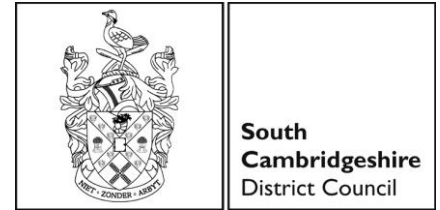


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 01954 713000
democratic.services@scambs.gov.uk
www.scambs.gov.uk



13 March 2024

To: Chair – Councillor Graham Cone
Vice-Chair – Councillor Stephen Drew
Members of the Scrutiny and Overview Committee – Councillors
Paul Bearpark, Anna Bradnam, Tom Bygott, Libby Earle, Sue Ellington,
Peter Fane, Sally Ann Hart, James Hobro, Helene Leeming,
Judith Rippeth, Richard Stobart, Dr. Aidan Van de Weyer and
Dr. Martin Cahn

Quorum: 4

Substitutes:	Councillors Heather Williams, Dr. Richard Williams, Bunty Waters, Mark Howell, Lina Nieto, Annika Osborne, Carla Hofman, Dr Lisa Redrup and William Jackson-Wood
--------------	--

Dear Councillor

You are invited to attend the next meeting of **Scrutiny and Overview Committee**, which will be held in the **Council Chamber - South Cambs Hall** on **Thursday, 21 March 2024** at **5.30 p.m.**

Yours faithfully
Liz Watts
Chief Executive

Agenda

	Pages
1. Apologies for absence Councillor Sally Ann Hart has sent apologies. To receive apologies for absence from othwe committee members.	
2. Declarations of Interest	
3. Minutes of Previous Meeting To authorise the Chair to sign the Minutes of the meeting held on 15 February 2024 as a correct record.	3 - 8
4. Public Questions If you would like to ask a question or make a statement, then please refer to the	

[Document called Public Speaking Scheme \(Physical Meetings\)](#)

and contact the Scrutiny and Governance Adviser in Democratic Services by no later than 11.59pm three clear working days before the meeting.

- | | | |
|-----------|--------------------------------|----------------|
| 5. | Peer Review Action Plan | 9 - 20 |
| 6. | Work Programme | 21 - 34 |

--

Agenda Item 3

South Cambridgeshire District Council

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 15 February 2024 at 5.30 p.m.

PRESENT: Councillor Graham Cone – Chair
Councillor Stephen Drew – Vice-Chair

Councillors: Paul Bearpark (substitute) Tom Bygott
Libby Earle James Hobro
Helene Leeming Dr Lisa Redrup (substitute)
Richard Stobart Dr. Aidan Van de Weyer
Heather Williams (substitute)

Officers in attendance for all or part of the meeting:

Peter Campbell (Head of Housing), Susan Carter (Service Manager - Housing Advice and Options), Aaron Clarke (Democratic Services Technical Officer), Bode Esan (Head of Climate, Environment & Waste), Andrew Francis (Elections and Democratic Services Manager), Heather Jones ([Deputy Director Planning and Building Quality](#)), Kevin Ledger (Senior Policy and Performance Officer), Peter Maddock (Head of Finance), Jeff Membery (Head of Transformation, HR and Corporate Services), John Murphy (Monitoring Officer), Ian Senior (Scrutiny and Governance Adviser), Duncan Vessey (Head of Ermine Street Housing) and Liz Watts (Chief Executive)

Councillor John Williams (Lead Cabinet Member for Resources) was in attendance, by invitation.

Councillors Peter Fane and Sally Ann Hart (both Scrutiny and Overview Committee members), Henry Batchelor (Lead Cabinet Member for Environment), John Batchelor (Lead Cabinet Member for Housing), Dr Tumi Hawkins (Lead Cabinet Member for Planning) and Peter McDonald (Lead Cabinet Member for Economic Development) were in attendance remotely.

1. Apologies for absence

Councillors Anna Bradnam, Martin Cahn, Sue Ellington and Judith Rippeth sent apologies. Councillors Lisa Redrup, Paul Bearpark and Heather Williams substituted respectively for Councillors Bradnam, Cahn and Ellington.

Councillors Bridget Smith (Leader of the Council), Brian Milnes (Deputy Leader) and Bill Handley (Lead Cabinet Member for Communities) also sent apologies.

2. Declarations of Interest

Councillor James Hobro declared an interest as a non-Executive Director of Ermine Street Housing and withdrew from the Chamber during consideration of Item 8 (Ermine Street Housing – Review of the Business Plan).

Councillor Richard Stobart declared an interest as a Director of the South Cambridgeshire

Investment Partnership LLP.

3. **Minutes of Previous Meeting**

The Scrutiny and Overview Committee authorised the Chair to sign, as a correct record, the minutes of the meeting held on 18 January 2024.

4. **Public Questions**

There were no public questions.

5. **2023-24 Quarter Three Performance Report**

The Scrutiny and Overview Committee reviewed a report about the Council's Quarter Three (Q3) position regarding its operational Key Performance Indicators (KPIs) and progress in relation to the 2020-25 Business Plan.

