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17 April 2023

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

Quorum: 4

|              |   |
|--------------|---|
| Substitutes: | Councillors Dr. Richard Williams, Bunty Waters, Mark Howell, Lina Nieto, Annika Osborne, Paul Bearpark, 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, 25 April 2023 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

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## Agenda

1. Chair's announcements

Pages

2. **Apologies for absence**  
Apologies have been received from Councillor Sally Ann Hart. To receive apologies from committee and other Members.
3. **Declarations of Interest**
4. **Minutes of Previous Meeting** **7 - 10**  
To authorise the Chairman to sign the Minutes of the meeting held on 28 March 2023 as a correct record.
5. **Public Questions**  
If you would like to ask a question or make a statement, then please refer to the  
  
[Document called Public Speaking Scheme \(Physical Meetings\)](#)  
  
and contact the Scrutiny and Governance Adviser in Democratic Services by no later than 11.59pm on Wednesday 19 April 2023.
6. **Collection Changes - The future of waste collections** **11 - 30**
7. **Work Programme** **31 - 44**
8. **To Note the Date of the next meeting**  
Thursday 8 June 2023 at the new time of 5.30pm.

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#### **Exclusion of Press and Public**

The law allows Councils to consider a limited range of issues in private session without members of the Press and public being present. Typically, such issues relate to personal details, financial and business affairs, legal privilege and so on. In every case, the public interest in excluding the Press and Public from the meeting room must outweigh the public interest in having the information disclosed to them. The following statement will be proposed, seconded and voted upon.

"I propose that the Press and public be excluded from the meeting during the consideration of the following item number(s) ..... 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(s) ..... of Part 1 of Schedule 12A of the Act."

If exempt (confidential) information has been provided as part of the agenda, the Press and public will not be able to view it. There will be an explanation on the website however as to why the information is exempt.

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### **Security**

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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)

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- **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**

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

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### **Toilets**

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### **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**

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### **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**

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### **Food and Drink**

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## **Declarations of interest**

As a Councillor, you are reminded of the requirements under the Council's Code of Conduct to register interests and to disclose interests in a meeting. You should refer to the requirements set out in the Code of Conduct which are summarised in the notes at the end of this agenda frontsheet.

### **Disclosable pecuniary interests**

A "disclosable pecuniary interest" is an interest of you or your partner (which means spouse or civil partner, a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners) which falls within the categories in [Table 1 of the code of conduct, which is set out in Part 5 of the Constitution](#).

Where a matter arises at a meeting which directly relates to one of your disclosable pecuniary interests you must:

disclose the interest;  
not participate in any discussion or vote on the matter; and  
must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.

It is a criminal offence to:

fail to notify the monitoring officer of any disclosable pecuniary interest within 28 days of election

fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register

fail to notify the Monitoring Officer within 28 days of a disclosable pecuniary interest that is not on the register that you have disclosed to a meeting

participate in any discussion or vote on a matter in which you have a disclosable pecuniary interest

knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a disclosable pecuniary interest or in disclosing such interest to a meeting.

### **Other registerable interests**

These are categories of interest which apply to the Councillor only (not to their partner) and which should be registered. Categories are listed in [Table 2 of the code of conduct, which is set out in Part 5 of the Constitution](#). Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your Other Registerable Interests, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter; and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

### **Disclosure of non-registerable interests**

Where a matter arises at a meeting which directly relates to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Where a matter arises at a meeting which affects – a. your own financial interest or well-being; b. a financial interest or well-being of a relative or close associate; or c. a



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# Agenda Item 4

## South Cambridgeshire District Council

Minutes of a meeting of the Scrutiny and Overview Committee held on  
Tuesday, 28 March 2023 at 5.20 p.m.

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

Councillors: Anna Bradnam Tom Bygott  
Sue Ellington Sally Ann Hart  
James Hobro Helene Leeming  
Richard Stobart

Officers in attendance for all or part of the meeting:

**In the Chamber:** Gareth Bell (Communications and Communities Service Manager), Laurence Damary-Homan, Ian Senior (Scrutiny and Governance Adviser), Liz Watts (Chief Executive)

**Remotely:** Ben Thackray (Development Officer - Homes for Ukraine)

Councillors Bill Handley (Lead Cabinet Member for Communities) and Heather Williams were in attendance.

