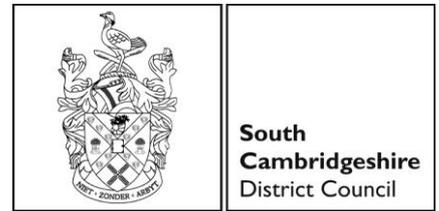


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

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



8 July 2020

To: Chair – Councillor Grenville Chamberlain
Vice-Chair – Vacancy
Members of the Scrutiny and Overview Committee – Councillors Anna Bradnam,
Dr. Martin Cahn, Nigel Cathcart, Sarah Cheung Johnson, Graham Cone,
Dr. Claire Daunton, Dr. Douglas de Lacey, Geoff Harvey, Steve Hunt,
Judith Rippeth and Richard Williams

Quorum: 5

Substitutes:	Councillors Heather Williams, Mark Howell, Gavin Clayton, Sue Ellington, Buntly Waters, Henry Batchelor, Peter Fane, Philip Allen, Jose Hales, Clare Delderfield and Deborah Roberts
--------------	--

There is a pre-meeting session at 4.15pm for members of the Committee only, to plan their lines of enquiry.

Dear Councillor

You are invited to attend the next meeting of the **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held on **THURSDAY, 16 JULY 2020 at 5.20 p.m.** This meeting will be conducted remotely using the Microsoft Teams video conferencing system. There will be no access to the meeting at the Council Offices, but a live stream will be available via Microsoft Teams. A web link to enable members of the Press and public to view, or listen to, the proceedings will be published on the relevant page of the Council's website at least 24 hours before the meeting.

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. **Appointment of Vice Chair**

2.	Apologies To receive apologies for absence from committee members.	
3.	Declarations of Interest	
4.	Minutes of Previous Meeting To authorise the Chairman to sign the Minutes of the meeting held on 9 June 2020 as a correct record.	1 - 8
5.	Public Questions	
6.	Impact of homeworking on the Council	9 - 36
7.	Shared Services annual reports and 3C Shared Services Partnership Renewal Agreement	37 - 124
8.	Scrutiny Improvement Review	125 - 140
9.	Work Programme For the committee to consider its work programme which is attached with the Council's Notice of forthcoming Key and Non Key Decisions. When considering items to add to its work programme, the committee is requested to use the attached Scrutiny Prioritisation Tool.	141 - 158
10.	Exclusion of the Press and Public The law allows Councils to consider a limited range of issues in private session without members of the Press and public being present. Typically, such issues relate to personal details, financial and business affairs, legal privilege and so on. In every case, the public interest in excluding the Press and Public from the meeting room must outweigh the public interest in having the information disclosed to them. The following statement will be proposed, seconded and voted upon. "I propose that the Press and public be excluded from the meeting during the consideration of the following item numbers 11 and 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 (as amended)." Paragraph 3 relates 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.	
11.	Referral to the committee of the call-in of a decision relating to a potential property investment	159 - 228
12.	Confidential minutes of the previous meeting	229 - 230

To authorise the Chair to sign the confidential Minutes of the meeting held on 9 June 2020 as a correct record.

13. To Note the Dates of Future Meetings

The next meeting will take place on Thursday 13th August at 5.20pm.

GUIDANCE NOTES FOR MEMBERS OF THE PUBLIC FOR REMOTE MEETINGS

Members of the public are welcome to view the live stream of this meeting, except during the consideration of exempt or confidential items, by following the link to be published on the Council's website.

Any person who participates in the meeting in accordance with the Council's procedure rules, is deemed to have consented to being recorded and to the use of those images (where participating via video conference) and/or sound recordings for webcast purposes. When speaking, members of the public should not disclose any personal information of any individual as this might infringe on the rights of that individual and breach the Data Protection Act.

For more information about this meeting please contact democratic.services@scams.gov.uk

Agenda Item 4

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Scrutiny and Overview Committee held on
Tuesday, 9 June 2020 at 5.20 p.m.

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

Councillors:	Anna Bradnam	Dr. Martin Cahn
	Sarah Cheung Johnson	Graham Cone
	Dr. Claire Daunton	Dr. Douglas de Lacey
	Geoff Harvey	Steve Hunt
	Peter McDonald	Richard Williams

Councillors Heather Williams, Bunty Waters, Deborah Roberts, Dr. Tumi Hawkins, Bridget Smith, Hazel Smith, Dr. Aidan Van de Weyer and John Williams were in attendance, by invitation.

Officers:	Liz Watts	Chief Executive
	Victoria Wallace	Scrutiny and Governance Adviser
	Peter Maddock	Head of Finance
	Peter Campbell	Head of Housing
	Susan Gardner Craig	Interim Director of Corporate Services
	Julie Fletcher	Head of Housing Strategy
	Paul Frainer	Assistant Director (Strategy & Economy)
	Hana Loftus	Special Projects Officer
	David Ousby	Head of Commercial Development & Investment
	Jennifer Perry	Residents Involvement Team Leader

1. APOLOGIES

Apologies for absence were received from Councillors Nigel Cathcart and Judith Rippeth.

2. DECLARATIONS OF INTEREST

Councillor Grenville Chamberlain declared a non-pecuniary interest and informed the committee that his company owned two properties that were close to the North East Cambridge site.

Councillor Douglas de Lacey informed the committee that he had a non-pecuniary interest in relation to agenda item 11.

3. MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting were agreed as a correct record of the meeting, subject to political party names being removed. The committee agreed that rather than referring to a party title, only the name of the councillor would be referred to.

The committee was informed by the Vice Chair that the ICT documents requested by the committee at its March 2020 meeting, had been issued.

4. PUBLIC QUESTIONS

There were no public questions.

5. RESIDENT INVOLVEMENT STRATEGY 2020-2023

The Lead Cabinet Member for Housing introduced the Resident Involvement Strategy, which the Head of Housing Strategy presented.

The Head of Housing Strategy set out the measures implemented to contact tenants and for tenant engagement to ensure tenants had a voice; the importance of which had been highlighted by Grenfell Tower.

Committee members considered and commented on the Resident Involvement Strategy which they welcomed.

Committee members were pleased to see that there would be tenant representative elections as this reflected what tenants had wanted. Members suggested that the methods and process for the tenant elections be considered carefully to ensure good representation. Officers informed the committee that this would be promoted as much as possible to generate interest from tenants and the tenant representative election process was explained.

The committee discussed whether an additional council member should be added to the Housing Board and agreed that this should remain at three councillors but suggested there should be cross-party representation.

The committee was informed by the Head of Housing Strategy that the Housing Board had a scrutiny function and this would be made clearer in the Resident Involvement Strategy.

The Resident Involvement Team Leader explained to the committee the process of recruitment of the Housing Board and informed the committee that one to one discussions would take place with tenants to try and identify potential members of the Board. Social media would also be used to encourage individuals to come forward as potential Board members. She explained that a lot of work would be needed to bring candidates forward.

Committee members suggested that a simplified version of the Resident Involvement Strategy be developed for tenants and leaseholders, which the Head of Housing Strategy agreed to investigate.

The Scrutiny and Overview suggested the strategy be reviewed after 12 months.

6. NORTH EAST CAMBRIDGE AREA ACTION PLAN: DRAFT PLAN FOR CONSULTATION (REGULATION 18)

The Deputy Leader introduced the North East Cambridge Area Action Plan (NECAAP) which Planning Policy Officers presented.

Officers informed the committee of the following:

- Officers explained the complexities, opportunities and development potential of the North East Cambridge Site.
- The AAP was predicated on the relocation of the waste water treatment works.
- The ambitious and forward-looking vision for North East Cambridge, which would be consulted on. The emphasis was on creating a low carbon district with sustainability at its core.
- Officers were looking at best practice in sustainable development both nationally and internationally, such as for example how different streets and spaces were managed in the Netherlands.
- Officers informed the committee that the key principles of the AAP were planning for streets rather than roads and that the car was not being planned for as car use was being actively discouraged on the site. No additional parking spaces were being created and there would be much less parking per home than normal. This was unique in the UK. Officers were mindful of the risks of parking displacement and were exploring parking enforcement for the site.
- There would be a phased approach to development and parking reduction across the site.
- The committee was informed that parking on the Science Park was significantly under-utilised and officers were proposing it was reduced and dispersed across North East Cambridge. Officers were discussing this with the owners of the Science Park to negotiate relinquishing parking from their tenants.
- Although a walkable, cyclable neighbourhood was being promoted, officers informed the committee that access to a vehicle was not being prevented as access to shared use vehicles and car barns was being considered. The infrastructure would be in place, so residents did not need a car when they moved in to the development.
- 20,000 jobs would be created, which were in addition to the existing jobs within the AAP area.
- There would be around 8000 homes with 40% affordable homes.
- Land was safeguarded in case a secondary school was needed.
- There was a strong emphasis on community, recreation and cultural facilities.
- This was a unique opportunity to take advantage of the scale and location of the site.
- A sense of place would be created through mixed use development. Officers wanted to ensure a lively mixed-use area was created, which went beyond the hours of 9am-5pm. The cultural place making strategy detailed this and would be available as part of the consultation.
- North East Cambridge would contribute to the strategic needs reflected in the emerging joint Local Plan.
- Chesterton Bridge would be a key cycle route to the site and provide access to the city rather than via Milton Road.

The committee considered and commented on the AAP:

- Members congratulated officers on the aspirations of the AAP.
- Committee members raised concern about shared use paths for cyclists and pedestrians and the potential conflict between users, particularly considering the increased use of electric bikes and scooters. Officers informed the committee that there would be segregated paths on the main streets through the development and shared paths on the secondary routes due to the more limited space. Officers were considering how to plan for electric bikes and electric scooters, which it was anticipated would be legalised in future, and were looking at speed limits on shared use paths. Amendments would be made to the plan to address mobility scooters. Officers would also investigate the powers the Council had in relation to shared use paths.
- In response to concerns raised about the potential conflict between users of shared paths, the committee was informed that as the car was not being planned for in the AAP, space would be freed up for other users and reduce the conflict between users of shared paths.
- Committee members noted the active discouragement of car use and the reduced parking provision but queried how parking would be enforced to prevent parking displacement. Officers acknowledged that a comprehensive approach to the parking management and enforcement was needed. Officers were looking at good practice elsewhere and were engaging with officers across both councils and the highways authority.
- Committee members emphasised the need for a sense of place to be created and that developers needed to be brought onboard with these concepts.
- Committee members expressed concern regarding green space and emphasised the need for enough of this to be provided within the development to allow families space to play without having to leave the development.
- Members highlighted and expressed concern about the potential impact on neighbouring green space such as Milton Country Park, if insufficient green space was provided in the development. Officers informed the committee that they had been talking to the community about these requirements and that there were large areas of open space in the AAP. Officers explained the four levels of open space provision in the development.
- The committee was informed by officers that open spaces needed to be mixed use, flexible and serve the needs of the people living and working in the area. Officers assured the committee that they did not want increased pressure and footfall from the development to destroy the existing habitats of neighbouring green spaces such as Milton Country Park.
- In response to the concerns raised about the potential impact of the development on Milton Country Park, officers informed the committee that they had been engaging with the operators of Milton Country Park who were members of the NEC community forum. The committee was assured that the existing green spaces neighbouring the development had the capacity to cater for the potential increased use by future North East Cambridge residents.
- Committee members queried access to and parking at Cambridge North

Station and emphasised that the station served the villages to the north east of Cambridge. Officers assured the committee that existing station users who travelled to the station by car, had been considered. More efficient parking such as multi-storey parking provision was being considered. Members were assured that the road infrastructure would be sufficient to deal with the traffic travelling to the station.

- Some concern was raised that discouraging car use may be unrealistic as residents may want to access more green space than the development and Milton Country Park could offer and would want to travel further afield to do so. Officers assured the committee that they fully acknowledged the need to work with Milton Country Park so that it was able to accommodate the potential increased number of users from North East Cambridge.
- Officers noted a request from the Lead Cabinet Member for Housing to consider running a sewerage pipe to the Chesterton Fen travelling community.
- Officers noted concern raised by the Lead Cabinet Member for Housing regarding surface water drainage and infiltration, that the ground would not be able to cope with this. In response to this concern, officers informed the committee that they were confident with the infiltration proposals.
- Officers informed the committee that the area by the River Cam would be set aside for biodiversity and landscape enhancements.
- Concern was raised by committee members that the development needed to be carbon zero or carbon negative if zero carbon targets were to be met. Officers informed the committee that the climate change standards in relation to the housing were higher than government standards but were not net zero carbon. Officers expected that over the life of the NEC AAP, there would be exemplar sustainable development and requirements and policies would be reviewed and modified on an ongoing basis to address issues and realise benefits.
- In response to a query regarding the decarbonisation of the energy grid, officers informed the committee that they were looking at a local network of alternative energy generation such as ground source heat pumps and anaerobic digestion. This was part of the energy masterplan.
- Members were pleased to see acknowledgement that the site was in an area of water stress, however there was concern that the targets for water efficiency may not be enough to ensure sustainability of the water supply. Officers informed the committee that work was ongoing on the water cycle study and to understand how water consumption could be reduced across the site. Several options and measures were being considered to help reduce water consumption.
- Members highlighted the importance of making this a place where older people also felt comfortable to live. Officers informed the committee that they were looking at the full range of demographics for the site, which included the housing requirements for those aged over 55.
- Members queried whether thought had been given to providing individual or collective space for homeworking. Officers informed the committee that they were monitoring the potential implications of the Covid-19 pandemic on requirements for new office floor space and the potential for increased home working.

- Officers were seeking to facilitate fast broadband and open wi-fi on the site. There was a separate workstream which addressed digital connectivity and utility providers, and Smart Cambridge was being engaged with regarding aspirations for the site. Open wi-fi also formed part of the sustainable transport measures so that users could connect to the different modes of transport through smart technology and access timetables while on the go.

Subject to the committee's comments being considered, the Scrutiny and Overview Committee:

1. Recommended to Cabinet that the name of the AAP be formally changed to the North East Cambridge Area Action Plan and the boundary of the AAP be amended to be as shown on the new policy map at appendix A.
2. Noted the response to comments received to the issues and options document as set out in the Statement of Consultation.
3. Noted the findings of the updated Joint Equalities Impact Assessment, Draft Sustainability Appraisal, Draft Habitats Regulation Report.
4. Recommended to Cabinet that it approved the draft North East Cambridge Area Action Plan and supporting documents for a 10 week public consultation.

7. QUARTERLY PERFORMANCE REPORT

The Chief Executive presented the Quarter Four Operational Key Performance Indicator Report which the committee considered.

In response to concern raised by committee members regarding the amount spent on bed and breakfast accommodation, the Lead Cabinet Member informed the committee that this had increased due to the Covid-19 pandemic. The Council would receive some housing benefit back from this.

Regarding the average call answer time KPI, committee members requested the figures included a standard deviation so that they were meaningful.

Committee members requested a report for the next committee meeting, on the impact of home working on the Council's performance, productivity, staff wellbeing and the CO2 saved. The Chief Executive agreed to draft a report. The Chief Executive informed the committee that the Council had undertaken two staff surveys since staff had been working from home and this data would be shared in the report.

The Chief Executive informed the committee that based on the feedback from the staff surveys, experiences of working from home varied amongst staff with some enjoying working from home and working effectively doing so whereas others had found this more difficult for reasons such as having caring responsibilities. Others had also suffered

through isolation. Staff had fed back that they had felt well supported at home and many would like to continue to work from home after the office had reopened.

The Head of HR and Corporate Services informed the committee that staff sickness had been monitored throughout the Covid-19 pandemic. During this time there had been a reduction in staff sickness. This could be due to the lack of spread of general germs as staff were working from home and due to staff playing less sport during lockdown. There was concern however that staff had been working when they were not well enough to do so, because there were at home. Managers were monitoring this.

The Chief Executive informed committee members that staff were remaining connected using Microsoft Teams on which they could call or chat with each other easily. Thought was being given to create informal spaces for staff to meet virtually and communicate informally.

Committee members noted the report and commended staff for keeping services going during the Covid-19 pandemic.

8. WORK PROGRAMME

The Scrutiny and Overview Committee noted its work programme.

9. TO NOTE THE DATES OF FUTURE MEETINGS

The next meeting would take place on Thursday 16th July 2020 at 5.20pm.

10. EXCLUSION OF THE PRESS AND PUBLIC

The committee agreed that the Press and public be excluded from the meeting during consideration of agenda item 11 (Potential Property Investment Decision). This was in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (as amended) (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).

11. POTENTIAL PROPERTY INVESTMENT DECISION

Councillor Douglas de Lacey declared a non-pecuniary interest in relation to this item and left the meeting before the item was discussed.

The Lead Cabinet Member for Finance presented the report which the committee discussed in detail in confidential session.

The Scrutiny and Overview Committee did not support Cabinet proceeding with this investment.

The Meeting ended at 9.00 p.m.

This page is left blank intentionally.

Agenda Item 6



**South
Cambridgeshire
District Council**

Report to: **Scrutiny and Overview** **16 July 2020**

**Lead Cabinet
Member:** **Cllr Neil Gough, Deputy Leader**

Lead Officer: **Liz Watts, Chief Executive**

Impact of homeworking on the Council

Executive Summary

1. In the week beginning 23 March, the vast majority of office-based employees moved to permanent homeworking, following the government lockdown. Some colleagues were moved to different parts of the council to support our COVID 19 response, and others continued 'business as usual'. This report looks not at what work was being delivered, but at the impact of moving to near 100% homeworking, both on productivity and wellbeing. Early estimates are also made of the reduction in CO₂ contribution. The report has been provided at the request of the Scrutiny Committee during their meeting of 9 June 2020.

Key Decision

2. No

Recommendations

3. It is recommended that Scrutiny and Overview note the report.

Details

4. Two surveys have been carried out to assess the impact of moving to homeworking, one in March and one in April. Summary findings are set out in Appendix A and B. Appendix C sets out a summary of the changes between the surveys, and some examples of the narrative captured through the survey.

Productivity

5. Broadly speaking, most colleagues have been able to transition well to homeworking and after some initial disruption (partly due to the need to support the additional workload of COVID 19 response), business as usual has been maintained. It is not easy to demonstrate hard evidence for productivity gains or losses, partly because the time period is too short, and partly because there are so many variable factors (such as the nature of the way in which we moved to homeworking, which for many has included responsibilities for childcare, unusual working hours, workspaces often constrained etc) and customer drivers (the council has seen a significant increase in take up of MySouthCambs accounts which indicates a transition to using on line help and services). However, there is tentative evidence that in some of the process driven workflows (such as processing benefits claims), there has been an increase in productivity, whilst in other areas there has been either no change or a possible decrease (particularly areas that rely heavily on collaboration). To some extent the external factors (such as the maturity of the software and the service itself) have probably had an impact. Two examples are given below, but caution is noted since the data is still very limited.

6. Benefits Processing

7. The below table shows that there has been a significant increase in the monthly number of new claims being processed during March – May 2020 compared with March – May 2019.

Month	2019	2020	% increase / decrease
Monthly new claims processed			
March	155 (ave. 14 per officer)	241 (ave. 22 per officer)	+55%
April	172 (ave. 16 per officer)	458 (ave. 42 per officer)	+166%
May	163 (ave. 15 per officer)	358 (ave. 33 per officer)	+120%
Monthly changes in circumstances processed			
March	3180 (ave. 289 per officer)	2402 (ave. 218 per officer)	-24%
April	1471 (ave. 134 per officer)	1516 (ave. 138 per officer)	+3%
May	2011 (ave. 183 per officer)	1909 (ave. 174 per officer)	-5%

8. Whilst this may partly be a result of a greater focus on new claims processing (as shown by the slight decrease in the number of change of circumstances), this alone cannot account for the extent of the increase, with change of circumstances generally much less resource intensive to process.
9. Equally, whilst the number of Discretionary Housing Payments (not included in these figures) being processed has reduced, thereby providing more time to focus on new claims processing, this has been at least partially offset by the processing of hardship payments that have been introduced in response to COVID-19.
10. These figures therefore indicate an increase in the productivity of the Benefits team during lockdown. This is particularly evident in the jump in productivity between March 2020 and April 2020, which seems to align with the introduction of widespread working from home arrangements from 23rd March onwards. The slight dip in May's productivity is likely to be at least partly the result of staff having taken leave during this period. The variation between claims processed per officer during lockdown is marked (compared to 2019) and suggests that there are a number of factors at play which require further data and investigation.
11. Overall, these figures support anecdotal reports from Benefits Assessors, many of whom have reported fewer distractions and increased focus while working remotely. Although this may not have been so much the case for those with caring duties, it has been noted that the children of some staff have recently returned to school. Recent surveys completed by staff indicate that most would be happy to return to a situation whereby their working time is split evenly between the office and home.
12. It is worth noting that the Benefits team included three remote members of staff prior to lockdown. These members of staff are all highly experienced, making it difficult to draw firm conclusions on productivity based on the output of remote vs office workers prior to lockdown. However, an additional positive of lockdown have been reports from permanent remote workers, of an increased sense of inclusion due to greater levels of contact with the wider team, who are now also working remotely.

