

South Cambridgeshire Hall  
Cambourne Business Park  
Cambourne  
Cambridge  
CB23 6EA

t: 01954 713000  
f: 01954 713149  
[www.scambs.gov.uk](http://www.scambs.gov.uk)



18 July 2022

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

Quorum: 4

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

**There is a pre-meeting session at 5pm the day before the meeting, for members of the Committee only, to plan their lines of enquiry.**

Dear Councillor

You are invited to attend the next meeting of **Scrutiny and Overview Committee**, which will be held in the **Council Chamber - South Cambs Hall** on **Tuesday, 26 July 2022 at 5.20 p.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution ***in advance of*** the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully  
**Liz Watts**  
Chief Executive

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

---

## Agenda

## Pages

### 1. Chair's announcements

<b>2.</b>	<b>Apologies for absence</b> To receive apologies for absence from committee members.	
<b>3.</b>	<b>Declarations of Interest</b>	
<b>4.</b>	<b>Minutes of Previous Meeting</b> To authorise the Chairman to sign the Minutes of the meeting held on 23 June 2022 as a correct record.	<b>1 - 6</b>
<b>5.</b>	<b>Public Questions</b> If you would like to ask a question or make a statement, then please refer to the  <a href="#">Document called Public Speaking Scheme (Physical Meetings)</a>  and contact the Scrutiny and Governance Adviser in Democratic Services by no later than 11.59pm three clear working days before the meeting (Wednesday 20 July).	
<b>6.</b>	<b>Quarter 1 Performance report</b>	<b>7 - 42</b>
<b>7.</b>	<b>Scrutiny at South Cambridgeshire District Council - a new approach</b>	<b>43 - 50</b>
<b>8.</b>	<b>Work Programme</b>	<b>51 - 64</b>
<b>9.</b>	<b>To Note the Dates of the next two meetings</b> The next two Scrutiny and Overview Committee meetings will be on <ul style="list-style-type: none"><li>• Tuesday 6 September 2022</li><li>• Thursday 20 October 2022</li></ul> both starting at 5.20pm.	
<b>10.</b>	<b>Exclusion of Press and Public</b> The press and public are likely to be excluded from the meeting during consideration of the following item in accordance with the provisions of Section 100(a)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A (as amended) of the Act).  Paragraph 3 concerns information relating to the financial or business affairs of any particular person (including the authority holding that information).	
<b>11.</b>	<b>Contributions during Minute 9 of the meeting held on 23 June 2022</b>	<b>65 - 66</b>

---

## **Notes to help those people visiting the South Cambridgeshire District Council offices**

While we try to make sure that you stay safe when visiting South Cambridgeshire Hall, you also have a responsibility for your own safety, and that of others.

### **Security**

When attending meetings in non-public areas of the Council offices you must report to Reception, sign in, and at all times wear the Visitor badge issued. Before leaving the building, please sign out and return the Visitor badge to Reception.

Public seating in meeting rooms is limited. For further details contact Democratic Services on 03450 450 500 or e-mail [democratic.services@scambs.gov.uk](mailto:democratic.services@scambs.gov.uk)

### **Emergency and Evacuation**

In the event of a fire, a continuous alarm will sound. Leave the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the assembly point at the far side of the staff car park opposite the staff entrance

- **Do not** use the lifts to leave the building. If you are unable to use stairs by yourself, the emergency staircase landings have fire refuge areas, which give protection for a minimum of 1.5 hours. Press the alarm button and wait for help from Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

### **First Aid**

If you feel unwell or need first aid, please alert a member of staff.

### **Access for People with Disabilities**

We are committed to improving, for all members of the community, access to our agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you. All meeting rooms are accessible to wheelchair users. There are disabled toilet facilities on each floor of the building. Infra-red hearing assistance systems are available in the Council Chamber and viewing gallery. To use these, you must sit in sight of the infra-red transmitter and wear a 'neck loop', which can be used with a hearing aid switched to the 'T' position. If your hearing aid does not have the 'T' position facility then earphones are also available and can be used independently. You can get both neck loops and earphones from Reception.

### **Toilets**

Public toilets are available on each floor of the building next to the lifts.

### **Recording of Business and Use of Mobile Phones**

We are open and transparent about how we make decisions. We allow recording, filming and photography at Council, Cabinet and other meetings, which members of the public can attend, so long as proceedings at the meeting are not disrupted. We also allow the use of social media during meetings to bring Council issues to the attention of a wider audience. To minimise disturbance to others attending the meeting, please switch your phone or other mobile device to silent / vibrate mode.

### **Banners, Placards and similar items**

You are not allowed to bring into, or display at, any public meeting any banner, placard, poster or other similar item. Failure to do so, will result in the Chairman suspending the meeting until such items are removed.

### **Disturbance by Public**

If a member of the public interrupts proceedings at a meeting, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared. The meeting will be suspended until order has been restored.

### **Smoking**

Since 1 July 2008, South Cambridgeshire District Council has operated a Smoke Free Policy. No one is allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

### **Food and Drink**

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. You are not allowed to bring food or drink into the meeting room.

This page is left blank intentionally.

# Agenda Item 4

## South Cambridgeshire District Council

Minutes of a meeting of the Scrutiny and Overview Committee held on  
Thursday, 23 June 2022 at 5.20 p.m.

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

Councillors:	Anna Bradnam	Dr. Martin Cahn
	Sue Ellington	Sunita Hansraj
	Sally Ann Hart	James Hobro
	Helene Leeming	John Loveluck
	Dr Lisa Redrup (substitute)	Dr. Aidan Van de Weyer

Officers in attendance for all or part of the meeting:

Anne Ainsworth (Chief Operating Officer), Gareth Bell (Communications Manager), Peter Campbell (Head of Housing), Jonathan Dixon (Planning Policy Manager), Kirstin Donaldson (Service Manager - Acquisitions and Development), Adele Gritten (Head of Economic Development and Commercial Investments), Caroline Hunt (Strategy and Economy Manager), Stephen Kelly (Joint Director of Planning and Economic Development), Peter Maddock (Head of Finance), Jonathan Malton (Cabinet Support Officer), Rory McKenna (Monitoring Officer) and Ian Senior (Scrutiny and Governance Adviser)

Councillor Heather Williams (Leader of the Opposition), Bill Handley (Lead Cabinet Member for Communities), Dr. Tumi Hawkins (Lead Cabinet Member for Planning), Judith Rippeth (Deputy Leader) and Bridget Smith (Leader of the Council) were in attendance, by invitation.

Councillor Peter Fane was in attendance remotely.

### 1. Chair's announcements

The Chair made several brief housekeeping announcements.

### 2. Apologies for absence

Councillor Richard Stobart sent apologies. His substitute was Councillor Lisa Redrup.

### 3. Declarations of Interest

There were no declarations of interest although Councillor Anna Bradnam noted the significance to all Members present of the Greater Cambridge Local Plan.

### 4. Minutes of Previous Meeting

The Scrutiny and Overview Committee authorised the Chair to sign the minutes of the meeting held on 6 June 2022 as a correct record subject to the following:

**Minute 6 – Quarter 4 Performance Report**

In the third paragraph from the end, replace the words ‘...waste sat community events...’ with the words “...waste at community events...” so that the paragraph reads as follows:

“Councillor Stephen Drew asked about C8 (Improve recycling and reduce waste at community events). Bode Esan. Head of Climate, Environment and Waste, referred to the toolkit aimed at addressing this issue.”

**Attendance list**

Councillor Heather Williams attended the meeting and was present in the Council Chamber.

**5. Public Questions and Statements**

There were no public questions.

Mr. Daniel Fulton (Fews Lane Consortium) withdrew his application to make a statement about the recent reorganisation of the Greater Cambridge Shared Planning Service,

**6. Greater Cambridge Local Development Scheme and Greater Cambridge Local Plan First Proposals representations**

The Scrutiny and Overview Committee considered a draft Cabinet report detailing the results of the consultation relating to the Greater Cambridge Local Plan First Proposals (Preferred Options) held in late 2021, and the representations received. The report also sought Cabinet approval of a revised timetable for future stages of the Local Plan, and of the North East Cambridge Area Action Plan, as set out in an update to the Greater Cambridge Local Development Scheme.

Councillor Dr. Tumi Hawkins (Lead Cabinet Member for Planning), the Strategy and Economy Manager and the Planning Policy Manager introduced the two themes of the report. Councillor Anna Bradnam welcomed the wide-ranging nature of the Local Plan consultation exercise in terms of both the number of different methods used to obtain feedback and the breadth in the demographic of respondents. Councillor Dr. Aidan Van de Weyer said that it was important for the Local Plan to focus on issues but accepted that Members might in addition be interested in who had made representations. He suggested that any gaps in the feedback from different communities should be identified for the future.

Councillor Sue Ellington asked that, where possible, there should be some analysis of the type and quantity of responses originating from the Cambridge City and South Cambridgeshire administrative areas. She was keen to make sure that the overall result would not be skewed against the rural way of life. Councillor Dr. Tumi Hawkins said that she would ask officers to carry out some analysis.

Councillor Ellington continued by saying that the pressure placed on the Uttons Drove Sewage Treatment Works by developments at Bourn Airfield, West Cambourne and Northstowe must not be underestimated. The Planning Policy Manager assured the Committee that officers were continuing to engage with partner organisations to make sure that appropriate infrastructure was in place.

Should the Water Treatment Plant be relocated away from North East Cambridge, Councillor Ellington said that the consequent time required to achieve that must be considered in assessing the reasonableness of the Local Plan’s timescales. Councillor Peter Fane observed that this was a joint Local Plan between South Cambridgeshire

District Council and Cambridge City Council. He recognised that there would be issues for the two Councils that were dependent on work being completed by third parties. The Strategy and Economy Manager said that the Cabinet would be asked to revise the Local Development Scheme to make sure that there was a realistic correlation between those things under the control of South Cambridgeshire District Council (like the Local Plan) and matters relating to other organisations such as the Development Consent Order upon which the North East Cambridge Area Action Plan was dependent. She confirmed that the new Local Plan would make reasonable assumptions on delivery of development taking account of site-specific circumstances.

Councillor Dr. Martin Cahn noted that the majority of housing proposed in South Cambridgeshire was in the north of the district whereas major employment expansion was focussed on the south. He said it would be crucial to forge a relationship between the two. Councillor Dr. Tumi Hawkins pointed out that housing development was located near to existing transport corridors.

Councillor Stephen Drew was keen that every effort should be made to increase involvement in the planning process by those aged between 19 and 39 as these people were the ones most likely to be affected in the long term by the outcome of Local Plan policies. Councillor Dr. Tumi Hawkins said it was a resource issue and that the main challenge was to get people used to being involved. The Planning Policy Manager added that officers were constantly striving to achieve a greater impact.

Councillor Peter Fane emphasised the importance of South Cambridgeshire District Council and Cambridge City Council being satisfied that water supply was sufficient. Officers summarised the evidence base on which the two Councils were reliant.

Having considered consultation responses in respect of the Greater Cambridge Local Plan First Proposals and, in particular, issues surrounding water resources, relocation of the Waste Treatment Plant at North East Cambridge, and the relationship between housing and employment, the Scrutiny and Overview Committee **supported by affirmation** the recommendations that the Cabinet should

1. note the representations made to the Greater Cambridge Local Plan First Proposals (Preferred Options) consultation and the report on the consultation at Appendix 1;
2. adopt the updated Local Development Scheme for Greater Cambridge included at Appendix 2 of the report, to take effect from Monday 1 August 2022; and
3. grant delegated authority to the Joint Director of Planning and Economic Development, in consultation with the South Cambridgeshire District Council Lead Cabinet member for Planning and the Cambridge City Council Executive Councillor for Planning and Infrastructure (in consultation with chair and spokes), to make any minor editing changes and corrections identified to the updated Local Development Scheme for Greater Cambridge included at Appendix 1 of the report prior to publication.