Councillors Peter Fane (Committee member), John Batchelor (Lead Cabinet Member for Housing) and Brian Milnes (Deputy Leader) were in attendance remotely.

### 1. Chair's announcements

The Chair made several brief housekeeping announcements.

### 2. Apologies for absence

Councillor Judith Rippeth sent apologies.

### 3. Declarations of Interest

Councillor Stephen Drew declared an interest in Item 6 (Homes for Ukraine) having been a Ukrainian host since June 2022.

For the record, Councillor Bill Handley stated that, as Lead Cabinet Member for Communities, he had been heavily involved in the Homes for Ukraine project.

Councillor Helene Leeming declared an interest in Item 6 (Homes for Ukraine) having been a Ukrainian host since June 2022.

### 4. Minutes of Previous Meeting

By affirmation, the Committee authorised the Chair to sign, as a correct record, the minutes of the meeting held on 28 February 2023.

## 5. Public Questions

There were no public questions or statements.

## 6. Homes for Ukraine project status and future challenges

The Committee considered a report that had been requested by its Chair and Vice-Chair. The report enabled Committee members to review the way in which the Homes for Ukraine project had operated during the previous 12 months and recognise some of the challenges now being faced by the project. The Committee noted that South Cambridgeshire District Council had played a nationally recognised role in the Homes for Ukraine scheme, partly as a result of the high numbers of Ukrainian guests housed in the district but also because of successful partnership working and an innovative approach to some elements of the scheme.

Committee members noted the significant financial contribution made by central government, which had enabled the Council to resource the project effectively. They also noted the variety of measures put in place to manage the gap between local housing allowance and local private rents, thus reducing the risk of homelessness among Ukrainian guests. These measures included a buddy scheme allowing Ukrainian guests jointly to seek alternative accommodation, and support from central government enabling the Council to purchase additional housing to be rented to guests. In response to a question concerning the health and wellbeing of both guests and hosts, Members were told that feedback had been limited so far (possibly because the support from South Cambridgeshire District Council had exceeded expectation) but good two-way communication was in place to ensure feedback was received and needs could be met.

There had been, and continued to be, good co-ordination between the team supporting Ukrainian guests and the Council's existing housing advice and homelessness service. Financial support from central government had helped manage an increase in demand on existing staff from the scheme and extra resource had been employed to ensure efficient management of the whole project, including the support to help guests move-on to live more independently.

The financial commitment from Government had also meant the Council was able to take early action to resource the moving on team which the committee heard had helped the Council get into a good position to ensure a variety of options to move on were available.

Committee members were reassured to hear that Ukrainian guests seeking Council housing were subject to the same process as other South Cambridgeshire residents. They welcomed evidence of the alignment between the many achievements of the Ukrainian guests project and the Council's priorities.

The Lead Cabinet Member for Communities assured the Committee that South Cambridgeshire District Council would continue to do everything it could to support all its residents, whether permanent or refugees.

Having reviewed the report, the Scrutiny and Overview Committee was impressed with success of South Cambridgeshire District Council's Homes for Ukraine project to date and

- a. **emphasised** the need to document the considerable number of positive lessons learned, including the benefits of a well-structured and corporate approach; and



- b. **encouraged** Cabinet and officers to continue the excellent two-way communication with hosts and guests to seek more feedback and ensure that support remained appropriate and focussed.

## 7. **Work Programme**

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

Councillor Richard Stobart, Chair of the Young People Task & Finish Group, updated the Committee about the Group's progress to date.

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

The next Scrutiny and Overview Committee meeting had been scheduled to take place on Tuesday 25 April 2023 at 5.20pm.