13. Planning (Development Management)

14. An indication of the productivity of the Greater Cambridge Planning Service during lockdown can be gained through the monthly number of decisions made, as shown in the table below.

Month	Monthly number of decisions made (SCDC only)
December	334
January	325

February	183
March	275
April	288
May	200

15. Whilst there has been a decline in the number of decisions being made since December, there are a few factors that have contributed to this.
16. Firstly, the dip in February was a result of the introduction of the new Planning software system. During the transition from the old to the new system there was a two-week period where it was not possible to process applications, thereby reducing the number of monthly decisions made in this month. Within the context of a newly adopted system, the requirement for staff training and the introduction of remote working, the increases in March and April decision numbers are relatively positive results.
17. During May, three online Planning Committees took place and this will have diverted some resource from application processing, with requirements for some officers to prepare for, present at and attend Planning Committee meetings.
18. Additionally, the department is taking advantage of the lower number of applications currently being received to work through a backlog of applications that had accumulated over previous months. It is thought that some of these backlog applications have taken longer to process due to a higher level of complexity. Issues have also been experienced with some elements of the software that have demonstrated that for some members of the team, working remotely has reduced productivity.
19. As such, whilst May has seen a reduction from March and April, it is difficult to draw firm conclusions as to the impact of home working on these figures due to the number of additional factors involved, however June and July figures would help us to build on this picture once available.

20. Contact Centre Productivity

21. In general, Contact Centre performance has seen an improvement during the lockdown period, however this is within the context of approximately a 28% reduction in call numbers for April and May in comparison with last year.
22. One set of statistics that provides indication of productivity independent of call numbers, are average call duration, average wrap time (this time is spent writing brief notes to summarise what the call was about) and average call handling time (a combination of the two). The below table shows that these figures have all remained relatively stable over the past 6 months, with no discernible impact from remote working.

23.

Month	Average monthly handling time (seconds)	Average monthly call duration (seconds)	Average monthly wrap time (seconds)
December	488	318	170
January	523	350	173
February	464	305	159
March	474	295	179
April	499	307	192
May	479	300	179

Wellbeing

24. Balanced against some potential positive impacts in productivity, are a number of concerns around the wellbeing of colleagues. While the survey data suggests that the vast majority of people are happy to continue to work from home for some part of the week, 20% said they did not want to continue working from home given the choice. There are multiple reasons for people not wanting to work from home, some of which are temporary factors (such as trying to combine homeworking with childcare/home schooling) and some of which relate to individuals' personal preference for being in a social environment.
25. We have not carried out a survey in June, although we do intend to continue the surveys. However, it is clear from informal feedback by managers that it is hard to sustain what was clearly a very energised and focused response from colleagues in the early days of lockdown.
26. Productivity gains in more mature, process driven services need to be balanced against the difficulties that those services which require collaboration or personal contact have faced, and the early conclusions of the Leadership Team are that we will need to move towards a blended approach, with neither 100% home working nor 100% office working in most cases.
27. As we make plans to re-open South Cambs Hall, with significant restrictions in capacity due to social distancing requirements, we hope to address the issues raised by this extended period of almost exclusively homeworking. However, it is clear that things won't be 'back to normal' until the social distancing requirements are lifted, and this of course is an unknown factor. It is therefore critical that we continue to invest time and energy in supporting colleagues' wellbeing (through measures such as those mentioned in Appendix C).

28. It is worth noting that none of the homeworking could have been achieved without the roll out of Council Anywhere and the council was exceptionally fortunate to be in the position to have a fully functioning remote working platform. The delivery of this by 3C ICT, along with our internal champions, should be celebrated.

Impact on Carbon Dioxide

29. Business mileage figures for May 2019 vs May 2020 have been analysed. There has been a 40% drop in mileage, from 15,533 in May 2019 to 10,069 in May 2020. The reduction in greenhouse gases as a result of this reduction in mileage claims is about 1.6 tonnes CO₂ equivalent, based on [the government's 2020 conversion factors](#) for a medium petrol car.

30. However, this data is provided with a health warning, because mileage claims can be submitted for three months at a time, so some of the May 2020 figures will include Feb-April. Realistically, it's too early to be able to use the data that we can easily access via the payroll to estimate accurately.

31. Looking to the longer term, as an organisation we need to work to 'lock in' any reductions, through careful management of business mileage when people do start to return to the office.

32. These figures also do not reflect any reduction in commuting mileage, which will probably be more significant, but is harder to measure.

Options

33. Members of Scrutiny and Overview requested this report to update them on the position regarding the impact of homeworking on the organisation, and as the report is only for noting, there are no options to consider per se.

Implications

34. 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

35. There have been financial savings as a result of less mileage and printing. We are working to ensure that we maintain some level of these savings as things return to normal, through encouraging people to continue using video conferencing for external meetings, and assess whether they can continue to print less.

Legal

36. By law, employers are responsible for the health and safety of all employees, including those working from home.

Staffing

37. Employees have reported mixed experiences and preferences through the staff surveys, as set out in the report and appendices.

38. Employee wellbeing and safety is a significant consideration as the council moves into the next phase of the crisis and resumption of 'business as usual'.

Risks/Opportunities

39. Part of the work of the new Head of Transformation will be to assess how many of the benefits of increased homeworking can be captured in the longer term.

Equality and Diversity

40. Different groups of colleagues have been affected by homeworking in different ways, for example some younger colleagues might be living in shared or smaller accommodation with less by way of suitable working space, some older colleagues might be less comfortable with some of the technologies that are enabling us to work from home, some disabled people may have needed reasonable adjustments to be made in the new 'work place' and young families may not have quiet space in which to separate work and family life.

Climate Change

41. See paragraphs 29-32.

Consultation responses

42. Two colleague surveys have been undertaken which are attached at Appendices A and B.

Alignment with Council Priority Areas

Being green to our core

43. As set out in paras 29-32, the impact of more homeworking and video conferencing could contribute to a council wide reduction in CO₂

A modern and caring Council

44. The Leadership Team have, from the outset, committed to a strong psychological contract with all colleagues, offering considerable flexibility in terms of working hours and patterns, and in return, colleagues have stepped up in ways that we could never have imagined or expected.

Appendices

Appendix A: March 2020 homeworking survey

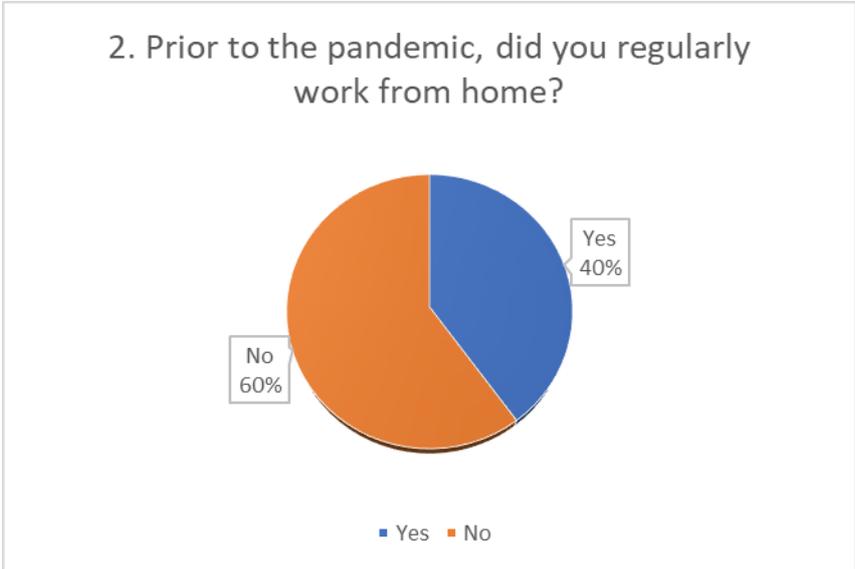
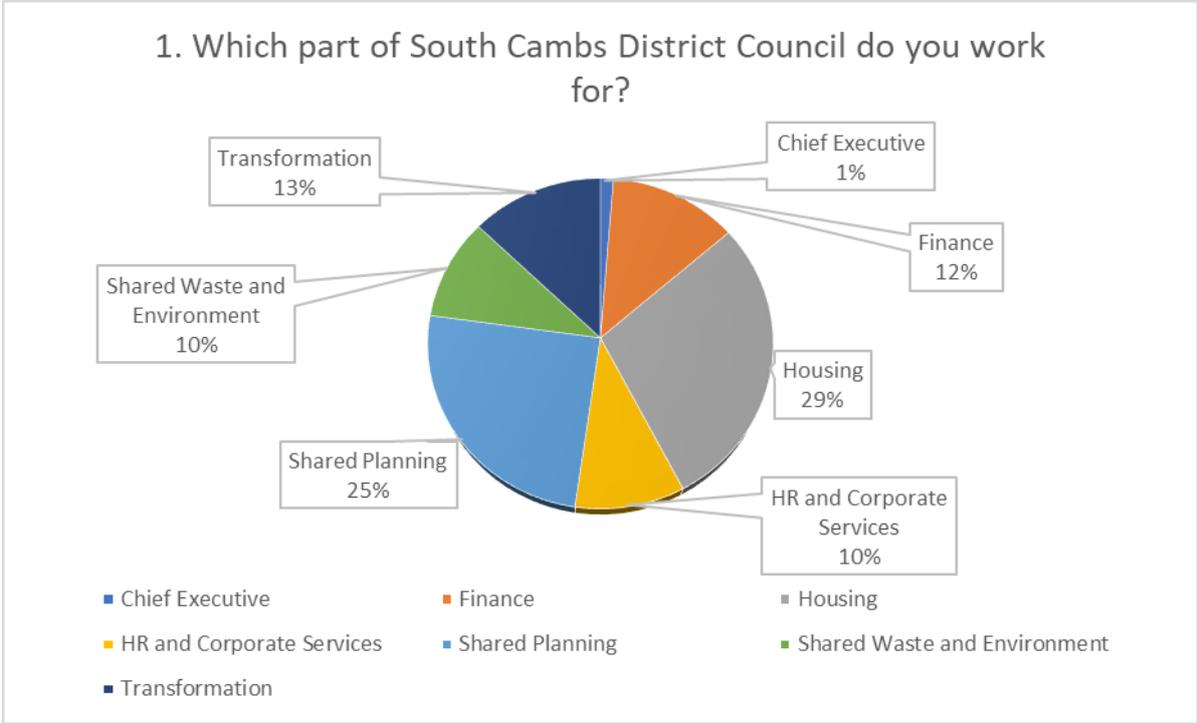
Appendix B: April 2020 homeworking survey

Appendix C: Summary of changes between the March and April surveys and narrative around measures taken to respond to both

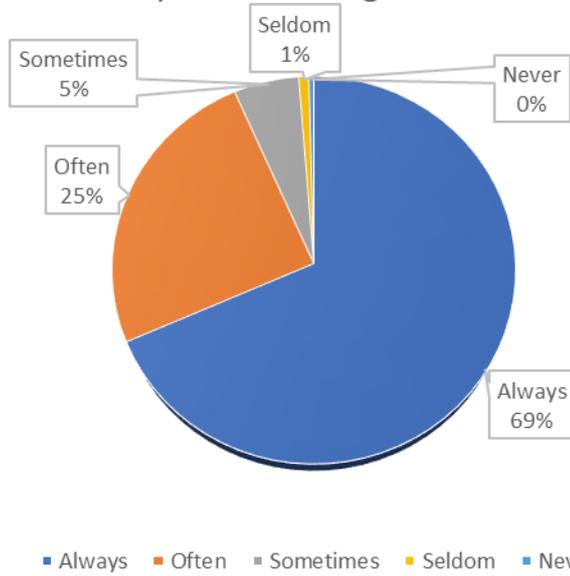
Report Author:

Liz Watts – Chief Executive Telephone: (01954) 713430

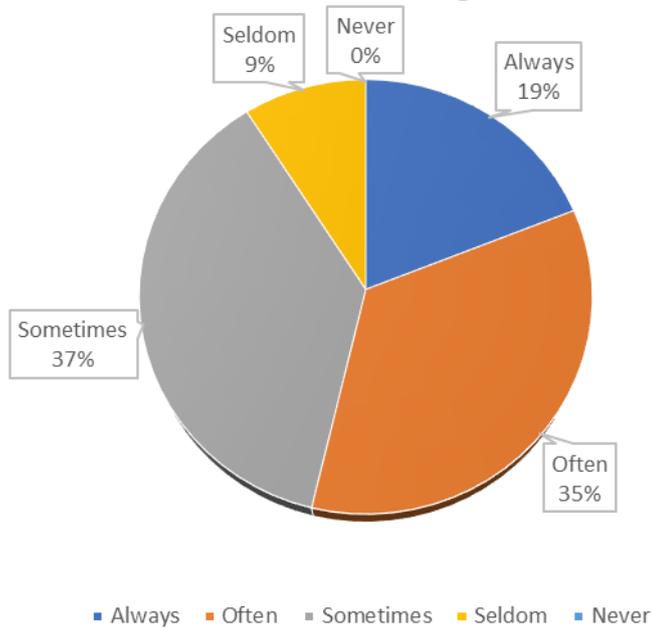
Appendix A – March homeworking survey



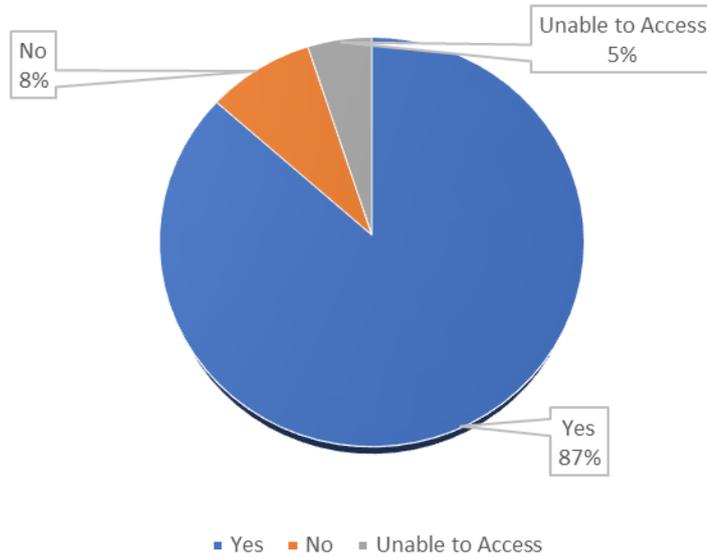
5. Are you clear about what's expected of you whilst you're working from home?



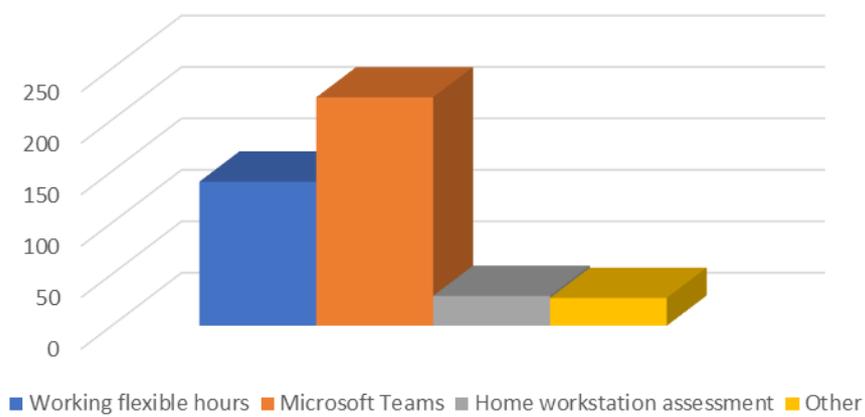
6. Are you taking regular breaks away from your workstation whilst working from home?



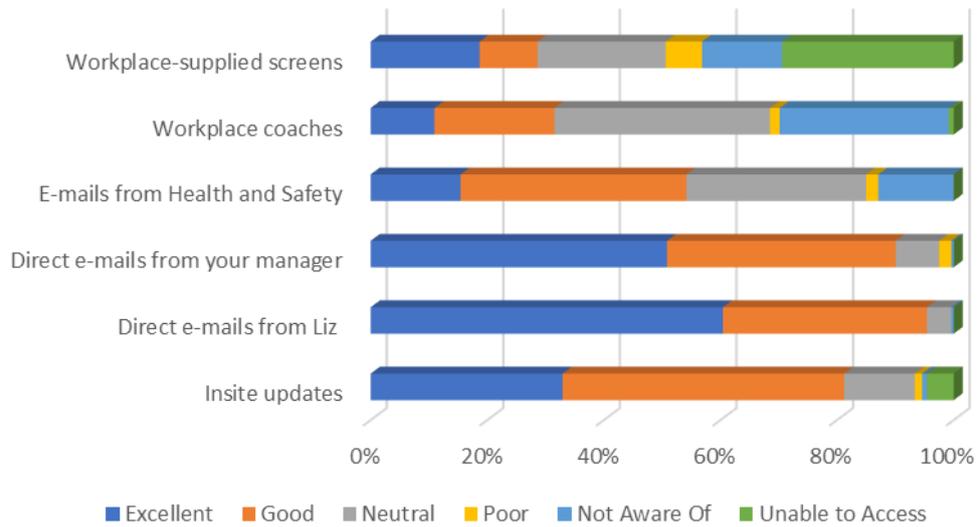
7. Are you aware of the health and well-being support resources available on Insite?



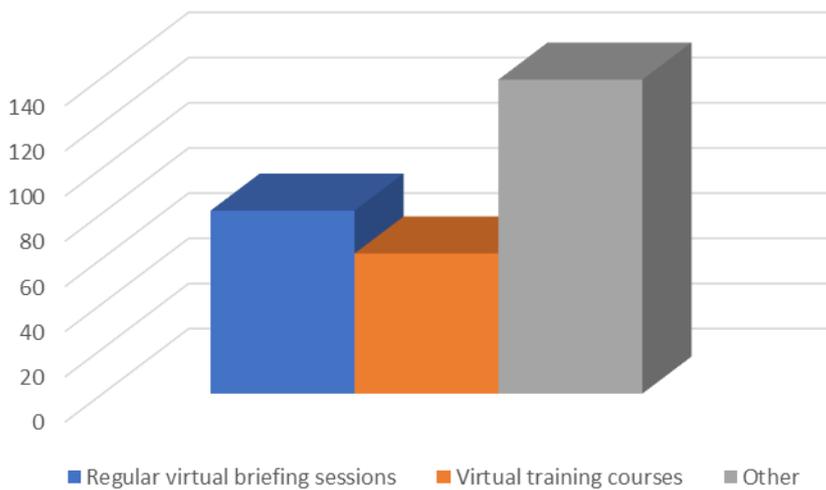
8. Which tools have you utilised to make it easier for you to work from home?



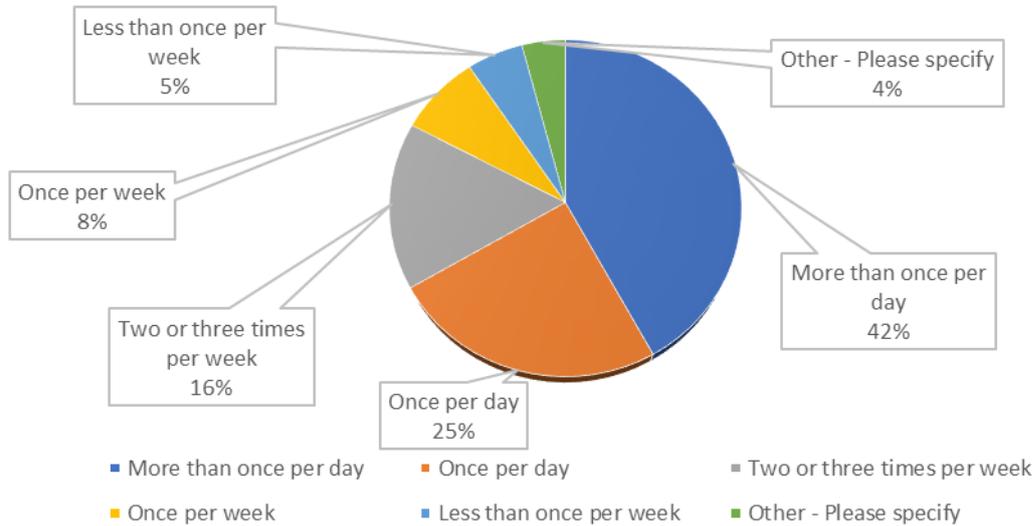
9. How do you rate the success of the following support measures for home working?



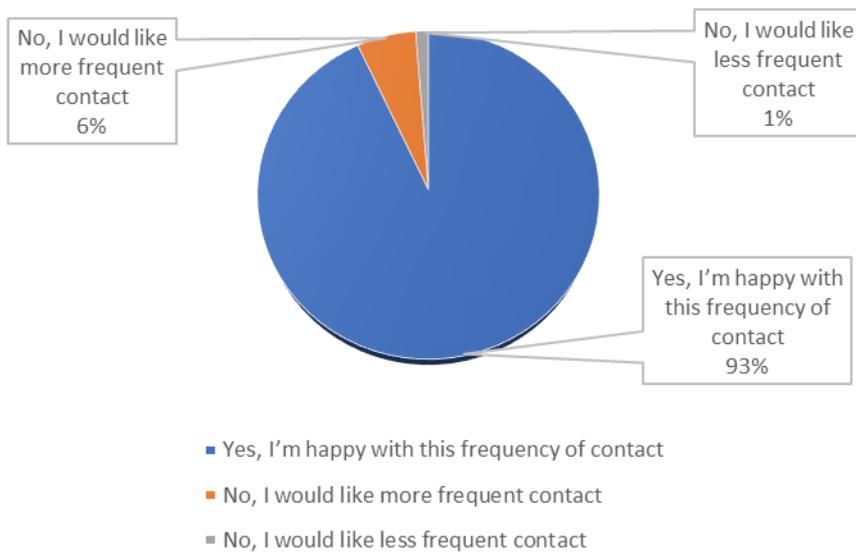
10. Is there anything else we can do to better support you during this period of home working?



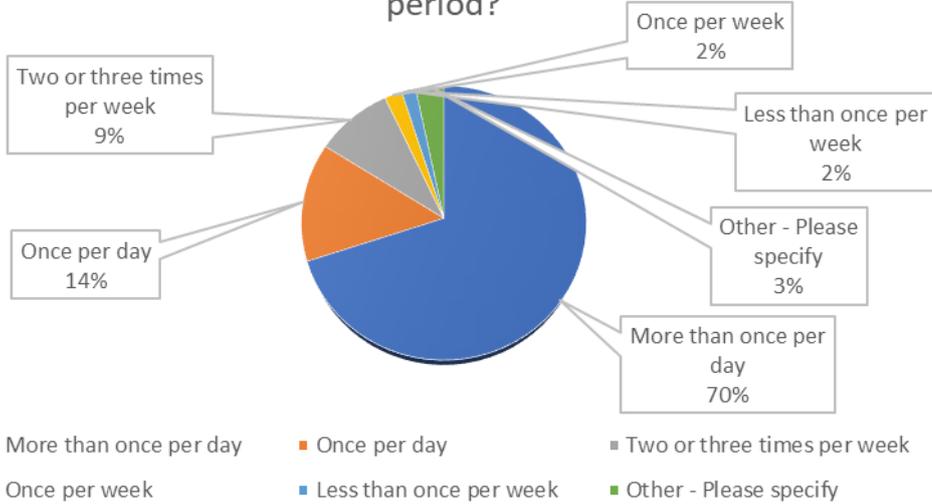
11. How often have you been in contact with your manager for help and support whilst working from home?



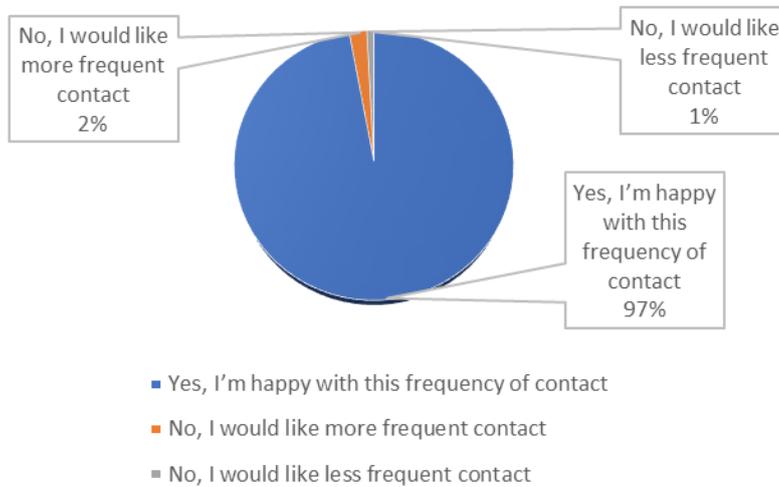
12. Is this enough for you?



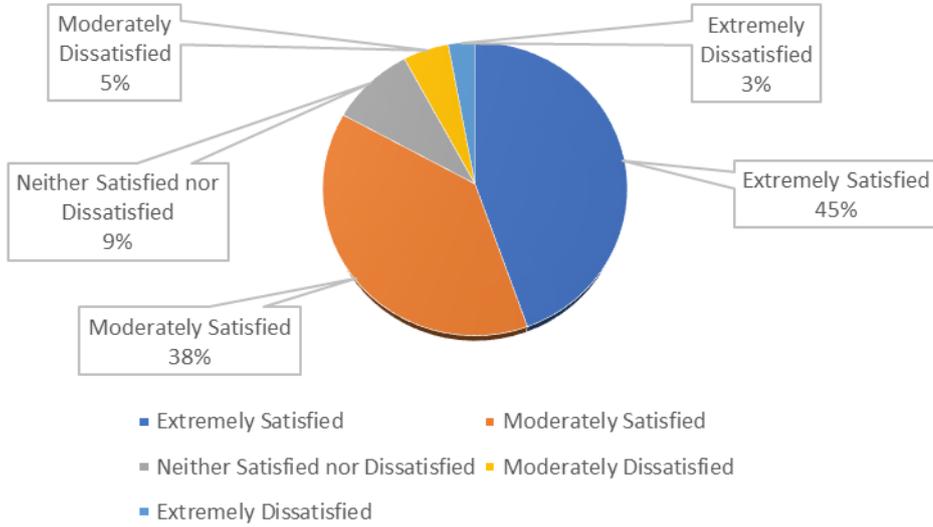
13. How often have you been in contact with other members of your team for help and support during this period?



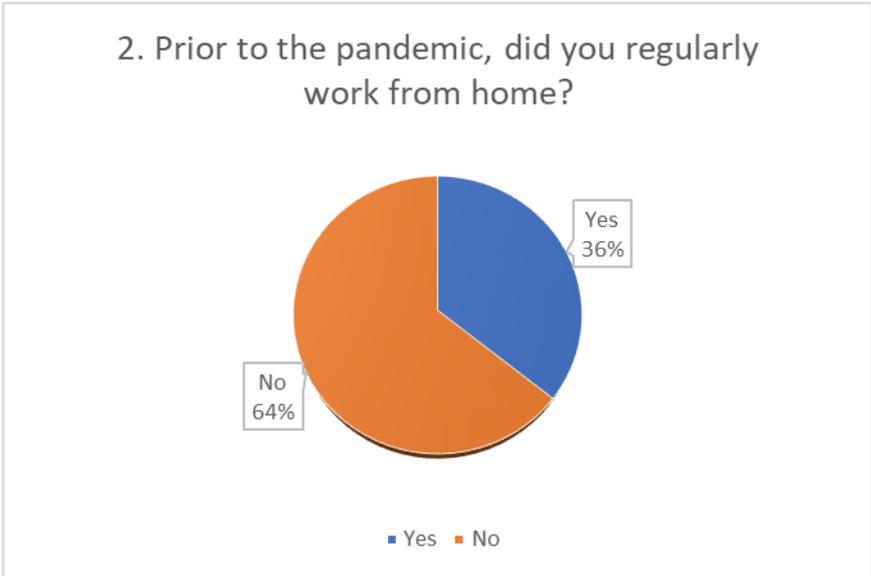
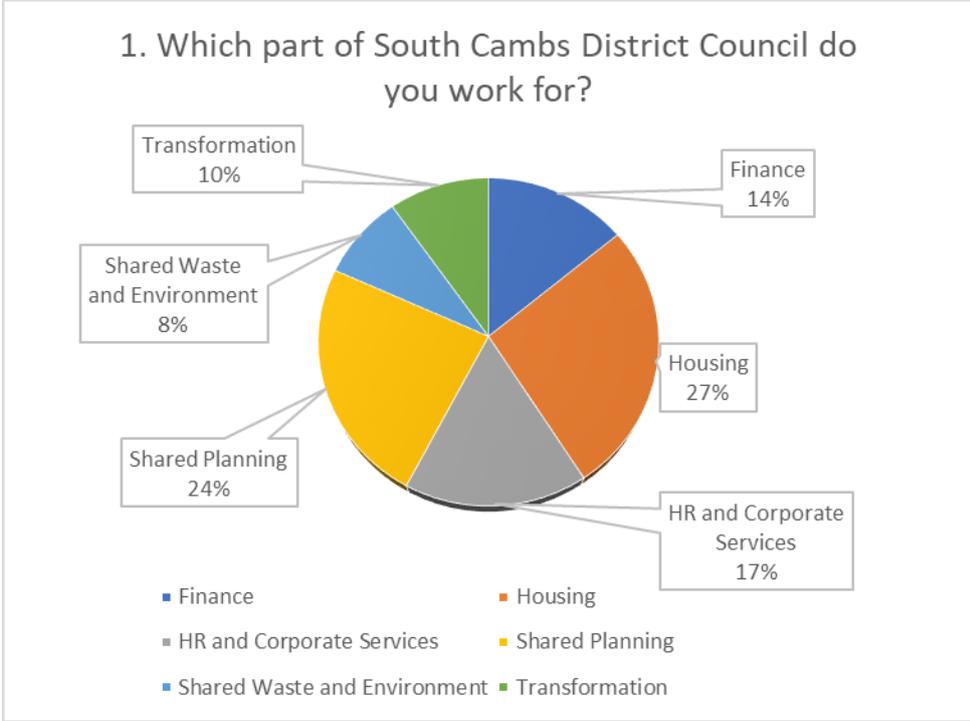
14. Is this enough for you?



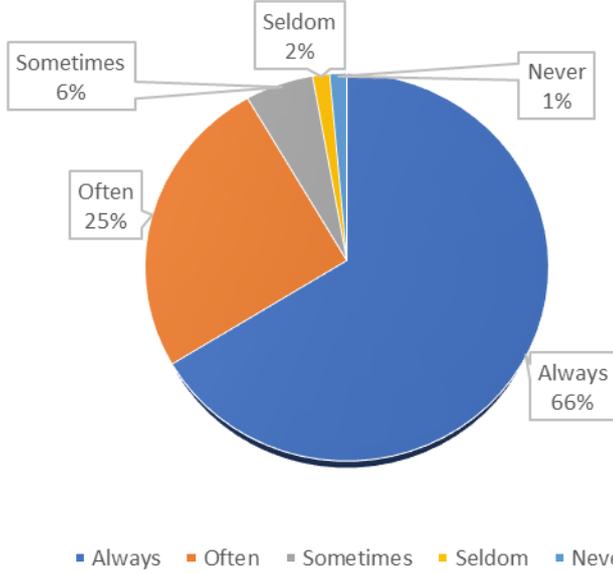
How satisfied are you with the Council's IT systems and support whilst home working (Council Anywhere etc.)?



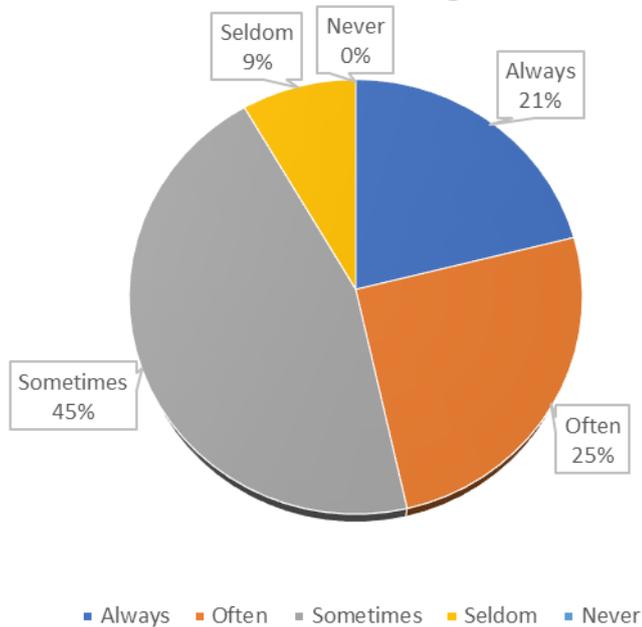
Appendix B – April Homeworking Survey



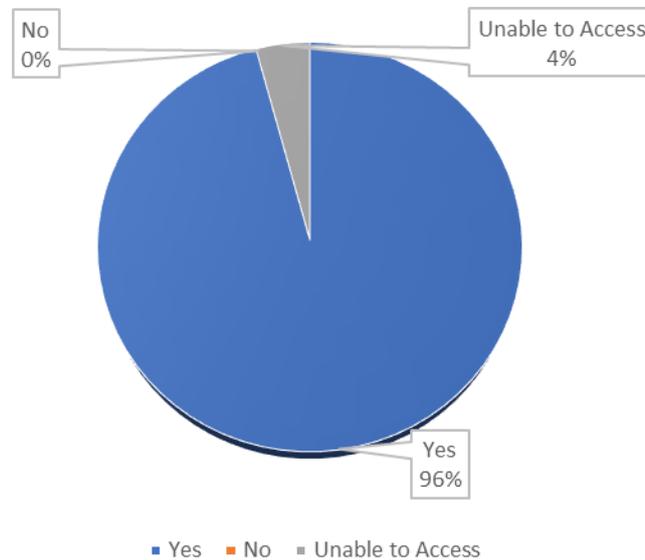
5. Are you clear about what's expected of you whilst you're working from home?



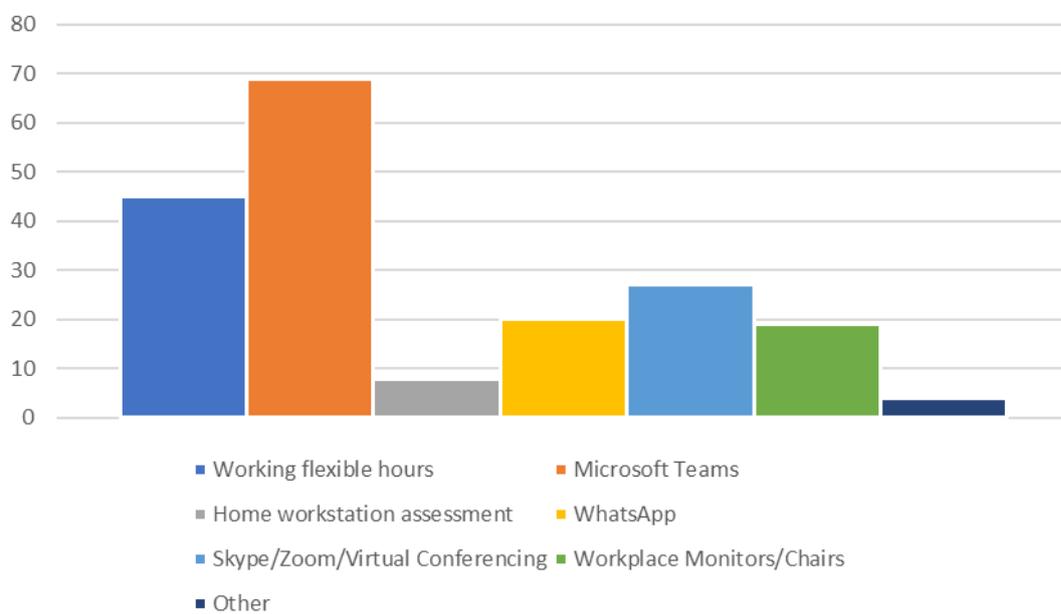
6. Are you taking regular breaks away from your workstation whilst working from home?



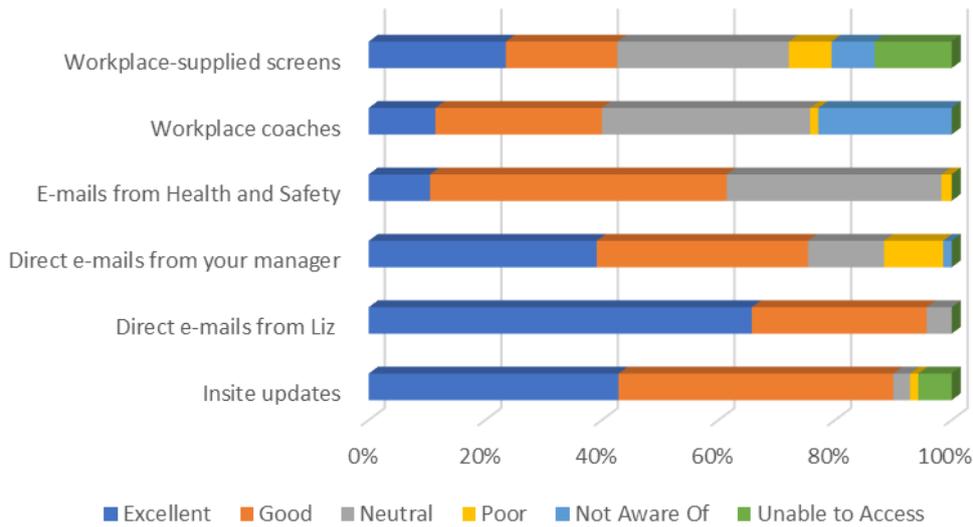
7. Are you aware of the health and well-being support resources available on Insite?



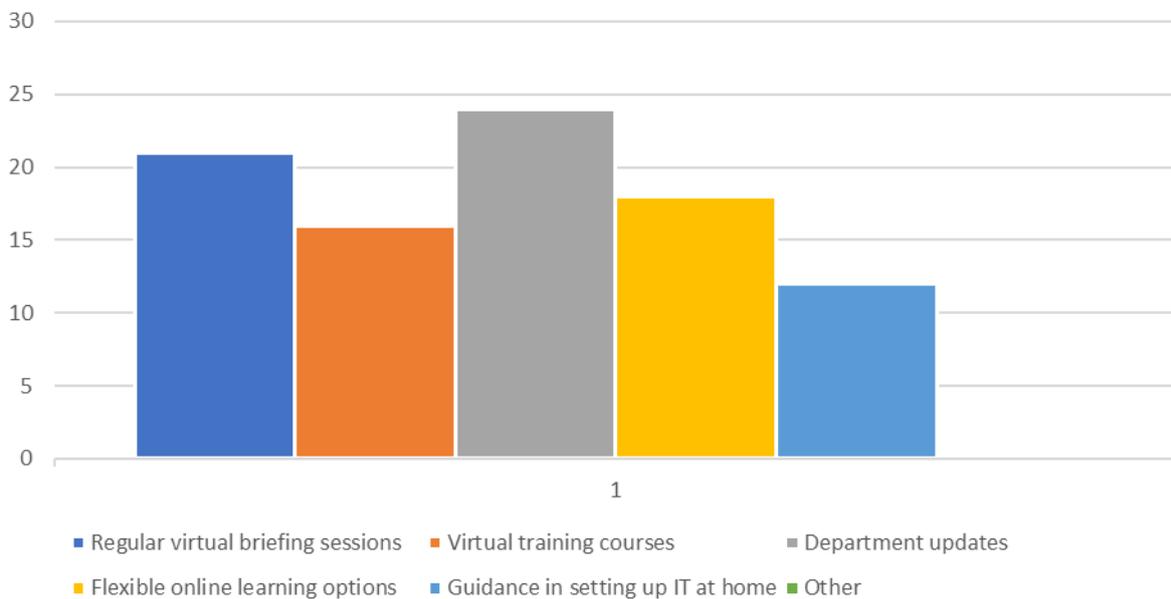
Which tools have you utilised to make it easier for you to work from home?



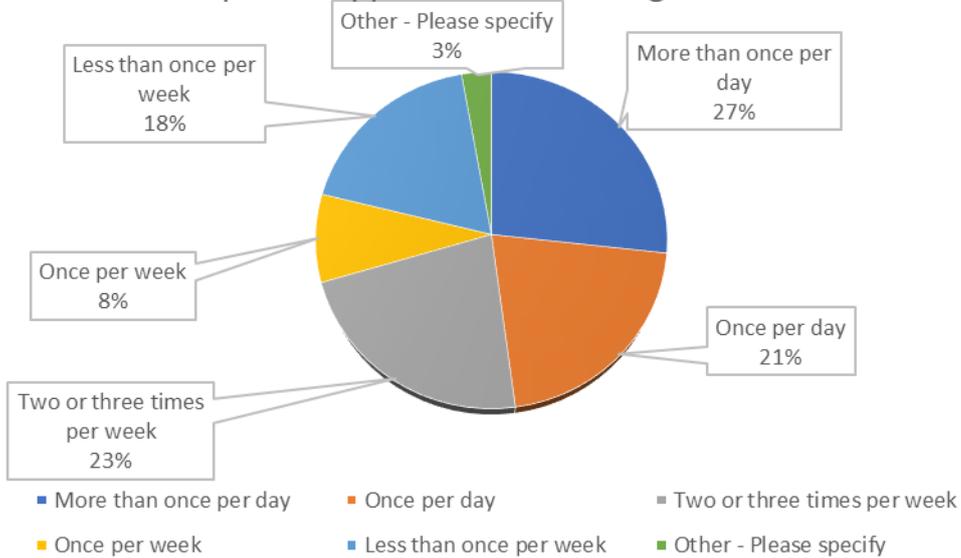
9. How do you rate the success of the following support measures for home working?



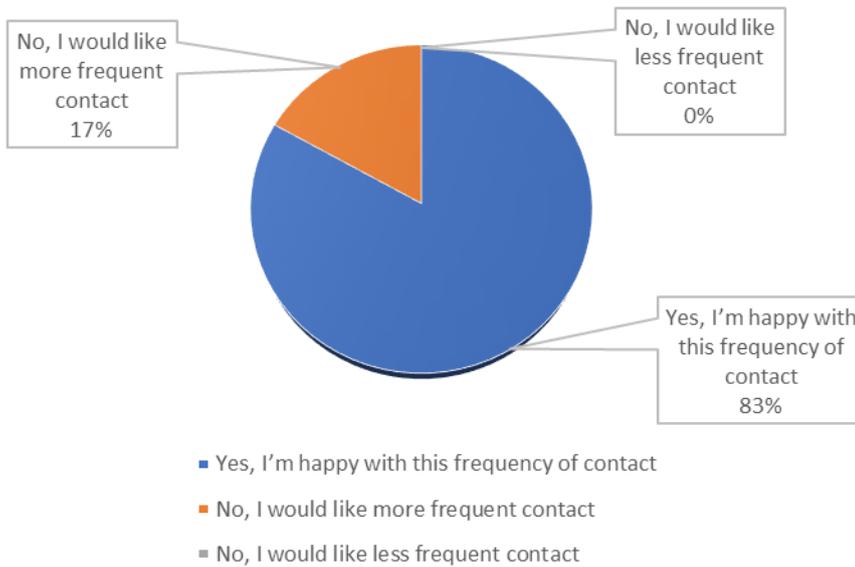
10. Is there anything else we can do to better support you during this period of home working?



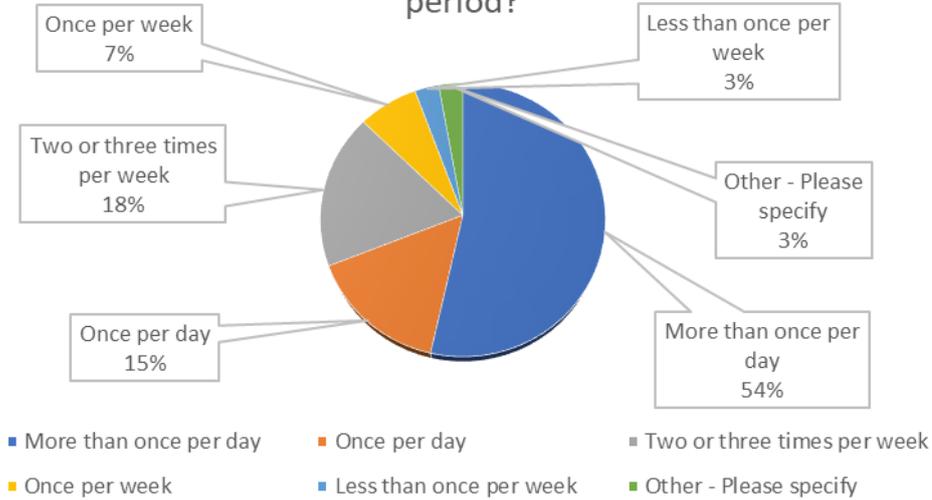
11. How often have you been in contact with your manager for help and support whilst working from home?



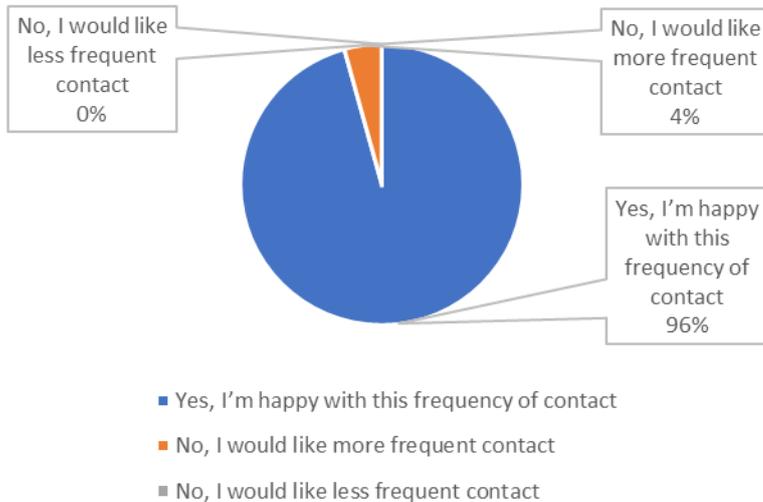
12. Is this enough for you?



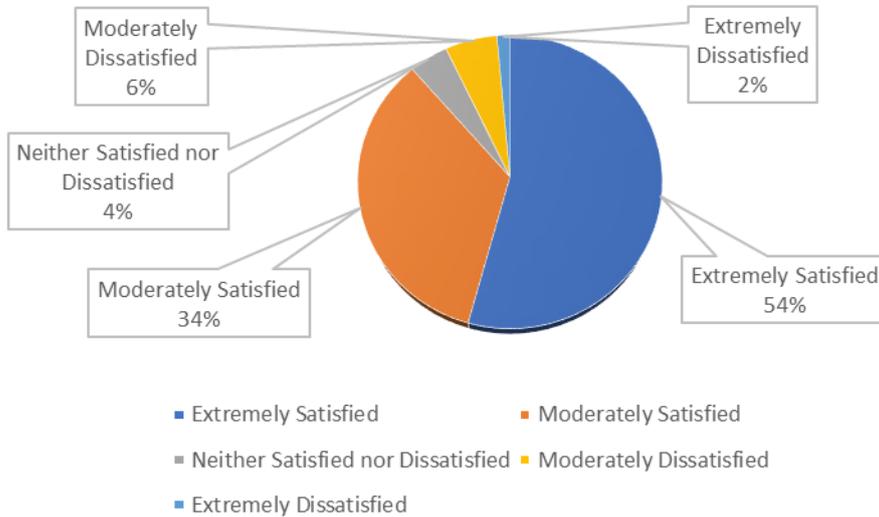
13. How often have you been in contact with other members of your team for help and support during this period?



14. Is this enough for you?

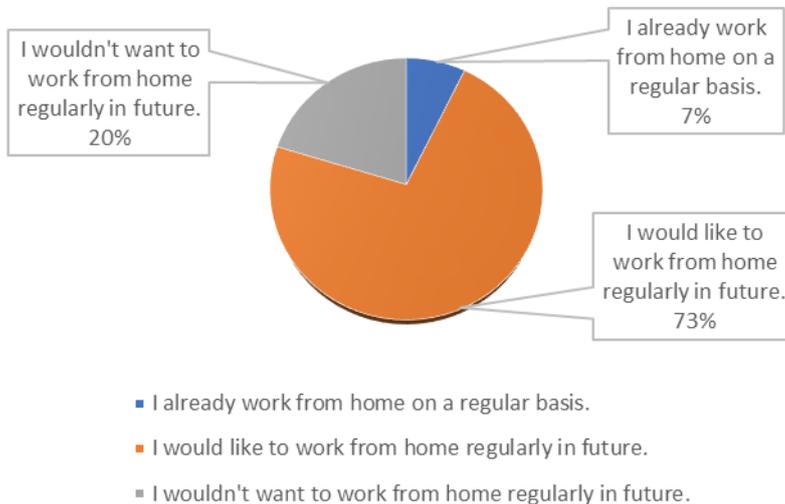


How satisfied are you with the Council's IT systems and support whilst home working (Council Anywhere etc.)?

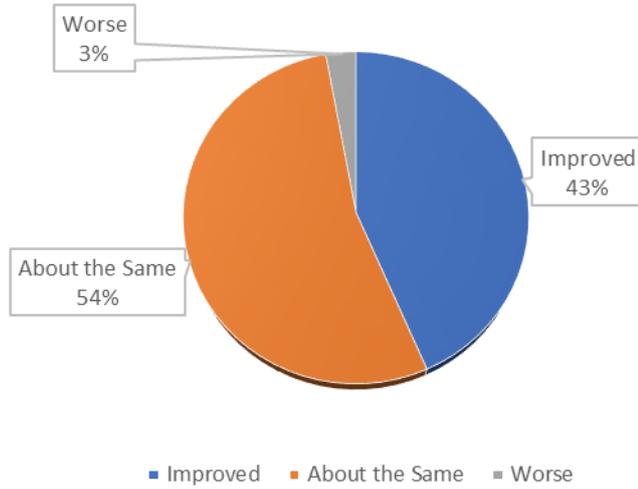


NEW QUESTIONS IN APRIL:

Once the Council is able to reopen its buildings, how would you feel about continuing with regular home working?



Overall, how would you rate the different aspects of home working since the previous survey?



Appendix C

Summary of changes between the March and April surveys and narrative around measures taken to respond to both

- The first homeworking survey ran from 25 March 2020 to 27 March 2020 and had 243 respondents whilst the second homeworking survey ran from 20 April 2020 to 28 April 2020 and had 71 respondents.
- The groups that responded most frequently to the survey were Housing (29% of all responses in March and 27% of all responses in April) and Shared Planning (25% of all responses in March and 24% of all responses in April). Shared Waste is one of the most under-represented groups (10% of all responses in March and 8% of all responses in April). This is largely due to the large number of refuse workers that have continued to work throughout the lockdown and wouldn't have responded to the survey.
- The proportion of staff that already worked from home is similar in both surveys - 40% in March and 36% in April. However, the small number of respondents in the second survey make it difficult to draw comparisons down to the service level.
- The most common tasks that respondents said they couldn't perform at home were discussions with colleagues and meetings with customers. There were several comments in March about not being able to use multiple screens or print documents at home, but this reduced by the time of the April survey.
- There were a number of comments about how it was hard to get extra IT equipment quickly and that additional equipment like a work mobile phone or stationery would make some tasks more useful.
- There were consistently high numbers of staff who said they know what is expected of them whilst working from home. In March 69% of respondents said they always know what is expected of them and 25% said they often know what is expected of them. In April 66% said they always know and 25% said they often know. There was only a slight increase in those who either

seldom or never know what is expected of them from 1% in March to 3% in April.

- There was a decline in the proportion of staff taking regular breaks between the two surveys. In March 54% of respondents always or often took regular breaks compared to 46% in April. There were three areas that declined significantly. In March 50% of Corporate Services, 40% of Finance and 53% of Housing took regular breaks. However, in April only 33% of Corporate Services, 30% of Finance and 31% of Housing always or often took regular breaks.
- In March 8% of all employees said they were unaware of the health and well-being resources on Insite. However, all employees who responded to the April survey confirmed they were aware of this information.
- In March 91% of employees used Microsoft Teams which increased to 97% in April. Similarly, in March 58% of employees worked flexibly which increased to 63% in April. When additional options were added to the April survey, employees said they used a wide range of homeworking tools such as workplace monitors and chairs (27%), WhatsApp (28%), home workstation assessments (12%) and virtual conferencing (38%).
- In relation to existing support measures, the highest level of satisfaction was related to Chief Executive updates that increased from 94% in March to 95% in April. Similarly, satisfaction with Insite updates increased from 80% in March to 88% in April. The highest level of dissatisfaction was related to contact from line managers that increased from 2% in March to 7% in April. More employees said they were unaware of how to access workplace screens than any other option in March at 30%, although this declined to 13% in April. More employees were not aware of workplace coaches than any other option in March at 29%, although this declined to 22% in April.
- In relation to additional support measures, 34% of all respondents expressed an interest for department updates, 30% wanted regular virtual briefing sessions, 25% preferred flexible online learning, 25% wanted virtual training and 15% wanted guidance to set up their IT at home.

- The proportion of employees who were in contact with their manager at least once a day was 67% in March, declining to 48% in April. The proportion of those who were in contact with their manager less than once per week rose from 5% in March to 18% in April. This pattern was also reflected by an increase in the number of employees who wanted more regular contact, rising from 6% in March to 17% in April. This is particularly the case in Finance where 50% of respondents said they are in contact with their managers less than once per week and 50% want more regular contact.
- The proportion of employees who were in contact with their team at least once a day was 85% in March compared to 69% in April. However, over 96% of employees in both surveys said they were happy with this level of contact. There were several comments about potential disagreement within teams over the hours they worked during lockdown when everyone returns to work.
- There was an overall increase in satisfaction with IT from 83% in March to 88% in April. The level of dissatisfaction remained steady between March and April at 8%. Many respondents gave constructive feedback about the availability of equipment and being able to contact IT by telephone more reliably.
- There has been a very positive reception to the idea of working from home more regularly in future, with over 70% of respondents selecting this option. Many employees expressed concern about not being able to continue flexible working after the pandemic.
- When employees were asked about any worries or concerns they cited a lack of manager awareness of work pressures due to additional responsibilities such as caring for children, a loss of team morale due to being overstretched, guilt over not being able to work full-time hours, reverting to old working practices and fewer opportunities to work from home in future.
- When prompted about the overall experience of home working from March to April, 43% of employees said they had improved, 54% of employees said they felt the same about them and 3% said they were worse.

Of those who thought it had improved, the following comments were made:

- There is more information on Insite.
- There is an appreciation that office equipment is more available to use from home, although some people have purchased their own items.
- There has been much better communication recently.
- Working from home has become easier due to more experience using Microsoft Teams.
- Working from home has reduced travel and some respondents hope to work from home more frequently in future.

Of those who thought it had stayed the same, the following comments were made:

- Some respondents said they missed face to face interaction with colleagues.
- There was appreciation for the rollout of ICT equipment and software to home workers.
- There was low mood due to concerns about the coronavirus.

Of those who thought it had gotten worse, the following comments were made:

- There have been strains of not being able to provide meaningful home learning for children whilst working full time from home.
- The time spent alone in isolation hasn't been helping. People seldom express their actual thoughts in workplace, and this is multiplied when the situation becomes more like a lifestyle than a job.
- When asked for any additional comments about their experiences of home working employees said reduced pressure of the daily commute and more flexibility on hours was a significant benefit. However, it can be too easy to get stressed, work longer hours and struggle to use slow IT systems. There was a feeling that it's harder to learn from colleagues if you're not in the office with them. Further, receiving more e-mails and using Microsoft Teams is jarring as it can feel that more is demanded of you and you may be disturbing others by contacting them.

Management Actions

- The results of the homeworking surveys have been shared with Heads of Service including advice on how to address specific concerns raised in the surveys by their teams.
- The Chief Executive vlogs twice a week (with contributions from the wider Leadership Team and our new Chief Operating Officer on one occasion) which have addressed concerns raised in the homeworking surveys such as the difficulty of balancing work with home schooling.
- A tip of the day e-mail created by Chloe Smith (HR) is shared with all employees to enhance awareness of mental health issues and support employees during the lockdown. Feedback has been very positive.
- Many of the training courses that were due to take place during the lockdown such as minute taking, PDR and stress management for managers have been organised as virtual online courses. HR have worked with the providers to adapt the designed courses to meet our learning needs and employee working patterns whilst home working.
- A series of virtual training courses have been organised to support employees during the lockdown such as Reducing the Impact of Enforced Homeworking on Mental Health, Maintaining Good Mental Health During a Crisis and Personal Resilience.
- An SCDC Learning Resources group has been setup on MS Teams to enable all employees to post and share articles, training courses, videos and other resources on a variety of work-related topics. Greater Cambridge Planning Service employees now have access to MS Teams.
- IT have publicised how to request and pick up additional equipment for home use.
- HR have adapted pro formas and working practices to enable all formal meetings to take place virtually using MS Teams. This has maintained high levels of customer service and improved efficiency in case management.



Report to: **Scrutiny and Overview** **16 July 2020**

**Lead Cabinet
Member:** **Cllr John Williams, Lead Cabinet Member
for Finance**

Lead Officer: **Liz Watts, Chief Executive**

Shared Services annual reports and 3C Shared Services Partnership Renewal Agreement

Executive Summary

1. The annual reports of our five shared services (Waste, Planning, ICT, Building Control, Legal) are attached at Appendix 1.
2. The Partnership Renewal Agreement for 3C Shared Services (ICT, Building Control, Legal) is attached at Appendix 2 (this is restricted due to commercial sensitivity). The agreement expires in September 2020 and the proposal is to extend it for another five years.

Key Decision

3. The extension of the Partnership Renewal Agreement is a key decision and it was first published in the July 2019 Forward Plan.

Recommendations for Scrutiny and Overview

4. It is recommended that Scrutiny and Overview:
 - a. Notes the annual reports for shared Planning, Waste, Internal Audit, ICT, Building Control and Legal services and provides any feedback to the Cabinet on performance of these shared services;
 - b. Considers the Partnership Renewal Agreement for 3C Shared Services (ICT, Building Control and Legal) and provides any feedback to the Cabinet.

Reasons for Recommendations

5. These are all significant council services, and it is important to review their performance. The extension of the 3C Shared Service, following the first five years of its existence, is critical to maintain cost efficient and resilient service delivery.

Details

6. Annual Reports (Appendix A)

7. Members will be aware that key South Cambs services are shared in the following arrangements:

SCDC and Cambridge City Council: Planning, Waste, Internal Audit, Payroll
SCDC, Cambridge City and Huntingdonshire DC: ICT, Building Control and Legal

8. The annual reports set out the performance of all of these services against a number of factors (service delivery, financial, customer feedback etc). There is no annual report for Payroll due to the size of the service.

9. Extension of 3C Partnership Agreement (Appendix B)

10. Cambridge City, Huntingdonshire District and South Cambridgeshire District Councils have been sharing ICT, Legal and Building Control services since 2015. The Shared Services Agreement has been in place since then and lasts until 30th September 2020. The renewal process offers the opportunity significantly to enhance the services' strategic vision, to ensure they each fulfil the three councils' requirements of them and are resilient, and to streamline their governance arrangements.

11. The proposed changes to the agreement are outlined in the following paragraphs.

12. The current agreement expiry date of 30th September 2020 will be amended to 30th September 2025

13. The Agreement contains the original Principles of Collaboration and these are considered still to be sound. However, it was felt that the services required a stronger strategic vision. The general objectives of the Shared Services will therefore be updated as the following:

- To operate in partnership and support the objectives of the 3 Councils.
- To inform the strategic direction of the authorities through the provision of guidance and advice.
- To act as a catalyst of business change that promotes the transformation agenda of the 3 councils.