PN510 and PN511 (major and non-major planning applications determined within 13 and eight weeks respectively or agreed timescale)

The Committee welcomed the improvement in both KPIs and noted that the statistics suggested that the Four-Day-Week trial was having a beneficial impact in this instance.

PN512 (Percentage of appeals against major planning permission refusals allowed)

The Deputy Director (Planning and Building Quality) assured the Committee that, despite the two-year trend being upwards, the KPI nevertheless showed a positive result when compared with the Government's target.

FS117 (Staff turnover)

The Committee noted that this KPI reflected the quarterly situation rather than an annual one, and welcomed an assurance that this would be made clearer in future reports.

ES412 and ES414 (Kilograms of residual waste and total waste per household year to date)

The Committee noted that historical data was being used to develop this new KPI and noted also how that data would influence the setting of achievable targets in the future.

AH211 (Average days to relet all housing stock)

Amid continuing concern from the Committee about this challenging KPI, the Lead Cabinet Member for Housing said that, in the light of intense external scrutiny about the four-day-week, South Cambridgeshire District Council would be ill-advised to review the target at this stage. He summarised the various processes conducted as part of the KPI and explained that the Council was continuing to make progress after the difficulties of carrying out necessary repairs during the Covid-19 pandemic.

SH332 (Percentage of emergency repairs within 24 hours)

The Committee welcomed the consistently high performance under this KPI, due in part to the performance of the Council's contractor. The Head of Housing undertook to provide Committee members with a list of what constituted an emergency repair.

Business Plan Objective 2(a) (Address water scarcity)

The Deputy Director (Planning and Building Quality) assured the committee that officers from across the Council were collaborating with partner organisations to identify ways to encourage reduced water usage and mitigate waste.

Business Plan Objective 3(b) (Supporting local businesses – Shared Prosperity Fund Green Business Grant)

The Lead Cabinet Member for Economic Development explained the purpose of this fund, operated by the Cambridge & Peterborough Combined Authority across the County and available until 2025.

Business Plan Objective 4 (Skills development opportunities)

The Lead Cabinet Member for Economic Development explained how South Cambridgeshire District Council would help Small and Medium-sized businesses (SMEs) by directing them to appropriate sources of digital training.

Business Plan Objective 4(b) (Information on the Council's website)

The Head of Transformation, HR and Corporate Services outlined the process being followed in order to refresh the Council's website and make it more user-friendly. He confirmed that, before going live, ease of access to the new website would be assessed by reference to the experience of residents seeking information.

Business Plan Objective 5(b)(ii) (Statement of Community Involvement)

The Lead Cabinet Member for Planning outlined the steps taken by planning officers to engage with Parish and Town Councils, Agents, Developers and residents. These included the staging of regular Forums.

Business Plan Objective 5(c) (Cultural Strategy)

The Head of Transformation, HR and Corporate Services outlined the process being followed in order to deliver a Strategy that Members wanted within the resources currently available to the Council.

Having received responses to questions posed by Committee members, the Scrutiny and Overview Committee

1. affirmed the Key Performance Indicator results and comments at Appendix A to the report and progress against Business Plan actions at the draft Appendix B; and
2. recommended to Cabinet that the Business Plan should acknowledge the issue of water consumption and the importance of identifying and implementing appropriate mitigation measures (Appendix B (Action 2(a)(i) concerning water scarcity).

6. Homelessness Strategy

The Scrutiny and Overview Committee reviewed a report on the Council's five-yearly Strategy update intended to help prevent homelessness in South Cambridgeshire.

Councillor Peter Fane reminded the Committee about his non-remunerated role at Shire Homes but did consider it to be a declarable interest.

Committee members explored a range of issues arising from the report. In particular

- an already incisive strategy might benefit further from an examination of anecdotal evidence such as notable successes and lessons learned
- care should be taken to ensure that the strategy remains relevant as the demography of homelessness changes
- there could be value in housing and planning officers and Lead Cabinet Members investigating the feasibility, in terms of such factors as

management costs and the careful choice of tenants, of requiring the delivery of purpose-built HMOs (Houses in Multiple Occupation) in new developments.

In response to a question about data collection, the Chief Executive reminded Members about the data collection team to be considered by Full Council as part of the budget proposals for 2024-25. Advances in such technologies as Artificial Intelligence could identify risks from across the organisation and help prevent homelessness from occurring in the first place.

Having received responses to questions asked by Committee members, the Scrutiny and Overview Committee commends to Cabinet the new Homelessness Strategy 2023-2028.

7. Conservative Group budget proposals 2024/25

Councillor Heather Williams stepped down as a Committee member for this item in order to present the report and answer questions in her capacity as Leader of the Opposition Conservative Group.

The Scrutiny and Overview Committee reviewed a report setting out the Opposition Conservative Group's budget proposals for 2024-25.

Following a short debate focussing on the proposal to freeze Council Tax and having reviewed the measures proposed by the Conservative Group, the Scrutiny and Overview Committee agreed by affirmation to submit them to the meeting of Full Council on 27 February 2024 for consideration alongside the detailed draft budget for 2024-25.