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**The Meeting ended at 6.20 p.m.**

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# Agenda Item 6



**South  
Cambridgeshire  
District Council**

|                             |  |               |
|-----------------------------|--|---------------|
| <b>Report to:</b>           | Scrutiny & Overview Committee                                    | 25 April 2023 |
| <b>Lead Cabinet Member:</b> | Councillor Henry Batchelor (Lead Cabinet Member for Environment) |               |
| <b>Lead Officer:</b>        | Liz Watts, Chief Executive Officer                               |               |

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## Collection Changes - The future of waste collections

### Executive Summary

1. To review the attached draft Cabinet report.

### Recommendation

2. It is recommended that the Scrutiny and Overview Committee considers and comments on the report attached at Appendix 1 and recommends it to Cabinet for approval, with any amendments proposed.

### Reasons for Recommendations

3. To inform the Cabinet decision.

### Appendix

Appendix 1: Draft report to Cabinet on 15 May 2023 including appendices A and B

### Report Author:

Ian Senior – Scrutiny and Governance Adviser  
Telephone: 01954 713028

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## Appendix 1

|                             |   |             |
|-----------------------------|---|-------------|
| <b>Report to:</b>           | Cabinet   | 15 May 2023 |
| <b>Lead Cabinet Member:</b> | Councillor Henry Bachelor (Lead Cabinet Member for Environment) |             |
| <b>Lead Officer:</b>        | Bode Esan, Head of Climate, Environment and Waste               |             |

# Collection Changes - The future of waste collections

## Executive Summary

1. Greater Cambridge Shared Waste Service (GCSWS) is responsible for collecting domestic waste from 131,000 households and Commercial waste from more than 2,000 businesses across Greater Cambridge.
2. Due to growth in the number of households served, collection rounds have expanded at a significant rate since they were last reviewed in 2017 and are forecast to increase further, resulting in the need to review and optimise routes.
3. Reduction, reuse and recycling are the top priority choices in UK government policy for waste. The Government has published a recycling target of 64% by 2035 in its Resources and Waste Strategy. This presents a challenge to Waste Collection Authorities due to the stagnation of recycling rates<sup>1</sup>, and increased pressure because of impending legislation designed to increase recycling (see Appendix A). It is therefore essential that collection services are efficient prior to implementing these national changes.
4. Results from a route optimisation exercise conducted by GCSWS demonstrate that the Council has an opportunity to deliver efficiencies and improvements by consolidating waste collections into four days, reducing travel and overtime, and simplifying the service that residents receive.
5. Appendix A sets out further information on the emerging policies affecting the UK waste industry and GCSWS contexts.

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<sup>1</sup> The recycling rate for Greater Cambridge Shared Waste was 50.5% for the 2021/22 financial year.

## **Key Decision**

6. No

## **Recommendations**

7. It is recommended that Cabinet:
  - a. notes the round optimisation process and revised number of routes as set out at paragraph 33;
  - b. notes the impact that past and future growth and legislative changes will have on the collection service;
  - c. approves the trial of a four-day week waste collection service for three months from Summer 2023 to be funded by existing operational budgets within the service, with a report on the outcome of the trial presented to Cabinet in the Autumn of 2023.
  - d. notes that any agreement to trial a four-day week will need to be approved by Cambridge City Council (part of the GCSWS)

## **Reasons for Recommendations**

8. Consolidating routes prior to the introduction of national legislation to eliminate avoidable waste and increase recycling rates will improve operational effectiveness and productivity by re-balancing existing collection rounds. It will enable the service to better accommodate past growth and future proof waste collections prior to future growth.
9. The cessation of Monday waste collections would contribute to an increase in recycling rates due to less confusion for residents when collections coincide with Bank Holidays. A reduction in overtime incurred by Bank Holiday catch-up work will result in less staff commutes to work and shorter vehicle journeys.
10. A four-day collection service would increase staff rest days and test whether this increases staff well-being and reduces sickness levels and injuries by consolidating the number of days staff commute and work. It should increase recruitment and retention rates and reduce the reliance on agency staff to operate the service.

## **Detail**

11. The 25-year Environment Plan was launched in January 2018 and sets out how the Department for Environment, Food & Rural Affairs (DEFRA) will seek to improve the environment over a generation by creating richer habitats for

wildlife, improving air and water quality, and reducing plastic in the world's oceans.