- To provide further enhancement of services which support the delivery of the wider policy objectives of each Council.
- To simplify and work harmoniously between services and authorities to deliver a more seamless, planned and predictable end-to-end service, which effectively delivers outcomes to residents.
- Ongoing delivery of services that are genuinely shared, where appropriate, between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
- To help identify and support the realisation of savings within the organisations where current ways of working do not maximise the opportunities for efficiency and effectiveness, within your areas of influence.
- To deliver savings through, but not limited to, drivers of costs, reduced overhead costs and economies of scale.
- Increased resilience through the recruitment and retention of high calibre staff by delivering greater succession planning and reduce reliance on the external recruitment market.
- Minimise the bureaucracy involved in operating and interacting with the shared service.
- Pursue opportunities for working with new partners where the opportunity to generate additional income or deliver significant operational or strategic benefits to the authorities exists.
- To pursue procurement and purchasing efficiencies between partners and where appropriate beyond the organisations.
- Sharing of specialist roles which individually, are not viable in the long-term.
- To deliver a customer focussed service, which has the understanding and meeting of customer needs at its heart
- To operate in a transparent way on an individual council basis in relation to financial and operational performance and reporting. To work towards harmonised arrangements in these respects during the life of the Agreement.
- To adopt as a minimum a quantitative performance management culture – one that takes into account the perspectives of residents, staff, shared services, the 3 councils and elected Members.

14. The Governance arrangements are being updated to ensure the services each fulfil the three councils' requirements of them and are resilient, the remits of the various aspects of the Shared Services governance structure have been reviewed. There is clear responsibility for:

- considering and making recommendations on strategic direction.
- recommending early decisions on strategic matters.
- having advance sight of materials to be submitted to Council Executives and formal meetings.

- identifying recommendations for the three authorities when additional resources are required, and
- reviewing performance and operational matters in relation to any of the services.

15. The three services are now operating on a Business as Usual basis, so it is safe to streamline the governance arrangements to an appropriate level. To this end, the remits of the various aspects of the Shared Services governance structure have been amended to ensure they are efficient and effective going forward. The revised remits appear in the Schedules to the new Agreement. Within this arrangement the Joint Shared Services Group has political oversight of the Shared Services and will be responsible for receiving the individual services' Business Plans and Annual Reports. This will obviate the need to subject these documents to the three councils' formal decision-making processes.

16. Schedule 5 references to Cost Share calculations are updated in line with S151 Officer agreement.

17. Schedule 7 is the Exit Provisions, an entirely new schedule.

Implications

18. 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

19. Each annual report sets out financial performance against budget.

Legal

20. In the case of the Partnership Agreement extension, this has been reviewed by Legal.

Risks/Opportunities

21. Any disruption to the delivery of these services would cause significant risk to the council, and therefore it is important to agree the extension of the 3C shared service in good time. The current agreement expires in September.

Alignment with Council Priority Areas

A modern and caring Council

22. Delivery of resilient and cost efficient services, which perform to a high standard is key to being a modern and caring Council.

Background Papers

Appendices

Appendix A: Annual Reports

Appendix B: Draft Partnership Agreement for 3C Shared Services (This document is restricted as it is commercially sensitive)

Report Author:

Liz Watts – Chief Executive
Telephone: (01954) 713430

Appendix A – Annual Reports

3C Legal Shared Service Annual Report 2019/20

1.1 General Information

- 1.1.1 Significant changes have been made in operations over the past year, including finalisation of the consumption-based model which was formally implemented on 1st April 2020.
- 1.1.2 The Practice has developed access to a greater range of preferential rates to achieve better value for partners where external specialist support is required, for example in new commercial projects.
- 1.1.3 The Practice has also developed its role in provision of advice at earlier stages in development through groups such as the City Council’s Quality Assurance Group, SCDC’s Investment Governing Board and Investment Selection Team, and 3Cs Information Security Group. This has proven more efficient in identification of pragmatic solutions to issues at the earliest possible stages.
- 1.1.4 The Practice has continued to develop the role of the intelligent client across the partner authorities to deliver effective legal services and add value. Where it has been necessary to procure external expertise to provide legal support on matters, the intelligent client role is one where the Practice will work with the client to understand that need and source the most appropriate and cost-effective advice from the marketplace.
- 1.1.5 As a national issue public sector legal recruitment remains generally challenging. Work to increase the attractiveness of the package and use of underpinning technology and flexibility through Council Anywhere has led to increased number of interest in vacant posts and careful management of resources and activity has kept the service within the planned budget parameters.

1.2 Financial Performance

1.2.1 The Outturn for 2019/20 is as follows:

	Budget £	Actual £	Variance/Outturn £
Legal	1,110,330	1,143,300	32,970 (deficit)

Council	Budget £	Hours Consumed	Actual £
CCC	601,911	8868 (45.98%)	525,689
HDC	205,855	4630 (24.00%)	274,392
SCDC	302,564	5790 (30.02%)	343,219

1.2.2 The outturn for 2019/20 is £1,143,300 against a budget of £1,110,300. The overall 2019/20 3C shared legal budget includes a savings target of £119,100.

The total savings target was formed by rationalising resources and supplies by £40,750 and increasing the income target by £78,350.

- 1.2.3 Performance against the income target of £280,760 for 2019/20 has seen income of £242,058 delivered. The deficit is as a result of a fall in income in February and March 2020 due to a decrease in mainly planning and court fees relating to the impact of Covid-19. This has contributed to the overall deficit £32,970 which is shared between partners.

1.3 Service Performance

- 1.3.1 Staff productivity achieved 94% on a target of 90%. The target hours for the Practice have been exceeded by 898 hours in simple terms. This has continued to build on the upward progression made last year.
- 1.3.2 The success rate in litigation was 83% on a target of 80%. The figures remain extremely encouraging and work currently underway with the client (developing the intelligent client role) will seek to build on this. HDC has a comparatively high number of cases in relation to debt recovery and parking prosecutions. Work is well underway to seek to enable the client to process more routine paperwork /activity on these matters which is a more effective mechanism for interfacing with court/public.

1.4 Customer Feedback

- 1.4.1 Client Satisfaction for the year is 97% satisfaction. This is based on feedback from 174 responses received. Feedback forms are sent to each client at the end of every matter. It does remain the case that the response rate of 37% is not as high as we would like. With ongoing liaison with audit the Practice will look at ways of improving on the return figure and targeting specific client feedback in a more focused manner.
- 1.4.2 Working with clients through regular liaison meetings encourages feedback and interaction in addition to the client satisfaction surveys. These are available to clients at every level of the Practice and regular meetings are something which have been increasingly developed across the Practice over the last 12 months. By listening to clients concerns and feeding back any areas where they can assist the Practice (through improved instructions/processes for example) the work of the Practice has become much more client focused.
- 1.4.3 Working closely with the client in relation to commissioning of external work and the way instructions are provided to the Practice has been extremely positive in improving efficiency and reducing costs. Regular meetings now take place with the client at all levels of the Practice. Examples would include participation in the Property Selection Team at SCDC whereby input is provided at the outset in relation to potential acquisitions. In this way when it does move to the stage of the Practice taking forward any property work a focused and considered set of instructions can be provided by the client already assisted by legal input to enable matters to be progressed at speed. Legal involvement in the Quality Assurance Group at CCC similarly enables

legal input at the outset of projects making any legal involvement later on more efficient and focused. The quarterly intelligent client meetings held between the Head of Practice and other senior officers provide a similar function.

1.5 Looking Forward

- 1.5.1 In terms of the year ahead the Practice recognises the challenge posed by the CV19 pandemic. The response of the Practice to the changed working conditions has been excellent. The flexibility of working arrangements already in place for the Practice and built upon by the roll out of Council Anywhere has allowed the continued performance of the Practice against its KPI's. The reinforcement provided to the opportunities afforded for client and internal interaction via the Teams facility has been enormously positive.
- 1.5.2 For client interaction the ability to share and work on documentation on screen while video calling on Teams enhances the effectiveness of meetings. It is also far more efficient in removing travelling time, focusing meetings and even allowing additional input from staff not present at the outset of a meeting as required.
- 1.5.3 There is currently underway a review of the Practice by the Shared Internal Audit Service. This is part of ordinary business but will be extremely helpful in informing any changes to process/systems that the Practice needs to make. The consideration by audit will be used to inform a wider consideration of the Practice and its future direction during the year.

3C ICT Shared Service Annual Report 2019/20

1.1 General Information

- 1.1.1 2019/20 has been a year where the focus has been on delivery of key projects, including the rollout of Council Anywhere, completion of the Server Room Consolidation, migration to an entirely new network (Eastnet) as well as the implementation of the new Orchard and Yotta Alloy systems. The impact of the Covid 19 crisis hit in March 2020 and forced the Councils and 3C ICT to work in an entirely new way in a very short space of time. The fact that this was possible and has been as successful as it has been is in large part due to the work of the various projects in this and previous years that have provided new infrastructure for the Councils at almost every level, from Network, San, Server and Application.
- 1.1.2 Financial targets for the year have broadly been achieved with underspends in most areas. Some exceptional events, including the migration to Eastnet and the Covid 19 crisis have impacted on service levels at particular points in the year but overall delivery has been maintained in line with agreed SLAs. The mid-year improvements and gains made with Service desk and Service request backlogs could not quite be maintained due the exceptional events, but it has proven that process improvements can deliver the expected outcomes.
- 1.1.3 The number of applications supported by 3CIC across the councils has reduced to 130 from a starting point of 284 reducing both duplication and overheads. 3C ICT work with the Intelligent Clients of the three councils to ensure there are formal agreed priorities in place to ensure there is clarity on all sides on how the finite 3C ICT resource is being tasked.
- 1.1.4 All three Councils achieved Public Services Network compliance at various times during the year and work is underway to repeat this process on an annual cycle. As the Councils now share an infrastructure and key applications such as Office 365 3C ICT will work with the Cabinet Office to understand what is necessary in order to allow for a joint PSN submission in the future as this will streamline the testing and submission process and lead to further efficiencies.
- 1.1.5 Following a period of challenging recruitment for a new Information governance Manager, the decision was made to re-evaluate the IG Manager role. Following the completion of that process an external recruitment campaign was successful and a permanent appointment made. Further recruitment of the one remaining vacancy will bring the team up to strength for the first time and enable them to fully engage with services with regard to all areas of information management and governance.
- 1.1.6 **In summary the service has:**
- Delivered agreed savings over the pre-shared service position.

- Delivered Council Anywhere to all staff across three Councils including 1429 new devices which is greater than the scope that was agreed at the beginning of the project.
- Migrated 50 sites and 5 firewalls to the new Eastnet network
- Implemented shared systems for Planning and for Waste as well as many Digital improvements including new online payments systems, updated the web sites to conform to the latest accessibility standards and new cookie management system to ensure compliance to GDPR.

1.2 Financial Performance

1.2.1 The provisional outturn position for 2019/20 is recorded in the table below:

	BUDGET	FORECAST OUTTURN	VARIANCE
CCC	3,044,586	3,007,092	- 37,494
HDC	2,176,223	2,189,141	12,918
SCDC	1,429,986	1,365,549	- 64,437
	6,650,795*	6,561,782	- 89,013

*These figures include an overspend agreed by the board to meet the Council Anywhere contract requirements

1.2.2 The overall provisional financial outturn demonstrates a saving over the budget. The financial reporting is based on re-profiled business case approved in February 2018. Partners are paying less for their ICT service under 3C ICT overall there has been an underspend against the baseline. This is despite a number of challenges throughout the year, particularly in relation to staffing.

1.2.3 In 2019/20 bids were approved in City & SCDC to 'level-up' the funding for the 3C ICT Digital Team to equivalence with HDC. This additional funding will put the digital team on a sustainable footing in order to ensure it can support the transformational work being organised by the respective transformation programmes and prioritised by the 3C Digital Steering group, and to ensure the growing remit of the 3C Digital Team is adequately resourced.

1.3 Service Performance

1.3.1 In terms of KPIs (Key Performance Indicators) – of the 8 official 3C ICT KPIs, 6 are performing at or above agreed targets, one is within 8% and the last one (projects) whilst it hasn't been met it has been reviewed thoroughly to ensure resources are aligned to the priorities of the Councils. The role of the Intelligent Clients has been crucial to this work and we are already seeing improvements in terms of feedback and engagement.

1.3.2 Challenge has remained in the form of the technical issues causing unwelcome and significant disruption to the Councils at key times. This, balanced with the drive to deliver across a wide range of projects has stretched the service significantly, however there is now stable management in place with the full time Deputy Head of IT for Operations providing the day

to day leadership of the service and supplementing the strategic leadership of the Head of IT in her shared role with County & Peterborough. It should be noted that there has been some turnover of other roles in the Council with the long-time Development Manager leaving the service. That change has led to a review of the function with the service and the post has been reviewed and re-evaluated as a Strategic Portfolio Manager which will ensure that needs and requirements of the Councils are understood and managed effectively through to delivery against agreed priorities.

- 1.3.3 3C ICT remain committed to working closely with the authorities both individually and collectively to managed those priorities and also to identify risk, and to support the authorities' overall risk appetite by providing options around effective management of risk and realigning risk from more physical ways of working. This is particularly relevant given that all three councils are pursuing a technology forward strategy, which will continue to increase their reliance on technology.
- 1.3.4 A review of key processes has been undertaken including the way in which Priority 1 incidents are handled, investigation of root causes of incidents that have high impact and urgency. This has changed the way in which Incidents are escalated to management and more appropriate responses for faults that are affecting key services.
- 1.3.5 All three authorities rely on all the services and systems being operational virtually 24/7. In the past twelve months there have been some specific times when service availability has fallen below what the ICT service aspires to achieve however overall availability is above target and showing the improvements from the various infrastructure projects. Frequency and duration of service interruptions have declined markedly alongside the introduction of new services such as Council Anywhere, revised infrastructure and further adoption of cloud services e.g. office 365. There have been on occasion incidents that have occurred where the improved resilience has been 'used in anger'; this provides assurance at a technical and business level that the time and investments made are justified.

1.4 Customer Feedback

- 1.4.1 KPI 1 Customer Satisfaction with 3C ICT as measured by receipt of both unsolicited (compliments, complaints and comments) and solicited feedback (feedback requests for all resolved calls and quarterly surveys), has remained about target throughout the year, averaging just over 90% satisfaction despite some service outages.

1.5 Project Performance

- 1.5.1 **Council Anywhere** - The Council Anywhere project, now fully rolled out, was the largest area of work and focus during 2019/20 with a dedicated delivery team managing the rollout of mobile devices to staff across all three Councils as well as the migration of all email and calendar to Office 365. The project included training and user awareness sessions to ensure that the end user of

the devices had the skills and confidence to utilise the technology that is now available to them. This project has driven not only technology changes but also organisational change and streamlined ways of working. The Eastnet and Server Room Consolidation projects removed some of the last remaining areas of legacy technology within the Infrastructure and the implementation of new business systems allowed the Councils to move away from legacy systems that had proved problematic and provided a set of technology components that allow the Councils to work in a completely different way, which has been vital in their response to the Covid 19 crisis.

1.5.2 **Eastnet** - Without question this is the most complex and wide-ranging infrastructure project undertaken by 3C ICT with touchpoints of every physical building, user device and applications. The most significant and impactful part of this project was the firewall migration in December which was implemented against a backdrop of an impending election and a drop-dead date for termination of service at the end of the calendar year. As has been well documented, this migration was extremely problematic and issues during and after the cutover had a detrimental effect of service availability for all three Councils that required extensive remedial work in the aftermath, which has been the subject of a lessons learnt exercise incorporating feedback from services across all three Councils as well as 3C ICT. Other work in the project has included migrating of almost all physical buildings to the new network with <5 remaining at the end of year.

1.5.3 **Consolidated Server Room & Shire Hall Data Centre Move** – The former project was completed within 2019/20 with all major services migrated to the new environment. Small areas of work remain which, with agreement from the Councils are being picked up as separate items. The new environment is split across two data centres, with one in Pathfinder House in Huntingdon and the other in Shire Hall in Cambridge. The move of the County Council from the Shire Hall site in 2020 has necessitated the move of that Data Centre which will be relocated to purpose-built space in Peterborough City Councils HQ Sand Martin House. A project has been initiated for that and planning for the move is well underway.

1.5.4 **Service Systems** – A number of systems have been worked on during the year including:

- **Waste Services Implementation** – Shared Waste services went live with Yotta Alloy with the project now putting the resources to the planned HDC implementation.
- **Environmental Health System** – Procurement process was completed after an extended and sometimes difficult process with the supplier. Discovery, design and implementation is now underway. ICT worked closely with the ICs to ensure clarity and agreement around the requirements and scope of the implementation which mitigated further delays.
- **Shared Planning** – This Complex project completed in 2019/20 and also was the first big test of the underlying application delivery technology developed as part of Council Anywhere. This enabled the simultaneous delivery of software

to 100+ devices avoiding the need for individual installation and set-up. This is technology that will be able to be re-used many more times going forward.

1.5.5 **Digital Platform**

The 3C ICT digital team have continued to deliver across multiple streams of work guided by the Intelligent clients and digital steering groups. This includes work for all three councils, such as the implementation of cookie management, as well as work for individual councils such as integrations between the Digital Portal and systems such for Waste and Revs and Bens, updates and migration of websites.

1.5.6 **The long awaited Unify upgrade at City was completed in Q3_**– Issues with the supplier’s understanding of their own solution and the technical complexity of the system required several attempts on the part of the supplier with extensive support from 3C ICT and the service area. This also had a negative impact on the rollout of CA at City. Notable that the Unify Telephony system has also been problematic for several key stages of the migration to Eastnet, adding cost and risk as well as delaying delivery of the new and improved services from MLL.

1.6 Looking Forward

1.6.1 Alongside ongoing delivery of the agreed roadmap, new service system implementation and further rationalisation of systems, the team is also focussing on how the 3C ICT Service can support the Councils in further harmonisation and on prioritisation of different IT categories with partner councils to help underpin future efficient delivery.

Building Control Shared Service Annual Report 2019/20

1.1 General Information

- 1.1.1 3C Building Control was set up in October 2015 with the following objectives:
- Protection of services which support the delivery of the wider policy objectives of each Council.
 - Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
 - Savings through reduced managements costs and economies of scale.
 - Increased resilience and retention of staff.
 - Minimise the bureaucracy involved in operating the shared service.
 - Opportunities to generate additional income, where appropriate.
- 1.1.2 When creating the shared service, the priorities were to improve capacity by expanding the skilled team with management arrangements that enabled resources to be deployed effectively and efficiently, the adoption of best practices and processes and to improve recruitment and retention in local authority building control services.
- 1.1.3 This Annual Report reflects progress against the Business Plan for 2019/20. The Plan contained detailed service information and was approved at partner committees in March 2019. Given the commercial nature of the service, only limited information has been included in this public report.

1.2 General Progress

- 1.2.1 Recruitment has again been successful with four new team members appointed, one senior, one surveyor, one apprentice assistant and one technical support officer. This is to replace a senior who gained promotion to another Council, one support officer who retired and planned recruitment into vacant positions.
- 1.2.2 The service review is underway. Although the impact of Covid-19 has caused a delay in implementation it has also provided a real opportunity in respect of transforming the service needs in respect of ICT and accommodation. The service proportions set for fee earning and non fee earning for the financial year 2020/21 have been reviewed.
- 1.2.3 The team continues to improve its processes. The majority of applications are now submitted electronically, and the service incorporates fully digital processes. There is now a planned programme of scanning of live historical files in the second quarter of 2020/21.
- 1.2.4 With regard to its marketing activities, the service nominated a number of schemes for the Local Authority Building Control (LABC) National Building Excellence Awards 2020, however it is likely these may not continue this year

based on the impact of Covid-19. The service was also selected as a finalist in the LABC Annual Awards 2019/20 for the best Shared Service. Again, the impact of Covid-19 has delayed the final of this award and it may not continue this year.

- 1.2.5 In terms of the recognition received by staff during the year, the team were finalists in the Association for Public Service Excellence Awards 2019 for the Best Construction Team for the second year and the team also won Silver in the coveted iESE Public Sector Transformation Awards in March 2020 for the Working Together category.

1.3 Financial Performance

- 1.3.1 The outturn position for 2019/20 is recorded in the table below:

£	Budget	Actual	Variance/Outturn
3C Building Control	1,858,273	1,701,940	-155,270

- 1.3.2 It is a requirement that each Council contributes to the non-fee earning account for all statutory works for which the service is unable to charge.
- 1.3.3 The service is forecasting an increase in the deferred income.

1.4 Service Performance

- 1.4.1 Building Control had eight Key Performance Indicators for 2019/20 ranging from acknowledging and determining applications to customer satisfaction levels. These KPIs form part of the quality management system adopted by the service.

1.5 Customer Feedback

- 1.5.1 For 2019/20 the Building Control Partnership has been collating data on the percentage of customers who overall have rated the service as good and above. A KPI target has been reported on throughout the year. The service distributes customer satisfaction surveys to all customers, including those who submit regularisations. This is captured via an online questionnaire. Returns are generally positive. An interim target of 75% has been exceeded with an actual rate of 86% satisfaction. Some areas have been identified for improvement, which the service reviews and actions if appropriate.

1.6 Key Projects

- 1.6.1 Building Control completed three of the six projects identified in 2018/19 Business Plan.

- 1.6.2 Those completed projects included the development of the professional and business development team, implementing the ISO 9001: 2015 quality management system across the partnership and developing a marketing and communication strategy for the service. These projects are now business as usual.
- 1.6.3 The following projects are still underway, a full review of the ICT infrastructure to maximise effectiveness of the team and enable agile working. This interlinked with other workstreams including change management and implementing a digital service. The Council Anywhere project and new equipment has transformed the service along with a fully digitised records and management system.
- 1.6.4 Various workstreams have been identified to unlock the commercial potential of the team. These include providing energy, sustainability and climate change advice, clerk of works service and peer reviews in other Councils. The service also provides inspection cover to another adjoining Council.

Greater Cambridge Shared Waste Service Annual Report 2019/20

1.1 General Information

1.1.1 This Annual Report reflects progress against the Business Plan for 2019/20.

1.2 General Progress

1.2.1 The shared service has continued to develop over the last 12 months and improve over the period, and the service has focused on the following elements:

- Staffing
- Systems
- Efficiencies.

1.2.2 **Staffing** - The service has expanded its annual training programme during the winter period to ensure all staff receive both service and corporate focused training. The training has been developed to support staff with both practical and mental skills to improve the service provided by staff, their safety and reduce sickness. Additionally we have issued new personal protective equipment to staff including different footwear and shorts that still provide greater protection but are also comfortable to wear in the hot weather.

The service has struggled with recruitment of drivers over a number of years and we have introduced a number of measures to improve this. We have now introduced a golden hello for new staff and have redesigned our recruitment process which has moved to a more practical based and less traditional interview. We have also relaunched our own driver training scheme giving the opportunity for loaders to develop, one of which has already completed training and is now driving for the service.

1.2.3 **Systems** - The service introduced the Yotta Alloy system which has allowed us to streamline a number of our processes include missed collections and new bin requests. This has enabled us to provide a more efficient and informative service to residents, whilst delivery financial savings. The Alloy systems has also enabled us to monitor contamination trends better, permitting us to deliver more focused communication both in terms of content and location.

We have also reviewed some of our other processes including our garden waste permit scheme. The changes have streamlined the process of setting up new customers and printing and posting of permits via a third-party supplier.

1.2.3 **Efficiencies** – Staff within the service have been very focussed in making several small adjustments to collection rounds across the service. These adjustments have led to a reduction in mileage travelled, thus fuel and carbon savings. They have also enabled rounds to be balanced so they are fairer for staff and reduce risk of failure.

We have also reviewed our bin delivery methodology bringing the process in-house and we are now able to deliver new and replacement bins to residents quicker and using the new Alloy system to reduce back office resource time.

We have also reviewed other of our processes including our garden waste permit scheme. The changes have streamlined the process of setting up new customers and printing and posting of permits via a third-party supplier.

1.3 Financial Performance

1.3.1 The outturn position for 2019/20 is recorded in the table below:

	Budget *	Actual *	Variance/Outturn
Waste	£ 3,838,500*	£3,514,403*	£324,097 (favourable)*

* These figures exclude overheads, Internal support service costs and capital charges - total budget including these is £ 4,800,130.

	Year End		
	£	£	
Waste Operations Variance (Favourable)	(324,097)		
Staffing Costs		(8,206)	An additional savings of £20k were delivered however this was offset by the costs of back-dated payment covering 2018/19 for a new HR legislation on holiday pay accrued on overtime.
Transport Related Costs		(150,053)	Savings predominantly come from the fuel usage and the reduction of temporary hired fleet. Stable fuel cost and continually monitoring of collection round

	Year End		
	£	£	
			configurations to optimise efficient working.
Waste Processing Costs		(1,822)	A compliance officer has been recruited by the RECAP partnership to assist with the monitoring of the contract to ensure that costs do not escalate unchecked
Other costs		(16,207)	A £30k saving for sub-contracted works to third parties this include the collection of clinical waste and the delivery and cleaning of trade bins. Some of which was offset by increased spend in personal protective equipment for staff and additional communications to residents.
Income		(147,809)	Income streams within the GCSWS are varied, ranging from income generated from commercial activities and special or bulky household waste to that received from the sale of wheeled bins, additional collection services and recycling credits. The decision by SCDC to introduce a charging policy for additional green waste bins in line with CCC support the positive variance.

1.4 Service Performance

1.4.1 GCSWS had seven Key Performance Indicators for 2019/20 ranging from successful collections to sickness. These KPIs form part of the quality management system adopted by the service.

KPI Ref	Description	2018/19 Target	2019/20 Target	2019/20 Outturn	Comments
KPI-A1	% bins successfully collected on scheduled collection days	99.76%	99.50%	99.83%	Increase from 19/20. The % of successful collections was reduced slightly due to August heatwave
KPI-B1	% recycling rate (and year to date)	51%	50%	51%	The recycling rate remained static between years, mainly down to reduced organic tonnage
KPI-B2	Kg of residual waste per household	420 kg	425 kg	408kg	Service has tried to encourage resident to minimise all waste
KPI-B3	Kg of dry recyclate per household	200 kg	205 kg	195kg	Service has tried to encourage resident to minimise all waste, also more packaging is becoming lighter
KPI-B4	Kg of organic waste per household	281 kg	290 kg	255 kg	Organic tonne is mainly linked to weather, thus hard to control.

KPI Ref	Description	2018/19 Target	2019/20 Target	2019/20 Outturn	Comments
KPI-B5	Contamination rate	6.97%	6.00%	6.77%	The service has undertaken communication about importance of clean recycle.
KPI-C1	Sickness absence (days absence / fte)	16.12 per FTE	12 per FTE	16.87 per FTE	This outcome was affected due to a road traffic accident involving 3 three staff.

1.5 Customer Feedback

- 1.5.1 The service monitors customer satisfaction via the complaints systems against the number of collections undertaken. The Shared Waste Service undertakes in the region of 675,000 collections per month, collecting 3 bins per household per fortnight.
- 1.5.2 The number of recorded complaints fell from 526 in 2018-19 to 399 in 2019-20, which equates to one complaint per 9,733 bins collected.
- 1.5.3 Some complaints are generated by circumstances beyond the control of the service such as traffic and street layout. The service remains committed to responding to complaints in a timely manner and to a satisfactory standard, and to reducing the number of complaints.

1.6 Key Projects

- 1.6.1 GCSWS completed five of the six projects identified in 2019/20 Business Plan.

		Status	Comments
DO1	Implementation of service wide deployment of Yotta Alloy for domestic service.	Complete	New system rolled out in early December for Domestic Waste including end to end digital process.
DO2	Develop the Greater Cambridge Trade Waste	Complete	The service has increased its marketing activities and has increased the number of new customers whilst retaining current

		Status	Comments
	Business to increase profitable return.		customers. The sales team are now being more focused in the targeting of customer to ensure greater profitability and are actively promoting recycling options. Two new sales staff have been recruited
DO3	Communication programme to increase high quality recycle.	Complete	Articles in both Councils' magazines. Several events and social media promoting recycling leading up to Christmas. Whilst the kgs per household has not increased over the year the material that is being collected has less contamination.
DO4	Standardised chargeable additional garden waste system.	Complete	SCDC now charging for additional garden waste bins. Expected that take-up would be 1,500 but actually it was over 3,300. Permits for green bins were issued to all Cambridge and South Cambs subscribers during November, which was a month later than planned.
DO5	Determined implications to the service due to 'The Resources and Waste Strategy.'	Ongoing	Workshop and responses to DEFRA consultation. With RECAP partners a DEFRA funded project was undertaken to model a number of options which may be available for the service to adopt once the national Resource & Waste Strategy has been developed. Head of Waste Service involved on DEFRA consultation group.
DO6	To reduce fly-tipping with South	Complete	Comms project soft launch in SCDC on the 29 th July. This gained very good TV, radio and

		Status	Comments
	Cambridgeshire District Council by working in partnership with several agencies.		<p>print media coverage. Support for the campaign from National Farmers Union, Parishes has been well received with 15,000 leaflets distributed. This will continue until March 2020.</p> <p>Whilst we are not seen a reduction in flytipping, we have seen an increased awareness and reporting.</p>

Greater Cambridge Shared Audit Annual Report 2019/20

1.1 General Information

- 1.1.1 The role of internal audit is to provide independent assurance that an organisation's risk management, governance and internal control processes are operating effectively. The detailed role of Internal Audit is set out in the Internal Audit Charter, which is approved annually by the partners' relevant Audit Committee. To act successfully as a key business partner, internal audit teams need to be fit for purpose and provide assurance of the necessary quality, depth and coverage. The key service objective is to provide assurance on each Council's control environment.
- 1.1.2 A risk-based plan is completed at least annually, in consultation with management, to help ensure that work reflects both corporate priorities and corporate risks. The details of the plan are then presented to each Council's relevant audit committee for approval. The plan is designed to be flexible, so that work can be re-prioritised in response to the continually changing risk environment. This approach helps to ensure that the scarce resources are allocated in such a way that they add the most value to the Council.

1.2 Financial Performance

- 1.2.1 The outturn for 2019/20 is as follows:

£	Budget	Actual	Variance/Outturn
Audit	341,440	328,572	12,868 (surplus)

The breakdown between the partner authorities is as follows:

Council	Cost £	% split
Cambridge City Council	215,960	63
South Cambridgeshire District Council	125,480	37

- 1.2.2 The underspend is mostly attributable to staff vacancies, partially offset by the increased Agency Worker costs. The team maintains its professional expertise through training and the purchase of professional publications and guidance.
- 1.2.3 The team has also made some operational savings by reviewing its ways of working. A number of joint audit reviews is enabling us to work smarter by reducing the number of days required to complete each activity, as well as sharing good practice.

1.3 Service Performance

1.3.1 The service has performed well against its performance indicators.

- The team has maintained accreditation with the professional quality standards for PSIAS (Public Sector Internal Audit Standards) and the LGAN (Local Government Application Note).
- Under our effectiveness indicator, the key documents (Annual Head of Audit Opinion and the draft Annual Governance Statement) were completed to statutory deadlines at both Councils.
- A new indicator for 2019/20 was a measure of our productive use of resources. We set a target of 80% and achieved 73%. The team had unplanned long-term sickness absence in the period and, once this is taken into account the target has been achieved.
- A new indicator for 2019/20 was customer satisfaction. We set a target of 80% and achieved 97% in the period.

1.3.2 The team has been making good progress with delivering a joint co-ordinated audit plan for both Councils and has also undertaken a number of pieces of responsive work following customer requests and our dynamic risk-based appraisal. We have also provided assurance to the South Cambs Trading Ltd company – Ermine Street Homes – across a range of services.

1.3.3 We have developed a risk-based embedded assurance process for ISO14001 and ISO9001 standards. The Greater Cambridge Shared (Trade) Waste team aim to maintain compliance with the standards, which requires input and regular review from Internal Audit. These standards are common with trading entities, and not typically used in Local Government. Maintaining and promoting compliance provides assurance to customers, which can help attract future business and income for the Council. Developing this process in-house has helped maintain compliance with positive feedback from the ISO assessor.

Planning Shared Service Annual Report 2019/20

1.1 The Greater Cambridge Shared Planning Service went live in April 2018 with the following objectives:

- To create and deliver an effective programme for the creation of a single, unified "Greater Cambridge" planning capability serving the Planning Committees 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 greater efficiency and improvements to the quality of service and subsequent development across the area 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.

The service continues its journey of improvement, with good progress having been made in 2019/20 as set out in this annual report, but a clear understanding that there is more work to do.

1.2 The Service is the "Local Planning Authority" for the areas of South Cambridgeshire District Council and Cambridge City Council. It therefore has a number of statutory roles to perform on behalf of the two Councils and, in addition, undertakes a number of "discretionary" activities that complement the delivery of corporate and strategic planning objectives.

1.3 The service can charge fees, which are set nationally for planning and related applications and for land charge searches. It also levies a range of discretionary charges for pre-application advice.

1.4 Through 2019/20 the service continued to implement the comprehensive service wide re-structure involving all staff, building on the consultation and engagement programme in 2018/19. The impacts of that re-structure on service capacity, particularly in the delivery team where staff turnover resulted in key posts becoming vacant, were significant, with a corresponding impact upon the service performance and customer feedback. That programme of work culminated in Q4 with the implementation of the ICT platform and the consolidation into a single team of the separate technical support teams and has enabled the establishment and operation, from Q1 2020/21 of three area teams in delivery.

1.5 The integration of the consultancy teams of both Councils into the Built and Natural Environment Team and creation of a single policy and strategy capability meanwhile saw the successful delivery of the "First Consultation" on the Joint Local Plan, adoption of the Sustainable Design and Construction SPD and progression of work on the North East Cambridge Area Action Plan.

Financial Performance

1.6 The financial position for 2019/20 is recorded in the table below:

Shared Planning Service (£'000s)			
	Annual Budget	Actual *	Variance *
Total	5,205	4,971	234

*Actual and variance figures are provisional as Finance still working to finalise accounts.

The Service had full year under-spend of £234k. This is largely due to better than budgeted income from applications within SCDC. There was considerable under-spend on core staffing, although this was largely offset by spend on agency workers and contractors to supplement service capacity.

Service Performance

1.7 The service monitors a number of Key Performance Indicators (KPIs) through the year. The ones, for which the Service has targets are:

- Decision making within statutory or agreed timelines for Major applications
- Decision making within statutory or agreed timelines – Minor applications
- Decision making within statutory or agreed timelines – Other applications

1.8 A table setting out performance is included in the appendix, but in summary, performance on Major applications was above target (69% against a 60% target), but just fell short on Minor applications (64% against a 65% target) and missed the target for Other applications (72% against and 80% target). The consequences of the service re-structure including the impact on staff turnover and recruitment, the impacts of the process design, implementation and training programme for ICT on officer capacity and a buoyant development environment meant that through 2019/20 the delivery team have faced a number of challenges. Implementation of a contract with Terraquest for additional targeted support on applications was also delayed for technical reasons. Throughput, as well as performance suffered accordingly despite the considerable commitment of staff, and complaints centred upon delays accordingly increased.

1.9 With the appointment of additional permanent delivery managers for Strategic Sites and Development Management in Q2, the implementation of the ICT solution in Q4 and the successful recruitment of senior officers through Q3 and Q4 to support managers in performance management in the service, throughput of the service has risen in Q4 even allowing for the impacts from the loss of ICT capabilities for SCDC during the ICT transition in February 2020. The service is accordingly making progress against a historic backlog of cases and more effective and

targeted management of cases is allowing the service to also focus upon member priorities. Performance of the newly configured and restructured technical support team is also now improving, as familiarity with the Idox solution increases, although the impacts of Covid and the evacuation of the newly formed joint team from the Guildhall in March and April has impacted process efficiencies and the capacities of staff.

- 1.10 Despite these challenges, the outputs from the service have been received positively. The Local Plan consultation reached over 300,000 people online and culminated in a well-attended event in the Corn Exchange. The work on Village Design Statements which concluded in 2019 was positively received by the respective Parishes and has helped in the shaping and determination of applications. The Sustainable Design and Construction SPD was also widely supported and forms an important part of cementing both Councils commitment to addressing climate change – one of four key themes in the consultation on the Joint Local Plan.
- 1.11 Planning Magazine, the trade publication for the planning profession meanwhile published a league table suggesting that the Greater Cambridge Planning Service had issued the largest planning permissions of 2019, with both Waterbeach and the Wellcome campus extension accounting for the lions share. The service also successfully defended the Council's decision, supported by Parish Councils locally, to refuse planning permission for a major Agri tech development in the South of the District. Meanwhile, the Royal Town Planning Institute awarded Marmalade Lane its overall award (the Silver Jubilee Cup) for planning achievement , alongside awards for wellbeing and small scheme in a "virtual" ceremony in March 2020, Congratulating the developers TOWN and the Greater Cambridge Shared Planning Service, RTPI President Sue Mann commented "The development highlights both best practice and the benefits that can come from thinking outside the box."

Engagement

- 1.12 Through 2019/20, the service restructure has provided additional capacity to engage actively with users. Notwithstanding the challenges of Covid 19, the service is re-vamping its engagement process, building on the existing quarterly Parish Forums (two dedicated to planning) to improve the relationships with both residents associations and Parish Councils. The Delivery Team restructure, creating three new Area Planning Teams, has also provided a new opportunity for improved "local" engagement by the service and its managers and staff – with residents Associations and Parishes, local communities and local members. This will be a key focus of work during 2020/21.
- 1.13 The success of consultation around the Local Plan using new digital channels has enabled the policy team to build capabilities for future digital/online engagement for the NEC Area Action Plan and future phases of consultation on the Local plan – and for engagement on wider service delivery.
- 1.14 We have also made considerable improvements to our internal engagement, through the introduction of fortnightly staff newsletters, monthly team meetings through face to face updates and a full service development day. The Covid

emergency has seen the service move its staff engagement online – with a weekly video log from senior managers forming part of ongoing engagement and development activity.

- 1.15 All planning services traditionally receive a number of complaints. Through 2019/20, the service has managed and reported complaints using the respective Councils separate complaint systems. In Q4, the Service developed a new approach to complaints which has centralised monitoring and reporting and considerably improved our initial responsiveness to customers chasing progress on their applications and improve our ability to track and manage responses to complaints. This was rolled out in SCDC in January and has resulted in a reduction in formal complaints of 55-60%. The same system was rolled out in CCC this month.

Service Programme

- 1.16 The Service has undertaken considerable levels of implementation and transformation activity in 2019/20:

ICT

- 1.17 The Service was the first area to be undertake rollout of Council Anywhere, which was successfully completed in June. Most staff have now been issued with new mobile phones and new GCSPS email addresses were brought into use in the middle of the year.
- 1.18 This year also saw the successful consolidation of the two planning systems (Uniform and Agile) into one single Uniform system in February – including the upgrade of the Land Charges System and the migration of over 1 million records from SCDC's legacy system. Through 2020/21 work to optimise the performance of the system through a server consolidation is expected to address system performance – particularly for officers accessing data remotely.

Workforce

- 1.19 The Service wide consultation on the structure and staffing of the Service concluded in June. The main outcomes of this were to introduce a tiered management structure, introduce area teams in Development Management, and recognise a number of posts as transitional / fixed term while the Service develops. Job roles, responding to recruitment pressures and staff feedback were also evolved to provide for career grades and mobility and opportunity for staff development within the service – in line with one of the core objectives set out.
- 1.20 Recognising the creation of a number of new line management posts, the service has focussed on development of management capability in its training offering in 2019/20 and expect to build on this with a more comprehensive leadership programme in 2020/21.
- 1.21 We have also strengthened our adherence to the PDR regime and regular 1:1s with the aim of improving performance management.

- 1.22 Considerable recruitment activity has been undertaken throughout the year. As we have refined our offering, our recruitment campaigns have become increasingly successful, with only a small number of roles now proving difficult to fill.

Delivery

- 1.23 Recruitment to most new key posts was completed, with, most recently, a permanent manager in place for the application support team (April 2020), delivery managers appointed in Q2 and area managers operational by the end of Q4 in Development Management. This additional management capacity will support the ongoing improvement in capacity and performance through 2020/21.
- 1.24 During 2019, to seek to underpin the capacity of the service, the Council entered a dialogue and contract with a planning support service – Terraquest - to provide additional “call off” capacity on planning application determinations. This contract took some time to bring into effect and it was not until Q4 that staff were able to begin processing cases. The performance of the contract, and a review of the effectiveness of it, is underway.
- 1.25 Progress on business plan projects has been impacted by the greater than anticipated impacts of the ICT migration and service restructure. The pre-application process re-design, review of planning performance agreements and time recording projects begun in 2019/20 are expected to mature in Q2 2020/21 – aided by and capturing an accelerated move to online engagement caused by the Covid 19 pandemic.

Policy, Strategy and Economy

- 1.26 Notwithstanding the significant progress made with the Local Plan programme covered above, for most of 2019/20, the planning policy service were managed using interim arrangements. The successful recruitment to that role in Q4 means that the management team of the Strategy and Economy team is now complete. Internal and external recruitment, including through partnerships with Public Practice (a not for profit agency) has allowed the team to grow its capacity to support both policy development and delivering strategic support to both Administrations, but also to underpin progress on strategic sites and planning application processing.
- 1.26 The team has continued to provide specialist advice on development related matters, including Urban design, landscape, Ecology, heritage and Trees, alongside engagement activities for the local Plan, Village Design Statements, Conservation and heritage, Brexit and Business development activities – most recently in response to Covid. Whilst programmed work including a review of design review processes has been delayed, the team have supported the progression up to referendum stage, of neighbourhood plans for Cottenham and Histon and Impington. A programme to introduce time sheeting – and improve cost recovery has been delayed by capacity constraints and the need to procure a ICT

solution but is now being delivered in Q2 of 2020/21 and will significantly improve upon cost recovery in this team through pre-app and PPA's.

APPENDIX

FINANCE:

Shared Planning Service (£'000s)			
	Annual Budget	Actual *	Variance *
Expenditure	10,965	11,004	(39)
Income	(5,760)	(6,033)	273
Total	5,205	4,971	234

*Actual and variance figures are provisional as Finance still working to finalise accounts.

Performance

2019/20 KPI Performance	
KPI	Performance
Acknowledgement of applications within 2 days.	28.8%
Registration and validation within 5 days.	41.2%
Decision making within statutory or agreed timelines - Major applications.	69.0%
Decision making within statutory or agreed timelines – Minor applications.	63.9%
Decision making within statutory or agreed timelines – Other applications.	71.6%
Decision making within statutory or agreed timelines – all business apps	66.9%
Percentage of applications submitted electronically/online.	79.1%
Percentage of applications valid upon submission.	75.7%
Percentage of all planning and related applications approved	80.5%
Average Number of days for planning decision householders.	102.1

Appendix B – Draft Partnership Agreement

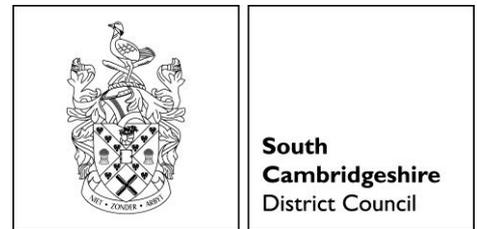
This page is left blank intentionally.

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

Document is Restricted

This page is left blank intentionally.

Agenda Item 8



Report to: Scrutiny and Overview
Committee

16 July 2020

Lead Officer: Director of Corporate Services

Centre for Public Scrutiny, Scrutiny Improvement Review

Executive Summary

1. To present to the Scrutiny and Overview Committee the Centre for Public Scrutiny's report on its review of the Council's Scrutiny function. The Scrutiny Improvement Review report is attached.

Key Decision

2. No

Recommendations

3. It is recommended that Scrutiny and Overview Committee:
 - a. Notes the attached Centre for Public Scrutiny (CfPS) Scrutiny Improvement Review (SIR) report.
 - b. Endorses the Centre for Public Scrutiny's recommendations which are detailed in the SIR report.
 - c. Endorses the proposal in the SIR report that a Member workshop is held to consider the findings of the review and engage in ideas for change and improvement. This would take place in September 2020.

Details

4. The Scrutiny and Overview Committee agreed at its meeting on 17 December 2019 for an independent review of the Council's Scrutiny function to be undertaken by the Centre for Public Scrutiny.

5. The CfPS is the leading national body promoting and supporting excellence in governance and scrutiny and is an independent national charity.
6. The review was carried out by the CfPS in January-March 2020.

Implications

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

There are no significant implications.

Alignment with Council Priority Areas

A modern and caring Council

8. Endorsing the recommendations detailed in the review report 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>
- Centre for Public Scrutiny review proposal <https://bit.ly/2VNICCz>

Appendices

Appendix A: CfPS Scrutiny Improvement Review Report.

Report Author:

Victoria Wallace – Scrutiny and Governance Adviser
Telephone: 01223 935623



South Cambridgeshire District Council Scrutiny Improvement Review



Report

April 2020

Review of Scrutiny

Introduction

South Cambridgeshire District Council believes that the essential role of scrutiny is to help to shape policy, actively support good decision-making and hold the executive to account. To do this effectively the council recognises that its scrutiny function and Members need to develop a clear and shared understanding of the role, purpose and objectives of scrutiny, and to engage constructively in its work.

Members are clear that scrutiny needs to be strong on prioritisation, develop strategic work programming and engage in evidence-based, objective enquiry. It must have a measurable impact on policy, service delivery and executive decision making.

South Cambridgeshire Council is an authority with a Liberal-Democrat political majority. The council endeavours to be open, inclusive and supportive of cross-party working where possible. Scrutiny has been consistently supported and resourced by the authority but has not been evaluated externally for some time. There is nothing to suggest significant problems or serious flaws in current ways of working. Like many authorities, SCDC has taken a conscious decision to reflect and review its scrutiny process in order to build, where possible, on existing good practice.

SCDC has set itself some bold corporate objectives to secure a sturdy financial base for the council through an ambitious investment income generation strategy and careful management of its costs. It also intends to support its local economy and small local businesses, through improving access to council contracts. Its housing programme aims to double the council's housing stock and increase the number of affordable homes in the district. Alongside these ambitions the council plan focuses significant resources on its green agenda - planning to be carbon neutral by 2050 together with a range of other green initiatives.

The council plan will present considerable challenges in its implementation and delivery. It will equally place a significant responsibility upon its scrutiny function to ensure that strategy, plans and targets, together with key-decisions are robustly and objectively scrutinised.

The Centre for Public Scrutiny (CfPS) were invited to undertake a Scrutiny Improvement Review and identified some principal areas of focus for evaluation. These have been considered using CfPS's Scrutiny Improvement Review (SIR) method.

The CfPS SIR method aligns with both latest statutory guidance and best practice experience accumulated by CfPS over many years. This review also takes into account the latest government (MHCLG) guidance on Overview and Scrutiny in Local Authorities (May 2019) and the latest Good Scrutiny Guide (published by the Centre for Public Scrutiny – July 2019).

The Centre for Public Scrutiny

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 governance board is chaired by Lord Bob Kerslake.

Review outline

To conduct a review of the Council's scrutiny arrangements.

The Council wishes to explore what it can do to further strengthen the quality of its scrutiny arrangements and develop them in light of challenges and opportunities ahead.

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 and positive difference to the effectiveness of the council, and to local people.

Further to discussion with officers, the following broad areas of focus were identified, which are explored by way of the Scrutiny Improvement Review method:

- Prioritisation, timeliness and focus of the work programme (informed by a clear, well-articulated role for scrutiny overall).
- The current scrutiny committee structure. Considered on the basis of scrutiny focus, members' needs and expectations, and whether other structures and formats might be more appropriate for carrying out scrutiny work.

Evidence sourcing

The following elements are used as a framework for further discussion on those issues and areas most important to the Council.

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

These four elements were used to ensure that all key aspects of SCDC's scrutiny activity are evaluated and mapped against the SCDC-specific areas of focus identified above.

Evidence gathering consisted of:

- **Desktop work.** A general check of the Council's constitution and rules of procedure insofar as they relate to scrutiny, recent work plans, scrutiny scopes and review reports. This will provide an evidence base for the rest of the work;
- **Interviews.** Including the Leader of the Council, leading Members in scrutiny (Chairs, Vice Chair, Opposition Group Leader, Cabinet Members, other scrutiny Members, Senior Corporate Officers, Statutory Scrutiny Officer, and democratic services officers.
- **Observation.** The Scrutiny and Overview Committee.

Summary of findings

1. Overall assessment:

- 1.1 Overall the Council has a strong ongoing commitment to scrutiny in terms of the level of activity undertaken, and time and resource dedicated across the organisation. Scrutiny is respected and valued in the Council, political leaders and Executive Members are very supportive. Scrutiny therefore has a relatively high level of esteem.
- 1.2 There is a clear realisation and commitment from Members and Officers that scrutiny could be more effective and productive. Everyone interviewed welcomed the opportunity to make changes and improvements. Senior Members, Political Leaders, Corporate Directors and the Chief Executive also support the need for change - to enable scrutiny to improve.
- 1.3 From its current base, in terms of Member engagement, resources, council support and ambition, there is a strong platform upon which scrutiny could successfully develop.
- 1.4 Members expressed an interest in scrutiny but felt that its focus and work was having less impact than they would like and at times lacked sufficient focus on strategic issues. Scrutiny Members overall have an appetite to achieve more.
- 1.5 There are some barriers and practices that may need to be addressed and Member development gaps supported if progress, which is clearly desired by the council, is to be realised.
- 1.6 Scrutiny does make every effort to be strategic and focus on the areas of importance, although in practice its application sometimes falls short of this ambition. Scrutiny can very often become a 'conversation' or an information exchange or become too operational and council performance focused.
- 1.7 There are missed opportunities for scrutiny to add value and to be an integral part of the Council's corporate plans and overall improvement. This is not for the want of trying, but for scrutiny to be more strategic, there needs to be change from both scrutiny and the Executive, to draw closer together to create a purposeful role and agenda. If the council wants scrutiny to place more emphasis on shaping, challenging and holding to account, then scrutiny will need the support and early access to information and operate as an integral part of policy and decision-making activities of the Cabinet.
- 1.8 The Leader and Cabinet Members attend Scrutiny meetings as contributors but are often not sufficiently held to account and constructively challenged. Cabinet members and the Leader expressed support for a more challenging style of accountable scrutiny. This could be readily achieved with more planning and engagement.
- 1.9 There is excellent and proactive support from the Scrutiny Team and Governance Services in assisting Members in developing work programmes, managing agendas and liaising with Council departments and external partners to generate reports, evidence and information. This is recognised and widely appreciated by Scrutiny Members and senior officers.

2. Members, meetings and agendas:

- 2.1 Members engage in scrutiny and understand that it plays an important role. However, there is inconsistency when Members describe its role and purpose and Members can lose sight of key objectives in holding decision-makers to account and shaping policy.
- 2.2 Overall, most members work hard to ask useful and enquiring questions, but scrutiny meetings can often tend to favour detail over strategy and may overlook the bigger picture. Some Members can tend to prefer to ask information-gathering questions, rather than exploring and challenging ones. Greater emphasis could be given to improving and shaping policies and decision through enquiry and constructive challenge.
- 2.3 The council operates a single Scrutiny and Overview Committee. This was observed on 13th February 2020. Other agendas and minutes from previous meetings have also been reviewed.
- 2.4 The committee has a short pre-meeting for all members which highlights areas of the agenda which the committee may focus on and discussed areas they decide to explore. This was a good simple planning session which could be even more valuable had more time, than the approx. 20 minutes, been available. Alternative meeting times or the use of video/teleconferencing conferencing facilities for pre-meetings could assist this in the future.
- 2.5 Our observation noted that there were 15 items on the committee agenda. This meant that time allocation was very difficult to manage. After working through routine committee matters, there were still 7 substantive items.
- 2.6 Scrutiny of items relating to council finance did not seem to be sufficiently explored. This could again be due to an over-busy agenda, however ways to allow more comprehensive scrutiny of budgets and financial matters should be considered. The Committee Chair and Vice-chair are keen that budget scrutiny takes place earlier in the cycle and has additional support so that Members can engage and contribute more effectively.
- 2.7 Reports presented to the committee can often make demanding reading. The agenda pack on the 13th February was almost 100 pages. Reports can also be technical and detailed which can prevent Members from fully engaging. Reports could contain a short, clear summary which also offers some useful scrutiny signposts (such as risks and challenges) to assist engagement and effectiveness. Reports could also be better designed, with content presented to help scrutiny to enquire and objectively challenge. Scrutiny may at times find that this is difficult when faced with complex reports, which can often be favourable to the subject or proposal under consideration.
- 2.8 At the committee meeting on 13th February only a couple of items were explored in any depth, due to the long agenda and inevitable time constraints. It meant that the meeting was unable to provide only a light overview of most of the agenda items. There is a recognition that having fewer items but explored in greater detail would increase scrutiny's impact.
- 2.9 Whilst all Members took the opportunity to speak at committee, the engagement and contribution varied with just a few members asking most of the more penetrating questions and having most of the 'air-time'.

-
- 2.10 There is good cross-party working and little evidence of political management activity. Generally, Scrutiny Committee Members get along and co-operate with each other. Member behaviour is cordial and respectful. The independence of scrutiny and of political groups is maintained and respected
- 2.11 The committee Chair is appointed from the opposition group, which appears to work well. The committee is chaired fairly and efficiently, and the Chair and Vice-Chair work effectively together to manage the meeting. The Chair and Vice-Chair work as an effective team and work hard to promote the role of scrutiny and to build its impact within the council.
- 2.12 The Chair draws conclusions and consensus together well and there are some examples of where scrutiny has successfully used its influence. The committee could be even more productive by more consistently finding strong recommendations or outcomes from their enquiries to present to Cabinet as improvement or challenge proposals.
- 2.13 Our observations suggest that scrutiny could more clearly set out its objectives in specific agenda items, which would assist the committee to construct key lines of enquiry and develop outcomes that may add more value.
- 2.14 The meeting room itself was well laid out, with name plates clearly identifying Councillor members of the committee. This could also be extended to officers so that the public can differentiate. Public access and facilities are good and there is a regular place early on the agenda for public questions.
- 2.15 Whilst trying to encourage public engagement is recognised that this is difficult, exploring and experimenting with ways to allow greater access, openness and involvement could include:
- Simple video recording via website
 - Community listening panels
 - Meetings held in public places
 - Invite public to offer ideas for work programmes
 - Greater use of social media channels

3. Structure and work programming:

- 3.1 As a single Scrutiny and Overview Committee there is potentially a massive volume of issues that scrutiny could focus on. It would be very easy for scrutiny to run out of capacity. It is therefore crucial that it prioritises well. There is a selection and prioritisation model included in the committee's work programme schedule. However, it is unclear how often this is used. If applied more effectively it could help to ensure that the committee is focused on the important, mission-critical areas and avoids becoming too operationally focused.
- 3.2 The current work programme is concentrated on a relatively small number of items per month, which would seem sensible, but subsequent agendas seem to become much larger, leading to the committee running short on 'bandwidth' to ensure thorough scrutiny of the agenda items.

-
- 3.3 The Scrutiny Committee does intend to be focused on strategic matters, but this may become hindered at times by the lack of early access to the Cabinet forward plan. This lack of early visibility can therefore mean that Scrutiny is not provided with a sufficient timeframe for effective pre-decision scrutiny. The committee therefore uses a lot of its energy examining operational performance and detail. The big, high impact areas embedded in the council's corporate plan and the Cabinet's forward plan are therefore more difficult to integrate with the work programme of the Scrutiny Committee at the most optimum time. The work programme and agendas could be better aligned to the Cabinet forward plan, together with key areas of delivery or policy development within the council corporate plan. Scrutiny should be able to engage earlier and be supported in this task.
- 3.4 There is a real intent to engage in pre-decision scrutiny and the committee regularly scrutinises Cabinet reports. However, this may not be where scrutiny can offer maximum value. As outlined above, for scrutiny to offer greater impact and value and to help shape or constructively challenge Cabinet proposals, the work of pre-decision scrutiny needs to operate more up-stream as things are forming rather than at the point when decisions are imminent. Pre-decision scrutiny is a key function of scrutiny and it is an area that could be developed further. The Committee Chair strives to bring scrutiny into play earlier and have more impact in pre-decision activity. Again, for this to work effectively Scrutiny will need greater co-operation and a whole council commitment to integrating scrutiny in the decision and policy forming process. This may mean that Scrutiny has access to forward decisions, possibly months before final Cabinet approval. Scrutiny will then be able to make the bigger, positive and constructive contribution that everyone seeks and strives for.
- 3.5 Scrutiny of the council budget and medium-term financial plan can take up a significant amount of scrutiny capacity. Alongside this it may also want to scrutinise any 'alternative budget' presented by Opposition Members. Each quarter the council's revenue and capital budget updates and its treasury report are presented for scrutiny. This presents scrutiny with a dilemma as this can either squeeze capacity which can reduce its ability to cover other key areas or else budget scrutiny is not completed as comprehensively as it could. Again, observing other councils may help, particularly perhaps those who include a finance sub-committee meeting quarterly (and more frequently during the budgeting period) to allow members to dedicate scrutiny time to this vital area.
- 3.6 Similarly, the council has an ambitious investment programme which is geared to providing future income. It also has a number of shared services and outsourced arrangements. It would appear that scrutiny is unable to tackle this subject as effectively as it would clearly wish to. This may be due to commercial confidentiality issues, or as in previous examples in this report, the necessary and appropriate information not reaching scrutiny early enough. Scrutiny of commercial undertakings is frequently a challenge for councils, but there are solutions which offer proper scrutiny within the constraints of commercial confidentiality. Members inevitably expressed frustration at not being able to get scrutiny closer to the commercial business of the council. The role of scrutiny in this space would therefore benefit from further review and exploration of options as to how it may play a more significant and effective role.

Again, the Committee Chair has consistently raised this weakness and has made stringent efforts to get it addressed. It is recognised that scrutiny could have greater access, within the reasonable constraints of commercial confidentiality, to preview

objectives and scrutinise in overview the intent, risk and value etc of these investments. Given the level of council investment and activity this should arguably take up more scrutiny time than it currently does. There are ways to shape commercial scrutiny and this could also be assisted through studying other councils with similar arrangements.

- 3.7 Task and finish groups seem to be used effectively. There appears to be support from Members to use this option to focus on helping to shape policy or exploring issues of community concern where the council or its partners may need to respond. These T&F assignments or similar focused 'project scrutiny' can if used well, build more versatility and agility for scrutiny. It is essential however, that these are limited to only two or three per year, have a detailed scope and timeframe (max 8 weeks) and have a clear objective which delivers a useful product. To ensure appropriate officer support, it is suggested that only one T&F operates at a time.
- 3.8 Greater consideration and planning may be necessary to make information and evidence gathering for scrutiny clear and relevant and allow officers to appreciate the value and impact of scrutiny's role.
- 3.10 There are plans to hold more scrutiny committees in different locations around the district, this community-based approach will help to connect this important function of the council with the communities it serves.

4. Support and resources:

- 4.1 There is a small, experienced team of Officers who support scrutiny. They are proactively engaged in advising Chairs and Members on their roles and in developing scrutiny activity. Members told us that they do feel in control of their own work programmes and agendas.
- 4.2 It is possible that Members could also play a greater role in how scrutiny operates and is resourced. Members could be more central in the preparing of programmes, projects and agendas, or researching issues and helping each other to be well-prepared and informed. It might be worth exploring how simple currently available technology such as closed social media groups, conference and video calling, and the use of shared file systems could give members more capacity to share, discuss and plan their scrutiny activities.
- 4.3 The council's website has useful content on scrutiny, which is relatively easy to access and has helpful guidance. The site is up-to-date and offers a good public oversight of scrutiny activity.

5. Relationships, behaviours and culture:

- 5.1 The role of scrutiny in 'holding to account' is not used consistently, although there are some signs that this is recognised, and efforts have been made to improve. However, our observation and interview evidence would suggest that political accountability could be made stronger and be a more constant feature in the committee meeting. Often there seems to be a preference to challenge and hold officers to account. The principle of scrutiny's duty to hold the Leader and Cabinet Members to account, could be refreshed and strengthened. The council may also choose to adopt Cabinet accountability sessions to allow scrutiny to examine the work programme and progress of individual Cabinet Members.
- 5.2 Cabinet Members frequently attend Scrutiny, but their function is vague. They often introduce reports and may later make useful comments. However, there is no obvious democratic accountability for decisions, performance, delivery and policy. The Leader and Cabinet are very supportive of scrutiny and recognise its value. They also seem to support a more central role in being held to account, supported by their officers for technical advice. The experience from elsewhere is that when Cabinet Members attend and are the focus of the questioning, a more strategic exchange takes place and better recommendations, or advice is achieved.
- 5.3 The Chair and Vice-Chair of Scrutiny attend Cabinet. Good practice suggests that the Executive and Cabinet meet regularly to discuss and share future plans, to try to build better alignment and ensure that scrutiny is more closely involved in policy and decision shaping.
- 5.4 Relationships between political groups are generally co-operative in the context of scrutiny. Clearly there are differences in policy and approach, but all Members appear to work towards a similar goal in committee.

6. Development, skills gaps:

- 6.1 SCDC is fortunate to have a strong pool of talent and experience among its Members. Many councillors have relevant backgrounds and experience who bring a very useful set of skills to all areas of the council. Good practice also suggests that Members' interests, experience and background knowledge can also be useful in allocating a spread of skills to committees.
- 6.2 Training and development were raised by some Members, who were clearly aware of the gaps in their knowledge and understanding. There is also a fairly high number of new councillors with limited experience of local government scrutiny who would benefit from further training and development.

