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9 December 2019

To: Chairman – Councillor Grenville Chamberlain
Vice-Chairman – Councillor Brian Milnes
Members of the Scrutiny and Overview Committee – Councillors
Dr. Shrobona Bhattacharya, Anna Bradnam, Dr. Martin Cahn, Nigel Cathcart,
Sarah Cheung Johnson, Graham Cone, Dr. Claire Daunton,
Dr. Douglas de Lacey, Geoff Harvey, Steve Hunt, Peter McDonald and
Judith Rippeth
Quorum: 5

Substitutes:	Councillors Gavin Clayton, Peter Topping, Mark Howell, Sue Ellington, Bunty Waters, Henry Batchelor, Peter Fane, Jose Hales, Clare Delderfield, Deborah Roberts and Philip Allen
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There is a pre-meeting session at 5pm 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, 17 DECEMBER 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
Liz Watts
Chief Executive

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

AGENDA

PAGES

- 1. Apologies**
To receive apologies for absence from committee members.

2.	Declarations of Interest	
3.	Minutes of Previous Meeting To authorise the Chairman to sign the Minutes of the meeting held on 14 November 2019 as a correct record of the meeting.	1 - 6
4.	Public Questions	
5.	Update on performance measures Report to follow.	
6.	Housing Revenue Account Capital Programme Update	7 - 18
7.	Update on Shared Planning Service	19 - 30
8.	An Economic Action Plan and new Business Support Service for South Cambridgeshire	31 - 66
9.	Proposed Scrutiny Review	67 - 78
10.	Work Programme For the committee to consider its work programme, which is attached with the Council's Draft Notice of Key and Non Key Decisions expected to be taken from January 2020. When considering items to include in the work programme, the committee is requested to use the attached Scrutiny Prioritisation Tool.	79 - 94
11.	Appointment of Finance Scrutiny Monitor For the committee to appoint a new Finance Scrutiny Monitor. In line with the committee's Terms of Reference as set out in the Council's Constitution, the Scrutiny and Overview Committee will appoint monitors to each Cabinet portfolio to act as a bridge to the Executive, promoting constructive dialogue and supporting effective scrutiny.	95 - 96

EXCLUSION OF PRESS AND PUBLIC

Agenda item 12 contains exempt information.

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 12 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 3 of Part 1 of Schedule 12A of the Act."

Paragraph 3 refers to information relating to the financial or business affairs of any particular person (including the authority holding that information).

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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|------------|--|----------------|
| 12. | Confidential minutes of the previous meeting: Agenda item 9
Property Acquisition | 97 - 98 |
| | To authorise the Chairman to sign the confidential Minutes of the meeting held on 14 November 2019, which relate to agenda item 9. | |
| 13. | To Note the Dates of Future Meetings | |
| | To note that the next meeting will take place on Tuesday 21 st January 2020, at 5.20pm. | |

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Disturbance by Public

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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
Thursday, 14 November 2019 at 5.20 p.m.

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

Councillors:	Anna Bradnam	Nigel Cathcart
	Sarah Cheung Johnson	Graham Cone
	Dr. Claire Daunton	Dr. Douglas de Lacey
	Geoff Harvey	Steve Hunt
	Peter McDonald	Peter Fane

Councillors Neil Gough, Bill Handley, Hazel Smith, Heather Williams and John Williams were in attendance, by invitation.

Officers:	Victoria Wallace	Scrutiny and Governance Adviser
	Peter Maddock	Head of Finance
	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, Geoff Harvey and Judith Rippeth. Councillor Peter Fane was present as a substitute for Councillor Cahn.

2. DECLARATIONS OF INTEREST

Councillor Peter Fane declared a non-pecuniary interest as he was a director of Shire Homes.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 17 October 2019 were agreed as a correct record of the meeting, subject to an amendment to the confidential minute which related to agenda item 7.

4. PUBLIC QUESTIONS

Mr Daniel Fulton was invited to make a statement to the committee. Mr Fulton referred to the extraordinary Cabinet meeting that was scheduled to take place on 18 November 2019, the subject of which was the restructuring of the Council's senior management, and from which the press and public would be excluded. Mr Fulton referred to the reasons that had been given for the press and public being excluded from the meeting, with which he did not agree.

The Chairman thanked Mr Fulton for his comments, which were noted by the committee.

5. STREETLIGHTING POLICY AND LED UPGRADE PROGRAM

The Interim Assistant Director of Waste and Special Projects presented the policy for the

Council's Streetlighting Service, which the committee considered and commented on.

LED streetlights had been trialled in Hardwick. The Local Member representing Hardwick suggested that an alternative light deflector be investigated, which spread the light more widely in order to achieve a more even lighting pattern and avoid dark patches between streetlights.

Some committee members commented on the County Council's streetlight dimming policy and felt that 10pm was early for streetlights to be dimmed. Some committee members had noticed an increase in the number of people walking with torches in villages, as the streetlighting was insufficient. Committee members asked whether there was any evidence that dimming streetlights did not negatively impact residents. Officers advised that a consistent approach to dimming was needed as if inconsistent, this could create issues particularly for those with a visual impairment.

Although there was concern regarding insufficient lighting, lamp design to minimise light pollution was suggested. The committee was assured that lamps were directional and should therefore reduce light pollution.

Some Members raised concerns regarding the problematic situation that had arisen in parishes in relation to the arrangements for paying for the electricity for streetlights. The challenge parishes had faced in dealing with the legacy of the PFI contract with Balfour Beatty, was also highlighted. This had been worsened by the lack of maintenance of roads and pathways in villages and committee members knew of incidences where residents had tripped in the dark.

The Local Member representing Girton informed officers that in his village, there was concern about streetlights positioned under large trees. He suggested that something should be included in the policy to ensure that trees would be cut back, so that streetlights were not obscured by vegetation.

The Local Member for Duxford informed officers that an area of Duxford had been without a streetlight for nearly two months, which had been due to the lack of supply of LEDs. The Assistant Director for Waste and Projects informed the committee that the Council was changing streetlights within its control to LEDs and were actively replacing lights when they were reported to the Council.

The Assistant Director informed the committee that:

- Ornate lights would only be replaced with an LED in discussion with the parish council, to ensure parishes were happy with the replacement.
- Officers had been discussing with the County Council, whether there were simpler ways of looking after streetlights.
- There was not currently a trial for electric vehicle charging points to be installed in streetlights. Officers would be carrying out work to identify lights that could not be used for electric vehicle charging. Members were informed that these would be trickle feed charging points.

The committee congratulated the Assistant Director on his appointment as the President of the Chartered Institution of Waste Management.

6. 2019-20 QUARTER TWO PERFORMANCE REPORT

The Deputy Leader and Director of Housing, Health and Environmental Services,

presented the Quarter Two Performance Report. The committee considered and commented on this and the Operational Key Performance Indicator results.

Committee members were pleased to see that apprenticeships were being used in the Contact Centre and thanked the Lead Cabinet Member for listening to the committee's past comments regarding staffing. The committee noted that the average call answer time had reduced, which was directly attributable to recruitment. The Deputy Leader informed the committee that the Council's outdated telephony system was hindering the Contact Centre's performance. A new telephony system would be rolled out in the future, however the timescale for this was not yet known. In response to Members' queries regarding whether the new telephony equipment would be the best in class, officers informed the committee that the specification was not yet known but it would be ensured that the new equipment took the Council's new ICT equipment into account.

Committee members suggested that it be ensured that Contact Centre staff felt that they could say when they did not know the answer to a query, and not feel under pressure to always provide an answer. This was important so that staff did not provide the wrong advice when they were unsure of the answer.

The Interim Director of Waste and Special Projects informed the committee that there had been a spike in sickness absence in the waste service. The service had a dedicated HR officer which had helped to track and map short term sickness. A reduction in this had been since September 2019. Service managers were actively looking at how to reduce sick leave and address the reasons for this.

A standard deviation was requested, which would help Members to understand the figures provided in the performance report.

Performance relating to the increase in spend for the use of bed and breakfasts was discussed by the committee. The Director of Housing, Health and Environmental Services explained that a change in local hostel staff and a change in national policy relating to risk assessments, had impacted this performance. The Director explained that desktop risk assessments had been carried out by hostels rather than in person, which had led to more people being declined accommodation. Face to face interviews were however now being conducted, and an improvement was being seen.

Comments in the report in relation to Universal Credit were noted and the Council's readiness to deal with the impact of this was queried by committee members.

Performance in relation to the average number of days to re-let housing stock was discussed. The committee queried what measures were in place to reduce voids and re-let times. The Director of Housing, Health and Environmental Services agreed to provide an update on the work being done in relation to this at the next Scrutiny and Overview Committee meeting.

In response to a query from Members regarding street sweeping of leaves, the committee was informed by the Assistant Director of Waste and Special Projects that the Council had two large street sweepers and three small sweepers for pavements and roads. The problem for the Council was that demand for street sweeping of leaves came all at once. The service was demand focussed and targeted where the issues were greatest. Members requested that the planned sweeping schedule be made available to parish councils. The Assistant Director informed the committee that this would be shared at the parish liaison forum meetings and it would also be put online.

In response to a query regarding complaints data, the Director of Housing, Health and

Environmental Services explained that this was complaints data from across the Council and officers were trying to understand the reasons for the poor performance.

Members thanked the Interim Assistant Director of Waste and Special Projects, for arranging the clearing of traffic islands in the centre of the A10, which had become increasingly overgrown.

7. GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY

The Scrutiny and Overview Committee considered and commented on the medium term budget strategy for the Council, which was presented by the Head of Finance and Lead Cabinet Member for Finance.

The committee was informed that the fair funding review would take place in 2020/21 and it was anticipated that resources would move from the district to county councils in order to deal with the crisis in adult social care. A budget gap was anticipated from 2021/22. Officers also assumed that the New Homes Bonus would be lost, along with the income from business rates. The committee was informed that additional budget pressures may also arise.

Committee members expressed sympathy with officers having to deal with high levels of uncertainty from the government and thanked them for their efforts in trying to manage this for the Council.

The committee was informed that the intention was to finance the funding gap by identifying additional efficiencies and income generation. The Investment Strategy would be a large contributor to this. The committee was informed that figures were prudent and inflation had been included in calculations. The use of the General Fund balance would be a last resort.

8. SERVICE TRANSFORMATION PROGRAMME: SAVINGS PROPOSALS

The Deputy Leader presented the report which outlined the key objectives and intentions in relation to the transformation of Council services. This was within the context of a continually challenging financial environment due to ongoing reductions in funding from central government to deliver services. It was expected that future cost pressures would exceed the resources available.

The committee considered the revenue budget guiding principles, growth bids and the proposed service efficiency savings and policy options.

The Deputy Leader informed the committee that the budget allocation for Member training covered statutory training for Planning and Licensing, LGA courses and other ad hoc training and educational opportunities. The allocation would be an increase on the current budget. Committee members were also informed that additional sources of income were being explored; scope had been identified in Planning and through the expansion of the commercial waste service.

Committee members thanked officers for a clear report and commended the shared waste service for the savings it had made.