## 7. Work Programme

The Chair updated Committee members about arrangements being made to develop the work programme. He also highlighted his aspirations for the scheduled Committee

meeting on 6 September 2022.

## **8. To Note the Date of the next meeting**

Members noted that the next scheduled Scrutiny and Overview Committee meeting was on Tuesday 26 July 2022 at 5.20pm.

## **9. Delivery at Northstowe**

The Scrutiny and Overview Committee considered a report providing an update on a range of issues concerning Northstowe and making several recommendations related to the provision of community buildings; development of the Enterprise Zone and funding, including a funding shortfall in the Legal Agreement under Section 106 of the Town and Country Planning Act 1990.

Councillor Helene Leeming emphasised the importance of securing value for money especially in view of current inflationary pressures. Officers outlined how they intended to achieve this, and the Leader commented that sometimes quality should be prioritised over cost in order to assure effective futureproofing. The Head of Economic Development and Investment was confident that the community facilities referred to in the report could be delivered within cost parameters outlined in the financial appendices.

In response to a question from Councillor Anna Bradnam, the Head of Finance clarified that Cabinet would be recommended to increase the Capital Programme allocation for Northstowe to £34.6 million. Councillor Bradnam said there must be no compromise in community facilities complying with South Cambridgeshire District Council's 'Green to our Core' aspirations.

Referring to South Cambridgeshire District Council's intention to buy 60 affordable homes on Phase 2B, Councillor Graham Cone applauded the fact that, once the contract had been concluded these homes would be managed as Council property.

While noting that community buildings were available for use by everyone, Councillor Stephen Drew said the differing needs of Faith groups must be considered in the longer term.

Councillor Dr. Martin Cahn emphasised the importance of good architectural design for the community buildings in Northstowe and the need to determine the future governance of such buildings. The Leader assured Councillor Cahn that discussions about governance were ongoing and the Head of Housing summarised briefly the different business plans being worked on for the different types of community buildings.

Councillor Peter Fane said that the economic strategy must champion clean technology as being of prime importance.

Councillor Dr. Aidan Van de Weyer welcomed the proposals as a step towards place-making and observed that facilities at Northstowe would be important for South Cambridgeshire as a whole. However, he cautioned against such expenditure being at the expense of some other demand on the District Council's finances. Councillor Stephen Drew clarified that place-making at Northstowe must enhance the quality of people's lives.

The Chair invited Councillor Heather Williams to speak. Councillor Williams hoped that 'landmark building' would not simply mean 'large building'. She continued by



saying that Cabinet members might find it useful to have before them on 11 July some draft terms of reference for the Governance Board. Contingencies must be put in place to cope with unexpected challenges along the way.

The Chair proposed, and the Committee affirmed, that the Press and public be excluded from the meeting at this stage so that Members could consider restricted information contained in appendices F, G and H to the report 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 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)).

Upon returning to open session, the Scrutiny and Overview Committee **supported by affirmation** the recommendations contained in the report to the Cabinet meeting on 11 July 2022 namely

1. that the Council invest more than £12 million in funding and move forward with its commitment to deliver high-quality community facilities for Northstowe residents. This would include the growing new town's Sports Pavilion and Community Centre on Phase 1, and Civic Hub and additional Sports Pavilion on Phase 2; and
2. that further development work on the Enterprise Zone be paused to allow time to focus on the community facilities; and a Member Governance Group be established to oversee progress on the buildings the Council is responsible for delivering.

---

**The Meeting ended at 8.18 p.m.**

---

This page is left blank intentionally.

# Agenda Item 6



South  
Cambridgeshire  
District Council

Report to:	Scrutiny and Overview Committee	26 July 2022
Lead Cabinet Member:	Cllr Judith Rippeth	
Lead Officer:	Head of Transformation	

## 2022-23 Quarter One Performance Report

### Executive Summary

1. This report presents Scrutiny and Overview Committee with the Council's One (Q1) position regarding its operational Key Performance Indicators (KPIs) and 2020-25 Business Plan actions, for consideration, comment and onward submission to Cabinet.

### Key Decision

2. No

### Recommendations

3. It is recommended that Scrutiny and Overview Committee:
  - a) Review the KPI results and comments at **Appendix A** and progress against Business Plan actions at **Appendix B**, recommending, where appropriate, any actions required to address issues identified, and approving onward submission to Cabinet.
  - b) Note the addition of new KPIs (PN519, AH230 and CC314) and the rationale for each of these, as detailed within the comments section of **Appendix A**, providing comment as required.
  - c) Note the addition of the new 'Outlook RAG' column in the KPI report at **Appendix A** (see paragraph 8 for further details).

### Reasons for Recommendations

4. These recommendations are required to enable management and members to understand the organisation's performance. The information included within performance reports contributes to the evidence base for the ongoing review of priorities and enables, where appropriate, redirection of resources to reflect emerging priorities and address areas of concern.

## Details

### Key Performance Indicator (KPI) Report

5. This report presents Key Performance Indicator (KPI) results that are aligned to high-level, business-as-usual activities that underpin the successful delivery of the Council's services.
6. The data in **Appendix A** shows actual performance against target and intervention levels and accompanying comments, as provided by performance indicator owners. The Council uses a 'traffic light' system to denote performance, whereby:
  - **Green** signifies performance targets that have been met or surpassed;
  - **Amber** denotes performance below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions to raise standards as required.
  - **Red** denotes performance below the intervention level. This represents underperformance of concern and should prompt interventions and may involve the reallocation of resources or proposals to redesign how services are provided.
7. It should be noted that three additional KPIs have been included within this report for the first time. These are:
  - PN519 – Average number of days to determine validated householder planning applications
  - AH230 – Number of households with children leaving B&B accommodation after longer than 6 weeks
  - CC314 - % of hybrid meetings run without issues causing downtime exceeding 5 minutes

Details and rationale in relation to each of these KPIs have been included within the relevant comments sections of the KPI report at **Appendix A**.

8. This report also contains a new column called 'Outlook RAG' for the first time. The purpose of this column is to provide an indication of expected performance levels over the following quarter. This is based on estimates provided by service managers, and will help to flag any particular risks to performance levels and prompt discussion about how these may be mitigated.

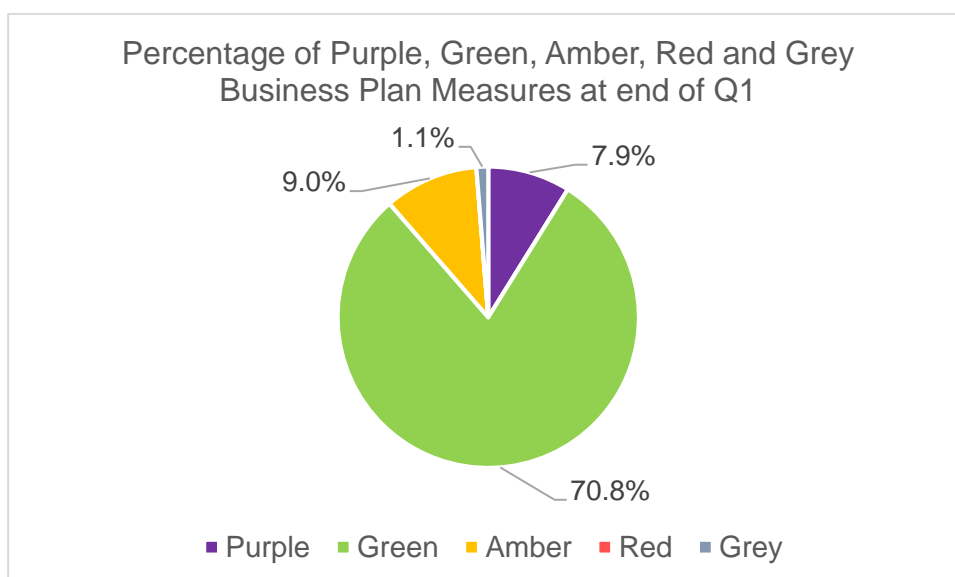
### Business Plan Update Report

9. **Appendix B** provides updates in relation to the 2020-25 Business Plan actions and timescales. This report presents progress towards the 2022-23 iteration of the Business Plan Action Plan for the first time.
10. A colour-coding system is applied to this element of the report whereby:
  - **Purple** signifies that the measure has been completed
  - **Green** signifies that completion of the measure by the end of the stated target quarter is on target

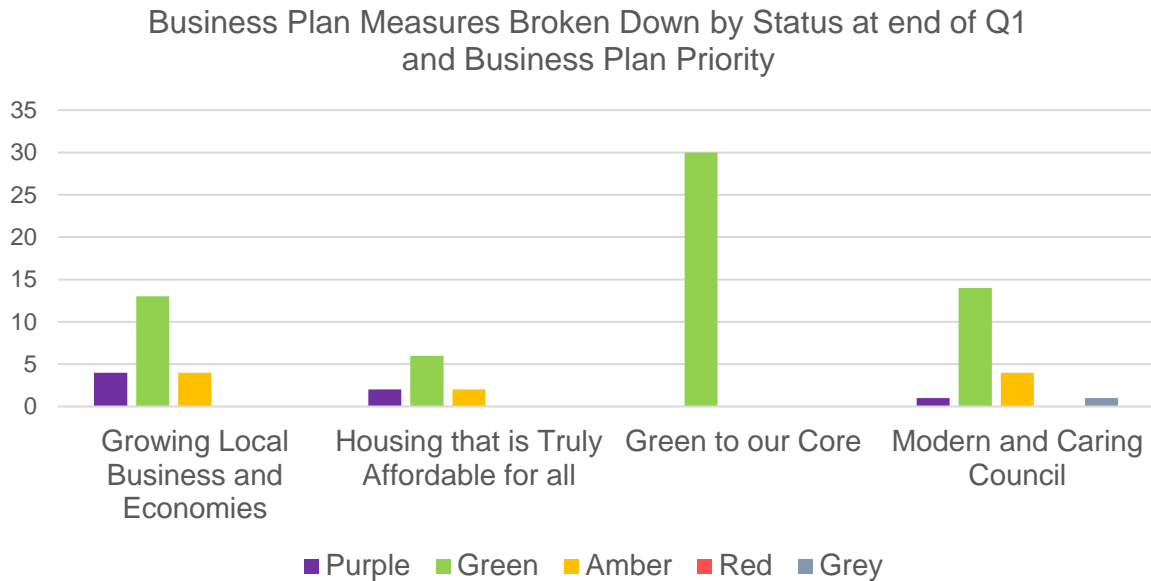
- **Amber** signifies that completion of the measure has been delayed, but is on track to be delivered by a revised delivery date
- **Red** signifies that the measure will not be delivered or that a delivery plan is needed
- **Grey** signifies that information is not available to indicate progress at this time

11. The number of Purple, Green, Amber, Red and Grey Business Plan measures at end of quarter one, broken down by each Business Plan priority, is as follows:

Status	Growing Local Business and Economies	Housing that is Truly Affordable for all	Being Green to our Core	A Modern and Caring Council	Total
<b>Purple</b>	4	2	0	1	7
<b>Green</b>	13	6	30	14	63
<b>Amber</b>	4	2	0	4	8
<b>Red</b>	0	0	0	0	0
<b>Grey</b>	0	0	0	1	1
<b>Total</b>	21	10	30	20	89



\*Please see colour coding definitions at paragraph 10 above.