8. South Cambs. Limited trading as Ermine Street Housing: Review of the Business Plan 2023/2024 to 2032/2033

The Scrutiny and Overview Committee reviewed a report relating to the annually updated Ermine Street Housing Business Plan containing the latest portfolio details, the previous year's performance, and the amended financial assumptions.

Committee members explored the following issues:

- the nature and role of the travel-to-work area
- the degree of risk that Ermine Street Housing created for the Council
- the business relationship between Ermine Street Housing and South Cambridgeshire District Council

Having reviewed the report and received responses to questions asked by Committee members, the Scrutiny and Overview Committee commended to Cabinet the Ermine Street Business Plan for the period 2023-2024 to 2032-2033 together with the following recommendations:

- a. that the Ermine Street Housing Business Plan should use footnotes to explain complex accounting concepts, and clearly explain the meaning of unavoidable technical jargon.
- b. that in future the Cabinet report relating to the Ermine Street Housing Business Plan should set out in greater detail the risks to Council so that the Scrutiny and Overview Committee can help and support the Cabinet by proposing

mitigation measures where appropriate.

c. specifically, that the covering report for the Business Plan should address Strategic Risk SR25 (Ermine Street Housing (ESH) £100 million investment fails to deliver return) so that the Committee can consider the potential implications for the residents of South Cambridgeshire.

9. **Work Programme**

The Scrutiny and Overview Committee received and noted the work programme attached to the agenda.

The Meeting ended at 7.50 p.m.

This page is left blank intentionally.

Agenda Item 5



**South
Cambridgeshire**
District Council

Report to:	Scrutiny and Overview Committee	21 March 2024
Lead Cabinet Member:	Councillor John Williams – Lead Cabinet Member for Resources	
Lead Officer:	Jeff Membery – Head of Transformation, HR and Corporate Services	

Peer Review Action Plan

Executive Summary

1. The District Council has recently taken part in a Corporate Peer Challenge, which is run by the Local Government Association (LGA) and designed to provide robust, strategic and credible challenge and support to councils. Typically, every Council has a peer review every five years; the Council's last peer review was on its Planning Committee in 2020.
2. The District Council invited the team of peers, made-up of councillors and officers from other councils, to visit us in late October / early November. They spoke with staff, councillors, and local partners, and their report has now been published which highlighted much good work by the Council and also made some recommendations.
3. This report – and the attached action plan at Appendix 1 – proposes how the Council will respond to the recommendations made by the peer challenge team recognising that there are always ways that we can do better and things that we can learn for the benefit of our residents and businesses.

Key Decision

4. No

Recommendations

5. A - It is recommended that Scrutiny and Overview Committee reviews and comments upon the action plan shown in Appendix 1 to this report and refers it on to be considered by the Cabinet.
B- It is recommended that Scrutiny and Overview Committee agrees to consider progress against the action plan – once agreed by Cabinet – alongside the quarterly KPI reporting.

Reasons for Recommendations

6. The peer review process requires that the Council considers the recommendations of the peer challenge team and responds with an action plan to deliver improvements in line with those recommendations. The action plan needs to be published and the peer challenge team will re-visit again in September 2024 to consider the Council's progress against that plan.

Details

7. In November 2023 South Cambridgeshire District Council welcomed a peer challenge team from the Local Government Association (LGA) to support us on our journey of continuous improvement. The full report can be accessed on our website. [LGA Corporate Peer Challenge Final Report \(scambs.gov.uk\)](https://scambs.gov.uk)
8. It was very helpful to have a team of experienced and knowledgeable peers look at and assess our progress, acknowledging the many things we do well, and also highlighting opportunities for us to sharpen our focus or further improve performance.
9. The Council would like to extend our thanks to the peer review team for the work they undertook with us.
10. Examples of the things the Council does well highlighted by the Peer Challenge team included; - the Council's cost of living response which it called "comprehensive" and "innovative", the Council's leadership on the green agenda, and a team culture where colleagues feel supported, have opportunities for learning and feel valued and recognised.
11. The team's report noted the investment in transformation that was already delivering measurable improvements and commented that it was positive to see the range of activities that apprentices were undertaking in key teams across the Council.
12. The report also comments on the effectiveness of the committees in ensuring strong governance was in place and noted the benefits of pre-scrutiny in delivering timely decision making. It also praises recent work to examine how the Council can improve how it interacts with younger people.
13. The report particularly highlights the Council's strong financial position.
14. In line with their remit, the team made recommendations about where there were opportunities to further improve the way we work. The action plan at Appendix 1 has been prepared in response to these recommendations and it is recommended that progress against this plan should be reported alongside the quarterly performance reports to Scrutiny & Overview committee and Cabinet until September 2025 by which date the plan should be fully delivered.

Options

15. The recommended option is for Cabinet to adopt the action plan in Appendix 1 in its entirety. This will both meet the objectives of the LGA Peer Review process and deliver improvements to residents.
16. Cabinet could choose to reject the plan in its entirety. Although this would potentially reduce officer workload in the short term, it would also pass up opportunities for delivering improvements to residents and would potentially be contrary to the Council's Best Value duty.
17. Cabinet could adopt the plan in part accepting the proposed response to some recommendations and rejecting or amending the proposed response to others.

Implications

Equality and Diversity

18. Although this action plan does not have a direct impact on Equality and Diversity some of its elements – such as the production of the “People Strategy” potentially will have and Equality Impact Assessments will be undertaken separately for those elements.

Alignment with Council Priority Areas

19. By improving the delivery of a range of services – including those contained in the Corporate Business Plan – this action plan aligned with the Corporate Priority areas.

Background Papers

The Peer Review report which can be accessed online here [LGA Corporate Peer Challenge Final Report \(scams.gov.uk\)](https://www.scams.gov.uk/peer-review-report)

Appendices

Appendix A: Peer Review Action Plan

Report Author:

Jeff Membery- Head of Transformation, HR & Corporate Services
Telephone: 01954-712925

This page is left blank intentionally.

Table 1 – Formal Recommendations

Recommendation	Action	Responsible Officer ¹ & Dates	Progress
Recommendation 1 Better Articulate your vision through a revised business plan which sets the context place narrative and communicate effectively to staff and key partners	The Council will – <ul style="list-style-type: none"> Revise and enhance the narrative around the Business Plan, with a clear vision and context section. Once signed off at Council in February 2024 the plan will be shared with key partners and colleagues. 	LW – March 2024	
Recommendation 2 Reset and define relationships at a local and regional level with key partners to support the delivery of business plan priorities	The Council will – <ul style="list-style-type: none"> Continue its series of Planning parish workshops and training sessions, and twice-yearly Cabinet-Parish Liaison meetings, focusing on areas identified by parishes as useful to them Continue to build effective relationships with the Combined Authority, Greater Cambridge Partnership, Oxford – Cambridge Pan Regional Partnership and other key partners 	SK/HJ – ongoing LT & Cabinet - ongoing	
Recommendation 3 Finance	The Council will –		

¹ LW – Liz Watts; SK – Stephen Kelly; HJ – Heather Jones; PM – Peter Maddock; FA – Farzana Ahmed; AA – Anne Ainsworth; AF – Andrew Francis; GB – Gareth Bell; HC – Helen Cornwell; JM – Jeff Membery; KL – Kevin Ledger;

<p>a. Accelerate the closure of outstanding accounts.</p> <p>b. Develop an efficiency strategy to demonstrate how the future budget gap will be bridged.</p> <p>c. Ensure effective and regular financial monitoring which includes forecast financial performance and is owned by service managers.</p> <p style="text-align: center;">Page 14</p>	<ul style="list-style-type: none"> • ensure that adequate resource is allocated to close the accounts and will work closely with the external auditors to ensure swift progress is made. • Work closely with the transformation team and Transformation Board to develop, monitor, and report on a schedule of progress towards the Target Operating Model and delivery of associated savings. • Escalate reporting of any forecast shortfalls to Leadership Team at an early stage to allow corrective action to be promptly undertaken. • Complete the testing, refining and roll out of the accountancy forecasting module of the Tech1 accountancy system. • Undertake regular meetings between accountancy business partners and heads of service to monitor and review financial performance at a service level. 	<p>PM – September 2024</p> <p>FA – May 2024</p> <p>FA – May 2024</p> <p>FA – September 2024</p> <p>PM – July 2024</p>	
<p>Recommendation 4</p> <p>Review the robustness of data/information provided to members to support effective decision making</p>	<p>The Council will –</p> <ul style="list-style-type: none"> • Introduce a lead data officer (pending budget approval by Council in February 2024) to shape the delivery of cleaner, better-quality data and ensure it is used to improve services to residents. • Provide training for all officers responsible for the drafting of reports to improve their understanding of where data/information is best obtained and who needs 	<p>AA – April 2025</p> <p>LW – January 2024</p>	<p>Training delivered at CMT on 23 Jan. Action complete.</p>

	<p>to be consulted to ensure this is data correct and up to date.</p> <ul style="list-style-type: none"> • Ensure report recommendations are evidence driven and conclusions in reports reference the supporting evidence which should be available to members making the decision. 	<p>LW – January 2024</p> <p>All - ongoing</p>	<p>Training delivered at CMT on 23 Jan. Action complete.</p>
<p>Recommendation 5</p> <p>Develop a member development plan to ensure all members are supported in their role and review it regularly</p> <p>Page 15</p>	<p>The Council will –</p> <ul style="list-style-type: none"> • Consult with members to better understand the support that they need in undertaking their role and the development opportunities they would value. • Draft a comprehensive Member Development plan based upon the results of the consultation. • Schedule in further consultations with members to see whether the delivery of the plan is still meeting their needs or is in need of an update/revision 	<p>AF – August 2024</p> <p>AF – October 2024</p> <p>AF – August 2025</p>	
<p>Recommendation 6</p> <p>Develop a community strategy to ensure there is a structured focus around enabling and supporting communities and further build on the relationship with the VCS and parishes</p>	<p>The Council will –</p> <ul style="list-style-type: none"> • Work with partners to develop a “Community Statement” which will explain the communities offering from the Council and explain what our communities can expect from us. 	<p>GB – September 2024</p>	
<p>Recommendation 7</p> <p>Develop with pace your organisational development and people strategies.</p>	<p>The Council will –</p>		

	<ul style="list-style-type: none"> • Complete the work on corporate values to give colleagues clear, relevant, and instructive insight into the actions and behaviours that the Council vales. • Complete a draft people strategy for consultation with colleagues. • Complete a draft organisational development strategy for consultation with colleagues. 	<p>HC – January 2024</p> <p>HC – February 2024</p> <p>HC – May 2024</p>	<p>Values launched at 6 Feb Town Hall meeting. Action ongoing</p> <p>Initial Draft Completed</p>
<p>Recommendation 8</p> <p>Develop a clear narrative for transformation with wider organisational ownership and review the governance structures.</p>	<p>The Council will -</p> <ul style="list-style-type: none"> • Re-launch transformation program with an associated communications plan & Transformation roadmap for internal and external audiences. • Include at least one target for managers to deliver the TOM and/or delivering bankable savings as part of the annual performance review. • Introduce a KPI around transformational change/delivery of Transformation savings. • Revise the remit of Transformation Board so that it includes Cabinet representation and focusses on supporting the delivery of the TOM and associated savings. 	<p>JM - February 2024</p> <p>ALL - April 2024</p> <p>JM - May 2024</p> <p>JM & AA -March 2024</p>	<p>Re-Launched at 6 Feb Town Hall meeting. Action ongoing</p>
<p>Recommendation 9</p>	<p>The Council will -</p>		

D 9916

<p>Review the performance metrics that is representative of the whole business at a strategic and operational level E.g thread between business plan, risk and performance measures.</p>	<ul style="list-style-type: none"> • Complete revision of business plan and KPI reporting arrangements for the 24/25 year. • Hold member officer workshop to review & revise existing KPIs to ensure they reflect the key parts of the organisation and meet member needs. • Continue to respond to requests from Cabinet and/or Scrutiny & Overview Committee for additions to – or changes to - KPIs 	<p>AA – January 2024 AA - March 2024 KL – As required.</p>	<p>Completed</p>
<p>Recommendation 10 Ensure your ICT provision supports your transformation plans</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 17</p>	<p>The Council will –</p> <ul style="list-style-type: none"> • Support the review of the shared service arrangements reviewing the whole of the offering and the delivery model to ensure that it meets the future needs of the 3 Councils. • Work with partners to look at alternative options for IT provision to see if they better support the transformation agenda. • Directly employ 2 developers to work hand in hand with 3C ICT’s digital team to speed the delivery of transformation projects. 	<p>LW – July 2025 LW/AA/JM – July 2025 JM – May 2024</p>	<p>Review has started - ongoing</p>
<p>Recommendation 11 Undertake the LGA 3-day communication review to support internal communications</p>	<p>The Council will –</p> <ul style="list-style-type: none"> • commission the review as suggested and draft an improvement plan based upon the results. 	<p>GB – September 2024.</p>	
<p>Recommendation 12</p>	<p>The Council will –</p>		

Undertake an effectiveness review of the Councils Overview and scrutiny committee	<ul style="list-style-type: none"> • discuss this recommendation with the Chair of Scrutiny and Overview committee. • agree actions with the Chair to ensure the work programme carries effective oversight of corporate risk. 	AF – September 2024	Meeting held with Scrutiny Chair on 13/02/2024. Actions agreed with Chair*
--	--	---------------------	--

** It was agreed that significant work had already been undertaken to improve the effectiveness of Scrutiny, including a full CfPS external review in 2020. Agreed with Chair that good progress had been made in delivering on the outcomes of that review, but with joint recognition that efforts can always be made to improve effectiveness further.*

Agreed that senior officer buy in is demonstrated through regular “triangulation” meetings with CE, Leader, Chair and Vice Chair.

Agreed that Scrutiny officer would work with Chair and Vice Chair to develop our work programme to include a longer term look at specific high profile corporate risks.

Table 2 - Other advice, suggestions or recommendations contained in the report

Suggestions	Actions	Responsible Officer & Dates	Progress
Deliver a real time information management system.	The Council will – <ul style="list-style-type: none"> • Identify which software will best meet its needs in producing real time dashboards through interfaces with key back-office processing and case management systems. 	JM & AA– March 2024	

	<ul style="list-style-type: none"> Procure the identified software, identify data champions, and arrange training for champions, managers and key users. Obtain temporary external support in setting up initial key dashboards. 	<p>KL – August 2024</p> <p>KL – October 24</p>	
The council undertake an independent resident survey to obtain a representative sample of resident views beyond planning and growth	<p>The Council will –</p> <ul style="list-style-type: none"> Undertake a residents survey as suggested. Put in the business plan a commitment to Identify current best practice in obtaining customer feedback and satisfaction levels. Implement a KPI for customer satisfaction across Council services. 	<p>GB – October 24</p> <p>JM – March 2025</p> <p>AA – April 2025</p>	
Set up a statutory officer group to include the Chief Executive, S151 Officer, Monitoring Officer and Head of Internal Audit	<p>The Council will –</p> <p>Set this group up and have regular meetings.</p>	<p>LW – January 2024</p>	<p>Group established and regular meetings scheduled.</p> <p>Action complete.</p>
A clear member engagement plan is required to ensure access to key colleagues at the right level in the organisation is established to improve the responsiveness with member’s case management and democratic duties.	<p>The Council Will –</p> <ul style="list-style-type: none"> Ensure all teams have an officer available for member contact (including having a team member in the office) every working day. Work with colleagues in 3C ICT and Colleagues in the City Council and Huntingdonshire Council to improve members access to officers using the Teams system 	<p>ALL – March 2024</p> <p>JM – August 2024</p>	<p>Actioned – Team Members are in the office daily</p>

Review the strategic capacity of the leadership team, considering the spans of control and number of direct reports reporting to the chief executive	The Council will – Consider this as part of the annual Performance Development Review process for Leadership Team colleagues.	LW – July 2024	
--	--	----------------	--

LW – Liz Watts; SK – Stephen Kelly; HJ – Heather Jones; PM – Peter Maddock; FA – Farzana Ahmed; AA – Anne Ainsworth; AF – Andrew Francis; GB – Gareth Bell; HC – Helen Cornwell; JM – Jeff Membery; KL – Kevin Ledger;

Agenda Item 6

Updated: 1 March 2024

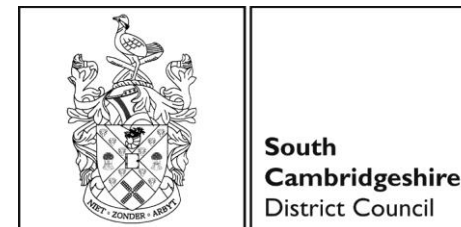
Scrutiny Work Programme Correct at the date of publication but subject to change

Date of Scrutiny and Overview Committee meeting	Scrutiny and Overview Committee work programme
21 March 2024	<ul style="list-style-type: none">• Peer Review Action Plan
16 May 2024	-
6 June 2024	<ul style="list-style-type: none">• Greater Cambridge Housing Strategy• Q4 Performance
5 September 2024	<ul style="list-style-type: none">• Annual Equality Scheme [key]• Q1 Performance Report
17 October 2024	-
14 November 2024	<ul style="list-style-type: none">• Impact of Civil Parking Enforcement in South Cambridgeshire• Q2 Performance Report
16 January 2025	<ul style="list-style-type: none">• Business Plan Action Plan• Detailed Directorate Draft Budgets 2025-26• Opposition Budget Proposals
6 March 2025	-
To be allocated	<ul style="list-style-type: none">• Planning engagement with town and parish councils

This page is left blank intentionally.

Cabinet Forward Plan of Key and Non-Key Decisions

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 1 March 2024



Notice is hereby given of:

- Key and Non-Key decisions that will be taken by Cabinet, individual Lead Cabinet Members 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 by the Cabinet, or an individual Cabinet Member or officer, which is likely to either incur significant* expenditure or make significant savings, or to have a significant impact on those living or working in 2 or more wards.

*A decision to:

1. Incur expenditure or savings in excess of £200,000; or
2. 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.

Where two meetings (for example, Cabinet and Council) are listed for a particular item, the first will be making a recommendation to the second, which will then make a final decision.

If you have any queries relating to this Notice, please contact
Ian Senior on 01954 713028 or by e-mailing ian.senior@scambs.gov.uk

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

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

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

Councillor Bridget Smith	Leader of the Council
Councillor Brian Milnes	Deputy Leader
Councillor Henry Batchelor	Environment
Councillor John Batchelor	Housing
Councillor Bill Handley	Communities
Councillor Tumi Hawkins	Planning
Councillor Peter McDonald	Economic Development
Councillor Brian Milnes	Environment
Councillor John Williams	Resources

Key and non-key decisions expected to be made from 1 March 2024

Title [If relevant, the reason for considering the matter in private]	Description	Decision Maker	Date of Meeting	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
<p>Part 1: Key and Non-Key Decisions</p> <p>A key decision is a decision by the Cabinet, or an individual Cabinet Member or officer, which is likely either to incur significant expenditure or make significant savings, or to have a significant impact on those living or working in two or more wards.</p> <p>The South Cambridgeshire District Council Constitution defines a significant decision as being one to:</p> <ul style="list-style-type: none"> • 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. <p>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.</p>					
2023/2024 Revenue and Capital Budget Monitoring (Quarter 3) Non-Key	Consider the monitoring data and trends in respect of the 2023/24 budgets and issues.	Cabinet	12 March 2024	Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 4 March 2024
Ermine Street Housing Business Plan Non-Key	For Cabinet to approve the new iteration of Ermine Street Housing Business Plan, which is refreshed annually. [The report is public, but the Business Plan is restricted by virtue of paragraph 3 of Schedule 12A to the	Cabinet	12 March 2024	Lead Cabinet member for Housing Duncan Vessey, Head of Ermine Street Housing	Public Cabinet Report and Confidential Appendix publication expected on 4 March 2024

Key and non-key decisions expected to be made from 1 March 2024

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
	<p>Local Government Act 1972 (as amended) (Information relating to the financial or business affairs of any particular person (including the authority holding that information)].</p>				
<p>Greater Cambridge Local Plan Timetable</p> <p>Key</p>	<p>The Local Plan timetable (previously called the Local Development Scheme (LDS)) is a timetable for the production of new or revised documents that set out the planning policy framework for Greater Cambridge. The latest LDS was agreed by the Councils in 2022. The Councils are required to keep the timetable up to date.</p>	<p>Cabinet</p>	<p>12 March 2024</p>	<p>Lead Cabinet member for Planning</p> <p>Jonathan Dixon, Planning Policy Manager, Caroline Hunt, Strategy and Economy Manager</p>	<p>Cabinet report publication expected five clear working days before the meeting.</p>
<p>Homelessness Strategy</p> <p>Key</p>	<p>To consider a revised Strategy.</p>	<p>Cabinet</p>	<p>12 March 2024</p>	<p>Lead Cabinet member for Housing</p>	<p>Cabinet report publication expected on 4 March 2024</p>

Key and non-key decisions expected to be made from 1 March 2024

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
				Susan Carter, Service Manager - Housing Advice and Options	
Lifeline Service (dispersed scheme) and the financial impact of the digital changeover Key Page 27	To consider the future of the scheme. [[he report is restricted by virtue of paragraph 1 (Information relating to any individual) and paragraph 2 (Information which is likely to reveal the identity of an individual) of Schedule 12A to the Local Government Act 1972 (as amended)].	Cabinet	12 March 2024	Lead Cabinet member for Housing Susan Carter, Service Manager - Housing Advice and Options	Confidential Cabinet report publication expected on 4 March 2024
Mobile Warden Schemes (see Part 2 below) Key					
Quarter 3 Performance report Non-Key	To consider Council performance during October, November and December 2023	Cabinet	12 March 2024	Lead Cabinet member for Resources	Cabinet report publication expected on 4 March 2024

Key and non-key decisions expected to be made from 1 March 2024

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
				Kevin Ledger, Senior Policy and Performance Officer	
Statement of Community Involvement (see Part 2 below)					
<p>Update on the 4-Day-Week Trial</p> <p>Key Page 8 Non-Key</p>	<p>The report will provide an update on the 4-Day-Week waste and desk-based trials, working hours and next steps.</p> <p>[The appendix is restricted by virtue of paragraph 5 of Schedule 12A to the Local Government Act 1972 (as amended) (Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings).]</p>	Cabinet	12 March 2024	<p>Lead Cabinet member for Resources</p> <p>Anne Ainsworth, Chief Operating Officer</p>	Cabinet report publication expected on 4 March 2024
		Cabinet	16 April 2024		

Key and non-key decisions expected to be made from 1 March 2024

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Peer Review Action Plan Non-Key	Cabinet is asked to endorse the adoption of the Action Plan as proposed Or to make any amendments to the plan they feel appropriate. The plan is primarily a proposed change to the way existing operational activities are carried out without any additional proposed expenditure.			Lead Cabinet member for Resources Jeff Membery, Head of Transformation, HR and Corporate Services	Cabinet report publication expected on 8 April 2024
Greater Cambridge Housing Strategy Key	To approve the Greater Cambridge Housing Strategy following public consultation.	Cabinet	June 2024	Lead Cabinet member for Housing Julie Fletcher, Service Manager – Housing Strategy	Cabinet report publication expected five clear working days before the meeting.
Quarter 4 Performance report Non-Key	To consider Council performance during January, February and March 2024.	Cabinet	June 2024	Leader of Council Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected five clear working days before the meeting
Annual Equality Scheme Update and Progress Report	To consider an update	Cabinet	September 2024	Lead Cabinet member for Resources	Cabinet report publication expected

Key and non-key decisions expected to be made from 1 March 2024

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Key				Philip Bird, Corporate Programme Manager	five clear working days before the meeting
Quarter 1 Performance Report Non-Key	To consider Key Performance Indicators and progress in respect of the Business Plan.	Cabinet	September 2024	Leader of Council Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected five clear working days before the meeting.
Quarter 2 Performance Report Non-Key	To consider Key Performance Indicators and progress in respect of the Business Plan.	Cabinet	December 2024	Leader of Council Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected five clear working days before the meeting/
Quarter 3 Performance Report Non-Key	To consider Key Performance Indicators and progress in respect of the Business Plan.	Cabinet	March 2025	Leader of Council Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected five clear working days before the meeting.
Quarter 4 Performance Report Non-Key	To consider Key Performance Indicators and progress in respect of the Business Plan.	Cabinet	June 2025	Leader of Council Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected five clear days before the meeting.
Part 2: General Exception Notices					