9. PROPERTY ACQUISITION

The committee agreed that the press and public should be excluded for the consideration of this agenda item, in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A of the Act), due to the commercial sensitivity of the information contained within the report.

10. CONFIDENTIAL MINUTES OF THE PREVIOUS MEETING

The committee agreed that the press and public should be excluded for the consideration of the confidential minutes of the committees previous meeting, This was in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A of the Act), due to the commercial sensitivity of the information contained within the minutes. The committee agreed the minutes as amended.

11. WORK PROGRAMME

The committee received and noted its work programme. Councillor de Lacey suggested the committee should look at gypsy and traveller issues at some stage. In view of the changes the government had in mind, this item would be deferred until there was greater clarity.

Following the previous committee meeting, Councillor de Lacey had drafted a letter to the Police and Crime Commissioner (PCC) regarding his response to officers in relation to Setchel Drove, which had been discussed at the committee's previous meeting. However since the letter had been drafted, the PCC had resigned from his post.

12. APPOINTMENT OF FINANCE SCRUTINY MONITOR

This item was deferred to the next meeting as not all committee members were present.

13. TO NOTE THE DATES OF FUTURE MEETINGS

The next meeting would take place on Tuesday 17th December at 5.20pm.

The Meeting ended at 7.25 p.m.

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Agenda Item 6



Report To: Scrutiny and Overview
Cabinet

17 December 2019
8 January 2020

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

Lead Officer: Peter Maddock, Head of Finance

Subject: Housing Revenue Account (HRA) – Capital Programme Update

Executive Summary

1. To update the HRA Capital programme reprofiling spend in line with current expectations and amending the programme where budgets are out of line with expected spending needs.
2. This is not a key decision as there are no additional resource implications directly arising from the report; it provides monitoring information to ensure awareness of capital scheme progress and new capital bids for consideration and allocation.

Recommendations

3. That Scrutiny and Overview is invited to consider and comment upon:
 - (a) Note the outturn position of a £2.742 million underspend for the HRA Capital Programme and that, of this, £1.124 million was at that time proposed for reprofiling into future years;
 - (b) Consider the updated HRA capital programme at Appendix B which has been re-profiled in line with the expected timing of spend and amended in line with expected levels of spend where appropriate;
 - (c) To note that, in order to finance the updated Capital Programme, borrowing of around £10 million is likely to be required during 2021/22;
 - (d) To note that, following the abolition of the HRA debt cap, a local debt cap has been calculated as £250 million at 1st April 2019 rising to £300 million as at 31st March 2022;
 - (e) Recommend to Full Council the revised HRA capital programme for the period 2019/2020 to 2024/2025, at Appendix B, to reflect amendments to, and the reprofiling of expenditure identified in the report.

Reason for Recommendations

4. To enable the Cabinet to consider the outturn performance of the Council's HRA Capital Programme in 2018/2019 and the updated capital programme incorporating new items and reprofiling of expenditure.

Details

Capital Programme – Performance Monitoring

5. The Council's approved Capital Strategy and good practice requires that:
 - (i) Effective arrangements are established for the management of capital expenditure, including the assessment of project outcomes, budget profiling, deliverability and the achievement of value for money;
 - (ii) It is appropriate that, in terms of project outcomes and deliverability, the Cabinet receive an annual report covering:
 - the details of schemes commenced on time;
 - the details of schemes completed on time;
 - how many schemes were completed within budget.

HRA Capital Programme – Performance 2018/2019

6. A summary of the performance achieved in relation to the HRA Capital Programme schemes substantially completed in 2018/2019 is detailed in **Appendix A**.
7. In summary, the Cabinet will note that, in many cases, schemes that commenced were completed on time and within budget. It is relevant, however, that there was an expenditure underspend of £2.742 million and equivalent financing underspend in relation to the approved 2018/2019 Capital Programme, with outturn expenditure of £15.625 million compared to the original funding allocation of £18.367 million.
8. A more detailed post implementation review of key capital projects has been undertaken by relevant Officers in accordance with the Capital Strategy and a summary of the scheme progress is also identified in **Appendix A**.

HRA Capital Programme – 2019/2020 and beyond

9. The Council has updated the 30 year HRA plan for the first time in a number of years and this shows that the existing programme (excluding unallocated housebuilding amounts) can be funded from existing resources, particularly now that the 1% rent reductions have ended and the Council is back to increases of CPI +1%.
10. The revised programme as presented does, however, suggest that if the unallocated amounts do translate into actual schemes the Council will need to borrow around £10 million in 2021/2022 though this is very much dependant on actual resources available and whether the proposed changes to the criteria for use of 1-4-1 receipts actually happen. The 30 year plan suggests this borrowing could be fairly short-term but by reprofiling to later years could be minimised.
11. Following the abolition of the HRA debt cap in 2018 a proposed local debt cap for South Cambs has been calculated as part of the 30 year plan update at £250 million

at 1st April 2019 rising to £300 million by 31st March 2022. Borrowing of £205.123m was taken on when the HRA subsidy system was abolished in 2012 so the cost of a further £45 million of borrowing is estimated to be affordable which would include the aforementioned £10 million. The Council will need to do further work to ascertain the exact level and duration of borrowing required when the time comes.

12. The 30 year plan will be updated again once the 2020/2021 budget has been set and a presentation to members is planned soon afterwards.

Capital Programme Financing

13. The HRA Capital programme is financed by Capital Receipts, The Major Repairs Reserve, Direct Revenue Financing and developer contributions (section 106) specifically for the new build programme. Any new build expenditure can be funded from 1-4-1 receipts but only up to 30% of spend on housing stock for rent.
14. The ability to generate capital receipts to contribute to the capital programme funding is limited and primarily comes from HRA right to buy sales; it is currently assumed that 20 sales per year will be achieved initially but levels are expected to fall away in later years. It is currently expected that all 1-4-1 receipts will be used within the set timescales without having to return any monies to Central Government but any significant delays in the house building programme could jeopardise this.
15. In determining its Capital Programme, the Council must comply with the regulations relating to the Prudential Framework for Capital Finance in local authorities and related prudential indicators, i.e. is it prudent, affordable (in terms of HRA income) and sustainable (in the Medium Term). Due regard should, therefore, be given to:
 - (i) The estimate of available capital finance (from capital receipts and borrowing) needed to cover existing committed schemes and any residual sum available for uncommitted and future priority schemes;
 - (ii) The estimate of capital finance resource becoming available (from capital receipts and external borrowing) in the ensuing five years for uncommitted schemes and new priority schemes (e.g. from forecast new capital receipts or external funding);
 - (iii) The estimated revenue implications (estimated at £53,000 per year per £1 million borrowed over 25 years) of the proposed total programme and impact on the HRA in terms of affordability.
16. To enter into excessive long term borrowing could expose the HRA to excessive risk so it is strongly recommended that the Council seriously considers the level of capital investment proposed before any borrowing is considered.
17. The programme should be reset at least twice in any calendar year, once as part of the annual budget setting and again in the autumn to ensure the allocations are as up to date as possible and reflect actual expectations.
18. The Capital Programme is prepared on a five year rolling programme. As such Cabinet/Council in February 2020 will be formally setting the programme for the 2020/2021, 2021/2022, 2022/2023 2023/24 and 2024/2025 financial years.

Options

19. The option exists of not approving the revised capital programme.

Implications

20. 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:

Policy

21. The Council has two policies which underpin the Capital Programme, namely the Capital Investment Strategy and the Medium Term Financial Strategy for the HRA (MTFS). The former provides the framework for the evaluation, approval and monitoring of capital schemes and this includes a requirement for an annual report relating to schemes completed in the previous financial year. The MTFS provides the framework for funding the Capital Programme and, in line with good practice, no capital scheme can be authorised and no commitment made until:
- Capital finance is in place to cover the full capital costs; and
 - It has been determined by Council that the ongoing revenue cost consequences are affordable in the light of forward Revenue Budget forecasts and related consequences.
22. The Capital Strategy was approved by Council at its meeting on 21 February 2019 and provides the framework for submitting and considering new bids and for reviewing the performance of schemes in the approved programme.
23. Specifically, it is appropriate to submit an annual report (as part of performance monitoring arrangements) in respect of capital schemes that have reached practical/substantial completion in terms of whether or not the scheme has met the objectives and, where appropriate, relevant performance measures.

Legal

24. The Council is not legally required to have a Capital Programme but from time to time legally unavoidable schemes, such as those relating to Health and Safety, are required for which the Council has to identify an appropriate source of funding.
25. The Local Government Act 2003 introduced the Prudential Code which requires the Council to agree and comply with a number of Prudential Indicators that underpin the Council's capital investment demonstrating that the investment is prudent, sustainable and affordable.

Resource Implications

26. The net budget for the capital programme will need to be financed from the Council's resources (e.g. capital receipts), revenue financing or, borrowing. The borrowing costs are approximately £53,000 per year for every £1 million borrowed and any

borrowing costs will need to be factored into the revenue budget when preparing the HRA Medium Term Financial Strategy.

27. Full Council, at its meeting on 21 February 2019, approved the HRA capital programme for the period 2019/2020 to 2023/2024 and also the re-profiling of the existing programme. The full programme is summarised in the table below:

Capital Programme: Housing Revenue Account	2019/2020 £million	2020/2021 £million	2021/2022 £million	2022/2023 £million	2023/2024 £million
Expenditure					
Existing Stock Improvements	7.000	7.148	6.904	6.887	6.902
Other Improvements	0.070	0.070	0.070	0.070	0.070
New Build	18.702	27.696	13.869	4.724	6.200
Other	1,259	0.937	1.014	0.319	0.444
Total	27.031	35.851	21.857	12.000	13.616
Funding					
Capital Receipts	5.162	7.538	3.693	2.849	1.710
Major Repairs Reserve	6.689	6.868	7.032	5.714	8.567
Direct Revenue Financing	12.622	12.603	7.323	-	2.435
Grants/Contributions	2.558	8.842	3.753	3.437	0.904
Borrowing	-	-	0.056	-	-
Total	27.031	35.851	21.857	12.000	13.616

28. The outturn in relation to the 2018/2019 Capital Programme, reported to Cabinet on 2 October 2019, is reproduced below for information and it identified an expenditure underspend of £2.742 million and equivalent financing underspend:

	Revised Budget £ million	Outturn £ million	Variance £ million	C/F
New Homes Programme	8.916	8.040	(0.876)	0.843
Capitalised Repairs	7.546	6.640	(0.906)	0.281
Self-Build Plot Preparation	0.695	0.092	(0.603)	0
Re-provision of Existing Homes	0.910	0.799	(0.111)	0
Re-Purchase of Shared Ownership Properties	0.300	0.054	(0.246)	0
Expenditure	18.367	15.625	(2.742)	1.124
Capital Receipts	3.319	2.881	(0.438)	
Major Repairs Reserve	6.429	6.455	0.026	
Revenue Funding	5.095	5.538	0.443	
Contributions including S106	3.524	0.751	(2.773)	
Funding	18.367	15.625	(2.742)	

29. There is now a need to update the capital programme to take into account amendments to and the re-phasing of 2019/2020 and future years schemes, including the addition of an initial allocation for 2024/25. The revised programme is reproduced at **Appendix B**.

Risk Implications

30. The main risks associated with the capital programme are that budgets are not adequate, leading to over spend and the financial implications arising from this or that the schemes will not meet the desired objectives.
31. The future aspirations for capital schemes must be affordable (i.e. there is identified capital resource to fund schemes) and capital budgets must be adequate to avoid over spending with consequent financial implications.

Environmental Implications

32. There are no environmental implications arising directly from the report. A number of the proposed bids would have environmental impacts that would be considered prior to implementation.

Equality Impact

33. The report is exclusively a support or administrative process and has no direct relevance to the Council's duty to promote equality of opportunity, promote good relations and eliminate unlawful discrimination. Individual bids may have specific equality impacts. For example, the highways bid would include improvements to street lighting and footways that would directly benefit people with restricted mobility.

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.

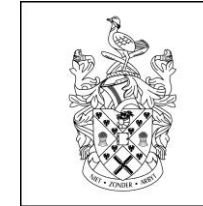
The following documents are relevant to this report:

- Budget Report – Report to Cabinet: 6 February 2019
- Business Plan 2019 - 2014 – Report to Council: 21 February 2019
- HRA Medium Term Financial Strategy and HRA Budget – Report to Council: 21 February 2019

Appendices

- A Capital Programme Performance 2018/2019
- B Updated Capital Programme 2019/2020 – 2023/2024

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South
Cambridgeshire
District Council

Appendix A

Completed Capital Projects [HRA]: Performance - 2018/2019 Projects

Capital Funded Projects: New Build	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?	Lead Officer
Pembroke Way Teversham	483	17	YES	YES	YES	Kirsten Donaldson
Pampisford Road Gt Abingdon	200	159	YES	YES	YES	Kirsten Donaldson
High Street Balsham	1,532	805	YES	NO	YES	Kirsten Donaldson
Woodside Longstanton	249	261	YES	YES	NO	Kirsten Donaldson
Bannold Drive Waterbeach	94	102	YES	YES	NO	Kirsten Donaldson
Gibson Close Waterbeach	1,444	947	YES	NO	YES	Kirsten Donaldson
Highfields Caldecote	446	275	YES	NO	YES	Kirsten Donaldson
Linton Road Gt Abingdon	1,302	1,901	YES	N/A	N/A	Kirsten Donaldson
Grace Crescent Hardwick	1,306	2,018	YES	N/A	N/A	Kirsten Donaldson
Unallocated	300		N/A	N/A	N/A	Kirsten Donaldson
Acquisitions	1,560	1,555	YES	YES	YES	Kirsten Donaldson
TOTAL	8,916	8,040				

Capital Funded Projects: Other HRA Capital	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?	Lead Officer
Shared Ownership Re-Purchase	300	54	YES	YES	YES	Kirsten Donaldson
Self Build Set Up Costs	695	92	YES	YES	YES	Kirsten Donaldson
TOTAL	995	146				

Capital Funded Projects: Capitalised Repairs	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?	Lead Officer
Water/Drainage Works	80	56	YES	YES	YES	David Purnell
Drainage Upgrades	310	323	YES	YES	NO	David Purnell
Disabled Adaptations	849	727	YES	YES	YES	David Purnell
Change of Tenancy - Capital	500	676	YES	YES	NO	David Purnell
Rewiring	484	184	YES	YES	YES	David Purnell
Heating Installation	1,980	1,434	YES	NO	YES	David Purnell
Energy Conservation	1,020	634	YES	NO	YES	David Purnell
Estates Roads & Paths	15	78	YES	YES	NO	David Purnell
Garage Refurbishment	52	14	YES	YES	YES	David Purnell
Parking Facilities	86	33	YES	YES	YES	David Purnell
Window Replacement	270	490	YES	YES	NO	David Purnell
Re-Roofing	446	544	YES	YES	NO	David Purnell
Full Refurbishments	200	243	YES	YES	NO	David Purnell
Structural Works	10	19	YES	YES	NO	David Purnell
Asbestos Removal	34	31	YES	YES	YES	David Purnell
Kitchen Refurbishment	743	425	YES	NO	YES	David Purnell
Bathroom Refurbishment	318	215	YES	NO	YES	David Purnell
Electrical Alarm Upgrades		240				David Purnell
Sheltered Housing and Other	149	274	YES	YES	NO	David Purnell
TOTAL	7,546	6,640				

Capital Funded Projects: Redevelopment of Bedsit Accommodation	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?	Lead Officer
Robinson Court Gamlingay	910	799	YES	YES	YES	Kirsten Donaldson
TOTAL	910	799				
HRA TOTAL	18,367	15,625				

Capital Projects – Scheme Progress/Post Implementation Review

REVIEW OF SCHEMES: NEW BUILD PROGRAMME

The programme includes 9 schemes. The nature of these schemes means there is significant potential for delay and cost overrun. Three schemes completed during the year with two seeing a cost overrun albeit it marginal. Four schemes are behind schedule though two of these (Gibson Close, Waterbeach and Highfields Caldecote) are due to complete this month. A further two commenced and are ahead of schedule. Overall there were a number of carry forwards requested as part of the outturn and these have been taken into account now that the programme has been updated.

REVIEW OF SCHEMES: OTHER HRA CAPITAL

This relates to the re-purchase of Shared Ownership properties and Self Build Plot preparation. Both budgets were set too high and spend fell significantly short. Going forward budgets have been set at more realistic levels the downside though is that income to fund other elements of the programme will be less than previously forecast.

REVIEW OF SCHEMES: CAPITALISED REPAIRS

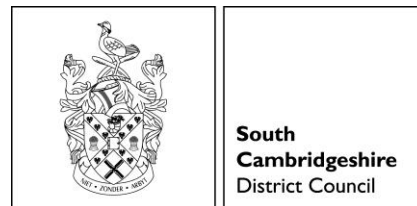
There are a number of repair and renewal programmes within the HRA including kitchens, bathrooms, re-wiring, window, heating and re-roofing. The overall budget was set at £7.5m with spend coming in at £6.6m. There were delays to the Heating installation, Energy Conservation and Kitchen and Bathroom refurbishments due to a number of contractor issues. Some of this underspend was carried forward though it was felt there was enough capacity in future budgets to manage expenditure going forward. The budgets have been completely re-assessed as part of this report and the five year total has increased by around £1m.

REVIEW OF SCHEMES: REPROVISION OF EXISTING HOMES

The scheme was for the replacement of bedsit accommodation at Robinson Close, Gamlingay and completed during 2018/2019.

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Agenda Item 7



REPORT TO: Scrutiny and Overview Committee

17 December 2019

LEAD CABINET MEMBER: Lead Cabinet Member for Planning

LEAD OFFICER: Joint Director for Planning and Economic Development

Update on Shared Planning Service

Purpose

1. The report provides an update on the progress of the shared planning service project, summarises the business plan priorities and considers the activities, performance and key risks facing the service against the Council's corporate plan priorities

Recommendation

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

Background

3. This report comes following a request from the Scrutiny and Overview Committee to receive an update on planning performance. The shared planning service project has grown from the commitment in 2015 by the then administration of SCDC to develop a number of shared services, including planning. The planning project commenced with the appointment of a Jointly funded Director of Planning and Economic Development role which was filled in June 2016. A joint management structure for the service was agreed by members alongside a preliminary management structure in 2017 and two Assistant Directors were appointed (Paul Frainer and Sharon Brown) following national recruitment campaigns in 2018. In April 2018, the majority of City Council staff working for or within the planning function, were transferred into SCDC. In September 2019, following significant staff engagement a new organisational structure was implemented and staff transitioned into their new roles.

Shared Service Objectives

4. The agreed Business Plan for the shared service sets out the following key objectives for the service:
 - To create and deliver an effective programme for the creation of a single, unified "Greater Cambridge" planning capability serving the Planning Committees and policy making of each of the participating Councils

- To build a shared capacity and capability within the combined teams (and provide opportunities to support others) in a way that seizes opportunities for efficiency and quality improvements by providing services and products (including additional charged services) that meet the needs of users and the community at the lowest net cost.
- To deliver a service that can be flexible - in deployment and delivery
- To build/retain a reputation for professionalism, staff development, the delivery of high-quality outcomes and competent “business management” amongst peers and partners

Scope

5. The Greater Cambridge Shared Planning Service is the “Local Planning Authority” for the areas of SCDC and Cambridge City Council. It performs the full range of statutory roles defined in legislation for District Planning Authorities. In addition, the service delivers non statutory services, advice and strategic capacity to the Council which seek to support delivery of the corporate plan aspirations. This includes:
 - The provision of pre-application advice on planning and related matters to residents and businesses
 - The investigation and enforcement of planning regulations
 - Preparation of “non-statutory” planning documents/guidance
 - Providing advice and insight to inform the Councils responses to National, Sub National and regional consultations on infrastructure and economic development related projects.

Shared Service Implementation

6. To deliver these services, through 2018 and 2019 the service has implemented a “whole service” restructure. This focussed upon two service centred teams (led by an Assistant Director) and a central support/enabling team led by an Operations Manager to assist the Senior Management Team in ensuring the efficient operation of the “business.” During the ongoing implementation phase of the project, the service is also being supported by additional implementation capability.
7. Alongside organisational changes, the service management team has also begun implementing a comprehensive implementation programme which comprises a suite of specific projects. Initially focused around 5 themes – People, Legal Finance and Funding, ICT and two Service Delivery programmes (one for each AD), these have recently (December 2019) been revised, following a process of resource planning and prioritisation, into 7 themes with the “working titles” of:
 - Strategic Sites Delivery
 - Service Improvement Programme
 - Workforce Development
 - Business Systems (including ICT)
 - Strategy and Economy
 - Commercialisation/Business Development
 - Built and Natural Environment
8. Programme leads for each of these work streams have been identified and an officer board reporting through the two Chief Executives to a member board was formed in

June. Each board meets monthly to consider progress against the agreed implementation programme. The Shared Planning service also reports monthly, through the Operations Manager to the Council's corporate "transformation" board under the "place" theme – led by Phil Bird. A parallel reporting takes place to the City Council Transformation project.

9. During 2019 the programme has seen progress through the following key outputs:
 - Consultation upon and implementation of new service wide structure including new role profiles and career progression scheme for all staff
 - TUPE of all residual staff from City Council to SCDC as part of new structure
 - Procurement and programmed Implementation of ICT solution
 - Re-design of implementation programme and appointment of new programme manager (secondment)
 - A review of governance and creation of a Shared Service Delivery Board including members
 - Staff engagement survey and whole service "launch" day
 - Completion of the Shared Services Agreement covering structure and cost rules for the service
 - Review of all budgets and finance relating to the service
 - Creation of the Service wide Business Operations Team and appointment of manager and key team appointments.
10. The Service is currently engaged in a refresh of each programme priorities – to take account of the refined programme above. This reflects the growing capacity and the improved resource planning now possible within the business operations and project teams and the need to accelerate specific work aimed at addressing performance and customer satisfaction within the planning applications process.

ICT development



11. Through 2019 the service has been engaged in two key ICT projects. Firstly, the ongoing development and testing of the “integrated” ICT solution for the planning application process, including digitising, upgrading and integrating land charges and the re-design of the development management “workflows” into a wholly digital format. This project, in partnership with 3C ICT was expected to “go live” in November. In the summer it became apparent that implementation of the project for the SCDC area would require a 3 week “downtime” period ahead of a go live date. Given the existing customer experience, this was not considered acceptable and in consultation with the Portfolio Holder, the project team have re-designed the programme to substantially reduce downtime and increase testing ahead of the go live date – now Spring 2020. The revised project remains on track to deliver the system implementation with negligible (2-3 days) downtime and over 780,000 documents have already been successfully migrated onto the shared system.
12. Secondly, the service was the first SCDC service to successfully roll out “Council Anywhere.” With excellent support from the 3C ICT team (resulting in considerable positive feedback from officers) the roll out took place successfully during September enabling multi-site working and inter office collaboration increasingly taking advantage of Microsoft Teams (introducing video conferencing facilities that were not previously available, and thus facilitating a service that operates from two sites). Staff feedback has been positive and ongoing training and familiarisation are expected to continue the culture change consistent with the Corporate Plan aspirations for innovative working and improved accessibility. Building on Council Anywhere, the service is currently engaged in a roll out of mobile phones to staff – allowing officers to “tether” their laptops to access data/emails remotely and to improve contact with colleagues and customers. That roll out is expected to conclude in early 2020 – when a revised contact schedule will then be published.
13. Finally, some members will have noted that the service has implemented a new common email address format. This change enables officers to continue to receive emails written to either Council address but also to utilise a common address book and intranet access. A service specific website www.greatercambridgeplanning.org, Twitter account and Linked in page has also been created as a platform for recruitment and promotion of the planning service via a “neutral” format. Links to the respective Council websites will be maintained.

Strategy and Economy team

14. Within the Strategy and Economy team, work on the new Joint Local Plan has begun, and progression of the North Cambridge Area Action Plan is continuing towards the draft plan stage, whilst making provision for the City Council elections. The Sustainable Design and Construction SPD is expected to be adopted in Spring 2020 whilst the Economic Action Plan, building upon the Local Industrial Strategy and supporting the Council’s commitment to assist businesses in the district, is expected at Cabinet in January.
15. In line with the business plan objective of improved “cost recovery” the project to introduce time recording and the review of staff recharges is also now expected to conclude in time for the new financial year. A new business plan for the consultancy team is also in development which will enable the “Built and Natural Environment” consultancy team to more effectively deploy the specialist knowledge in ecology, sustainability, trees, landscape, building design and heritage protection (and adaption) to support the Councils’ aspirations around climate change and biodiversity gain. The specialist knowledge of the team will also underpin the work of the

“strategic sites” delivery team and officers across the Council involved in shaping new communities so that they can become healthy and inclusive communities for the future.

16. Recruitment to vacant posts within the Strategy and Economy team has continued through 2019 with a range of permanent and fixed term appointments and project specific consultancy commissions. Whilst the key post of Planning Policy Manager remains filled on an interim basis (the recruitment round having proved unsuccessful), this role is being filled on a temporary basis through an experienced contractor. The two former “policy” teams based in the respective Council offices have been able to operate as a single team from early 2019 – reflecting both the legacy of joint working that pre-dates the shared service and the relatively limited dependency on ICT.

Delivery Team

17. Bringing together the highly systematised, high volume, complex and sensitive decision-making systems for development management in both Council areas was always going to be one of the most challenging projects within the shared service implementation programme. Experience from other Councils who had undertaken the DM process integration highlighted a range of challenges – including those associated with ICT, operational service delivery, differing levels of delegation, committee procedures and staff turnover. SCDC has also been experiencing significant growth pressures associated with its successful economy (and the legacy of five year land supply sites). The programme for strategic sites – and exceptional proposals such as the Agri Tech Appeal and Wellcome Genome Campus expansion - have also required significant additional management commitment at a time when supporting staff and designing and implementing the new organisational structure was ongoing.
18. The service has recently been successful in securing some more senior staff. Since 2016 management within the planning teams (City Planning, Development Management, New Communities and Strategic Sites) has been provided through temporary appointments or, in the case of strategic sites, has been covered by the Assistant Director of Delivery. The vacant Strategic Sites Delivery Manager role has only recently been filled. The retirement of one of the DM team leaders, turnover of planning officers and the disruption associated with the Technical Support Team changes (including having to re-apply for a reduced number of roles as part of the integration of the two technical support teams) has also stretched capacity, staff resilience and management oversight.
19. Against that backdrop, the national recruitment crisis has also meant that regardless of cost (the shared service staff budget is currently underspent) and despite multiple recruitment rounds, the service has not been able to secure additional experienced staff to support the senior management resource in mentoring and managing the complex workloads of the service.
20. For that reason, whilst the headline performance of the service has remained above reported government intervention levels, the “experienced” performance of the service by customer and members declined during the year. In August 2019, the Assistant Director Delivery and Director of Planning accordingly undertook a review of the Development Management Service and initiated a service improvement programme that in its initial phase, sought to “re-set” the agenda and approach of the service. A letter to Members and to agents in the summer outlined a range of measures being implemented. The scrutiny meeting in September commented on

those initial measures and in particular the appointment of a third party contractor, Terraquest to underpin the existing staffing resource.

21. Since then, that programme has been formed into a more complete “plan” and work by the team has started to reverse the downwards trajectory of the service. The improvement plan focuses on:
1. Re-building confidence and re-engaging the DM team’s commitment to customer service.
 2. Improving communication within the service (and across officers) to promote a sense of joint endeavour (DM teams in both offices are facing similar challenges)
 3. Improving consistency of performance (and absolute performance) in relation to government targets and a suite of local performance indicators.
 4. Changing the current way of working to enable the existing staff levels to more effectively meet customer expectations and be more responsive.
 5. Engaging with members and users of the service to explain the service challenges and outline actions taken.
 6. Engaging with delivery “partners” – those whose behaviour is having a direct impact upon service delivery in a discussion on the need to change.

Improving the customer experience in Delivery

The work by the management team to bring together a more focused performance management regime is ongoing. A service wide performance officer joined the Shared Planning Service on 4th December to complement the work of a number of staff across the team and enable more complete reporting of management “data” as requested by members. A renewed focus on the needs of users of the service and the customer and user experience forms a central thread in the approved and draft updated Shared Service Business Plan and remains a key short term priority.

22. Key elements of current performance are highlighted below:
1. Performance on householder applications has remained consistent in recent years (83% within time) but the percentage of applications that have the time period extended to deliver that performance has reduced (from 25% in 2016 to 16% in 2019).
 2. 85 % of all householder applications submitted to the Council are approved – which is unchanged from 2016.
 3. 84% of planning applications submitted by businesses in 2019 have been approved with 68% determined within agreed timescales (compared with 66% in 2016).
 4. The delays earlier in the year surrounding application validation (with 43%/60% of applications acknowledged within 2/5 days in April) has now been addressed, and the performance of the new, single technical support team had improved to 58%/81% validated in 2/5 days by October.
 5. There are currently 23 “live” applications by businesses that have been with the planning service for more than 8 weeks. Of these 10 relate to minor or small-scale developments and a programme to target these applications is underway.
 6. The demand for pre-application advice remains strong – but performance of the service is an area of weakness. There is a dedicated programme for reviewing and improving pre-application advice services within the Improvement Plan.

7. Recent work to improve responsiveness to complaints means that the service is now responding to all formal complaints within corporate timelines.

Performance Management

23. The Shared Service Board considers performance each month against the shared service business plan against a range of indicators relating to the processing performance (acknowledgement, validation, decision making) and broader corporate plan objectives such as approval rates, applications and comments submitted online and number of homes delivered.
24. The refinement through 2019 of the service workstreams (above) and recent appointment of interim management capacity within the DM service, to support decision making, case clear up, and tighter officer management/support is focused upon improving the service's ability to manage existing workloads but also to develop further the management information and monitoring systems through which performance in future can be tracked. This will include considering how an appropriate measure of customer satisfaction can be reliably captured and reported. The ICT programme has however highlighted a number of legacy applications that will need to be addressed prior to the transfer of the application management onto the new shared software. This will impact reported performance for the shared service in Q3.

Recruitment

25. During the last 12 months, the Planning Service has undertaken 7 rounds of recruitment in an attempt to fill vacant posts. Lessons learnt from a review of recruitment and retention, and benchmarking SCDC against other Councils has resulted in a number of changes to the recruitment practice over the last 18 months including changes to the process and application requirements, creation of a dedicated website, revisions to all roles to promote flexible deployment and staff development opportunities, introduction of a career progression scheme and securing a Home Office licence to allow for overseas recruitment. The recent "advert" in the Council magazine also reflects the service's growing emphasis on succession planning and "growing our own" professional staff. Some 20% of the planning service now work on part time contracts (up from 5% 5 years ago).
26. Consistent with the aspiration to ensure that staff are appropriately developed, the service has appointed a workforce development officer who will support staff development, retention and management as the service seeks to expand its recruitment offer around the opportunities for career development. The service is also taking steps to improve workforce engagement - on the back of low ratings in the staff survey. A whole service development day in November, included work on the business plan but also discussion around service and team development. Volunteers from across the service are currently working together on staff engagement to build a more positive working environment.

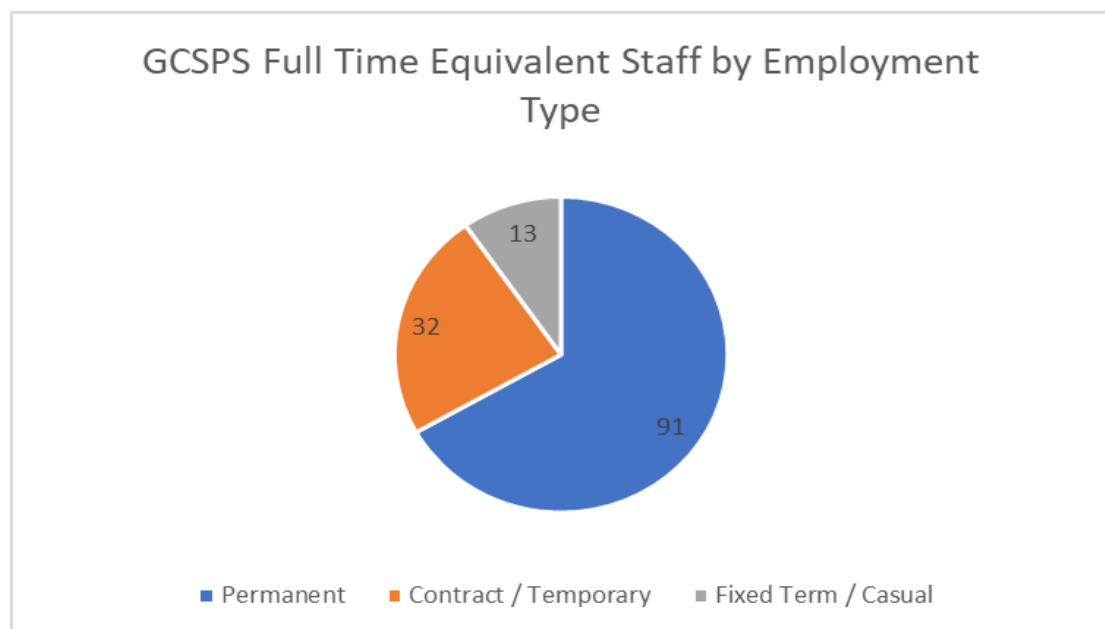


Notwithstanding all of the measures taken to date, there remain a number of vacancies across the service, although many of these are temporarily filled by contractors, agency workers or people on casual contracts.

There are 136 FTEs in the service, only 91 of these are permanent employees. Of the remaining 45 FTEs on shorter term arrangements, 10 are paid for from the non-staff budget, rather than staffing, as a more cost effective alternative than procuring from an external source.

There are currently 25 identified permanent or fixed term vacancies across the service, although a number of these are being filled temporarily by the contract or agency resource that we have in place.

Of the people we have on non-permanent arrangements, 16 of these have contracts that end on or before the end of March 2020.



Following ongoing recruitment challenges, and high personal caseloads in some parts of the service, in summer 2019, the service undertook a procurement exercise to seek a contractor to undertake application validation and assessment services. The successful bidder, Terraquest (who own and operate the Planning Portal) have subsequently been engaging with the service to design the delivery process for that

contract and to plan effectively for its implementation. The restructure of the ICT programme has meant that the initial plan to begin support to the service in the Autumn, has been delayed until the Spring – utilising the new ICT system that will apply to SCDC applications.

The contract provides for the Council to allocate applications to the provider for validation (if required) or assessment (or both). Named officers from the provider will then prepare reports for the Team Leader to review and then determine in line with the provisions within the scheme of delegation. A process of training on SCDC policies and systems will take place before the “go live” date and experienced managers will be responsible for monitoring the contract performance. The contract is a pilot, initially for a period of 3 months. The contract is structured on the basis of a fixed price per case – broken into validation and assessment. The cost of the contract can accordingly be managed against the service’s available budget – although current vacancy levels mean that the “unit” cost is not expected to be significantly different to the alternative costs of employing agency/contract staff. What the contract does however provide, once it is live, is the ability to manage individual officer caseloads effectively to ensure that the workloads of individual planning officers are not excessive.

Progress against Business Plan 2019/20

27. The previous year’s business plan committed to a number of outcomes for both Councils and through the year the service has made significant progress. Highlights include:
28. Strategy and Economy
 - Local Plan Issues and Options Consultation has been prepared.
 - Cambridge North Area Action Plan Draft Plan prepared (pending democratic processes)
 - Economic Action Plan (part of the Local Industrial Strategy) developed
 - Making Space for People SPD consultation undertaken (for City)
 - Update of Sustainable Development SPD concluded
 - Continued support for Neighbourhood planning (one plan adopted)
 - Preparation of Village design statements
 - Work with Combined Authority to support LIS, Local Transport Plan and Non-Statutory Spatial Framework
29. Business Development
 - Recruitment of Business Development Manager, Workforce Development Officer and Performance officer
 - Creation and management of Programme Implementation Board
 - Development of a single service budget and completion of a shared service agreement
 - Creation of new staff charging regime to underpin future service delivery in 2020
 - Development of a new centralised recruitment process/capability
 - Initiating a staff training/development programme (initially for new service managers within the new structure)
 - Delivery of the Council Anywhere project across the service to make the most effective use of officers and premises and to allow improved customer contact and responsiveness

- Introduction of new email addresses and conclude roll out of mobile phones to improve officer accessibility (due to complete Jan 2020)
- Engagement across Council Management Teams on development of inter service SLA's (performance and re-charging)
- Coordinate staff engagement and a staff conference
- Development of a single, integrated customer complaint process (ongoing)
- Member engagement survey

30. Delivery

- Recruitment of Strategic Sites Delivery Manager
- Recruitment of Delivery Manager (Head of DM)
- Completed the recruitment and assimilation process to deliver a single integrated Technical Support Team
- Procured a pilot support services contract with Terraquest to underpin a programme building service resilience
- Determined 931 planning householder applications (Jan – November). 787 of which were approved
- Served 34 enforcement notices
- Defended the Council case at the Agri tech Appeal
- Progressed the determination of major site strategic planning applications for:
 - Wellcome
 - Waterbeach
 - Bourn Airfield
 - West Cambridge
 - Darwin Green
 - Eddington
 - Land North of Cherry Hinton
 - Northstowe Phases 2 and 3
 - Cambourne West
- Develop a new single service wide ICT back office solution providing digital “paper free” application process capabilities to meet all statutory decision timeframes

Implications

31. The Shared Planning Service has wide ranging relationships with both internal and external users and partners. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered.

Legal

32. The service began with a Shared Services Agreement from 2015. A completed Shared Planning Service Agreement was completed in November 2019 covering the operational and financial relationship between SCDC and City Council.

Staffing

33. This report gives rise to no specific staffing issues. A comprehensive programme of staff engagement has been undertaken (and continues) within the service to support the transition to a single, integrated shared service.

Consultation responses

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

Effect on Council Priority Areas

35. SCDC adopted its current corporate plan in Summer 2018. This contains four key themes, to which a series of actions are associated. The Shared Planning Services' activities mean that its officers and the outcomes have an important part to play in delivering the outcomes of the corporate plan.
36. Notably, the forthcoming Issues and options consultation on the Local Plan focuses on four key themes:
- Climate Change
 - Biodiversity and Green space
 - Wellbeing and social inclusion
 - Creation of Great Places
37. These themes and the focus on policy and hence planning decisions in the future, will play a key part in delivering the Corporate Plan objectives. Meanwhile following the disruption of 2019 and the implementation of the new structure, the management team are now able to focus on using the capabilities and growing capacity of the shared service to underpin decisions on strategic sites, new efficient pre-application processes, support for ongoing neighbourhood plans, the development of improved business systems which will incorporate measures to improve information and responsiveness to customers/users. In addition, through the business development team, new capacity around recruitment and workforce development, performance management and reporting, programme management and customer and member communications should see the service more effectively address areas of historical weakness alongside the wider transformation of 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.

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Agenda Item 8



**South
Cambridgeshire
District Council**

REPORT TO: Scrutiny and Overview Committee 17 December 2019

LEAD CABINET MEMBER: Leader of the Council

LEAD OFFICER: Stephen Kelly Joint Director of Planning and Economic Development

An Economic Action Plan and new Business Support Service for South Cambridgeshire

Executive Summary

1. The Greater Cambridge Economic Action Plan has been drawn up by South Cambridgeshire District Council, the Greater Cambridge Partnership and Cambridge City Council. Building upon the Greater Cambridgeshire and Peterborough Local Industrial Strategy (LIS) approved by Government in Summer 2019, it brings together into one document the plans and priorities of the three partners around economic development and provides a link between South Cambridgeshire's plans for supporting local businesses. This report seeks comments from Scrutiny prior to consideration of the Action Plan by cabinet in January – ahead of consultation in the Spring.
2. In order to deliver the actions within the draft Economic Action Plan, and in line with the commitment in the business plan the report also proposes to create additional capacity within the Council through the creation a Business Support team within the Council alongside a dedicated budget to deliver business support and engagement. Three new roles have been identified which will supplement existing strategic economic development capacity within the shared planning service, thus creating a Business Support team of four posts and retaining the more strategic capacity within the Planning service. Given the ongoing consultation on the future organisational structure, the management of the new Business Support service is not yet finalised. At this stage therefore, the Committee is being asked to comment upon the broad roles and budget for the service, rather than its detailed structure.
3. This is a key decision. It was first published in the September 2019 Forward Plan.

Recommendations

4. It is recommended that Scrutiny Committee:
 - a) Comment upon the current draft Greater Cambridge Economic Action Plan; and
 - b) Agree, with or without amendments, that the draft Action Plan be forwarded to Cabinet for approval.
 - c) Review and comment upon the proposal for a new Business Support Service for South Cambridgeshire;

Reasons for Recommendations

5. The proposals will underpin delivery of the Council's Corporate objective to support economic development in the District as set out in the 2019-2024 Business Plan.

Draft Greater Cambridge Economic Action Plan

6. The draft "Greater Cambridge Economic Action Plan" can be found at Appendix 1. It has been created jointly with the Greater Cambridge Partnership (GCP) and Cambridge City Council – reflecting the close relationship between the area's economy and the administrative boundaries.
7. The purpose of the plan is:
 - To set out targeted objectives and actions that will support the Greater Cambridge economy and local businesses; and
 - Through those objectives and actions to support the delivery of the Local Industrial Strategy (LIS) in Greater Cambridge.
8. The Plan is based around a series of objectives that align with the LIS strategic ambitions (and the Government's five Foundations of Productivity), but also responds to local evidence and priorities. It seeks to address the Council's ambition to support businesses of all sizes, including rural enterprise and farming, to help create new jobs and opportunities near to where people live.
9. The locally targeted actions have been drawn from existing plans and priorities. For South Cambridgeshire, they include:
 - a. Key economic development driven actions identified in the SCDC Business Plan
 - b. The Council's Brexit Advisory Group priorities for action
 - c. A range of corporate activities including housing, transport and planning
10. Whilst the draft plan responds to the Local Industrial Strategy for the area it has been prepared and drafted with the benefit of officer engagement with members and local stakeholders in the early autumn. In addition to the assimilation of feedback from the workshops and feedback at events such as the initial Local Plan consultations the action plan (and Business Plan) also build upon learning secured through the Brexit Advisory Group Hearings early in 2019.

11. The Economic Action Plan is also expected to complement South Cambridgeshire District Council's Investment Strategy and help to determine "Stream 2" Investment decisions – those which can generate regeneration or economic development benefits as well as positive financial returns for the Council.
12. Cabinet will be asked to approve the current Economic Action Plan to underpin the existing (and future Business Support Team) activities through 2020/21.

A new Business Support Service for South Cambridgeshire

13. 'Growing local businesses and economies' is one of four priority areas in the South Cambridgeshire District Council Business Plan 2019-24. The Business Plan outlines twenty-two actions to be implemented by the Council over the plan period to help achieve this objective. The Economic Action Plan (above) plays an important part in delivering that objective, but delivery of a number of the actions will require the Council to lead on and/or directly deliver a number of the plan's actions. At the present time however, the Council lacks the capacity to deliver all of these measures effectively.
14. The current Economic Development resource within South Cambridgeshire, i.e. those officers that are dedicated exclusively to the promotion of economic development of the district, is as follows:
 - 1 Economic Development Officer currently in post; and
 - 1.5 additional posts, Business Liaison Officer (1fte) and Assistant Economic Development Officer (0.5fte). These posts are currently vacant with role profiles being taken through the job evaluation process with the expectation that recruitment will take place at the beginning of 2020.
15. In order for the Council to deliver the objectives of the Action Plan, two broad capabilities are required. Firstly, capacity to help interrogate data and shape the strategies and policy of the Council and its partners – so that future planning and investment recognises and is supportive of the economic priorities for the District and can engage with the barriers to successful economic growth (such as infrastructure etc). Secondly, the Business Plan commits to a series of business support activities offering practical advice and targeted support to existing and growing businesses in the District and to engage with those seeking a foothold in the area.
16. Whilst the Council has identified roles to support strategic economic development work, the current staffing resources (and focus) is not currently considered sufficient to successfully deliver the range of actions outlined in the Council's Business Plan.
17. Accordingly, with reference to other councils' business support services (such as in West Suffolk, Bedford and Huntingdonshire), officers have considered the resources required to successfully achieve the Council's ambitions. This is considered to comprise a need for a team of four officers and revenue funding to support the delivery threads below. The new business support resources may not rest within the Shared Planning Service (and decisions on this will need to await the outcome of the senior management re-structure currently underway), but from the new financial year starting in April, capacity and capability to deliver the Business and Action Plan outcomes will need to be created. This would be in addition to the strategic economic development capability, which will remain within the Strategy and Economy team of the Shared Planning Service.

18. The development of and recruitment to the new roles, together with the prioritisation and implementation of a fully costed delivery plan will take place in the new year. Initial activity and focus within the team, based upon the LIS, Business Plan and Economic Action Plan will nevertheless target the following areas:

Support to Small and Medium Size Enterprises (SME)

19. In order to support businesses, the Council needs to better understand their needs by listening to them and to the bodies that represent them. Building a business engagement plan the service will be looking to go out to SMEs and to connect with entrepreneurs and networks across the area, to share information on the support available to them and to provide a responsive and useful support capability. This might include a package of support activities for start-up and small enterprises working in concert with programmes provided by the Combined Authority and other partners.

Inward Investment and promotion of the Enterprise Zones

20. The District has three designated Enterprise Zones – part of the “Cambridge Compass”. Development on the Enterprise Zones to date has been very limited – and there is accordingly a need to work with partners on each of the sites to resolve existing barriers, identify investment opportunities and to develop marketing materials and campaigns to encourage businesses to locate to these sites. There is also currently a lack of a reliable and up to date information on the district’s economy and available land and premises – including the land that will become available in new settlements. Information and marketing material to enable potential investors to understand, not only what is on offer from South Cambridgeshire, but also the opportunities available in its individual communities is also very limited.
21. The new service, working with partners such as Cambridge &, the Greater Cambridge Partnership (GCP) the Combined Authority’s Growth Company and Department for International Trade (DIT), will promote South Cambridgeshire and its EZs and development sites to businesses. This is expected to include an enquiry handling system and work to build relationships with potential investors and agents in order to guide them through their relocation to or within the district.

Supporting Sustainable Village economies

22. Working with parish councils, members and local SMEs to develop and to start to implement a programme of activities to support local village economies. Based upon initial feedback, areas that will be explored include:
- building knowledge of village economies;
 - connecting workers and businesses;
 - developing local supply chains;
 - supporting the sustainability of village retail centres;
 - developing local workspaces including the reuse of agricultural premises;
 - the provision of digital infrastructure;
 - creative workspace opportunities.

23. The development of a larger visitor economy is an important component in helping to ensure our village businesses are sustainable; bring greater activity and additional spend. Following the creation of a Destination Management Plan, the service would work with Visit Cambridge & Beyond to implement the recommended actions for the district and with partners to develop sustainable tourism initiatives such as cycling and walking trails to encourage visitors into the district's communities.
24. Businesses will also play a key part in SCDC's response to the declared climate emergency. The service will also explore ways in which it can support local enterprises respond to the pressure towards low carbon futures and will provide information and advice to help businesses to understand the benefits of generating their own energy, improving their energy efficiency, increasing water and waste recycling. They will also engage experts to investigate the delivery of a brokerage service for renewable technology investment.

Developing and embedding "business friendly" practice across the Council

25. The service will seek to explore developing trends in economic development, particularly in rural areas, best practice in delivery and opportunities for bidding for additional funding. Through engagement with officers across the Council, particularly in Planning, Licensing, Environmental Health and Neighbourhood Planning, the service will help to shape SCDC's interaction with businesses. In particular, the service will have responsibility for developing the Council's single point of contact processes and structure will also work with the regulatory services teams to implement the Better Business for All initiative within the council and with the OneVu team on the implementation of a My South Cambs portal for businesses.

Implications

26. 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:-

Financial and Staffing

27. A budget bid of £200k has been included in the 2020/21 budget as an annual revenue increase. This has been approved for by Cabinet on 4 December for inclusion in the February budget setting meeting.

Legal

28. None.

Risks/Opportunities

29. The current economic climate is volatile and highly competitive; creating a better environment for business growth will not guarantee business growth. A thriving business environment, with clearly articulated commitments from the Council will nevertheless help South Cambridgeshire District Council compete as a location for business, whilst the support provided by officers to small and medium sized businesses will help to retain existing employers, improve survival rates of new enterprises and secure new investment in existing and new communities across the district.

Equality and Diversity

30. None

Climate Change

31. Supporting investment into the District's new and existing settlements and the continued success and expansion of the District's existing dispersed business community will help the Council to meet its climate change and wellbeing objectives – ensuring that across the district, local communities are close to opportunities for work – and reducing the need to travel to the City or neighbouring towns for employment.

Consultation responses

32. A draft of the proposal for a new Business Support Service was taken to the Economic Development Policy Members Group on 24 October 2019. Councillor McDonald, as the council's Business Champion, has helped shape the service further. In additional consultations with Members (on the Economic Action Plan) and businesses on matters surrounding the joint local plan has also helped to inform the outcomes in the Economic Action plan and the need for additional business Support. The proposed Action Plan and Business Support Service has also been shaped by listening to a number of focused "Brexit" centred presentations from businesses and business groups, received as part of the Brexit Advisory Group engagement sessions in early 2019.

Effect on Council Priority Areas

Growing local businesses and economies

33. The investment in Business Support Capacity and the production of a Greater Cambridge Economic Action Plan contribute to the actions in the Business Plan to 'Create a business team with a single point of contact for business enquiries' and to 'Create a new plan to support the South Cambridgeshire economy and local businesses'. By its very nature, the plan will support the implementation of the other actions that come under this key priority in the Business Plan.

Housing that is truly affordable for everyone to live in

34. The Economic Action Plan acknowledges the importance of the provision of housing in creating a sustainable Greater Cambridge economy and reflects the aspiration in the Greater Cambridge Housing Strategy to provide housing for local workers.

Being green to our core

35. A number of actions to be delivered by the new service will support local businesses to become more sustainable and to protect and enhance the natural environment.

A modern and caring Council

36. A number of actions to be delivered by the new service will support our customers with high-quality services, in particular, the creation of a single point of contact for business enquiries.

Background Papers

- Business Plan 2019 - 2014 – Report to Council: 21 February 2019.
- Cambridgeshire and Peterborough Independent Economic Review Interim (9 May 2018) and Final (14 September 2018) reports.
- Cambridgeshire and Peterborough Local Industrial Strategy, July 2019.
- Greater Cambridge City Deal, June 2014.
- Report to Cabinet: Brexit Advisory Group: Priorities for Action, 6 March 2019.

Appendices

Appendix 1: Draft Greater Cambridge Economic Action Plan

Report Author:

Stephen Kelly/Johanna Davies – Joint Director of Planning/Economic Development Officer
Telephone: (01954) 713465

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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REPORT TO: Scrutiny and Overview Committee

17 December 2019

LEAD OFFICER: Director of Corporate Services

Proposed Scrutiny Review

Executive Summary

1. To inform the Scrutiny and Overview Committee of a proposal to invite the Centre for Public Scrutiny (CfPS) to conduct a review of the effectiveness of the Council's scrutiny function.
2. Key Decision - No

Recommendations

3. That the Scrutiny and Overview Committee notes and endorses the proposal to invite the Centre for Public Scrutiny to undertake a review of the effectiveness of the Council's scrutiny function as outlined in this report.

Reasons for Recommendations

4. To enable an independent review to be undertaken to provide assurance that our scrutiny arrangements operate effectively and add value to the work of the Council.

Details

5. The Council has been operating its revised overview and scrutiny arrangements since May 2018. Since that time, the committee has been operating a robust system of pre-scrutiny of Cabinet reports resulting in considered and constructive recommendations being presented to Cabinet and Council and helping to improve overall decision making in the Council. The Committee has benefitted from having engaged and committed members who are enthusiastic about the difference scrutiny can make. The committee now also has dedicated officer support.
6. Whilst our recent self-assessment against the new "Statutory Guidance on Overview and Scrutiny in Local Government" indicated that most of the actions recommended in the guidance are already in place, it may now be timely to reflect on how we can further strengthen and develop the scrutiny function in the Council and ensure that it adds value, for example, by engaging scrutiny at an earlier stage in policy development.

7. Following discussions with the Chairman and Vice-Chairman of the Committee and the Leader of the Council, it is felt that there would be a benefit in inviting the Centre for Public Scrutiny (CfPS) to conduct a review, acting as a “critical friend” to check and test that our scrutiny arrangements are operating effectively and add value to the work of the Council.
8. The CfPS is the leading national body promoting and supporting excellence in governance and scrutiny and is an independent national charity.
9. The Centre for Public Scrutiny’s proposal for the review is attached at Appendix A.
10. The review would involve some on-site interviews with relevant Members and officers, observation of a Scrutiny and Overview Committee meeting and a Member workshop to review any options for improvement and change. If Members are supportive of the proposal, ideally the review would be completed by March so that any outcomes could be taken into account, if necessary, for the purposes of the revised Constitution to be presented to Council in April.

Implications

11. 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:-

Financial

12. The cost of the review is provided in the attached proposal. This cost can be covered by existing budgets.

Effect on Council Priority Areas

A modern and caring Council

13. The review will help ensure that the Council’s scrutiny function is effective and in line with modern and best practice.

Background Papers

Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities

<https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities>

Appendices

Appendix A: CfPS proposal for the review

Report Author:

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

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Supporting an evaluation of scrutiny at South Cambridgeshire District Council

CfPS Scrutiny Improvement Review methodology



Proposal

November 2019

Supporting an evaluation of scrutiny at South Cambridgeshire DC

Summary

To advise and support South Cambridgeshire Council's Members and Officers in the review of the council's scrutiny function to ensure that it is effective in providing a quality contribution in accountability, policy and decision making, delivery of council plans and overall improvement.

Introduction

SCDC wants to check and test that scrutiny arrangements and effectiveness meet the council's high expectations of democratic accountability and that decision-making and overview and scrutiny is transparent, effective and impactful. It is determined to make its ongoing approach to scrutiny fresh, innovative and bold.

It wants its overview and scrutiny structure to create the right framework to maximise its impact within its governance arrangements. The Centre for Public Scrutiny, as the leading national governance and scrutiny organisation, has been asked to support a member review panel to help develop its plans for the development of scrutiny. This proposal suggests the scope and approach to that support.

SCDC has not undertaken a review of its scrutiny arrangements for some time and considers that this would now be valuable exercise – both in order to assure its existing practice, and to challenge it to undertake further improvements. No council can profess excellence in scrutiny across the board – there are always areas of weakness which, left untended, can develop into flaws in scrutiny which can have a more significant impact on effectiveness overall. The CfPS Scrutiny Improvement Review (SIR) is designed to be challenging, but essentially also to be constructive in suggesting ways to drive forward improvement.

CfPS has identified some principal areas of focus for this evaluation in the following sections. These areas will be evaluated using CfPS's Scrutiny Improvement Review method.

The CfPS SIR method aligns with both latest statutory guidance and best practice experience accumulated by CfPS over many years. This review will therefore evaluate the council's approach to scrutiny in the light of the guidance and best-practice.

CfPS is the leading national body promoting and supporting excellence in governance and scrutiny. Its work has a strong track record of influencing policy and practice nationally and locally. CfPS is respected and trusted across the public sector to provide independent and impartial advice.

CfPS is an independent national charity founded by the Local Government Association [LGA], Local Government Information Unit [LGIU] and Chartered Institute of Public Finance Accountants [CIPFA]. Its trustee board is chaired by Lord Bob Kerslake.

Proposal Outline

Overall objectives

The Council has confidence in the quality of its scrutiny arrangements but wishes to explore what it can do to further strengthen and develop them in the light of challenges that local government is facing.

Scope:

- **Culture.** The mindset and mentality underpinning the operation of the overview and scrutiny process. This will involve a focus on the Council's corporate approach to scrutiny;
- **Information.** How information is prepared, shared, accessed and used in the service of the scrutiny function;
- **Impact.** Ways to ensure that scrutiny is effective, that it makes a tangible difference to the lives of local people.

We propose the following broad areas of focus, which will be explored by the Scrutiny Improvement Review method, as described below:

- Prioritisation and focus in the work programme (informed by a clear, well-articulated role for scrutiny overall). We will look at the extent to which current arrangements result in a work programme which may be too broad, and at call-in arrangements;
- Outcomes from the scrutiny process – how these can be assessed and evaluated throughout the process;
- The way in which information is used by scrutiny councillors – how and where information can be accessed and how it can be used to triangulate and form an accurate picture for councillors as to how services are delivered on the ground.

Evidence sourcing

The Scrutiny Improvement Review method itself is based on substantial research carried out by CfPS since 2003, which includes regular reviews of good practice, large-scale surveys of scrutiny nationwide and a range of comprehensive support activity for individual councils.

The following elements are used as prompts to influence the Scrutiny Improvement Review. They are not criteria against which SCDC's approach will be "judged", but a framework for discussion and debate on those issues and areas most important to the authority.

1. Organisational commitment and clarity of purpose
2. Members leading and fostering good relationships
3. Prioritising work and using evidence well
4. Having an impact

We will use these four elements as prompts to ensure that all key aspects of SCDC's activity are evaluated, mapped against the SCDC-specific areas of focus identified above. We anticipate that the nature of these focus areas means that we will spend more time on elements 3 and 4.

As SCDC does not have significant or complex challenges associated with its scrutiny function, we suggest a relatively streamlined approach to evidence gathering. This will consist of:

- **Desktop work.** Remotely, CfPS will carry out a general sense-check of the Council's constitution and rules of procedure insofar as they relate to scrutiny, and of recent work plans and scrutiny scopes and review reports. This will provide an evidence base for the rest of the work;
- **Interviews.** Principally, this will need to include the Leader, CEO, Monitoring Officer, Finance (s151) officer, Lead Scrutiny Officer, leading members in scrutiny (Chair, Vice Chairs) and Opposition Group Leaders and a 'sample' group of scrutiny members (possibly as a small group discussion) and scrutiny support officers (possibly as a group). The option exists to interview those who are subject to scrutiny – service officers – and people who have given evidence to scrutiny. If we do have particularly questions arising from our research that relates to those individuals, these will be raised during the process;
- **Survey.** If appropriate we will carry out a wider survey of members or invite comment from councillors more generally. In terms of setting future aspirations and providing a positive member steer for scrutiny, a short survey is likely to be the most suitable option;
- **Observation.** This is a common theme of the evaluation task and should be programmed in as practical timescales allow. If available web/video casts – live or recordings – can be used if attendance is not a viable option.

Typical Scrutiny Improvement Review engagement 'tests'

The following is intended to provide a flavour of the kinds of questions usually ask in interviews, and the generally topics that we would try to explore in our desktop research. It is fairly generic; as our initial evidence-gathering is under way we would be able to clarify and refine some of this questioning and would share this with the Council to ensure that our work is focusing on the right issues in the right way.

Element 1: Organisational commitment and clarity of purpose

We would ask questions to find out:

- What do people in leadership positions think of scrutiny and its work?
- How is scrutiny treated as a “strategic function” of the council, and as a resource for corporate improvement?
- How is the concept of a “parity of esteem” between scrutiny and the executive fostered and promoted?
- How are the links between scrutiny and other corporate functions – corporate policy, communications, financial planning – articulated?
- How do senior officers engage in a timely and proactive way with scrutiny's expectations on the provision of information?
- How is scrutiny's overall role articulated both by scrutiny itself and by the wider council?
- How has this role been based on evidence around what might add most value to the lives of local people?

Element 2: Members leading and fostering good relationships

We would ask questions to find out:

- How do members in scrutiny leadership positions operate?
- How do those members act to build relationships with those on the executive side, and with other scrutiny members?
- How members have the assurance that they have the necessary skills and capabilities to carry out their role? How does the authority have this assurance?
- How do scrutiny members overall work as part of a team with a common purpose based on scrutiny's articulated role?
- How are disagreements (and scrutiny's approach to contentious matters) resolved?
- How does politics (including party politics) influence scrutiny – both positively and negatively?

Element 3: Prioritising work and using evidence well

We would ask questions to find out:

- How does scrutiny use its role to prioritise and focus its workload (ie, through work programming)?
- How does scrutiny evaluate the likely impact of forthcoming work when it is considering its forward work programme?
- How does scrutiny gather evidence and information to support work programming (for example, through regular consideration of key data sources)?
- How does scrutiny gather evidence and information to support its substantive work? What evidence gathering methods are used?
- How is evidence gathering systematic, and linked to the objectives of the work being carried out?
- How are committee agendas put together, and by whom?
- How well do councillors (and the wider council) understand scrutiny members' formal information rights?

Element 4: Having an impact

We would ask questions to find out:

- How are recommendations formulated and agreed?
- How do scrutiny's relationships with those outside the council influences what and how it recommends?
- How scrutiny evidences its tangible impact – on local people, major decisions and policy development?
- How is scrutiny's work, and impact, acknowledged by others (including those outside the council)?

Action planning

This is the most important part of the Scrutiny Improvement Review process. Once CfPS has gathered evidence it will put its overall findings – and a suggested range of actions – to members and officers. We do not propose to produce a formal report with recommendations, but instead suggest that we work with you to develop an action plan with which you are comfortable, and which you consider is deliverable. Our work is of course designed to be challenging, but this process ensures that what we think is necessary is in fact something you can do, and that you will feel a sense of ownership of the final product.

Member workshop

This event will present members with options for improvement and allow participation in the design of the future programme for change. CfPS will facilitate and construct the workshop and support Members to encourage the widest contribution.

The action plan will meet usual expectations of these kinds of documents. It will be:

- Timed;
- Resourced;
- Owned – so responsibility for individual actions and the whole action plan will be clearly assigned;
- Iterative (so, it will focus on experimenting with different ways of doing scrutiny rather than establishing perfect systems from day one);
- Focused on culture and conduct rather than structures;
- Predicated on periodic review;
- Integrated into the scrutiny work programme – so improvement is treated as part of scrutiny's substantive work.

Resources

Project delivery lead: Ian Parry – CfPS Head of Consultancy

Costs

Total fee £4700 + VAT and reasonable travel/accommodation expenses

Next steps

We welcome your views on the proposed scope and approach, which we hope matches your expectations in terms of delivery and costs. To discuss further please contact Ian Parry at CfPS ian.parry@cfps.org.uk or 07831 510381.

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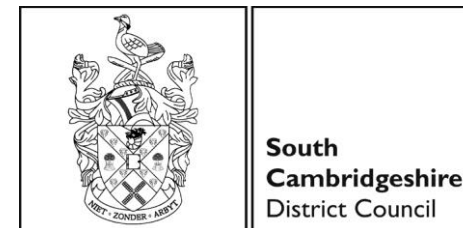
Scrutiny and Overview Committee Work Programme 2019/20

Meeting date	Potential Agenda item (subject to prioritisation by Chairman and Vice Chairman)
Every meeting	Selected Key Decision items prior to Cabinet Selected Non-Key Decision items prior to Cabinet Work programme Feedback from task and finish groups
January 2020	Items scheduled for February Cabinet Decision: <ul style="list-style-type: none"> • Health and Wellbeing Strategy • General Fund Budget 2020/21 (Key) • Capital Strategy (Key) • HRA Budget 2020/2021 (Key) • Capital Investment Programme (Key) • Treasury Management Strategy (Key) • Reserves and Provisions (Key) • Proposed fees and charges: April 2020 • Potential Property Investment decision
February 2020	Items scheduled for March Cabinet Decision: <ul style="list-style-type: none"> • Revenue Budget Monitoring (Key) • Shared Services Business Plans • Q3 Performance Report (Non-Key) • Resident Involvement Strategy (Key) • Potential Property Investment decision Other items: <ul style="list-style-type: none"> • Update from Community Safety Partnership (Kathryn Hawkes)
March 2020	Items scheduled for April Cabinet Decision: <ul style="list-style-type: none"> • Consultation on draft Biodiversity Supplementary Planning Document (SPD) (Non-Key) • Potential Property Investment decision

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DRAFT NOTICE OF KEY AND NON KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 1 January 2020



Notice is hereby given of:

- Non Key decisions that will be taken by Cabinet, individual Portfolio Holders or Officers
- 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:

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

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

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

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

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

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

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

Cabinet

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

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

Key and non-key decisions expected to be made from 1 January 2020

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
Potential Property Investment Decision Key Page 83	Potential decision on potential Investment Strategy acquisition.	Cabinet Cabinet Cabinet	08 January 2020 05 February 2020 04 March 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Leader of Council Trevor Roff, Interim Director of Finance	Report (publication expected 23 December 2019) Report (publication expected 28 January 2020) Report (publication expected 25 February 2020)
Potential property acquisition decision Key	Provisional decision item relating to acquisition of property.	Cabinet Cabinet Cabinet	08 January 2020 05 February 2020 04 March 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Lead Cabinet member for Housing Kirstin Donaldson, Head of New Build	Report (publication expected 23 December 2019) Report (publication expected 28 January 2020) Report (publication expected 25 February 2020)