\*Please see colour coding definitions at paragraph 10 above.

## Implications

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

There are no significant implications beyond those raised by performance indicator owners within the comments section of the Key Performance Indicator report at (**Appendix A**) or lead officers within the Business Plan update report at (**Appendix B**).

## Consultation responses

13. All performance indicator results, and commentaries are provided by or at the instruction of performance indicator owners. Business Plan updates have been provided by lead officers for each individual action.

## Alignment with Council Priority Areas

14. The KPI report (**Appendix A**) allows business-as-usual performance to be monitored and managed across the Council's range of activities, whilst the Business Plan Update report (**Appendix B**) provides a view of progress towards each of the actions and timelines outlined within the within the 2020-25 Business Plan priority areas, as detailed below:

- Growing local businesses and economies
- Housing that is truly affordable for everyone to live in
- Being green to our core
- A modern and caring Council

## **Background Papers**

South Cambridgeshire District Council Business Plan 2020-25

## **Appendices**

Appendix A: Key Performance Indicator Report

Appendix B: Business Plan Update Report

## **Report Author:**

Kevin Ledger – Senior Policy and Performance Officer

Telephone: (01954) 713018

This page is left blank intentionally.



Key Performance Indicator and Owner, organised by Directorate and Service Area				Actual	Target	Intervention	Outlook RAG	Comments
Benefits								
FS112 Average number of days to process new HB/CTS claims								
Dawn Graham								
				Apr	17	15	20	
				May	11	15	20	
				Jun	9	15	20	Green
FS113 Average number of days to process HB/CTS change events								
Dawn Graham								
				Apr	12	10	15	
				May	7	10	15	
				Jun	5	10	15	Green
Finance								
FS109 % undisputed invoices paid in 30 days								
Peter Maddock								
				Apr	99.21	98.5	96.5	
				May	99.70	98.5	96.5	
				Jun		98.5	96.5	
				Work is currently being undertaken to obtain June's result. This will be added to the report prior to in time for onward submission to Cabinet.				
Revenues								
FS102 % Housing Rent collected								
Katie Kelly								
				Apr	79.37	82.6	80.95	
				May	89.25	89.5	87.71	
				Jun	93.09	92.8	90.94	Amber
FS104 % Business Rates collected (year to date)								
Katie Kelly								
				Apr	15.50	13	12.74	
				May	24.50	22.69	22.24	
				Jun	33.80	31.73	31.1	Amber
FS105 % Council Tax collected (year to date)								
Katie Kelly								
				Apr	11.30	11.0	10.78	
				May	20.90	21.0	20.58	
				Jun	30.04	30.7	30.09	Amber
				Income from non-Direct Debit sources was reduced through June. Initial analysis suggests that this may be caused by instalments being recalculated and spread over future periods rather than significant non-payment, although there has been an increase in the volume of recovery documents issued in Q1 compared to previous years.				
				We have also received a high number of requests to credit the energy rebate directly to council tax accounts. Whilst we asked people opting for this to continue to make payments until they have received notification that it has been completed, undoubtedly there will be a proportion that have not done so. Resource has been increased to process these requests.				

Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)

Key Performance Indicator and Owner, organised by Directorate and Service Area				Actual	Target	Intervention	Outlook RAG	Comments
Dev. Management								
PN510 % of major applications determined within 13 weeks or agreed timeline (2 year reporting period cumulative)								
Heather Jones								
				Mar	73.26	65	60	PN510 and PN511 results for Q4 have now been updated to accout for final verification and audit activities. This only resulted in vey minor changes to the result and does not change the RAG status in either case.
				Jun	70.71	65	60	
PN511 % of non-major applications determined within 8 weeks or agreed timeline (2 year reporting period cumulative)								
Heather Jones								
				Mar	74.87	75	70	
				Jun	75.26	75	70	
PN512 % of appeals against major planning permissions refusal allowed (2 year reporting period cumulative)								
Heather Jones								
				Mar	1.99	5	10	
				Jun	2.65	5	10	
PN513 % of appeals against non-major planning permission refusal allowed (2 year reporting period cumulative)								
Heather Jones								
				Mar	0.57	5	10	
				Jun	0.72	5	10	

Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)

Key Performance Indicator and Owner, organised by Directorate and Service Area				Actual	Target	Intervention	Outlook RAG	Comments
PN519 Average time to determine validated householder Planning applications (weeks)								
Heather Jones								
		Jun		10.90	10	12	Amber	<p>This is a new KPI prompted by discussions at a previous Scrutiny meeting reflecting the need for a more immediate indicator of performance in addition to the existing KPIs which align with government approaches to monitoring local authority planning performance.</p> <p>Performance is marginally short of the provisional target, but is better than intervention levels. Reporting of this KPI will allow closer measurement of performance and encourage improvement activities throughout the year. Performance is expected to improve later in the year as the service actively reduces both validation and application backlogs.</p>
Land Charges								
SX025 Average Land Charges search response days								
Heather Jones								
		Apr		14.42	12	15		Additional resource was allocated to the processing of Land Charges search requests in June to ensure that the increased demand is managed.
		May		12.54	12	15		
		Jun		11.09	12	15	Amber	<p>The Outlook RAG has been set as 'amber' as it is expected that July's result will increase above the 12 day target due to a combination of staff sickness, a continuation of relatively high demand (although this may reduce slightly in the summer holidays) and work to rectify an issue with the building control system data weekly upload.</p> <p>This KPI relates to 'paid for' land charges search responses. The current trend is that income generated through this service in the year to date is exceeding expected levels, as a result of the increased demand seen.</p>

Report continues on the following page.

Key Performance Indicator and Owner, organised by Directorate and Service Area				Actual	Target	Intervention	Outlook RAG	Comments
Housing Advice								
AH230 Number of households with children leaving B&B accommodation after longer than 6 weeks								
Heather Wood								
		Jun		0	0	1	Amber	B&B usage as a means of emergency accommodation has been increasing, mirroring the national trend. The Council's B&B indicator has been updated in response to the increasing demand and reflects national guidance stating that 'Housing authorities should use B&B accommodation to discharge a duty to secure accommodation for applicants with family commitments only as a last resort and then only for a maximum of 6 weeks'. This includes an applicant who is pregnant; with whom a pregnant woman resides or might reasonably be expected to reside; or, with whom dependent children reside or might reasonably be expected to reside.
								Additional indicators continue to be monitored by the team at a service level. For context, the number of unique family households who began a period in B&B during the quarter was 31. The average lengh of stay in a B&B (all households) for those leaving within the quarter was 14 days.
								An amber Outlook RAG has been applied to account for a potential increase in demand for housing through the cost of living crisis, resulting in homelessness and breakdown in relationships for Ukrainians.
Housing and Property Services								
AH204 % tenants satisfied with responsive repairs								
Eddie Spicer								
		Mar		93.0	97	92		Following the move to standard national benchmarking methodologies earlier in 2022 and the appointment of a full-time Service Manager for Housing Assets, there has been a marked improvement in satisfaction returns during Q1. This is a result of increased confidence in the repairs contract and continued improvements that are being implemented ahead of contract renewal due in Q3.
		Jun		96.0	97	92	Green	
								The Outlook RAG is green as we hope to continue the current rate of improvement as we progress into new contract.
AH211 Average days to re-let all housing stock								
Eddie Spicer								
		Mar		26	17	25		Although we are still seeing turnaround times slightly above the intervention target set, the performance for Q1 shows a stark improvement on where we were this time last year and an overall decrease compared with the previous quarter. So generally we are heading in the right direction but still experiencing some challenges. May saw a slight drop in performance due to an increase in empty properties that came back to us in April and a couple of extended staff absences in our Housing Management Team.
		Apr		28	17	25		
		May		34	17	25	Red	
								The Outlook RAG is shown as red as although the speed of work has been improving there has been an increase in refusals which causes additional delay. We will be carrying out a review of processes with tenant representatives to better understand how they can be improved.

Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)

Key Performance Indicator and Owner, organised by Directorate and Service Area				Actual	Target	Intervention	Outlook RAG	Comments
SH332 % emergency repairs in 24 hours								
Eddie Spicer								
				Apr	100.0	98	95	
				May	99.2	98	95	
				Jun	98.6	98	95	Green

Report continues on the following page.

Key Performance Indicator and Owner, organised by Directorate and Service Area			Actual	Target	Intervention	Outlook RAG	Comments
Democratic Services							
CC314 % of public hybrid meetings run without issues causing downtime exceeding 5 minutes							This is a new KPI that has been set up following a previous request at Cabinet. The KPI format replicates statistical information previously provided to Scrutiny and Overview Committee to indicate performance in this area as part of a one-off report earlier in the calendar year.  The target and intervention level are still to be confirmed following discussion with key stakeholders, however the Q1 result has been included within this report for information.
Rebecca Dobson	Jun	92.31					
HR							
FS117 Staff turnover (non-cumulative)							Q1 turnover was a reduction from the Q4 result but remained slightly higher than target. Exit interviews continue to be undertaken with leavers, and the information from these is monitored closely for the identification of trends. This is reported to Employment and Staffing Committee.
Jeff Membery	Mar	3.85	3.25	4			
	Jun	3.56	3.25	4	Amber		
FS125 Staff sickness days per FTE excluding SSWS (non-cumulative)							
Jeff Membery	Mar	1.47	1.75	2.5			
	Jun	1.54	1.75	2.5	Green		
FS126 Staff absence days per FTE excluding SSWS (non-cumulative)							
Jeff Membery	Mar	1.47	1.75	2.5			
	Jun	1.54	1.75	2.5	Green		
FS127 Staff absence days per FTE excluding SSWS (non-cumulative)							
Jeff Membery	Mar	1.47	1.75	2.5			
	Jun	1.54	1.75	2.5	Green		

Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)

Key Performance Indicator and Owner, organised by Directorate and Service Area				Actual	Target	Intervention	Outlook RAG	Comments
Shared Waste Service								
ES408 % of bins collected on schedule								
Bode Esan								
				Apr	99.77	99.7	99.25	Work is currently being undertaken to obtain June's result. This will be added to the report prior to in time for onward submission to Cabinet.
				May	99.77	99.7	99.25	
				Jun		99.7	99.25 Green	
ES418 % of household waste sent for reuse, recycling and composting (cumulative)								
Bode Esan								
				Apr	50.61	52	48	Work is currently being undertaken to obtain June's result. This will be added to the report prior to in time for onward submission to Cabinet.
				May	52.77	52	48	
				Jun		52	48 Green	
SF786a Staff sickness days per FTE - Shared Waste Service Only								
Bode Esan								
				Jun	2.97	3	3.5 Amber	

Page 9

6

Report continues on the following page.

Key Performance Indicator and Owner, organised by Directorate and Service Area			Actual	Target	Intervention	Outlook RAG	Comments
Complaints							
CC305 % of formal complaints resolved within timescale (all SCDC)							
Jeff Membery		Mar	83.33	80	70	Green	Although amber, this is a positive result, with 3 of the 4 complaints areas responding to the vast majority (if not all) complaints within target timescale. Meanwhile the Greater Cambridge Planning Service responded to the highest number of complaints for this service in a single quarter since the beginning of 2018-19 (30), has cleared the backlog of complaints that previously existed in this area. Although this has resulted in a lower result in relation to the % of Planning complaints having been determined within timescale this time around (due to the resolution of older complaints from the backlog) this puts the Council in good stead to surpass the 80% target for this KPI going forward. The full breakdown results from across the Council can be seen below.
		Jun	78.65	80	70		
							70 of 89 resolutions were within timescale across the entire organisation; 17 of 17 (100%) in Corporate Services and Finance, 14 of 14 in Shared Waste and Environment, 26 of 28 (92.68%) in Housing, and 13 of 30 (43%) within the Greater Cambridge Planning Service (GCPS).
Contact Centre							
CC302 % calls to the Contact Centre resolved first time							
Jeff Membery		Apr	83.58	80	70	Green	
		May	86.67	80	70		
		Jun	84.14	80	70		
CC303 % of calls to the Contact Centre that are handled (answered)							
Jeff Membery		Apr	92.13	90	80	Green	
		May	91.07	90	80		
		Jun	92.19	90	80		

Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)



Key Performance Indicator and Owner, organised by Directorate and Service Area		Actual	Target	Intervention	Outlook RAG	Comments
CC307 Average call answer time (seconds)						
Jeff Membery						
	Apr	105	100	180		April is normally our busiest month, and an answer time of 105 seconds represents the best performance for April for some time.
	May	135	100	180		Performance in May was impacted by the call centre having to release many staff for election work and the associated training.
	Jun	108	100	180	Green	
						Performance in June was very comfortably within target until 20 <sup>th</sup> when residents received letters about the Energy Rebate Scheme. This prompted an exceptionally high volume of enquiries resulting in the final number of calls received in June being higher than the number received in April. 108 seconds represents good performance in light of these call volumes.
						During Q1 there were 5 days where the average call answer time exceeded 5 minutes, the longest of these being on 28th April, which had an average call answer time of 9 minutes and 19.

Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)

This page is left blank intentionally.

## Appendix B - Business Plan Progress Report (Growing local businesses and economies)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1i) Implement a Customer Relationship Management system to improve our engagement with, and services for, local businesses (Quarter 3)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>We are currently engaging with suppliers and exploring options for delivery, including the identification of project resource.</li> </ul>	Amber
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.  Page 23	A1ii) Expand our Visit South Cambridgeshire brand alongside wider collaboration with Cambridgeshire and Peterborough partners, to support local businesses. (Quarter 3)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>Work is being undertaken with colleagues in Cambridge City to see how we can work together to cover the Greater Cambridge area.</li> <li>There have now been 6,100 unique users since launch in Sept 2021, with over 29,000 page impressions.</li> <li>Phase 2 work to further develop the website is continuing. This includes template creation for walks and investigating the use of accompanying audio. We are also going to launch a 'Visit South Cambridgeshire' newsletter.</li> <li>We are looking into advertising space and category-led tenancy spots, to progress potential website monetisation.</li> <li>We have seen a huge increase in 'what's on' listings from Spring onwards. This is due to proactive engagement, social media posts and the Spring marketing campaign to create awareness. A similar campaign has been booked for Summer.</li> </ul>	Green
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1iii) Deliver at least 8 Sector specific events/webinars/support initiatives as part of an ongoing engagement programme (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>Two webinars have so far taken place this year. These were 'how to tender for council contracts' in April and 'how to attract and retain the best people for your jobs' in June.</li> <li>'How to tender for council contracts' is also being held in July.</li> <li>A series of in-person roadshows around the district, plus other webinars are being discussed.</li> </ul>	Green
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1iv) Implement a new and improved policy to support the street trading sector across South Cambridgeshire. This policy will ensure high levels of safety compliance and enable the sector to thrive through the introduction of flexible trading models. (implementation by March 2023)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>The new street trading policy has now rolled out successfully (as of April 2022), and there has been a positive uptake in street trading licences.</li> <li>The licensing team is now ensuring, with the help of other internal partners (e.g. Environmental Health) that all street trading operators are identified and licensed appropriately.</li> </ul>	Purple

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

## Appendix B - Business Plan Progress Report (Growing local businesses and economies)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1v) Support the private hire and hackney carriage sector through an updated and improved taxi strategy and policy. These policy measures will contribute to the overall green agenda and support the taxi trade through this transition. Public safety measures will also be progressed including the advancement of taxi CCTV provisions. (Implementation over 2022 - 2023 and ongoing)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>The policy to require new vehicles to be either ultra-low or zero-emission vehicles by 2023 is still on track.</li> <li>Good progress has been made in advancing the policy requirements of installing CCTV into taxis.</li> <li>Legal justification to ensure such a policy is proportionate has been established and an appropriate CCTV specification is being finalised, Procurement procedures have also been clarified.</li> <li>The finalised policy for CCTV is planned to go to full cabinet in September 2022.</li> </ul>	Green
A2) Develop a District specific skills and training package to ensure career enhancement, and that re-skilling and up-skilling opportunities for residents and business are widely known and accessed. Adjusting the skills and training agenda to mitigate the impact of covid on the local workforce.	A2i) Create an SCDC specific operational/ implementation plan based on the Nov 2021 refreshed CPCA Employment and Skill Strategy (Quarter 1)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>The SCDC Employment and Skills specific operational plan has been created and a number of the actions are already in progress. These include: <ul style="list-style-type: none"> <li>- engaging with work experience and mentoring programmes with schools in the district.</li> <li>- encouraging engagement in careers events by local employers.</li> <li>- continuation of the SCDC apprenticeship scheme</li> </ul> </li> <li>We are in the process of determining additional initiatives to take forward, and it is hoped that some of these will be delivered in Q2.</li> </ul>	Purple
A2) Develop a District specific skills and training package to ensure career enhancement, and that re-skilling and up-skilling opportunities for residents and business are widely known and accessed. Adjusting the skills and training agenda to mitigate the impact of covid on the local workforce.	A2ii) Develop a formal engagement programme with local schools and employers (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>Initial meetings have taken place between HR and the Business Support Team with further work planned over Q2 to engage with local schools and employers.</li> <li>The status for this action is shown as 'amber' as completion is likely to run beyond the end of Q2 timescale, and into Q3.</li> </ul>	Amber
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit.	A3i) Hold 8 business support workshops including Retrofit training from ENE project (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>Two webinars have so far taken place this year. These were 'how to tender for council contracts' in April and 'how to attract and retain the best people for your jobs' in June.</li> <li>'How to tender for council contracts' is also being held in July.</li> <li>A series of in-person roadshows around the district, plus other webinars are being discussed.</li> </ul>	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

## Appendix B - Business Plan Progress Report (Growing local businesses and economies)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit.	A3ii) Working with partners, provide business support advice to 100 businesses (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• Business engagement continues to be high priority and we are on target to exceed the target within this measure through a range of activities, including: <ul style="list-style-type: none"> <li>- Signposting incoming enquiries to the best resource(s) available</li> <li>- Helping SMEs and independent traders to encourage the set up/development of new markets in our communities.</li> <li>- Hosting a series of webinars aimed at supporting employers with recruitment (in partnership with Working with Cambridge and South Cambridgeshire Chambers of Commerce).</li> <li>- Supporting applications for Covid Additional Relief scheme (CARF)</li> <li>- Engaging with our Farmers/agricultural sector to investigate carbon net zero opportunities</li> <li>- Engaging with 30 businesses who were in receipt of the Covid 19 Business Growth Grant as a follow up on funds disbursement and general check-in with businesses that received the fund.</li> </ul> </li> </ul>	Green
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit.	A3iii) Complete a feasibility study looking at how South Cambs Hall could be used to provide workspace for businesses, including start-ups (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• A feasibility study has been completed presenting a range of usage options for the building, including the provision of workspace for small businesses.</li> <li>• Work will take place in the 2022-23 financial year to build on this study, including for the provision of workspace for businesses and start ups.</li> </ul>	Purple
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit.	A3iv) Provide a new space for growing small businesses or shared workspace for start-ups or micro businesses (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• A team is now in place to work on the project for utilising South Cambs Hall.</li> <li>• In addition, our Business Support Team are undertaking work and seeking opportunities to support businesses to successfully find suitable premises in South Cambridgeshire, for example by compiling a list of empty premises on our High Streets and working with businesses seeking to diversify into the provision of premises for start ups etc.</li> </ul>	Green
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit.	A3v) Establish an up-to-date list of Business Premises for start-ups (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• This measure has been completed and we now have a database of business premises in South Cambs.</li> <li>• The information within this list is being used to support local businesses with identification of premises so they can launch, scale or grow.</li> <li>• We continue to update this database going forward.</li> </ul>	Purple

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

## Appendix B - Business Plan Progress Report (Growing local businesses and economies)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit.	A3vi) Appraise our own commercial inventory (including South Cambs Hall) and investigate meanwhile/partial let use for start-ups during void periods and/or designate space specifically for this purpose (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• Please see update for action A3iv) in relation to the provision of small business space at South Cambs Hall.</li> <li>• New lease negotiation is also underway at our commercial property at 270 Cambridge Science Park.</li> </ul>	Green
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4i) 500 additional jobs created on Enterprise Zones by end of 2024/25 financial year	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• This is a longer term target to be achieved by end of 24/25 financial year.</li> <li>• A decision relating to the completion of further due diligence, plus further stakeholder engagement with businesses over the coming year, is due at Full Council on 21/07/22.</li> </ul>	Green
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4ii) Submit the planning application for the Northstowe Enterprise Zone (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• Please see the above update in relation to A4iii. An Amber status has been allocated to reflect the impact of additional due diligence work on timescales.</li> </ul>	Amber
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4iii) Complete the strategy for Northstowe Enterprise Zone and begin actively promoting the site to secure new businesses locating there (Quarter 3)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• Funding has been received from the Department of Levelling Up, Housing and Communities for the promotion of the employment zone.</li> <li>• A supplier has now been procured for the creation of a promotional website platform and work is underway in line with a launch date of 8 September 2022.</li> </ul>	Green
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4iv) Business Team to engage businesses for the Enterprise Zones (Quarter 1)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• A supplier has now been procured and work is underway to create the promotional website platform, content and online surveys in line with a launch date of 8 September 2022.</li> </ul>	Amber

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available



Appendix B - Business Plan Progress Report (Growing local businesses and economies)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4v) Alongside DTI and other colleagues, develop ongoing sector specific narratives to attract, grow and retain high growth sectors in our area (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"><li>• Work ongoing by the Business Development Team to continue to build relationships and engage with businesses in our local area.</li><li>• Site specific work is underway at both Northstowe and Cambourne Enterprise Zones.</li><li>• Business Support Officers have been key in championing The Growth Fund and have so far allocated £1,377,500 to support and grow businesses in our district with recipients finding premises in the region, implementing green measures, expanding and creating new jobs.</li></ul>	Green
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4vi) Increase rates for recycling and food waste collections for new start-ups and new SMEs within the District (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"><li>• The Commercial Waste Service currently has a 36% recycling rate, this includes dry recycling and food waste. 2019/20 was at 26% so there has been a much improved rate.</li></ul>	Green
A5) Continue to deliver on our Investment Strategy to ensure positive local Economic Development and growth outcomes	A5i) Review our approach to identify new Green Investment opportunities (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"><li>• The approach to Green Investment opportunities is being reviewed within the context of the overall review of SCDC’s Investment Strategy following changes to PWLB borrowing. However, in the meantime, business cases are being scoped to invest in solar and heat pumps for commercial premises to support local businesses to decarbonise.</li></ul>	Green
A5) Continue to deliver on our Investment Strategy to ensure positive local Economic Development and growth outcomes	A5ii) Undertake a market review to inform the development of plot 4010 at Cambourne (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"><li>• Cambourne Demand and Needs Assessment was undertaken for plot 4010 in Feb 22 and we continue to explore our options on plot 4010 in line with evolving business park development.</li></ul>	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

## Appendix B - Business Plan Progress Report (Housing that is truly affordable for everyone to live in)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
B1) Increase the number of Council homes each year to support people on lower incomes. These will include high energy standards and renewable energy.	B1i) 60 New Homes Completed (acquired or built) this year (part of a plan to double delivery to 350 over a five-year period) (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>We currently have 67 new homes due to be delivered throughout the 22-23 financial year, meaning that we are on target to achieve the target of 60 homes delivered this year.</li> <li>During Quarter 2, 10 affordable rent and 5 shared ownership homes are due to be delivered at sites in Waterbeach and Meldreth.</li> </ul>	Green
B2) Work with local people to set out where and how new homes and communities will be built across the Greater Cambridge area.	B2i) Produce a report assessing feedback provided by local people from the first Local Plan consultation. This will inform the next steps in the Local Plan process (Quarter 1)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> <li>A report was presented to Cabinet on 12/07/22 presenting the results of the Greater Cambridge Local Plan First Proposals consultation that took place in November to December 2021.</li> <li>More information about the Local Plan is available at <a href="http://www.greatercambridgeplanning.org/emerging-plans-and-guidance/greater-cambridge-local-plan/">www.greatercambridgeplanning.org/emerging-plans-and-guidance/greater-cambridge-local-plan/</a></li> </ul>	Purple
B2) Work with local people to set out where and how new homes and communities will be built across the Greater Cambridge area.	B2ii) Complete and publish a North East Cambridge draft Area Action Plan for consultation (Quarter 2)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> <li>The North East Cambridge Area Action Plan (NECAAP) has been published in its 'Proposed Submission' form. This is essentially a final draft that SCDC and Cambridge City Councils propose to adopt. Prior to formal public consultation the Councils have paused the process for the relocation of the Cambridge Waste Water Treatment Plant, which will enable this new district to come forward. Therefore we currently expect that the consultation period on the Proposed Submission for the NECAAP will take place around 2024. More information about the NECAAP is available at <a href="http://www.greatercambridgeplanning.org/emerging-plans-and-guidance/north-east-cambridge-area-action-plan/">www.greatercambridgeplanning.org/emerging-plans-and-guidance/north-east-cambridge-area-action-plan/</a></li> </ul>	Green
B3) Create and continue to run liaison meetings and forums where significant new developments are being planned to minimise disruption and help new residents settle in.	B3i) Continue to support the liaison meetings in Cottenham, Sawston, Hardwick, Caldecote, Swavesey and Barrington and community forums in Northstowe, Waterbeach, North-West Cambridge, Cambridge East, North-East Cambridge and Bourn Airfield and Cambourne (Quarter 4)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>19 forums were successfully held last year, supporting good local engagement. Community forums were held for all forum locations in January/February and June/July 2022. Dates now mapped for forums for the next 12 months to help people plan for diaries.</li> </ul>	Green
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.	B4i) Produce an Asset Management Plan (Quarter 1)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>The Asset Management Plan was approved at Feb Cabinet and an Action Plan has been prepared based on its key points. This is now implemented and will continue to develop over the next 3 years. A number of the actions have already been started and some are coming to completion. This will provide good direction and a robust basis for the future of our housing stock.</li> </ul>	Purple

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available



**Appendix B - Business Plan Progress Report (Housing that is truly affordable for everyone to live in)**

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.	B4ii) Commission a Stock Condition Survey including an audit of energy efficiency of existing housing stock relative to zero carbon target (Quarter 2)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>We are currently in the process of scoping and specifying the tender requirements for the Stock Condition Surveys, with an intended start date late-2022 and completion during 2023.</li> <li>It is important to obtain a service that will provide the best value-for-money and to effectively inform our investment plan for the long-term future of our housing stock.</li> <li>We are working on a large piece of work, using EPC data and assessments of our lowest-performing properties to target these properties for improvements as early as possible.</li> </ul>	Amber
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.	B4iii) Approve a work programme for insulation measures over the next four years to narrow the gap on the zero-carbon target (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>This is an important work program, particularly due to increases in fuel costs and the fast-paced movement of technologies. A blanket approach to installing renewable technology or energy-efficient measures is no longer viable and a detailed review of options is underway with priorities placed on reducing carbon emissions but also preventing fuel poverty.</li> <li>We are installing solar PV systems on 60 properties and adding insulation to about 100 properties during Q4/Q1, while the longer-term plan is being prepared and due in Q2 22/23. We will continue to carry out improvements on our properties as they become vacant, engage with appropriate funding streams that become available and assess suitable properties to benefit from this. This will all feed into the continuing improvements plan for the stock and is in part reliant on the completion of the above stock condition survey to allow for a measured and efficient approach to creating the medium to long term plan.</li> </ul>	Green
B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5i) Complete local engagement to understand what the community wants in the new community centre (Quarter 2)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>Further community engagement at the Northstowe Forum is planned for 26th July, plus the launch of a Digital Platform on 8 September (to avoid school holidays). This website will allow residents to view designs and input their aspirations for the local centre and community centre, both sited on the same plot of land.</li> <li>Once approval is received from full Council we will be in a position to move forward with work towards submission of a planning pre-application for the community centre. This will enable us to move at pace to deliver this much needed community facility.</li> </ul>	Amber
B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5ii) Submit planning application for the Community Centre (Quarter 2)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>The decision regarding the location of the community centre and the extra funding required to bring this development forward is going to full Council on 21<sup>st</sup> July 2022. Once a governance steer has been received a planning pre-application will be submitted for the community centre.</li> </ul>	Green

Appendix B - Business Plan Progress Report (Housing that is truly affordable for everyone to live in)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5iii) Submit planning application for new Civic Hub (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"><li>Discussions are ongoing to agree the blueprint for the Civic Hub with all key stakeholders, once agreed, wider consultation will take place.</li><li>SCDC have appointed project management consultants to drive the project through next phases (design, planning, construction) in line with agreed principles.</li><li>Submission of planning application to take place Q3/Q4 2022-23.</li></ul>	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

Appendix B - Business Plan Progress Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1i) identify and deliver further opportunities to reduce carbon emissions from our estate and operations	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The Council's Greenhouse Gas emissions accounts for 2021-22 shows a 22% reduction in net emissions in 2021-22 relative to the 2018-19 baseline, indicating good progress towards the target of a 45% reduction by 2025-26.</li> <li>Further reductions are in progress, including the development of on-site generation of renewable electricity to power additional electric refuse vehicles to be purchased in due course.</li> <li>Trials are ongoing regarding substitution of fossil fuel diesel with HVO (hydrotreated vegetable oil), a fuel certified low carbon because it is produced from renewable feedstock. If substituted at sufficient scale this would result in the emissions reductions required for the adopted target.</li> </ul>	Green
C2) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1ii) review community rooms and other small sites to identify and deliver opportunities for carbon reduction (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>10 remote heating monitors and controls have been fitted in communal rooms. Plans to install a further 15 are ongoing.</li> <li>A recent heating upgrade at Elm Court Sheltered Housing Scheme, Over, has shown encouraging savings, with Nov 2021 gas consumption 5000kwh less than for Nov 2020. This equates to approximately £2000 per year if taken as an average</li> <li>We have received a business case proposal for the installation of green energy measures at Elm Court and will present this for approval and funding over the next month or so. This project will be restarted in Q2 with the Communal rooms being assessed and proposals made for efficiency measures.</li> <li>Further measures are being explored for flat blocks and communal buildings. There are some possible external funding options being explored for this element also.</li> </ul>	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1iii) develop planning policies consistent with zero carbon by 2050 for adoption in the Greater Cambridge Local Plan, in partnership with Cambridge City Council (Quarter 4)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> <li>The Greater Cambridge Local Plan - First Proposals document includes a net zero carbon buildings policy as well as wider policies related to the role of new development in responding to the climate emergency.</li> <li>A full draft plan will be developed during 2022/23 with further consultation in 2023.</li> </ul>	Green

Appendix B - Business Plan Progress Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1iv) identify and deliver opportunities to invest in publicly accessible electric vehicle charge points in priority locations in the district, working with partners - pilot installations of fast EV Chargers at Sheltered Housing Schemes for public use, and install one rapid charger for public use (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• There is good progress to date with several potential sites having been identified. An outline strategy is currently being developed.</li> </ul>	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1v) continue to pursue opportunities to invest in green energy schemes (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• Review of overall climate and environment programme will highlight key areas of focus and likely identify investment opportunity areas. BioRegional report being reviewed Q2.</li> <li>• A Member workshop has also been completed to identify focus areas.</li> </ul>	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1vi) Develop carbon reduction targets as part of the Asset Management Strategy (Quarter 3)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• Focus has been on 270 Cambridge Science Park to maximise opportunities at the time of renovation.</li> <li>• The Asset Management Strategy for all commercial properties has been drafted by Managing Agents and will be reviewed in Q2 in order to ensure decarbonisation is maximised and programmed so that, subject to tenant approvals/business case approvals, works can be scheduled.</li> </ul>	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2i) identify and deliver new opportunities to plant trees, establish wildflower strips and in other ways enhance nature on our own estate, in consultation with residents (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>• Our programme of formal estate inspections for this financial year has commenced and we are looking for opportunities in consultation with tenant reps/local residents and Parish Council's to plant more tree's and wildflower area's, on our Housing Revenue Account (HRA) Land.</li> <li>• We are waiting to hear the outcome of our bid that was put forward in conjunction with the County Council to the Local Authority Treescape Fund to procure some tree's and provide after care support.</li> <li>• Discussions are taking place with our Grounds Maintenance contractor regarding changing the frequency of grass cuts, allowing some area's to grow for a period of time, along with a proposal around "No Mow May" for the next financial year.</li> <li>• Land held for allotment space is currently being reviewed.</li> </ul>	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

## Appendix B - Business Plan Progress Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ii) work to ensure that development in South Cambridgeshire contributes to the goal of doubling nature by developing planning policies for adoption in the Greater Cambridge Local Plan, and by adopting a new Biodiversity Supplementary Planning Document in partnership with Cambridge City Council (Biodiversity SPD Quarter 3)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> <li>The Greater Cambridge Local Plan 'First Proposals' document was published for consultation in Autumn 2021. This includes biodiversity, green infrastructure, tree canopy cover and river corridor policies, all seeking to contribute towards the goal of doubling nature. Project planning is underway to identify the tasks needed to develop these into full policies for the draft plan consultation.</li> <li>The Biodiversity Supplementary Planning Document (SPD) was adopted by both Councils in February 2022.</li> </ul>	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2iii) work with partners to develop landscape-scale habitat creation projects (Quarter 4)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> <li>In partnership with Natural Cambridgeshire and Natural England, 14 strategic green infrastructure initiatives have been identified and published alongside the First Proposals Local Plan. Project planning is underway to identify the tasks needed to refine the initiatives and identify deliverable projects supporting them.</li> </ul>	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2iv) Deliver '6 Free Trees' initiative to increase the amount of tree cover of parish council land, enhancing biodiversity and carbon capture (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>Preparations for a third round of this popular scheme will start in the autumn with trees available in time for the winter planting season.</li> </ul>	Green
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3i) Complete retrofit of Cambourne office (Quarter 2)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>LED Lighting, new heating system and new fire alarm systems have been installed.</li> <li>Further investigation required regarding issues to the resurfacing of the car park. This delays the reopening of the car park and the connection of the solar panels. Expected completion remains Q2 22/23.</li> </ul>	Green
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3ii) Reduce mains gas and electricity demands from our Cambourne office by over 50% per year (from March 2021 onwards compared to baseline in 2019)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>These benefits will be realised post project completion (see C3i).</li> </ul>	Green
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3iii) Reduce carbon emissions from our Cambourne office by 47% compared to the baseline in 2019 (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>These benefits will be realised post project completion (see C3i).</li> </ul>	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available



Appendix B - Business Plan Progress Report (Being green to our core)

Page 34

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3iv) Undertake energy efficiency and generation audits of other Council owned commercial properties (Quarter 4)	Anne Ainsworth (COO)	• A key part of the Asset Management Strategy (referred to at C1vi) will be to assess all commercial properties to understand the baseline and opportunities for decarbonisation.	Green
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation.	C4i) Define and implement required improvements at the depot to prepare for further electric refuse collection vehicle (eRCV) charging (Quarter 4)	Bode Esan (Head of Climate and Environment)	• Investment Grade Proposal Phase 1 completed. This includes an outline business case which is indicating that the proposed local grid scheme is outperforming a grid connection, making this the only option both financially and from a carbon perspective.	Green
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation.	C4ii) Procure up to 3 eRCVs to replace diesel version (Quarter 4)	Bode Esan (Head of Climate and Environment)	• The service has now received the 2nd eRCV and it is already in service across the two authorities, with the 3rd eRCV due in August/September.	Green
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation.	C4iii) Develop outline business case for on-site solar PV energy generation with partners to aid the charging of vehicles (Quarter 4)	Bode Esan (Head of Climate and Environment)	• Investment Grade Proposal Phase 1 completed. This includes an outline business case which is indicating that the proposed local grid scheme is outperforming a grid connection, making this the only option both financially and from a carbon perspective.	Green
C5) Support Parish Council and community group projects to reduce reliance on fossil fuels, move toward the zero-carbon target and help Double Nature through habitat enhancement, advisory support for community land acquisition, local green space designation and tree-planting.	C5i) Deliver fourth round of funding through our Zero Carbon Communities grant scheme, awarding grants totalling £100,000 to community-based projects (Quarter 4)	Bode Esan (Head of Climate and Environment)	• Work has continued through the county-wide Cambridgeshire Energy Retrofit Partnership to deliver government-funded energy efficiency improvements to eligible properties (those with below average household income and EPC rating <D) and to set up a wider energy efficiency initiative ('Action on Energy Cambridgeshire') to be launched in the autumn. This, as well as delivering future work funded by government schemes, will also provide a local authority endorsed route to improvements for self-funding households who fail to meet eligibility criteria for funded schemes.	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

## Appendix B - Business Plan Progress Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
C5) Support Parish Council and community group projects to reduce reliance on fossil fuels, move toward the zero-carbon target and help Double Nature through habitat enhancement, advisory support for community land acquisition, local green space designation and tree-planting.	C5ii) Continue to strengthen the Zero Carbon Parish and Community Network through our programme of workshops, web-based resources and e-bulletins for community-based zero carbon and nature recovery initiatives (Quarter 4 - at least 6 workshops to be delivered)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The Zero Carbon Communities network has continued to build. Green Connect online networking sessions have been held on cutting carbon emissions from community buildings, how to engage with wider audiences around the climate emergency and the Council's plans around the climate and ecological emergencies in the coming years.</li> <li>The Climate Emergency and Nature Section of the SCDC website has been improved and reorganised to make the guidance in it easier to access.</li> </ul>	Green
C6) Upgrade our stock of 1,800 streetlights to LED, which will reduce energy consumption and save Parish Councils money.	C6i) Install energy saving LED fittings in remainder of council owned streetlights (ornate lights) to bring them in line with standard lights already upgraded (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The remainder of outstanding works are planned for July. The tender for ornate lights, second phase of the project, is currently under development.</li> </ul>	Green
C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts.	C7i) Submit annual statutory reporting to DEFRA on-time; monitor air quality in at least 6 targeted areas utilising portable equipment; compile report following each monitoring period and publish this on the council's website (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The Annual Status Report has been drafted and is currently with the Public Health Manager at County Council to review. It will then be submitted to DEFRA.</li> <li>We continue to monitor air quality in targeted areas with portable equipment with the reports published on the council's website. The latest portable monitor will be relocating from Histon Primary School to Milton Primary School in Q2.</li> </ul>	Green
C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts.	C7ii) Provide required technical inputs to consultations on major developments to ensure good air quality is experienced (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>We continue to provide technical inputs to consultations on major developments to ensure good air quality is experienced.</li> </ul>	Green
C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts.	C7iii) Subject to air quality monitoring results, explore the feasibility of creating a Public Space Protection Order (PSPO) specifically targeting idling vehicles (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The portable monitors are being installed around schools to create a dataset prior to considering whether a Public Space Protection Order is feasible. Discussions are taking place around timescales to progress this idea further.</li> <li>We are working on the breakdown into Q1, Q2, Q3 and Q4 progress which may make progress easier to report in future reports.</li> </ul>	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

## Appendix B - Business Plan Progress Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
C8) Improve recycling and reduce waste at community events.	C8i) Provide equipment and information kit to minimise waste and separate recycling at community events - at least 12 kits to be issued (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• A Guide for minimising waste and separating recycling has been advertised on the website and was also included in the South Cambs Magazine.</li> <li>• In addition the service has already provided equipment to 20 parishes for litter picking events in Q1.</li> </ul>	Green
C9) Review of service and development of a plan to address the outcomes of the New Environment Bill, to include: Food waste service, Impact of the Bill on dry recycling, Working with RECAP on a shared county-wide approach to implementation.	C9i) Review impact and outcomes of existing food waste collection trial and determine future of the scheme including budget requirements. (Quarter 3)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• Waste analysis results suggests that separate food waste collections does increase food waste capture.</li> <li>• Resident survey results from phase 3 show that two thirds of residents are able to recycle more food waste (68%) and 62% believe they have more room in their green bin.</li> <li>• Budget requirements are currently being investigated.</li> </ul>	Green
C9) Review of service and development of a plan to address the outcomes of the New Environment Bill, to include: Food waste service, Impact of the Bill on dry recycling, Working with RECAP on a shared county-wide approach to implementation.	C9ii) Develop feasibility plan for the wider role out of separate food waste collection in line with the Environment Bill and National Waste Strategy (Quarter 3)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• We are currently waiting for guidance from DEFRA in relation to mandatory food waste collections.</li> </ul>	Green
C10) Reduce the amount of non-recyclable household waste collected.	C10i) Develop campaigns to improve recycling based on the outcomes of the waste composition analyses (Quarter 3) to achieve key targets: monthly average of 17.08kg dry recycling per household; monthly average of 34.17kg of residual waste or below per household; monthly 6% or below rate of rejection from the recycling materials processed at the Materials Recycling Facility	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• A Circular Resource Strategy has been developed detailing the campaigns that will be implemented this year. Great emphasis has been placed on the waste hierarchy and fostering a circular economy, in addition to improving the quality of recycling collected.</li> <li>• A new process for monitoring and measuring the outcomes of this work is in development, to include regular feedback on indicators relating to waste prevention.</li> </ul>	Green
C11) Run a pro-recycling & food waste promotional campaign aimed at businesses in the area throughout 2022/23	C11i) Reporting of all sites (existing and new) that take up recycling / food bins & note our increased volumes / tonnes collected with associated savings. (On-going/Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• Work is ongoing regarding the reporting of this measure, the Q1 report will be available and reported on in Q2.</li> </ul>	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available



Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
C12) Take action to minimize fly tipping.	C12i) Install trial cameras at 6 locations and monitor numbers of visits required at those sites to establish a baseline (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"><li>• 5 out of 6 cameras have been installed 3-6 weeks ago with accompanying signs, one was damaged whilst installing, at the following locations: Long Drove (Waterbeach), Iram Drove (Willingham), Meadow Road (Willingham), Beach Road (Cottenham), Washpit lane (Girton).</li><li>• Three areas with cameras have been very effective and have reduced the amounts of fly tip drastically. However, the camera and signs have not been as affective as hoped at Meadow Road, Willingham.</li><li>• Working to identify if fly tipping is taking place elsewhere due to these measures.</li></ul>	Green
C12) Take action to minimize fly tipping.	C12ii) Deliver targeted educational campaign in the area about fly tipping and increase awareness of responsible methods for disposal. To include the delivery of at least 12,000 leaflets (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"><li>• Leaflets have started to be delivered to Parishes and it is expected that all the 12,000 leaflets will be delivered within the year.</li></ul>	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

## Appendix B - Business Plan Progress Report (A Modern and caring Council)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
D1) Make sure that the Council is structured and appropriately resourced to deliver the ambitions of our communities.	D1i) Complete 3 service reviews as part of a plan to complete reviews of all services by 2023 (Quarter 4)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>Planning service review is scheduled for completion by Q2 2023.</li> <li>HR Service Review paused, scoping of Finance Service Review underway.</li> <li>Corporate Admin Review is underway.</li> </ul>	Amber
D1) Make sure that the Council is structured and appropriately resourced to deliver the ambitions of our communities.	D1ii) Review employment policies relating to recruitment and retention (Quarter 3)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>The recruitment module on Itrent (HR system) is in the testing stage and a soft launch has been done with some internal adverts. On completion of testing this will be rolled out across the organisation.</li> <li>The Recruitment and Selection Policy will be updated accordingly to account for the approaches included within the new system.</li> </ul>	Green
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice.	D2i) Complete and analyse a staff satisfaction survey (Quarter 3)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>Initial meetings have been held with external provider in regards to a staff health and well-being survey and further work is to be completed in regards to procuring this.</li> <li>It is expected that the survey will be launched during Q3.</li> </ul>	Green
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice.	D2ii) Introduce hybrid working arrangements further increasing our attractiveness as an employer (Quarter 2)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>The hybrid working policy has been agreed by Cabinet and Unions, and work to put it into effect is being completed in Q2 .</li> </ul>	Green
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice.	D2iii) Introduce a modular management skills program for middle managers (Quarter 2)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>The procurement process for this is ongoing, and we are expecting a start date for the programme to be towards the end of Q2.</li> </ul>	Green
D3) Generate income through delivering the Council's investment strategy.	D3i) Income from investments and other commercial activity to be at least 25% of our Taxation and Central Government Grant income by 2023/24.	Peter Maddock (Head of Finance)	<ul style="list-style-type: none"> <li>We are on target to achieve the target by 2023/24.</li> </ul>	Green
D4) Make it easier for customers to access and carry out transactions online.	D4i) Make a further 12 services available for customers to self-serve online (Quarter 3)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>The project has been launched with 12 processes having been identified and approved.</li> <li>Work has commenced and a high level time line and prioritisation is being identified.</li> </ul>	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

**Appendix B - Business Plan Progress Report (A Modern and caring Council)**

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
D4) Make it easier for customers to access and carry out transactions online.	D4ii) Provide an integrated portal for businesses to access SCDC online services (Quarter 2)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>Engaging with suppliers and exploring options for delivery, including identification of project resource.</li> </ul>	Amber
D5) Council and committee meetings will be run paper-free wherever possible.	D5i) Councillors to be provided with increased access to Teams and Office 365 enabling file sharing and collaboration. (Quarter 1)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>30 laptops were purchased for councillors, the majority of which have now been rolled out and assigned to councillors. Further laptops are likely to be purchased due to the use of older models to meet demand.</li> <li>A further project with 3C ICT to enable file sharing and collaboration is ongoing.</li> </ul>	Amber
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6i) Use the Council's Community Led Plan toolkit to support local communities identify, plan and address the issues they identify in their communities (Quarter 4)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>A toolkit and support package to allow Community-led Plans to be carried out is now available.</li> <li>This has been launched to all communities in South Cambridgeshire to allow them to lead, and be supported where necessary, on their own projects on themes such as sustainability, health and well-being, loneliness and isolation.</li> <li>The support package includes regular workshops, grant advice and signposting to relevant services. A £50,000 Community-led Plan grant fund has also been set up and available to support work by parish and town councils. Ongoing support will continue to be provided to parish and town councils to help them develop their individual plans.</li> </ul>	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6ii) Support 150 new clients through the housing department's visiting support service (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>The number of referrals the Visiting Support team took on in Q1 is 73, and in the same period signed off 49 clients.</li> <li>The service is currently supporting 107 clients, and for the first time in 10 years, has a waiting list.</li> </ul>	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6iii) Provide the lifeline service to 100 new users during the year (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>The Life Line service took on 33 new customers in Q1. However, in the same period 40 customers cancelled the service (largely due to a contract issue with the Call Centre handler which is being addressed). The overall impact is a net loss of 7 customers during the period. (In previous years the net/loss gain has not been taken into account when measuring performance). The ongoing issue with the third party call handler and the impact on service numbers remains a cause for concern, although an improvement plan is in place.</li> </ul>	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

**Appendix B - Business Plan Progress Report (A Modern and caring Council)**

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6iv) Spend £500,000 in total in the form of disabled facilities grant and repairs grant to allow people to live independently and safely in their homes (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>Current spend £54,112, with a further £397,761 committed works to date.</li> </ul>	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6v) Prevent homelessness for at least 50% of the people who approach us who are at risk of becoming homeless throughout the year, and offer support to those who are homeless (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>These figures become available one quarter in arrears. As such Q1's result will be reported within the Q2 report.</li> <li>In Q4 we prevented homelessness for 59% of the people who approached us who were at risk of becoming homeless. This figure has remained above the 50% target throughout the year.</li> </ul>	Grey
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6vi) Continue the proactive working relationship with the job centre in delivering mentoring circles plus upskilling and cross training initiatives throughout the year (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>We continue to explore cross-training and development opportunities and have launched our new Performance Development Policy to support this.</li> </ul>	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6vii) To complete a survey of all council tenants to better understand their priorities and to be able to compare satisfaction with other organisations (Quarter 1)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>Survey undertaken in May and report currently being drafted following analysis. Looking to undertake a presentation of the findings for both tenant reps, Members and officers during July/August.</li> </ul>	Purple
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6viii) Adopt an Empty Homes Strategy (Quarter 1)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>Draft Empty Homes Strategy approved by Cabinet December 2021 to go out to wider consultation. Consultation now complete, Strategy, with minor amendments to be approved by the Lead Member for Housing.</li> </ul>	Amber
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6ix) To work with partners to produce an agreed cultural strategy and action plan for South Cambs (Quarter 3)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>Data collection and discussions with partners around cultural infrastructure have started to help inform the production of the strategy.</li> </ul>	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
D7) Ensuring that our homes are safe places for our tenants and their families.	D7i) 100% compliance with landlord safety checks to council housing including, electrical safety, gas installations and where appropriate fire risk assessments and water safety tests	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"><li>• We are currently 100% compliant on Gas safety inspections</li><li>• All yearly fire risk assessments are up to date and we are undertaking remedial work where necessary.</li><li>• Legionella managed plans are up to date and remedial works have been completed.</li><li>• Electrical testing - we are working towards 100% compliance, some work has been held up due to difficulties with gaining access. We are aiming to be at least 97% complete for the 22/23 programme. We will be looking at access issues and rebooking where possible to aim for 100% overall compliance during 2022/23. New regulations due later in 2022 will assist in our access to properties for these inspections.</li><li>• During 22/23 we will be looking at updating KPI's and the reporting process to show a clearer picture of overall compliance and report nationally to Housemark to benchmark our performance as we do in other key areas.</li></ul>	Green
D8) Assess current mobile home sites and ensure all are licenced correctly.	D8i) Refresh caravan site licencing policy, fees and charges (Quarter 2). The new policy will ensure that caravan sites are inspected periodically and that residents have suitable housing provision	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"><li>• The policy has been drafted ready for submission initially to Leadership Team, followed by Cabinet for approval.</li></ul>	Green

\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

This page is left blank intentionally.



<b>Report to:</b>	Scrutiny and Overview Committee	26 July 2022
<b>Lead Cabinet Member:</b>	All	
<b>Lead Officer:</b>	Chief Executive	

---

## Scrutiny and Overview Committee – a new approach

### Executive Summary

1. The purpose of this report is to inform Scrutiny and Overview Committee members about a proposed new approach to scrutiny at South Cambridgeshire District Council.

### Recommendation

2. It is recommended that the Scrutiny and Overview Committee endorses the report, and that Members comment as appropriate.

### Reasons for Recommendations

3. The Chair and Vice-Chair are keen to enhance the role of the Committee and of its members in such a way as to give non-Executive Councillors and, through them, residents a more prominent voice in influencing and helping to shape future decisions affecting both the Council and District.

### Details

4. Prior to May 2018, the Scrutiny and Overview Committee focused on 'post scrutiny' (through the call-in process) and providing officers with a steer in writing reports to Cabinet.
5. Following the local elections in May 2018, the new administration switched the emphasis towards pre-scrutiny of planned Cabinet decisions.
6. While there is no intention of moving away from pre-scrutiny, there is a desire to supplement this with the scrutiny of topics not on the Cabinet's Forward Plan of Key and Non-Key decisions.
7. The Chair and Vice-Chair will continue to base the Scrutiny and Overview Committee's work programme on the pre-scrutiny of selected Cabinet decisions.

However, they would like to hear members' views on their proposal to supplement this with clearly evidenced and carefully selected issues of concern to Councillors and residents.

8. Attached to this report as Appendix A is the form sent to Committee members and all other non-Executive Councillors. Upon forms being returned, the Chair and Vice-Chair will use the Scrutiny Prioritisation Tool in order to identify a reasonable number of topics which will then be considered as part of a Committee meeting. At such meeting, topics submitted by Members would be supported by short briefing notes prepared by officers. Committee members may agree to do one of the following:
  - a. Review by the full Committee
  - b. Review by a sub-Committee or working group
  - c. Community outreach
  - d. establish a Task and Finish Group
  - e. Decline to review
9. Topics would then be added to the work programme for the year as appropriate, taking into account the amount of preparatory work required to bring a full report to Scrutiny.
10. The Centre for Governance and Scrutiny recommends that two substantive reports on each agenda should be the norm. This does not include consideration of the work programme and could be varied up or down depending on the complexity of the matters in question.

## **Options**

11. The Scrutiny and Overview Committee is invited either to
  - a. endorse this proposal as outlined above; or
  - b. provide feedback that will help to further improve the proposal; or
  - c. reject the proposal

## **Implications**

12. 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:-

### **Staffing**

13. The need for briefing notes to help Members decide which topics to add to the work programme could add considerably to officers' workloads.



## **Consultation responses**

14. None sought – this report has been drafted following discussions with, and comments from, Chair and Vice-Chair.

## **Alignment with Council Priority Areas**

### **Growing local businesses and economies**

15. Topics selected might align with this priority.

### **Housing that is truly affordable for everyone to live in**

16. Topics selected might align with this priority.

### **Being green to our core**

17. Topics selected might align with this priority. However, the Scrutiny and Overview Committee has previously left such issues to the Climate and Environment Advisory Committee.

### **A modern and caring Council**

18. Topics selected might align with this priority. In particular, the new approach seeks to reflect in a more transparent way the Committee's wish to represent the concerns and aspirations of Councillors and residents.

## **Background Papers**

None

## **Appendices**

Appendix A: Suggestion form sent to non-Executive Councillors

## **Report Author:**

Ian Senior – Scrutiny and Governance Adviser  
Telephone: (01954) 713028

This page is left blank intentionally.

# Scrutiny Item – Member Request Form

This form is to be used by any South Cambridgeshire District Councillor wishing to submit a topic for possible consideration by the Scrutiny and Overview Committee.

Once completed, it should be returned to

[democratic.services@scambs.gov.uk](mailto:democratic.services@scambs.gov.uk)

marked for the attention of the Democratic Services Manager and Scrutiny and Governance Adviser.

Paragraph 8 of the Scrutiny Procedure Rules states

- 8.1 Any member of a scrutiny and overview committee may give written notice to the proper officer that they wish to refer to the committee an item relevant to its functions
- 8.2 Any member of the Council may give written notice to the proper officer that they wish to refer to a scrutiny and overview committee an item which is relevant its functions, relates to all or part of their Ward and is not an excluded matter (see note 1 below).
- 8.3 If the proper officer receives a notification under 8.1 or 8.2 above, then they shall include the item on an agenda for consideration by the committee.
- 8.4 A scrutiny and overview committee shall also respond, as soon as its work programme permits, to requests from the Council or the Cabinet to review particular areas of Council activity. Where it does so, the committee shall report its findings and any recommendations back to the Cabinet and / or Council. The Council and / or the Cabinet shall consider the report of the committee as soon as reasonably practicable after receiving it.

[Note 1: “Excluded matter” means any matter which is:

- (a) A local crime and disorder matter within the meaning of section 19 of the Police and Justice Act 2006 (local authority scrutiny of crime and disorder matters); or
- (b) A matter specified by the Secretary of State including any matter relating to a planning decision; a licensing decision, a matter where



another right or recourse or appeal exists or any matter which is vexatious, discriminatory, or not reasonable to be included in agenda for, or discussed at, a scrutiny and overview committee meeting.]

**1. Your name**

Answer:

**2. Which Service area, Council activity or topic would you like scrutinized?**

Answer:

**3. Why would you like this Service area, Council activity or topic scrutinized?**

**Why do you think it is relevant for scrutiny?**

Answer:

**4. What outcome are you looking for from a review by Scrutiny?**

Answer:

**5. If you are not an ordinary member of the Scrutiny and Overview Committee then please say why you feel this topic relates to all or part of your Ward and is not an excluded matter (see note 1 above).**

Answer:

**6. Have you previously contacted the relevant Head of Service about this issue and what was the outcome?**

Answer:

**7. Have you previously contacted the relevant Lead Cabinet Member about this issue and what was the outcome?**

Answer:

**8. Have you been involved in any other correspondence/meetings etc about this issue that may be relevant to inform your request to Scrutiny?**

Answer:

**9. Would you like to provide any further information?**

Answer:

Your request will be considered at the next available meeting of the Scrutiny and Overview Committee which will decide on what action to take and its priority within its work Programme.

This page is left blank intentionally.

## Scrutiny and Overview Committee Work Programme 2022-23

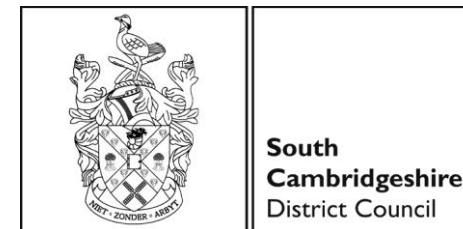
Statutory date for agenda publication	Meeting date	Potential Agenda item (subject to prioritisation by Chair and Vice Chair)		
		Pre-Scrutiny	Scrutiny review topics	Task and Finish Groups
18 July 2022	26 July 2022	<ul style="list-style-type: none"> <li>Q1 Performance</li> <li>Scrutiny – a new approach</li> </ul>	-	-
26 August 2022	6 September 2022	<ul style="list-style-type: none"> <li>Topic selection and work programming</li> </ul>	-	-
12 October 2022	20 October 2022	<ul style="list-style-type: none"> <li>Medium Term Financial Strategy</li> </ul>	-	-
7 November 2022	15 November 2022	<ul style="list-style-type: none"> <li>Investment Strategy</li> <li>Bids and savings</li> <li>Fees and Charges</li> </ul>	-	-
7 December 2022	15 December 2022	<ul style="list-style-type: none"> <li>Greater Cambridge Local Plan (provisional)</li> </ul>	-	-

11 January 2023	19 January 2023	• Budget reports	-	-
20 February 2023	28 February 2023			
20 March 2023	28 March 2023			
17 April 2023	25 April 2023			
3 May 2023	11 May 2023			



## Notice of Key and Non-Key Decisions

### To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 1 August 2022 (draft)



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](http://www.scambs.gov.uk)

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

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](mailto: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:**

**Cabinet**

Councillor Bridget Smith  
Councillor Judith Rippeth  
Councillor John Batchelor  
Councillor Bill Handley  
Councillor Tumi Hawkins  
Councillor Peter McDonald  
Councillor Brian Milnes  
Councillor John Williams

Leader of the Council  
Deputy Leader  
Housing  
Communities  
Planning  
Economic Development  
Environment  
Resources

### Key and non-key decisions expected to be made from 1 August 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report being considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
2021/22 Provisional General Fund Revenue and Capital Outturn  Non-Key	Reports the General Fund Revenue and Capital outturn position for the financial year 2021/22	Cabinet	12 September 2022		Lead Cabinet member for Finance	Report publication expected on 2 September 2022
2021/22 Provisional Housing Revenue Account (HRA) Outturn  Non-Key	Reports the HRA Revenue and Capital outturn position for the financial year 2021/22	Cabinet	12 September 2022		Lead Cabinet member for Finance	Report publication expected on 2 September 2022
2022/2023 Revenue and Capital Budget Monitoring (Quarter 1)  Non-Key	Consider the monitoring data and trends in respect of the 2022/23 budgets and issues.	Cabinet	12 September 2022		Lead Cabinet member for Finance	Report publication expected on 2 September 2022
Medium Term Financial Strategy (First Submission)  Non-Key	Review and ensure that Council is aware of the financial challenges over the medium-term.	Cabinet	12 September 2022		Lead Cabinet member for Finance	Report publication expected on 2 September 2022

# Key and non-key decisions expected to be made from 1 August 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Q1 Performance Report  Non-Key	Progress report	Cabinet	12 September 2022		Deputy Leader  Kevin Ledger, Senior Policy and Performance Officer	Report publication expected 2 September 2022
Making of Gamlingay Neighbourhood Plan  Non-Key	Full Council will need to formally adopt the neighbourhood plan if it has a successful referendum. Referendum date not set yet	Council	Not before 22 September 2022		Lead Cabinet member for Planning  Alison Talkington, Senior Planning Policy Officer	Report publication expected five clear working days before the meeting
Making of West Wickham Neighbourhood Plan  Non-Key	Full Council will need to formally adopt the neighbourhood plan if it has a successful referendum. Referendum date not set yet	Council	Not before 22 September 2022		Lead Cabinet member for Planning  Alison Talkington, Senior Planning Policy Officer	Report publication expected five clear working days before the meeting
Making of Fulbourn Neighbourhood Plan  Non-Key	Full Council will need to formally adopt the neighbourhood plan if it has a successful referendum. Referendum date not set yet	Council	Not before 24 November 2022		Lead Cabinet member for Planning  Alison Talkington, Senior Planning Policy Officer	Report publication expected five clear working days before the meeting

# Key and non-key decisions expected to be made from 1 August 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
2022/2023 Revenue and Capital Budget Monitoring (Quarter 2)  Non-Key	Consider the monitoring data and trends in respect of the 2022/23 budgets and issues.	Cabinet	12 December 2022		Lead Cabinet member for Finance	Report publication expected on 2 December 2022
Capital programme Update & New Bids  Non-Key	Report Council's Capital Programme and new Capital bids from 2023/24.	Cabinet	12 December 2022		Lead Cabinet member for Finance	Report publication expected on 2 December 2022
Bids and Savings  Non-Key	Consider new Revenue bids and savings for 2023/2024.	Cabinet	12 December 2022		Lead Cabinet member for Finance	Report publication expected on 2 December 2022
Fees and Charges  Key	Annual review and determination of fees and charges to be set by the Council from April 23.	Cabinet	12 December 2022		Lead Cabinet member for Finance	Report publication expected on 2 December 2022
Waterbeach Renewable Energy Network (solar project) - Update  Non-Key	Update on progress	Cabinet	12 December 2022		Lead Cabinet member for Environment  Alex Snelling-Day, Green Energy	Report publication expected 2 December 2022

# Key and non-key decisions expected to be made from 1 August 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
					Investment Manager	
Q2 Performance Report  Non-Key	Progress report	Cabinet	12 December 2022		Deputy Leader  Kevin Ledger, Senior Policy and Performance Officer	Report publication expected 2 December 2022
Investment Strategy  Key	Annual review of the strategy to be adopted by the Council.	Cabinet  Council	12 December 2022  21 February 2023		Lead Cabinet member for Finance	Report publication expected on 2 December 2022
General Fund Budget 2023/24  Non-Key	Consider the General Fund Revenue Budget for 2022/23	Cabinet  Council	06 February 2023  21 February 2023		Lead Cabinet member for Finance  Lead Cabinet member for Finance	Report publication expected on 27 January 2023
Housing Revenue Account Budget 2023/24  Non-Key	Consider the Housing Revenue Account Budget for 2022/23	Cabinet  Council	06 February 2023  21 February 2023		Lead Cabinet member for Finance	Report publication expected on 27 January 2023

# Key and non-key decisions expected to be made from 1 August 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Medium Term Financial Strategy  Key	Review and ensure that Council is aware of the financial challenges over the medium-term.	Cabinet  Council	06 February 2023  21 February 2023		Lead Cabinet member for Finance	Report publication expected on 27 January 2023
Capital Investments Programme 2023/24 - 2027/28  Non-Key	Consider the Council's Capital Programme	Cabinet  Council	06 February 2023  21 February 2023		Lead Cabinet member for Finance	Report publication expected on 27 January 2023
Treasury Management Strategy  Key	Consider a refreshed version of the Strategy for adoption by the Council.	Cabinet  Council	06 February 2023  21 February 2023		Lead Cabinet member for Finance	Report publication expected on 27 January 2023
Capital Strategy  Non-Key	Consider a refreshed version of the Strategy for adoption by the Council.	Cabinet  Council	06 February 2023  21 February 2023		Lead Cabinet member for Finance	Report publication expected on 27 January 2023

# Key and non-key decisions expected to be made from 1 August 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Local Council Tax Support  Non-Key	Review the Localised Council Tax Support (LCTS) scheme for 2021/22 and agree the LCTS scheme for 2022/23	Cabinet  Council	06 February 2023  21 February 2023		Lead Cabinet member for Finance	Report publication expected on 27 January 2023
Review of Revenue Reserves and Provisions  Key	Review the Council's Revenue Reserves and Provisions as part of the 2022/2023 budget setting process.	Cabinet  Council	06 February 2023  21 February 2023		Lead Cabinet member for Finance	Report publication expected on 27 January 2023
Authority Monitoring Report 2021-22  Non-Key		Cabinet	06 February 2023		Lead Cabinet member for Planning  Stephen Kelly, Joint Director of Planning and Economic Development	
Pay Policy Statement  Non-Key		Council	21 February 2023		Lead Cabinet member for Finance  Jeff Membery, Head of Transformation	

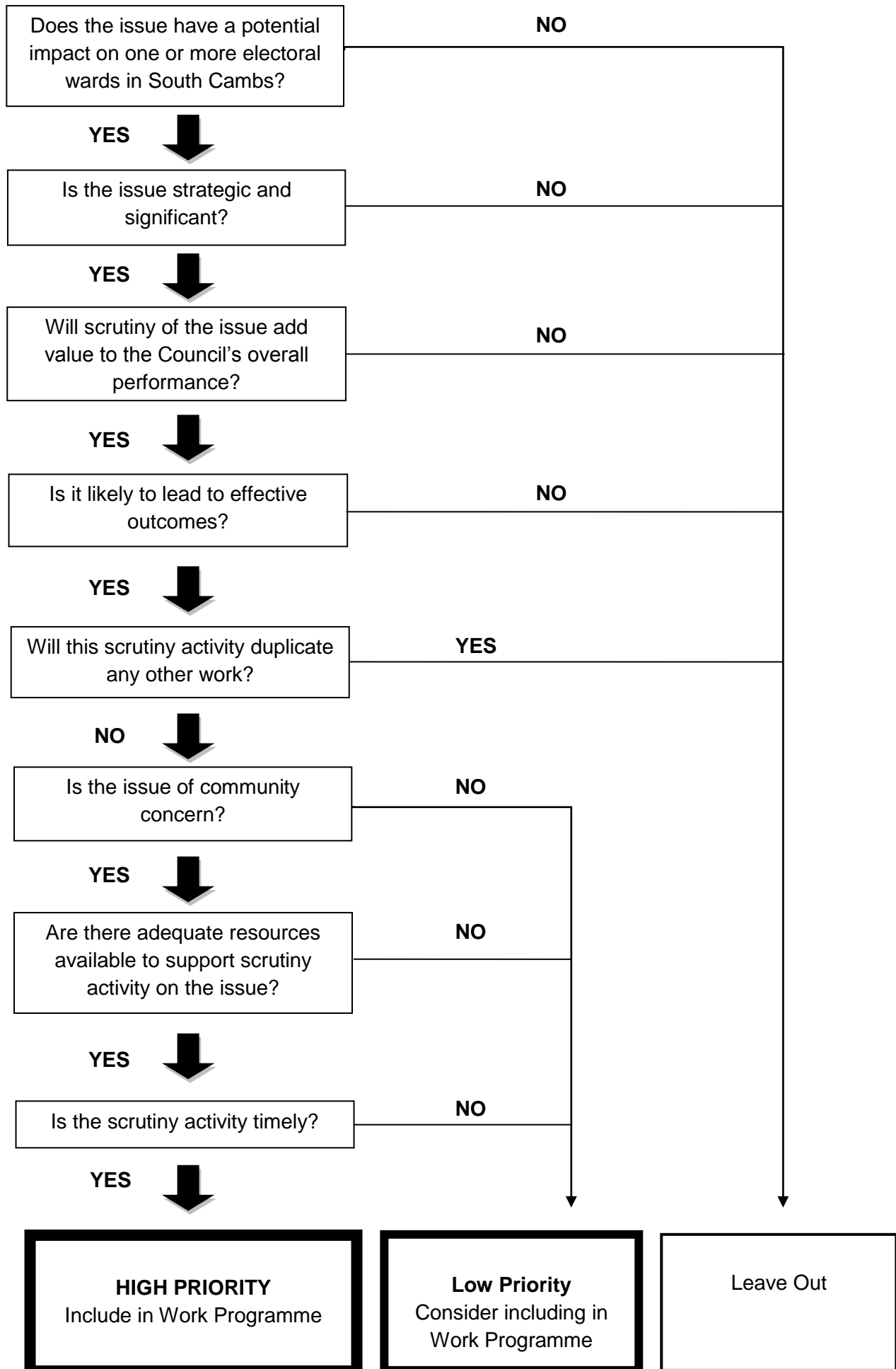


# Key and non-key decisions expected to be made from 1 August 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
2022/2023 Revenue and Capital Budget Monitoring (Quarter 3)  Non-Key	Consider the monitoring data and trends in respect of the 2022/23 budgets and issues.	Cabinet	20 March 2023		Lead Cabinet member for Finance	Report publication expected on 10 March 2023
Annual Equality Scheme Update and Progress Report Key		Cabinet	20 March 2023		Kevin Ledger, Senior Policy and Performance Officer	

This page is left blank intentionally.

## Scrutiny Work Programme Prioritisation Tool



This page is left blank intentionally.

Document is Restricted

This page is left blank intentionally.