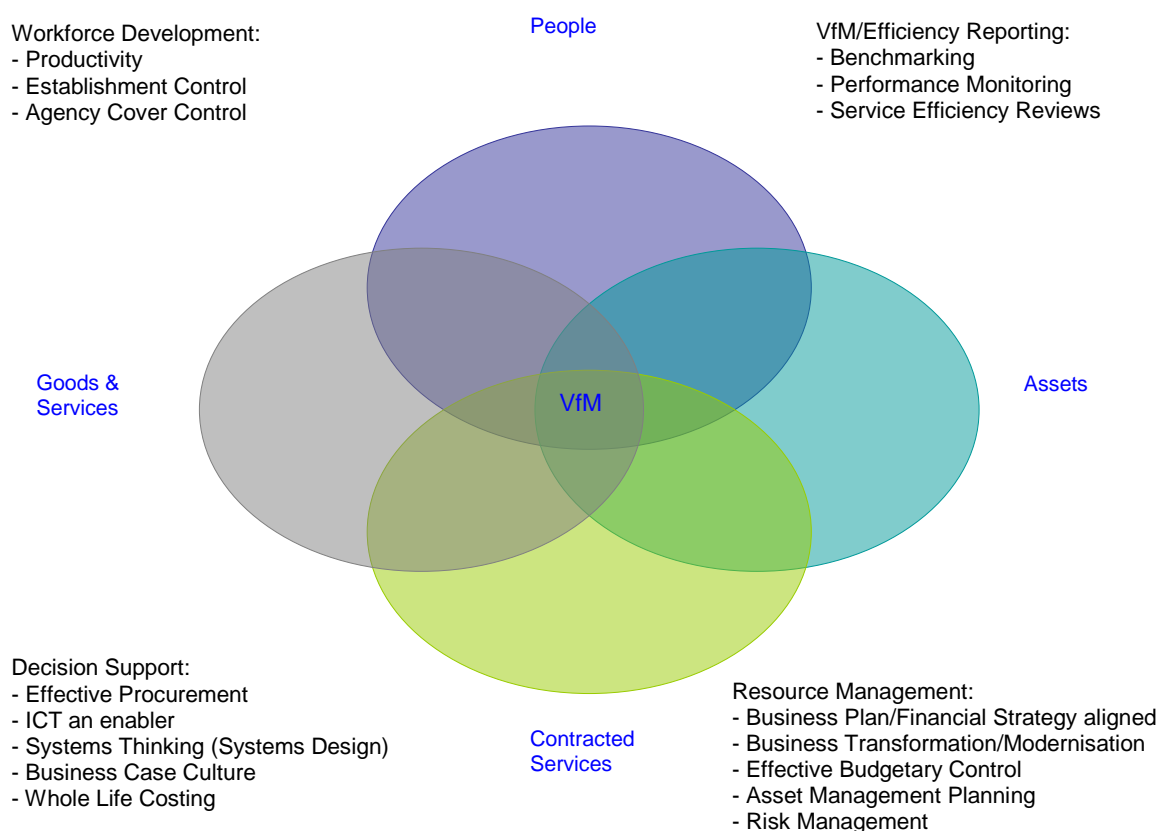
4.9.1 The Council recognises the need to develop effective community intelligence to ensure that, where relevant, resource is targeted toward meeting the needs expressed by the local community. This will enable the Council to ensure that its financial resource is expended intelligently, i.e. that the services procured or provided are not only worth having but are clear expressions of community need and have a measurable impact on the lives of the community. Economic considerations will be appropriately balanced with the need for environmental and social outcomes.



- 4.9.2 Sourcing and selecting the right providers is an integral part of the VFM Strategy. All providers, throughout the tendering process, must be able to demonstrate value for money, effective use of resources and opportunities for efficiencies.
- 4.9.3 The Council is committed to building a diverse and competitive market that can supply the Council and its service user's requirements and ensure maximum value is achieved throughout the life of the contract.
- 4.9.4 VFM must embrace "outcomes" to ensure that communities are provided with the levels of service that will improve their quality of life whilst living, working or visiting the District. Reviewing service delivery and constantly seeking service improvement is a critical role for the Council.

## 5. **VFM – AN INTEGRATED APPROACH**

- 5.1 VFM is an ongoing activity for the Council and is present in all financial activities. Business transformation will be an on-going feature for the Council and all services will be required to constantly review and evaluate their effectiveness, efficiency and economic benefits.
- 5.2 The diagram below encompasses the Council's view on how the various components of delivering VFM tie together – including the deployment of staff, procurement of goods and services, the contracting (commissioning of service provision) and the use of assets. These inputs are brought together in the most economic and efficient manner to deliver the most effective service in pursuance of the Council's objectives:



- 5.3 This approach supports the Council's philosophy that VFM should be an integral part of all that the Council does and is reflected in the Council's policies and strategies.

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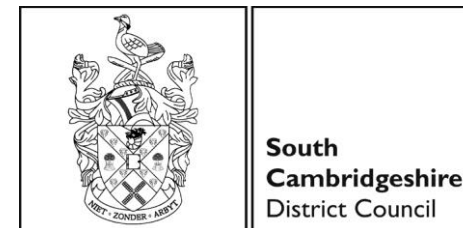
## Scrutiny and Overview Committee Work Programme 2019/20

Meeting date	Potential Agenda item (subject to prioritisation by Chairman and Vice Chairman)
<b>Every meeting</b>	<p>Selected Key Decision items prior to Cabinet</p> <p>Selected Non-Key Decision items prior to Cabinet</p> <p>Work programme</p> <p>Feedback from task and finish groups</p>
<b>September 2019</b>	<p>Items scheduled for October Cabinet Decision:</p> <ul style="list-style-type: none"> <li>• Investment Strategy (Key)</li> <li>• 2018/19 Provisional Outturn reports (Key) for: <ul style="list-style-type: none"> <li>○ General Fund Budget,</li> <li>○ Capital Budget,</li> <li>○ Housing Revenue Account (Key)</li> </ul> </li> <li>• Corporate Asset Plan 2020-24 (Key)</li> <li>• Service Transformation Savings Proposals Key)</li> <li>• Bourn Airfield SPD (outcome of public consultation)</li> </ul>
<b>October 2019</b>	<p>Items requested by the Committee:</p> <ul style="list-style-type: none"> <li>• 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 outcomes.</li> </ul> <p>Items scheduled for November Cabinet decision:</p> <ul style="list-style-type: none"> <li>• Investment Partnerships Members agreements (Key)</li> <li>• Economic Growth Strategy (Key)</li> <li>• Shared Services Update (Key)</li> <li>• Medium Term Financial Strategy (Key)</li> <li>• Reserves and Provisions (Key)</li> <li>• Treasury Management Annual Report (Key)</li> </ul>

	<ul style="list-style-type: none"> <li>• Fees and Charges (Key)</li> <li>• Capital Programme update and new bids (Key)</li> <li>• Joint Local Plan Issues and Options (Key)</li> </ul>
<b>November 2019</b>	<p>Items scheduled for December Cabinet Decision:</p> <ul style="list-style-type: none"> <li>• Q2 Performance Report (Non-Key)</li> <li>• Revenue Budget Trends (Q2) (Key)</li> <li>• Irrecoverable Debt (Key)</li> </ul>
<b>December 2019</b>	<p>Items scheduled for January Cabinet Decision:</p> <ul style="list-style-type: none"> <li>• Community Lifelines (Non-Key)</li> <li>• Council Tax Arrangements 2020/2021: Schedule of Precept Dates (Key), Proposed Council Tax Base (Key), Proposed Council Tax Reduction Scheme (Key)</li> <li>• Collection Fund – Estimated Council Tax Surplus (Key)</li> <li>• Capital Strategy (Key)</li> </ul>
<b>January 2020</b>	<p>Items scheduled for February Cabinet Decision:</p> <ul style="list-style-type: none"> <li>• General Fund Budget 2020/21 (Key)</li> <li>• HRA Budget 2020/2021 (Key)</li> <li>• Treasury Management Arrangements (Key)</li> <li>• Asset Management Plan (Key)</li> </ul>
<b>February 2020</b>	<p>Items Scheduled for March Cabinet Decision:</p> <ul style="list-style-type: none"> <li>• Revenue Budget Trends (Key)</li> <li>• Q3 Performance Report (Non-Key)</li> <li>• Resident Involvement Strategy (Key)</li> </ul>

## NOTICE OF KEY DECISIONS AND NON KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 01 August 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:

- 69699
- (1) (a) to result in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
  - (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards
  - (2) On determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance).

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

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

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

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

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

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

**Cabinet**

Councillor Bridget Smith  
Councillor Aidan Van 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 1 August 2019**

<b>Decision to be made</b>	<b>Description of Decision</b>	<b>Decision Maker</b>	<b>Date of Meeting</b>	<b>Reason for Report to be considered in Private</b>	<b>Portfolio Holder and Contact Officer</b>	<b>Documents submitted to the decision maker</b>
Motions to Full Council  Non-Key		Cabinet	04 September 2019		Cabinet  Kathrin John, Democratic Services Team Leader	Report (publication expected 27 August 2019)
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)

# Key and non-key decisions expected to be made from 1 August 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
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)
Options around maternity, premature birth and neo-natal leave Key	To recommend the introduction of a premature birth and neo-natal policy for the council. This would be applied to all employees, supporting them if they have a child born prematurely which requires an extended stay in hospital.	Cabinet	04 September 2019		Susan Gardner Craig, Interim Director of Corporate Services	Report (publication expected 27 August 2019)
Investment Strategy Key	To consider amendments to the Investment Strategy.	Cabinet  Council	02 October 2019  28 November 2019		Lead Cabinet member for Finance   David Ousby, Delivery & Innovations Manager, Trevor Roff, Interim	Report (publication expected 27 August 2019) Report (publication expected 18 September 2019)



**Key and non-key decisions expected to be made from 1 August 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
					Director of Finance	
Potential Property Investment Decision  Key  Page 53	Potential decision on potential Investment Strategy acquisition.	Cabinet Council Cabinet Cabinet Cabinet	04 September 2019 26 September 2019 02 October 2019 06 November 2019 04 December 2019		Leader of Council     Trevor Roff, Interim Director of Finance	Report (publication expected 27 August 2019) Report (publication expected 18 September 2019)
Councillor appointment to A505 Royston to Granta Park Strategic Growth and Transport Study Steering Group  Non-Key		Cabinet	02 October 2019		Leader of Council  David Roberts, Principal Planning Policy Officer	Report (publication expected 24 September 2019)
Corporate Asset Plan 2020-24	To consider the adoption of a Corporate Asset	Cabinet	02 October 2019		Lead Cabinet member for Finance	Report (publication expected 24 September 2019)

# Key and non-key decisions expected to be made from 1 August 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	Plan for non-Housing Revenue Account Assets.				Mike Hill, Director of Housing and Environmental Services	
Economic Growth Plan Key Page 54	To consider and adopt the Economic Growth Strategy 2019-2024 and the level of resources relevant to the Business Plan priority.	Cabinet	06 November 2019		Leader of Council  Mike Hill, Director of Housing and Environmental Services	Report (publication expected 24 September 2019)
Service Transformation: Savings proposals Key	To consider savings proposals for the next four year period for consultation.	Cabinet  Cabinet	02 October 2019  06 November 2019		Leader of Council, Lead Cabinet member for Finance   Trevor Roff, Interim Director of Finance	Report (publication expected 24 September 2019) Report (publication expected 29 October 2019)
General Fund Budget Provisional Outturn 2018/19 Key	To receive the General Fund Budget Outturn for the financial year 2018/19.	Cabinet	02 October 2019		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 1 August 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 Budget Provisional Outturn 2018/2019  Key	To receive the Capital Budget Outturn for the financial year 2018/19.	Cabinet	02 October 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	02 October 2019		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 27 August 2019)
Capital Programme Update and New Bids  Key	To consider the performance of the Council's Capital Programme during 2018/19 and to consider new capital scheme bids for public consultation.	Cabinet	04 September 2019		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 27 August 2019)
Bourn Airfield Supplementary Planning Document  Key	Consideration of the outcome of public consultation, possible modifications and SPD adoption.	Cabinet  Cabinet	05 June 2019  02 October 2019		Deputy Leader of the Council  Lead Cabinet member for Finance	Report (publication expected 24 September 2019)

# Key and non-key decisions expected to be made from 1 August 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
					Amanda Thorn, Principal Planning Policy Officer  David Roberts, Principal Planning Policy Officer	
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		Leader of Council	Report (publication expected 29 October 2019)
Shared Services: Update Key	To consider an extension of the original Shared Services Agreement for Legal, Building Control and ICT	Cabinet	06 November 2019		Lead Cabinet member for Customer Service and Business Improvement  Trevor Roff, Interim	Report (publication expected 29 October 2019)

# Key and non-key decisions expected to be made from 1 August 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
	services beyond the expiry date of 30 September 2020.				Director of Finance	
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  Key	To receive the annual report on Treasury Management for 2018/19.	Cabinet	06 November 2019		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 29 October 2019)
Fees and Charges  Key	To consider the Council's non-regulatory fees and charges from January to April	Cabinet	06 November 2019		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 29 October 2019)

# Key and non-key decisions expected to be made from 1 August 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
	2020.					
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  Key	To consider the write off of individual bad debts in excess of £10,000 in accordance with the Council's Constitution.	Cabinet	04 December 2019		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 26 November 2019)
Community Lifelines	To seek approval to proceed with a joint	Cabinet	08 January 2020		Lead Cabinet member for	Report (publication expected 23

# Key and non-key decisions expected to be made from 1 August 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	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.				Housing  Susan Carter, Housing Advice and Options Manager	December 2019)
Council Tax Arrangements 2020/2021: Schedule of Precept Dates  Key	To determine precept dates for all precepting bodies.	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 base	To set out the proposed Tax base for the financial year 2020/2021 in accordance with the requirements of the	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 1 August 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	Local Government Finance Act 1992.					
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)
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	To determine, for recommendation to Council, the Council's Capital Programme for	Cabinet	05 February 2020		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)



# Key and non-key decisions expected to be made from 1 August 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
	2020/2021, 2021/2022 and 2022/2023 together with the Council's proposed Prudential Indicators.					
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  Key	To consider the Housing Revenue Account 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)
Treasury Management Arrangements  Key	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)
Revenue Budget	To consider the	Cabinet	04 March 2020		Lead Cabinet	Report (publication

# Key and non-key decisions expected to be made from 1 August 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
Trends  Key	latest trends in respect of the 2019/2020 revenue budget (Q3) and emerging budget issues.				member for Finance  Trevor Roff, Interim Director of Finance	expected 25 February 2020)
Quarterly Performance Report (Quarter 3)  Non-Key		Cabinet	04 March 2020		Lead Cabinet member for Customer Service and Business Improvement, Lead Cabinet member for Finance	Report (publication 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	To review the outcomes of the work undertaken as a result of Cabinet's	Cabinet	04 March 2020		Johanna Davies, Economic	Report (publication expected 25 February 2020)

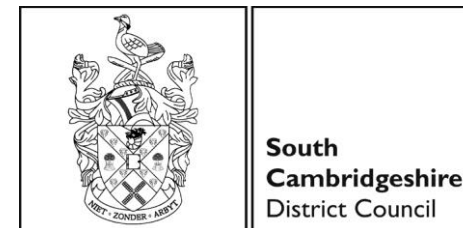
# Key and non-key decisions expected to be made from 1 August 2019

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	approval of recommendations from the Scrutiny task and finish group which reviewed the barriers to procurement from SMEs.				Development Officer	
Refreshed New Build Strategy	To approve a refreshed New Build Strategy.	Cabinet	07 August 2019		Liz Irvine, Housing Advice and Homelessness Team Leader	Report (publication date tbc)

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## NOTICE OF KEY DECISIONS AND NON KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 01 August 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](http://www.scambs.gov.uk)

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

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

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

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

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

**Cabinet**

Councillor Bridget Smith  
Councillor Aidan Van 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 1 August 2019**

<b>Decision to be made</b>	<b>Description of Decision</b>	<b>Decision Maker</b>	<b>Date of Meeting</b>	<b>Reason for Report to be considered in Private</b>	<b>Portfolio Holder and Contact Officer</b>	<b>Documents submitted to the decision maker</b>
Motions to Full Council  Non-Key		Cabinet	04 September 2019		Cabinet  Kathrin John, Democratic Services Team Leader	Report (publication expected 27 August 2019)
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)

# Key and non-key decisions expected to be made from 1 August 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
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)
Options around maternity, premature birth and neo-natal leave Key	To recommend the introduction of a premature birth and neo-natal policy for the council. This would be applied to all employees, supporting them if they have a child born prematurely which requires an extended stay in hospital.	Cabinet	04 September 2019		Susan Gardner Craig, Interim Director of Corporate Services	Report (publication expected 27 August 2019)
Investment Strategy Key	To consider amendments to the Investment Strategy.	Cabinet  Council	02 October 2019  28 November 2019		Lead Cabinet member for Finance   David Ousby, Delivery & Innovations Manager, Trevor Roff, Interim	Report (publication expected 27 August 2019) Report (publication expected 18 September 2019)



# Key and non-key decisions expected to be made from 1 August 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
					Director of Finance	
Potential Property Investment Decision  Key  Page 69	Potential decision on potential Investment Strategy acquisition.	Cabinet Council Cabinet Cabinet Cabinet	04 September 2019 26 September 2019 02 October 2019 06 November 2019 04 December 2019		Leader of Council     Trevor Roff, Interim Director of Finance	Report (publication expected 27 August 2019) Report (publication expected 18 September 2019)
Councillor appointment to A505 Royston to Granta Park Strategic Growth and Transport Study Steering Group  Non-Key		Cabinet	02 October 2019		Leader of Council  David Roberts, Principal Planning Policy Officer	Report (publication expected 24 September 2019)
Corporate Asset Plan 2020-24	To consider the adoption of a Corporate Asset	Cabinet	02 October 2019		Lead Cabinet member for Finance	Report (publication expected 24 September 2019)

# Key and non-key decisions expected to be made from 1 August 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	Plan for non-Housing Revenue Account Assets.				Mike Hill, Director of Housing and Environmental Services	
Economic Growth Plan Key	To consider and adopt the Economic Growth Strategy 2019-2024 and the level of resources relevant to the Business Plan priority.	Cabinet	06 November 2019		Leader of Council Mike Hill, Director of Housing and Environmental Services	Report (publication expected 24 September 2019)
Service Transformation: Savings proposals Key	To consider savings proposals for the next four year period for consultation.	Cabinet Cabinet	02 October 2019 06 November 2019		Leader of Council, Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 24 September 2019) Report (publication expected 29 October 2019)
General Fund Budget Provisional Outturn 2018/19 Key	To receive the General Fund Budget Outturn for the financial year 2018/19.	Cabinet	02 October 2019		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 1 August 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 Budget Provisional Outturn 2018/2019  Key	To receive the Capital Budget Outturn for the financial year 2018/19.	Cabinet	02 October 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	02 October 2019		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 27 August 2019)
Capital Programme Update and New Bids  Key	To consider the performance of the Council's Capital Programme during 2018/19 and to consider new capital scheme bids for public consultation.	Cabinet	04 September 2019		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 27 August 2019)
Bourn Airfield Supplementary Planning Document  Key	Consideration of the outcome of public consultation, possible modifications and SPD adoption.	Cabinet  Cabinet	05 June 2019  02 October 2019		Deputy Leader of the Council  Lead Cabinet member for Finance	Report (publication expected 24 September 2019)

# Key and non-key decisions expected to be made from 1 August 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
					Amanda Thorn, Principal Planning Policy Officer  David Roberts, Principal Planning Policy Officer	
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		Leader of Council	Report (publication expected 29 October 2019)
Shared Services: Update Key	To consider an extension of the original Shared Services Agreement for Legal, Building Control and ICT	Cabinet	06 November 2019		Lead Cabinet member for Customer Service and Business Improvement  Trevor Roff, Interim	Report (publication expected 29 October 2019)

# Key and non-key decisions expected to be made from 1 August 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
	services beyond the expiry date of 30 September 2020.				Director of Finance	
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  Key	To receive the annual report on Treasury Management for 2018/19.	Cabinet	06 November 2019		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 29 October 2019)
Fees and Charges  Key	To consider the Council's non-regulatory fees and charges from January to April	Cabinet	06 November 2019		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 29 October 2019)

# Key and non-key decisions expected to be made from 1 August 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
	2020.					
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  Key	To consider the write off of individual bad debts in excess of £10,000 in accordance with the Council's Constitution.	Cabinet	04 December 2019		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 26 November 2019)
Community Lifelines	To seek approval to proceed with a joint	Cabinet	08 January 2020		Lead Cabinet member for	Report (publication expected 23

# Key and non-key decisions expected to be made from 1 August 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	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.				Housing  Susan Carter, Housing Advice and Options Manager	December 2019)
Council Tax Arrangements 2020/2021: Schedule of Precept Dates  Key	To determine precept dates for all precepting bodies.	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 base	To set out the proposed Tax base for the financial year 2020/2021 in accordance with the requirements of the	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 1 August 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	Local Government Finance Act 1992.					
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)
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	To determine, for recommendation to Council, the Council's Capital Programme for	Cabinet	05 February 2020		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)



# Key and non-key decisions expected to be made from 1 August 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
	2020/2021, 2021/2022 and 2022/2023 together with the Council's proposed Prudential Indicators.					
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  Key	To consider the Housing Revenue Account 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)
Treasury Management Arrangements  Key	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)
Revenue Budget	To consider the	Cabinet	04 March 2020		Lead Cabinet	Report (publication

# Key and non-key decisions expected to be made from 1 August 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
Trends  Key	latest trends in respect of the 2019/2020 revenue budget (Q3) and emerging budget issues.				member for Finance  Trevor Roff, Interim Director of Finance	expected 25 February 2020)
Quarterly Performance Report (Quarter 3)  Non-Key		Cabinet	04 March 2020		Lead Cabinet member for Customer Service and Business Improvement, Lead Cabinet member for Finance	Report (publication 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	To review the outcomes of the work undertaken as a result of Cabinet's	Cabinet	04 March 2020		Johanna Davies, Economic	Report (publication expected 25 February 2020)

# Key and non-key decisions expected to be made from 1 August 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	approval of recommendations from the Scrutiny task and finish group which reviewed the barriers to procurement from SMEs.				Development Officer	
Refreshed New Build Strategy	To approve a refreshed New Build Strategy.	Cabinet	07 August 2019		Liz Irvine, Housing Advice and Homelessness Team Leader	Report (publication date tbc)

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