12. Following the announcement of the Environment Bill, DEFRA launched 'Our Waste, Our Resources, a Strategy for England' in December 2018.
13. The Strategy provides a clear, long-term policy direction in line with DEFRA's 25 Year Environment Plan and is the blueprint for eliminating avoidable plastic waste over the lifetime of the 25 Year Plan, doubling resource productivity, and eliminating avoidable waste of all kinds by 2050.
14. The strategy includes several measures due to be implemented by local authorities in the future including improving recycling rates by ensuring a consistent set of dry recyclable materials is collected from all households and businesses and reducing greenhouse gas emissions from landfill by ensuring that every householder and appropriate business has a weekly separate food waste collection.
15. Whilst it is expected that financial burdens to implement changes will be met by the Government, the measures will present further challenges to Waste Collection Authorities including contract changes, resource requirements, and recruitment and retention of additional staff.
16. Combined with the expected growth in the number of households in Greater Cambridge, this level of change is significant for GCSWS.
17. To tackle these challenges, the service has conducted a route optimisation exercise to ensure that existing and future collections are streamlined prior to the introduction of new legislation. Further, issues of staff wellbeing, sickness and injury, recruitment and retention are proposed to be addressed through a four-day week trial.

## **Route Optimisation and Growth**

18. There are currently 32 domestic waste collection rounds working across Greater Cambridge. Typically, a round will service around 900 bin collection points per-day. Over the past 5 years, about 13,400 homes have been added to the existing rounds however increases in vehicles and staff has not kept pace with the level of growth with only one extra vehicle being added since 2017.
19. A route optimisation exercise would typically be carried out about every three to five years, to rebalance and add rounds in line with housing growth where necessary. This is to ensure waste collections are as efficient as possible, and carbon emissions are kept to a minimum.

20. Until detailed routes are available it is difficult to estimate the number of households that would require collection day changes.

## **Four-day week**

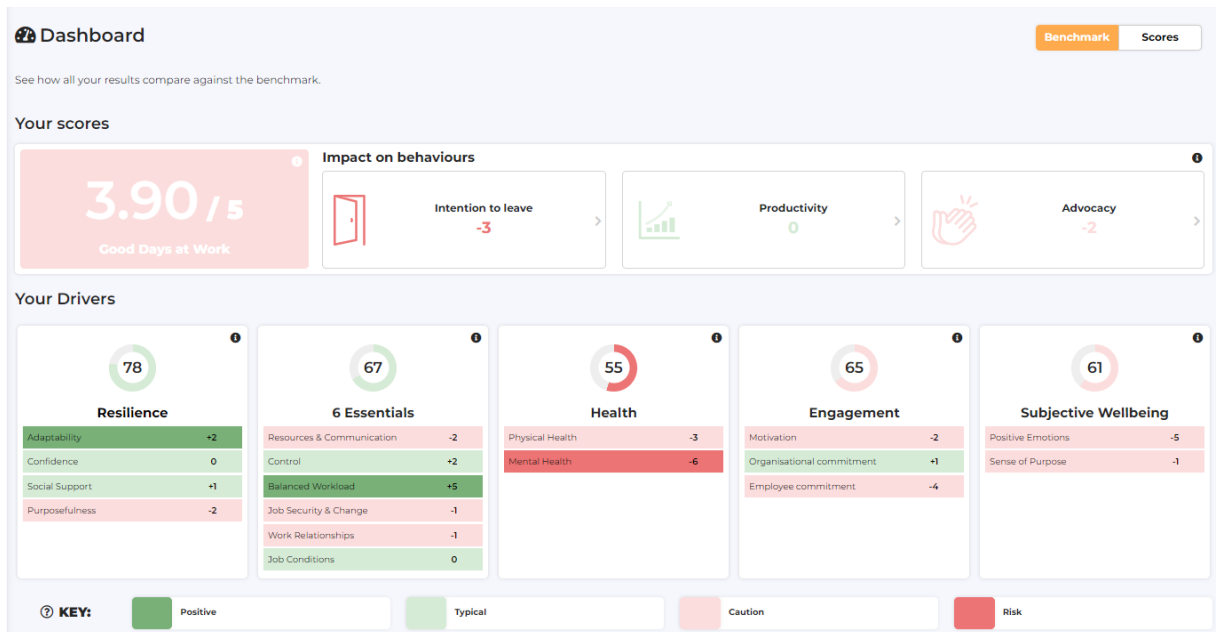
21. For the past two years the GCSWS has only been able to fill around 133 of its 148 driver and loader posts. Whilst the Service has worked hard to reduce reliance on agency staff, there remains an average of 15 agency staff covering driver and loader positions at extra cost.
22. If posts currently filled with agency staff were filled by permanent staff this would reduce the cost of additional agency fees and staff retention schemes such as the 'Golden Hello' which will no longer be required to attract new recruits.
23. Increasing permanent staff improves local knowledge which impacts positively on round completion time and a reduction in missed bins.
24. Furthermore, it is anticipated that a reduction in working days will reduce sickness levels (in particular musculoskeletal injuries) and improve the health and wellbeing of all colleagues.
25. The desk-based four-day week trial took place between January – March 2023 involving all colleagues whose work was primarily desk-based. At the time of writing this report, the quantitative and qualitative results from the trial are still being analysed (and will be presented to Employment & Staffing Committee on 3 May and Cabinet on 15 May at South Cambridgeshire District Council, and Strategy and Resources Committee at Cambridge City Council.)
26. Early indications are that the two metrics being measured – Performance and Health and Wellbeing, are both positive. Performance has been maintained and Health and Wellbeing has significantly improved as shown in the dashboards<sup>2</sup> below:

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<sup>2</sup> The scoring on these dashboards is explained at Appendix B

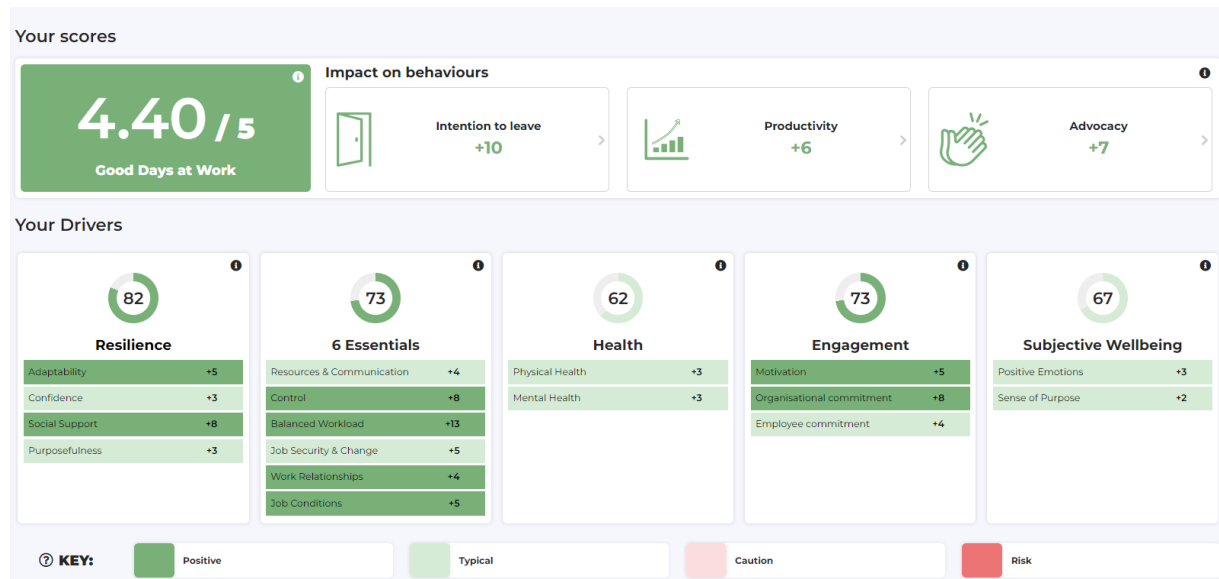


## August 2022 data:



Draft

## April 2023 data:



27. Of note, the three 'impact on behaviour' scores at the top of the dashboard are very positive. