

STRATEGY AND RESOURCES SCRUTINY COMMITTEE

1 July 2024
5.30 - 6.33 pm

Present: Councillors Robertson (Chair), Baigent, Bennett, Griffin, Porrer, Young and Todd-Jones

Officers:

Assistant Chief Executive: Andrew Limb
Customer Services Operations Manager: Clarissa Norman
Strategic Digital Lead: Michelle Lord
Head of People: Lynsey Fulcher
Principal Surveyor: Philip Taylor
Committee Manager: Chris Connor
Meeting Producer: Boris Herzog

FOR THE INFORMATION OF THE COUNCIL

24/29/SR Apologies for Absence

Apologies were received from Councillor Bick, Councillor Porrer attended as his Alternate. Apologies were received from Councillor Gawthrop Wood, Councillor Griffin attended as her Alternate. Apologies were also received from the Executive Councillor for Finance and Resources Councillor Simon Smith.

24/30/SR Declarations of Interest

| Name | Item | Interest |
|--------------------|----------|--|
| Councillor Baigent | All | Personal: Member of Cambridge Cycling Campaign |
| Councillor Baigent | 22/40/SR | Was a member of Planning Committee. Discretion unfettered. |

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|-----------------------|----------|--|
| Councillor Bennett | 22/40/SR | Was a member of Planning Committee. Discretion unfettered. |
| Councillor Porrer | 22/40/SR | Was a member of Planning Committee. Discretion unfettered. |

24/31/SR Minutes

The minutes of the meeting held on 23 May 2024 were approved as a correct record and signed by the Chair.

24/32/SR Public Questions

There were no public questions.

24/33/SR To Note Record of Urgent Decision Taken by the Executive Councillor for Finance and Resources

5a Funding for Cambridge City Council Governance Review

The decision was noted.

24/34/SR Annual Report on the Council's Key Strategic Partnerships

Matter for Decision

This report provides an annual report on the work of the key strategic partnerships that the Council is involved in; and covers the recent decisions on the Cambridge & Peterborough Combined Authority

Decision of the Leader of the Council

- i. Note the achievements and progress of the key strategic growth and economy-related partnerships that the City Council is engaged with, as detailed in paragraphs 3.3 – 3.41.
- ii. Note the recent decisions of the Cambridgeshire & Peterborough Combined Authority Board at Appendix A & B, and invite the City Council's representative to provide an update.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Assistant Chief Executive.

The Assistant Chief Executive and the Leader of the Council said the following in response to Members' questions:

- i. The Council's representative in the Cambridge and Peterborough Combined Authority (CPCA) Anna Smith was available at every meeting of Strategy & Resources and was able to answer any queries as related to the CPCA.
- ii. The Leader stated that he agreed that the Greater Cambridge Partnership (GCP) should be coming to this Committee for scrutiny as the CPCA does.
- iii. A unitary authority would not affect the Council's current relationships with partnerships, perhaps apart from the GCP.
- iv. The Leader stated that he would look at partnerships and see if there was a possibility for greater scrutiny and bring back to Committee.
- v. Councillor Anna Smith stated she was available to answer any questions in regards to the CPCA and was happy to have conversations regarding CPCA business with Members.

The Scrutiny Committee **unanimously** approved the recommendations.

The Leader approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor

24/35/SR Annual Performance and Customer Feedback Report 2023/24**Matter for Decision**

This report invites the Leader of the Council to approve the text of the Annual Report in advance of its formatting, design and publication on the council's website and the Key Performance Indicators. It also invites the Leader to note the Annual Complaints and Customer Feedback Report

Decision of the Leader of the Council

- i. Approve the Annual Report against the Corporate Plan and associated KPI table.
- ii. Note the Annual Complaints and Customer Feedback Report

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Customer Services Operation Manager.

The Customer Services Operation Manager said the following in response to Members' questions:

- i. Stable management teams were now in place to focus on complaints, most notably in cultural services. This had been a year of transition for that team.
- ii. Complaints were monitored, highlighted and escalated.
- iii. The percentage of complaints dealt with within target had decreased this year.
- iv. The Leader of the Council stated that he welcomed KPI's (Key Performance Indicators) as it allowed the Committee to scrutinise The Executive's performance. Stated that if Members felt KPI's needed to change, this Committee would be the place to raise any concerns.

- v. There were approximately 20,000 housing repairs with 184 complaints which is approximately 0.92%.
- vi. The Homelink service had 2696 applications with 16 complaints for 0.59% ratio.
- vii. The Housing Advice service had 2297 application with 23 complaints for 1% ratio.
- viii. The Leader of the Council stated that response times from complaints had increased and would be investigated.
- ix. The Leader of the Council stated that there were 230,000 contacts to Customer Services and there were only 24 complaints.

The Scrutiny Committee approved the recommendations by a vote of **6-0-2**.

The Leader approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor

24/36/SR Digital, Data and Technology (DDaT) Strategy

Matter for Decision

- i. This report presents the Digital, Data and Technology (DDaT) Strategy 2024-2029 for approval, which sets out the Council's vision and framework for effectively managing digital, data and technology over the next five years. For clarity, this is an internal (not public facing) technical strategy and does not relate to the 3C ICT Service Review.
- ii. Customers are placed at the heart of this Strategy. A key component of the Strategy is the digital customer journey which focusses on improving both user experience and accessibility for our customers, where those who can engage digitally, choose to do so because it is more convenient and preferable to other alternatives.
- iii. The Strategy aims to achieve the following outcomes: more agile response to community needs; improved digital accessibility; increased operational efficiency, better decision-making capabilities, an adaptable and resilient IT estate, and provide staff with improved digital and data skills.

- iv. The Strategy is structured into four strands: digital customer journey, data and information management, technology and innovation, and digital and data skills development. Each strand has specific missions and actions to deliver the desired target state of the Council.

Decision of the Leader of the Council

Approve the 5-year Digital, Data and Technology (DDaT) Strategy.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Strategic Digital Lead Manager.

The Strategic Digital Lead said the following in response to Members' questions:

- i. 3C ICT, Strategy and Data were not a part of the service offer. That service agreement was currently being reviewed.
- ii. 3C ICT review likely coming to this Committee in September.
- iii. Working on improving digital exclusion had internal support. Could improve signposting what the Council was already doing.
- iv. Part of the strategy was more bespoke training for staff.
- v. The Technical Design Authority (TDA) would be made up of Strategic Digital Lead, counterparts from 3C ICT. Were currently looking for a Solutions Architect to join the team. Depending on the outcome of the service review, may have representatives from South Cambridgeshire and Huntingdonshire Councils as well.
- vi. As part of digital function that was being looked at internally, were looking at how to create a business intelligence function. Would like to look at Councils data assets and make that available to staff and the public.

- vii. In response to a comment by the Chair about concentrating on the summary in the report in order for Members to more easily take in the information, Officer stated that she would take that feedback on board going forward.

The Scrutiny Committee **unanimously** approved the recommendations.

The Leader approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor

24/37/SR 2023/24 General Fund Revenue and Capital Outturn, Carry Forwards and Significant Variances

Item deferred.

24/38/SR Annual Treasury Management Outturn Report 2023/24

Item deferred.

24/39/SR People and Culture Strategy 2024-27

Matter for Decision

- i. The Council's Corporate Plan, Our Cambridge transformation programme and the Target Operating Model outline an ambitious agenda for the Council for the next three years. Our People and Culture strategy sets out how we will align our workforce to achieve these ambitions over the same period.
- ii. The Council's last People Strategy was for the period 2007– 2011. Since the last strategy was developed, our communities, workforce and Council have undergone considerable change. Our communities want services delivered in different ways, and the expectations that employees have of their employers has changed.
- iii. This People and Culture Strategy builds on the work and achievements we have made in all aspects of people management to date and takes

forward learnings gained to outline the people and workforce priorities and considerations for the next three years.

- iv. Once approved and launched, employee workshop sessions will be held to develop the action plan – “the People Plan” that will accompany the people and culture strategy. This will include new actions and projects as well as aligning people implications of existing programmes, initiatives and activities. The people plan will have clear accountability and will be regularly reviewed by a People Strategy Governance Board.

Decision of the Leader of the Council

- i. To recommend, following scrutiny and debate at Strategy and Resources Scrutiny Committee, to agree to the People and Culture strategy being launched across the Council commencing with employee engagement to shape the People Plan.

Reason for the Decision

As set out in the Officer’s report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Head of People.

The Head of People said the following in response to Members’ questions:

- i. If points in strategy regarding carers was not explicit enough, would certainly improve that.
- ii. Had noted the point of having Senior Champions for each team. Would explore this further.
- iii. Currently exploring and investigating how to set up meaningful staff networks for those who wish to be involved.
- iv. Regarding diversity and applications, that was a big focus for the Council. Working with external organisations and internal networks. Working with vulnerable groups within the community to see what could

be done to get more people into employment, not only with the Council but in general.

- v. There was a large amount of data in report going to Equalities Panel in regarding disabilities. Though report states that 7% of workforce had reported a disability, were aware that it was much higher. Many employees did not wish to declare their disability.
- vi. In September an all staff survey focusing on well-being would be launched to get data to help feed into the action plan going forward.
- vii. Trade Unions had seen the strategy in the report. Would make that more explicit.

The Scrutiny Committee **unanimously** approved the recommendations.

The Leader approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor

24/40/SR Development Agreement to Surrender and Re-grant New Lease - Plots 9, 10-11 & 12 and Wider Master-planning - Plots 6-16 Mercers Row Industrial Estate, Cambridge

The Committee **unanimously** voted and agreed to exclude the public after considering that the public interest was outweighed by paragraph 3 of Part 1 of schedule 12A of the Local Government Act 1972 to enable committee debate of the officer report.

The Scrutiny Committee **unanimously** approved the recommendations.

The Leader approved the recommendations.

The meeting ended at 6.33 pm

CHAIR