7. Contribution, performance and value-adding:

- 7.1 Scrutiny impact is the key issue. A high volume of scrutiny activity does not necessarily deliver quality outcomes.
- 7.2 While scrutiny has made significant progress and there are examples of good practice, and positive results, it could have even greater impact and its 'product' make a significant difference. This ambition and desire should be shared as a council-wide issue and be addressed by ensuring that scrutiny has the support, parity, access to timely information and early engagement to allow it to operate in a more strategic way.
- 7.3 Scrutiny and Cabinet could collaborate further. Scrutiny needs to provide a regular source of quality recommendations to Cabinet, and Cabinet needs to provide clear feedback so that scrutiny's effectiveness and contribution can be tracked.
- 7.4 Scrutiny at SCDC can overburden itself with too much activity and full agendas focused on reports. Doing less, but doing it really well, is worth considering. Asking the question; 'what value can scrutiny add to this' before agreeing to spend time on it is also a useful test. Scrutiny's output must aim to shape and improve policy and decision-making as well as transparently testing the suitability of decisions being considered by Cabinet in the future.
- 7.5 Further consideration of pre-scrutiny activity would be useful as this has a crucial role in shaping, improving and influencing future Council plans. Pre-scrutiny of executive decisions, through selective scrutiny of Cabinet forward programmes and the Council plan could add significant impact. This would require a change in practice by enabling earlier access to information.
- 7.6 From our observations and evidence gathering the committee may benefit from ensuring greater clarity about what it is trying to achieve or what impact they are aiming to make. Similarly, the process for deciding what is important to scrutinise and what is not, is sometimes unclear. The committee cannot scrutinise everything, nor is it necessary to do so, therefore establishing realistic priorities based on clear objectives is essential. It is therefore necessary to 'let go' of too much operational scrutiny and focus most the committee's resource on strategy and policy.

8. Recommendations:

These recommendations are for discussion. They are presented for consideration as potential areas of improvement, with further assistance and planning.

- 8.1 **Work programme prioritisation and focus.** Developing a clear methodology focused on SCDC's key corporate or community priorities should itself be a priority. Items on the work programme should have a clear rationale to justify their inclusion and a clear system for selection.
- 8.2 **Scrutiny and Cabinet needs to work more collaboratively.** This will achieve stronger pre-decision scrutiny, allow greater influence and contribution to policy shaping and supply more high-quality recommendations. A triangulation meeting held bi-monthly could include Scrutiny Chair and Vice Chair, Cabinet Member or Leader taken in relevant rotation and Scrutiny Officers plus relevant service area Officers. The purpose of this would be to jointly scope future areas for scrutiny to develop, but without compromising scrutiny's independence and authority.
- 8.3 **Bring Cabinet public accountability and transparency into more focus at scrutiny committees.** Cabinet Members or the Leader (if appropriate) should be the main focus of scrutiny questioning and accountability sessions. This would take on a more parliamentary select committee approach.
- 8.4 **Explore additional scrutiny of commercial and investment areas of the council.** This could be through a finance and investment sub-committee that scrutinises budget, commercial activity, investment strategy and the medium-term financial plan.
- 8.5 **Reduce the reliance on officer presentations and cabinet reports.** Instead, scrutiny should set its objective for each subject to be considered and material presented or verbally reported by Cabinet members, with officer assistance.
- 8.6 **Expand public participation and community involvement.** This will strengthen scrutiny and its external focus. Develop the idea of holding more committee meetings in other parts of the South Cambridgeshire District.
- 8.7 **Consider further use of task and finish and other 'set piece' scrutiny techniques.** Focused events or enquiry days can highlight major areas of policy development or community concern.
- 8.8 **Adopt a Member and Officer scrutiny development and skills programme.** This will support greater understanding of the role of scrutiny and improve its effectiveness.

We recommend that a Member workshop is held to consider the findings of this review and to engage in ideas for change and improvement.

Acknowledgments and thank you

The Centre for Public Scrutiny (CfPS) was commissioned by South Cambridgeshire District Council to advise and support an internal review on the effectiveness and impact of their current approach to overview and scrutiny.

We would like to thank the Chair and Vice-Chair of Scrutiny for their time and support and those Scrutiny Committee Members, Cabinet Members, and Officers who took part in interviews, survey and observations, for their time, insights and open views.

We are also particularly grateful to Victoria Wallace and Kathrin John for their help and support in constructing this review.

CfPS Project Management and Delivery

Ian Parry – Head of Consultancy - ian.parry@cfps.org.uk,

Katie Grigg – Research Officer – katie.grigg@cfps.org.uk

Centre for Public Scrutiny Ltd | 77 Mansell Street | London | E1 8AN

Tel: 07831 510381

Visit us at www.cfps.org.uk

Follow [@cfpscrutiny](https://twitter.com/cfpscrutiny)

CfPS is a registered charity: number 1136243

This page is left blank intentionally.

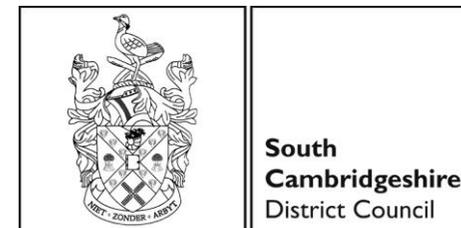
Scrutiny and Overview Committee Work Programme

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
August 2020	Items scheduled for September Cabinet Decision <ul style="list-style-type: none"> • Potential Property Investment Decision • HRA, General Fund and Capital Budget Provisional Outturn 2019/20 (Non Key) • Asset Register (Non-Key) • 2020/21 Revenue and Capital Budget Monitoring (Non-Key) • South Cambs Ltd trading as Ermine Street Housing: Review of Business Direction (Non-Key)
September 2020	Items scheduled for October Cabinet Decision: <ul style="list-style-type: none"> • Potential Property Investment Decision • Capital Programme Update and New bids (Key) • Medium Term Financial Plan (Key) • Consultation on draft Biodiversity Supplementary Planning Document (Non-Key)
October/November 2020	Items scheduled for November Cabinet Decision: <ul style="list-style-type: none"> • Potential Property Investment Decision • 2020/21 Revenue and Capital Budget Monitoring
December/January 2020/21	Items scheduled for December Cabinet Decision: <ul style="list-style-type: none"> • Potential Property Investment Decision • Review of Reserves and Provisions • Treasury Management Strategy • Proposed Fees & Charges: 2021/2022

	<ul style="list-style-type: none">• Council Tax Arrangements 2021/2022: Proposed Council Tax Reduction Scheme• Capital Strategy• Capital Investment Programme• General Fund Budget 2021/2022• Housing Revenue Account Budget 2021/2022• NNDR Discretionary Rates Relief Policy Update
--	--

NOTICE OF KEY AND NON KEY DECISIONS

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



Notice is hereby given of:

- Key and Non-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 143
- 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
 - to be significant in terms of its effects on communities living or working in an area comprising two or more wards

For the purposes of (i) above, a decision to:

- incur expenditure or savings in excess of £200,000; or
- acquire or dispose of land or property with a value in excess of £1,000,000

shall be treated as significant for these purposes. However, a decision to invite a tender or award a contract shall not be treated as a key decision where the purpose of the contract is to fulfil the intention of any policy or scheme included in the policy framework or budget or involves a continuation of an existing policy or service standard.

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 Tumi Hawkins
Councillor Hazel Smith
Councillor Bill Handley
Councillor John Williams
Councillor Brian Milnes
Councillor Peter McDonald

Leader of the Council
Deputy Leader
Deputy Leader (non-statutory)
Planning
Housing
Environmental Services and licensing
Finance

Key and non-key decisions expected to be made from July 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>Refreshed New Build Council Housing Strategy</p> <p>Key Page 146</p>	<p>To agree the approach to achieving the Council Housing New Build ambitions for the next 5 years. The Council's previous New Build Strategy for Council Housing has been updated to take account of national and local changes in policy, funding and context.</p>	<p>Council</p>	<p>14 July 2020</p>		<p>Lead Cabinet member for Housing</p> <p>Peter Campbell, Head of Housing</p>	<p>Report (publication expected 6 July 2020)</p>
<p>Joint Development Control Committee Terms of Reference</p> <p>Key</p>	<p>To review the Terms of Reference of the Joint Development Control Committee.</p>	<p>Council</p>	<p>14 July 2020</p>		<p>Lead Cabinet member for Planning</p> <p>Stephen Kelly, Joint Director of Planning and Economic Development</p>	<p>Report (publication expected 6 July 2020)</p>

Key and non-key decisions expected to be made from July 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
Investment Partnerships - Members agreements Key	To consider membership agreements with framework suppliers.	Council	14 July 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 6 July 2020)
Financial Procedure Rules Non-Key	To review the existing Financial Regulations to ensure that they remain sound for the purpose of ensuring the proper administration of the Council's financial affairs.	Audit and Corporate Governance Committee Council	28 July 2020 24 September 2020		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 20 July 2020) Report (publication expected 16 September 2020)
Potential Property Investment Decision Key	Potential decision on potential Investment Strategy acquisition where in line with the	Cabinet Cabinet	02 September 2020 19 October 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of	Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 21 August 2020) Report

Key and non-key decisions expected to be made from July 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
	Council's Constitution the level of investment requires Cabinet agreement. If no such decisions are needed, this item will be withdrawn.			the Local Government Act 1972		(publication expected 9 October 2020)
<p>Potential property acquisition decision</p> <p>Key</p>	Potential decision items relating to decisions to acquire property where in line with the Council's Constitution, the level of investment requires Cabinet agreement (acquisitions in excess of £2m). If no such decisions are needed, this item will be withdrawn.	<p>Cabinet</p> <p>Cabinet</p>	<p>02 September 2020</p> <p>19 October 2020</p>	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	<p>Lead Cabinet member for Housing</p> <p>Peter Campbell, Head of Housing</p>	<p>Report (publication expected 21 August 2020)</p> <p>Report (publication expected 9 October 2020)</p>
Housing Revenue Account (HRA),	To receive the HRA, General	Cabinet	02 September 2020		Lead Cabinet member for	Report (publication

Key and non-key decisions expected to be made from July 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
General Fund, Revenue and Capital Budget Provisional Outturn 2019/2020 Non-Key	Fund, Revenue and Capital Budget outturn position for the financial year 2019/2020.				Finance Peter Maddock, Head of Finance	expected 21 August 2020)
Asset Register Non-Key Page 149	To review and publish the Council's updated Asset Register.	Cabinet	02 September 2020		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 21 August 2020)
2020/2021 Revenue and Capital Budget Monitoring Non-Key	To consider the latest monitoring data in respect of the 2020/2021 revenue and capital budgets (Q1) and emerging budget issues.	Cabinet	02 September 2020		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 21 August 2020)
South Cambs Ltd trading as Ermine Street Housing:	To consider the future direction and business	Cabinet	02 September 2020	Part or all of the report may be exempt by virtue	Leader of Council, Lead Cabinet member for	Report (publication expected 21

Key and non-key decisions expected to be made from July 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
Review of Business Direction Non-Key	objectives of Ermine Street Housing from 2021/2022.			of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Finance Peter Maddock, Head of Finance, Peter Campbell, Head of Housing	August 2020)
Shared Services Agreements Non-Key Page 150	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	02 September 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 21 August 2020)
Treasury Management Annual Report 2019/2020 Non-Key	To report on the treasury management activities and performance for the financial year 2019/20.	Audit and Corporate Governance Committee	29 September 2020		Lead Cabinet Member for Finance Peter Maddock, Head of Finance	Report (publication expected 21 September 2020)
Capital	To consider the	Cabinet	19 October 2020		Lead Cabinet	Report

Key and non-key decisions expected to be made from July 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
Programme Update and New Bids Key	performance of the Council's Capital Programme during 2019/2020 and to consider new capital scheme bids from 2021/2022.				member for Finance Peter Maddock, Head of Finance	(publication expected 9 October 2020)
Consultation on draft Biodiversity Supplementary Planning Document Non-Key		Cabinet	19 October 2020		Deputy Leader of the Council Jane Green, Built and Natural Environment Manager	Report (publication expected 9 October 2020)
Medium Term Financial Plan Key	To report an updated Medium Term Financial Plan following the outcome of a mid-year review of financial forecasts and projected changes in service spending.	Cabinet	19 October 2020		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 9 October 2020)
Green Energy	Potential decision	Cabinet	19 October 2020	Part or all of the	Lead Cabinet	Report

Key and non-key decisions expected to be made from July 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
Investment Decision Key	on potential Investment Strategy Stream 2 green energy investment. If no such decision is needed, this item will be withdrawn.			report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	member for Finance Peter Maddock, Head of Finance	(publication expected 9 October 2020)
Mid-Year Treasury Management Report 2020/21 Non-Key	To report the mid-year treasury management activities and performance.	Audit and Corporate Governance Committee	24 November 2020		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 16 November 2020)
2020/2021 Revenue and Capital Budget Monitoring Non-Key	To consider the latest monitoring data in respect of the 2020/2021 revenue and capital budgets (Q2) and emerging budget issues.	Cabinet	7 December 2020		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 27 November 2020)
Review of Reserves and	To review the level of Council's	Cabinet	03 February 2021		Lead Cabinet member for	Report (publication

Key and non-key decisions expected to be made from July 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
Provisions Non-Key	Reserves and Provisions as part of the 2021/2022 budget setting process.				Finance Peter Maddock, Head of Finance	expected 26 January 2020)
Treasury Management Strategy Key	To undertake the annual review of the Treasury Management Strategy.	Cabinet	03 February 2021		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 26 January 2021)
Proposed Fees & Charges 2021/2022 Key	To undertake the annual review and to determine non-regulatory fees and charges to be set by the Council for the provision of services from April 2020 (unless otherwise stated).	Cabinet	03 February 2021		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 26 January 2021)
Council Tax Arrangements 2021/2022: Proposed Council Tax Reduction Scheme	To consider revisions to the Council Tax Reduction Scheme.	Cabinet	03 February 2021		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 26 January 2021)

Key and non-key decisions expected to be made from July 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
Key						
Capital Strategy Key	To undertake the annual review of the Council's Capital Strategy.	Cabinet Council	03 February 2021 February 2021		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 26 January 2020)
Capital Investment Programme Key	To determine, for recommendation to Council, the Council's Capital Programme for 2021/2022, 2022/2023 and 2023/2024 together with the Council's proposed Prudential Indicators.	Cabinet Council	03 February 2021 February 2021		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 26 January 2021)
General Fund Budget 2021/2022 Key	To consider the summary General Fund Budget for 2021/2022 and to recommend the	Cabinet Council	03 February 2021 February 2021		Lead Cabinet member for Finance Peter Maddock,	Report (publication expected 26 January 2021)

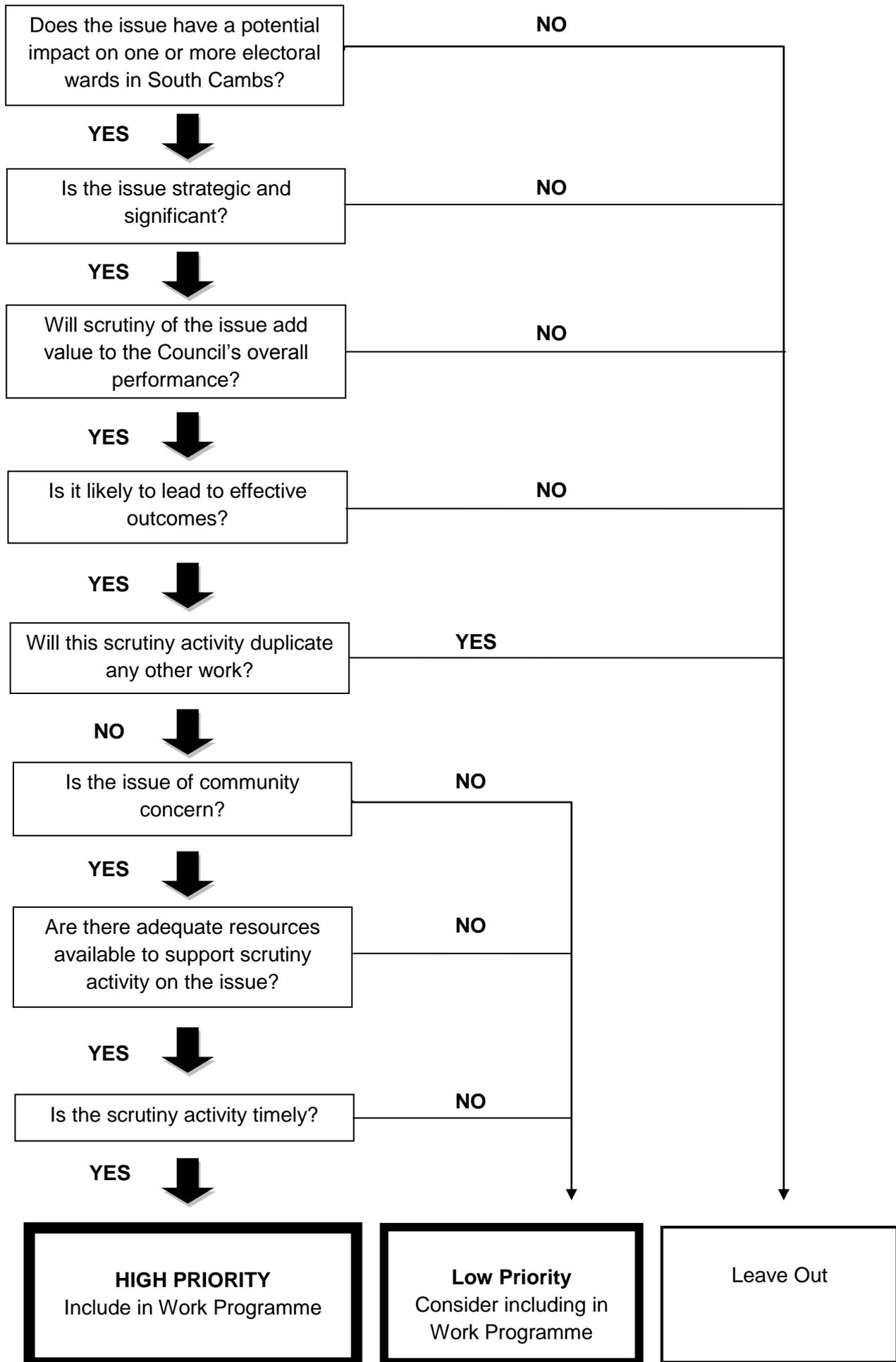
Key and non-key decisions expected to be made from July 2020

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
	Budget to Council.				Head of Finance	
Housing Revenue Account Budget 2021/2022 Key	To consider the Housing Revenue Account Budget for 2021/2022 and to recommend the Budget to Council.	Cabinet Council	03 February 2021 February 2021		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 26 January 2021)
NDR Discretionary Rates Relief Policy Update Key	Adoption of updated policy following changes to reliefs by central Government. Government frequently introduces new/changes to rates and expects this to be delivered via the Council's discretionary powers, negating the need for legislative changes.	Cabinet	03 February 2021		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 26 January 2021)
2020/2021	To consider the					

Key and non-key decisions expected to be made from July 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
Revenue and Capital Budget Monitoring	latest monitoring data in respect of the 2020/2021 revenue and capital budgets (Q3) and emerging budget issues.	Cabinet	22 March 2021		Lead Cabinet member for Finance Peter Maddock, Head of Finance	
Making of the Cottenham Neighbourhood Plan Non-Key	Following a successful referendum the Council will be required to make (adopt) the Cottenham Plan.	Council	June/July 2021		Lead Cabinet member for Planning Alison Talkington, Senior Planning Policy Officer	
Making of the Histon and Impington Neighbourhood Plan Key	The making (adoption) of the Histon & Impington Neighbourhood Plan. Once made this plan will become part of the statutory development plan for the district.	Council	June/July 2021		Lead Cabinet member for Planning Alison Talkington, Senior Planning Policy Officer	

Scrutiny Work Programme Prioritisation Tool



This page is left blank intentionally.

Document is Restricted

This page is left blank intentionally.

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

Document is Restricted

This page is left blank intentionally.

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

Document is Restricted

This page is left blank intentionally.

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

Document is Restricted

This page is left blank intentionally.

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

Document is Restricted

This page is left blank intentionally.

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

Document is Restricted

This page is left blank intentionally.

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

Document is Restricted

This page is left blank intentionally.

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

Document is Restricted

This page is left blank intentionally.

Document is Restricted

This page is left blank intentionally.