Key and non-key decisions expected to be made from 1 January 2020

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
Housing Revenue Account Capital Programme Update Non-Key	To provide an update on the HRA Capital Programme	Cabinet	08 January 2020		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 23 December 2019)
Communal Room Review - Future use of The Limes/Limes Close Sheltered Communal Room Non-Key	Part of a review of communal rooms. Consultation has taken place with sheltered residents of The Limes/Limes Close, Bassingbourn, who no longer wish to use the building as their communal room. The Parish Council is keen to take on the long lease on the building and to invest in the interior to make it a useable village hall.	Cabinet	08 January 2020		Lead Cabinet member for Housing Kate Swan, Leasehold Services Co-ordinator	Report (publication expected 23 December 2019)
New Business Support Service Key	To approve the Greater Cambridge Economic Action Plan which is being prepared jointly by	Cabinet	08 January 2020		Leader of Council Stephen Kelly, Joint Director of Planning and Economic	Report (publication expected 23 December 2019)

Key and non-key decisions expected to be made from 1 January 2020

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
Page 85	South Cambs District Council, Cambridge City Council and the Greater Cambridge Partnership. It will capture the economic development plans for all 3 organisations, drawn together under the Government's 5 foundations of productivity: Place, People, Ideas, Business Environment & Infrastructure.				Development, Johanna Davies, Economic Development Officer	
	Adoption of the Greater Cambridge Sustainable Design and Construction Supplementary Planning Document Key	Cabinet	08 January 2020		Lead Cabinet member for Planning Emma Davies, Principal Sustainability Consultant	Report (publication expected 23 December 2019)

Key and non-key decisions expected to be made from 1 January 2020

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
<div>Page 36</div>	Local Plans. Cabinet will be asked to agree responses to representations received during public consultation and any subsequent amendments to the SPD, and to approve its adoption.					
	Investment Partnerships - Members agreements Key	Cabinet	05 February 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Leader of Council David Ousby, Head of Commercial Development & Investment	Report (publication expected 28 January 2019)
	Health and Wellbeing Strategy Non-Key	Cabinet	05 February 2020		Lead Cabinet member for Housing Lesley McFarlane, Development Officer - Health Specialist	Report (publication expected 28 January 2020)

Key and non-key decisions expected to be made from 1 January 2020

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
Greening of South Cambridgeshire Hall Key Page 87	The project seeks to undertake work to ensure that the South Cambs Hall site becomes an example of best practice in energy efficiency and green energy generation/storage/sharing. It aims to minimise emissions through low carbon energy generation and energy efficiency measures, increase energy self-sufficiency and generate income and savings for the Council.	Cabinet	05 February 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Deputy Leader (non statutory) Philip Bird, Corporate Programme Manager	Report (publication expected 28 January 2020)
Capital Strategy Key	To undertake the annual review of the Council's Capital Strategy.	Cabinet	05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 23 December 2019)
Council Tax Arrangements 2020/2021: Localised Council Tax Reduction Scheme	To consider revisions to the Council Tax Reduction Scheme.	Cabinet Council	05 February 2020 20 February 2020		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 28 January 2020) Report (publication expected 12

Key and non-key decisions expected to be made from 1 January 2020

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						February 2020)
Capital Investment Programme Key	To determine, for recommendation to Council, the Council's Capital Programme to 2024/2025 together with the Council's proposed Prudential Indicators.	Cabinet	05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
General Fund Budget 2020/2021 Key	To consider the General Fund Budget for 2020/2021 and to recommend the Budget to Council.	Cabinet	05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
Housing Revenue Account (HRA) Budget 2020/2021 Key	To consider the Housing Revenue Account Budget for 2020/2021 and to recommend the Budget to Council.	Cabinet	05 February 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
Treasury	To undertake the	Cabinet	05 February 2020		Lead Cabinet	Report (publication

Key and non-key decisions expected to be made from 1 January 2020

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
Management Strategy Key	annual review of the Treasury Management Strategy				member for Finance Trevor Roff, Interim Director of Finance	expected 28 January 2020)
Reserves and Provisions Key	To review the Council's Reserves and Provisions as part of the 2020/21 budget setting process.	Cabinet	05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
Proposed fees and charges: April 2020 Non-Key	To undertake the annual review of non-regulatory fees and charges.	Cabinet	05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
Annual Pay Policy Statement Non-Key		Council	20 February 2020		Liz Watts, Chief Executive	Report (publication expected 12 February 2020)
Council Tax Resolution 2020/21	To formally approve the Council Tax, including the requirements of precepting	Council	20 February 2020		Lead Cabinet Member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 12 February 2020)

Key and non-key decisions expected to be made from 1 January 2020

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
	organisations					
Shared Services Business Plans Non-Key	To consider an extension of the original Shared Services Agreement for Legal, Building Control and ICT services beyond the expiry date of 30 September 2020.	Cabinet	04 March 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Lead Cabinet member for Customer Service and Business Improvement Liz Watts, Chief Executive	Report (publication expected 25 February 2020)
Revenue Budget Monitoring Key	To consider the latest trends in respect of the 2019/2020 revenue budget (Q3) and emerging budget issues.	Cabinet	04 March 2020		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication 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 Peter Maddock, Head of Finance	Report (publication expected 25 February 2020)

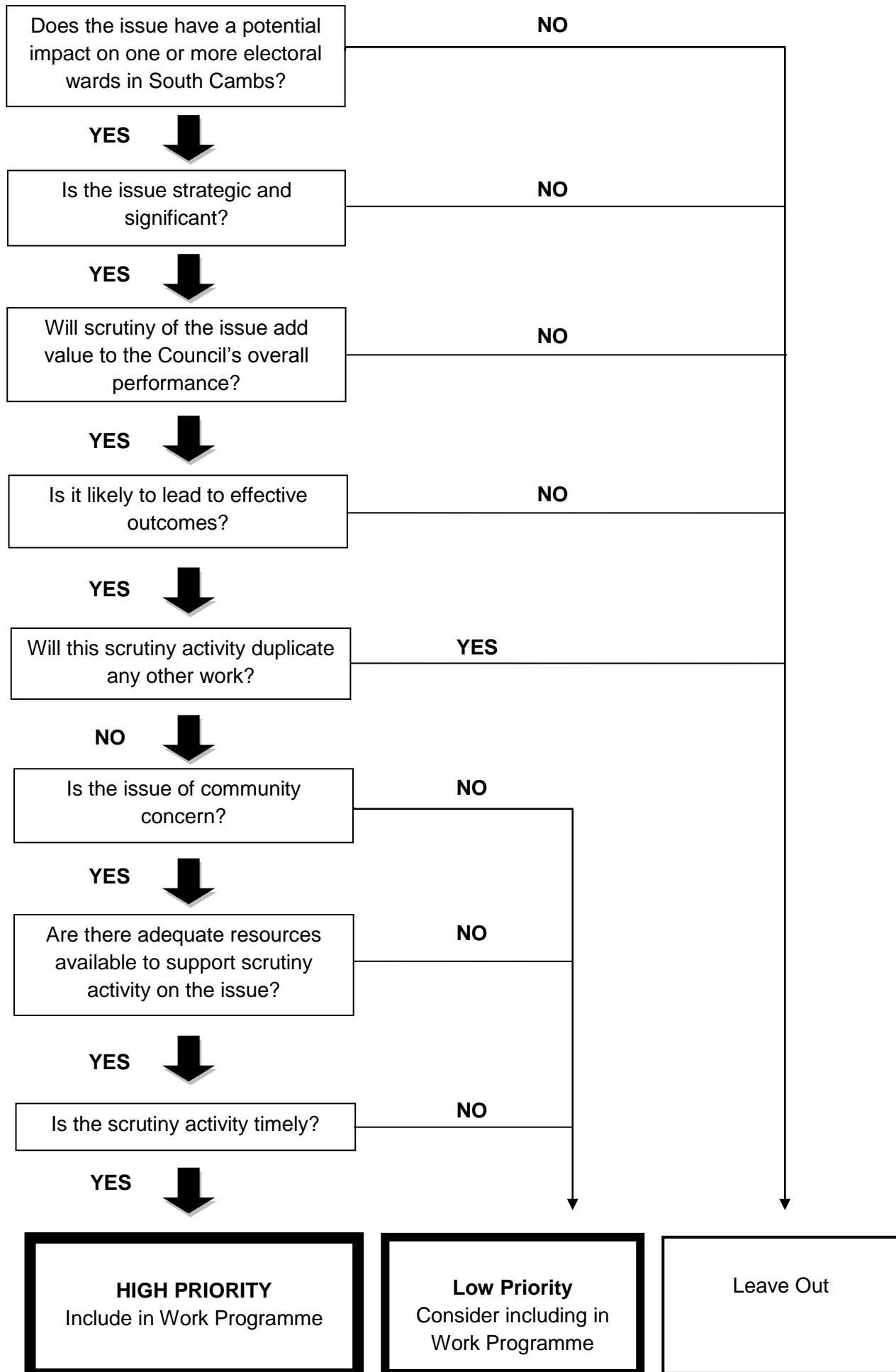
Key and non-key decisions expected to be made from 1 January 2020

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
Resident Involvement Strategy Key	To approve the final Resident Involvement Strategy.	Lead Cabinet member for Housing	04 March 2020		Lead Cabinet member for Housing Jennifer Perry, Residents Involvement Team Leader	Report (publication expected 25 February 2020)
Review of barriers to procurement from SMEs Non-Key	To review the outcomes of the work undertaken as a result of Cabinet's approval of recommendations from the Scrutiny task and finish group which reviewed the barriers to procurement from SMEs.	Cabinet	04 March 2020		Johanna Davies, Economic Development Officer	Report (publication expected 25 February 2020)
Consultation on draft Biodiversity Supplementary Planning Document Non-Key		Cabinet	July 2020		Deputy Leader of the Council Caroline Hunt, Strategy and Economy Manager	Report (publication expected date tbc)

Key and non-key decisions expected to be made from 1 January 2020

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
<p>North East Cambridge Area Action Plan</p> <p>Key</p> <p>Page 92</p>	<p>To approve the draft Plan report for public consultation. This is a joint AAP with Cambridge City Council for North East Cambridge. The issues and options consultation took place in Spring 2019. The draft plan report will outline the Councils' proposed planning policy framework for the development of the area.</p>	Cabinet	July 2020		<p>Deputy Leader of the Council</p> <p>Julian Sykes, Urban Extensions Project Manager</p>	Report (publication date tbc)
<p>Refreshed New Build Strategy</p> <p>Key</p>	<p>To approve a refreshed New Build Strategy.</p>	Cabinet	August 2020		Kirstin Donaldson, Head of New Build	Report (publication date tbc)

Scrutiny Work Programme Prioritisation Tool



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Scrutiny monitors

Lead Cabinet Member	Scrutiny Monitor
Leader	Cllr Grenville Chamberlain
Deputy Leader	Cllr Graham Cone
Housing	Cllr Claire Daunton
Environmental Services and Licensing	Cllr Sarah Cheung Johnson
Planning	Cllr Brian Milnes
Customer Service and Business Improvement	Cllr Peter McDonald
Finance	To be appointed

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