Key and non-key decisions expected to be made from 1 March 2024

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
<p>Mobile Warden Schemes - additional grant funding to support Age UK Cambridgeshire and Peterborough schemes for 2024-25</p> <p>Key</p> <p>Page 31</p>	<p>It is recommended that Cabinet agrees a supplementary estimate of £100,000 to fund Age UK Cambridgeshire and Peterborough to provide continuity of service to the 11 South Cambridgeshire Mobile and Community Warden Schemes in 2024-25. The decision will need to be reported to, and confirmed by, full Council at its next meeting.</p>	<p>Cabinet</p>	<p>12 March 2024</p>	<p>Lead Cabinet member for Resources</p> <p>Kathryn Hawkes, Communities Manager</p>	<p>Cabinet report publication expected on 4 March 2024</p> <p>General Exception Notice published on 4 March 2024</p>
<p>Statement of Community Involvement (follow this link to view the General Exception Notice)</p> <p>Key</p>	<p>The draft Statement of Community Involvement was published for consultation between October and November 2023. The SCI has been updated where relevant in response to the consultation responses and this final version is being brought to Cabinet for formal adoption.</p>	<p>Cabinet</p>	<p>12 March 2024</p>	<p>Lead Cabinet member for Planning</p> <p>Jonathan Dixon, Planning Policy Manager</p>	<p>Cabinet report publication expected on 4 March 2024</p> <p>General Exception Notice published on 14 February 2024</p>

Key and non-key decisions expected to be made from 1 March 2024

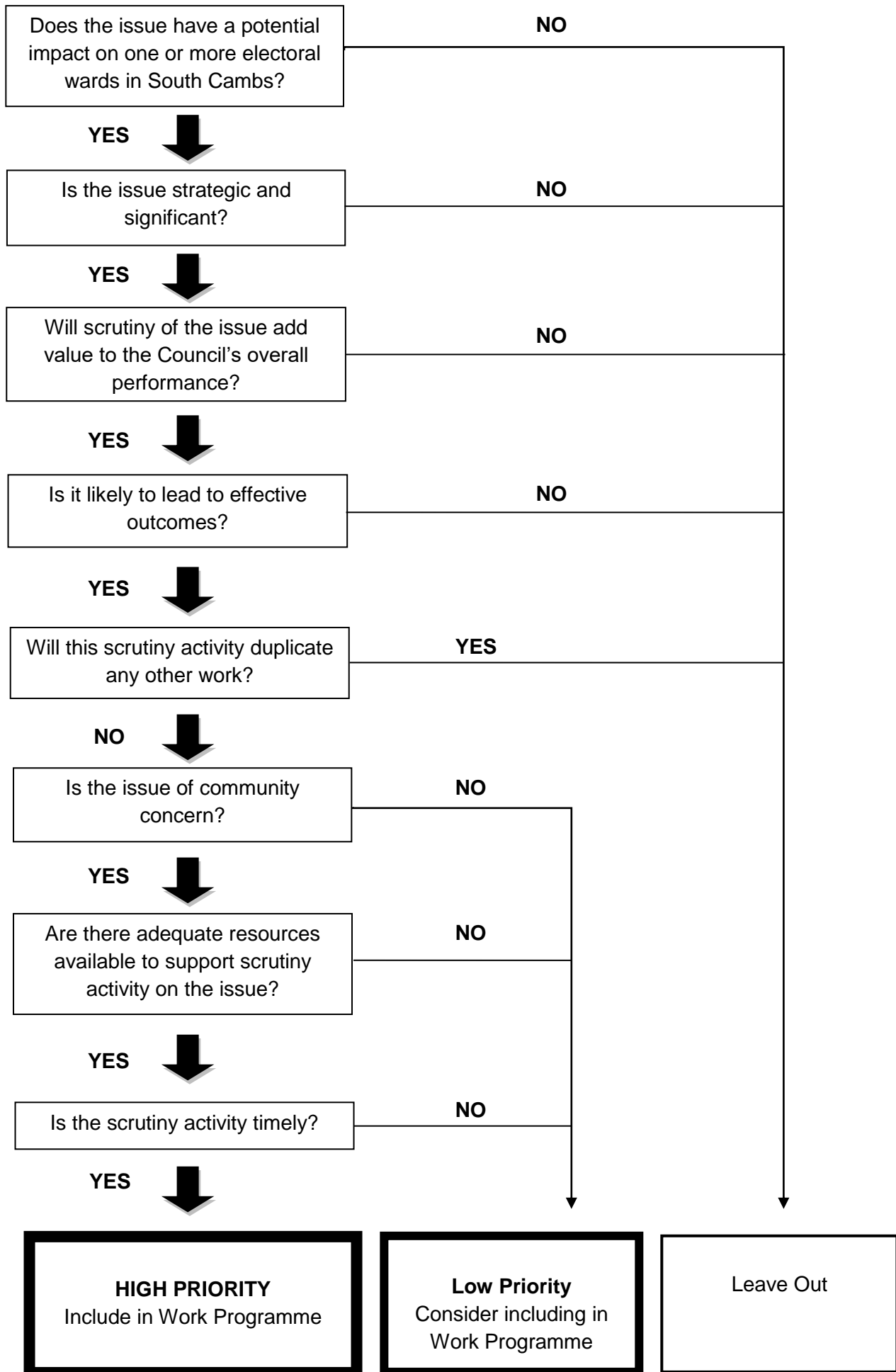
Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
---------------------	-------------------------	----------------	-----------------	--	---

Part 3: Special Urgency Notices

None

--	--	--	--	--	--

Scrutiny Work Programme Prioritisation Tool



This page is left blank intentionally.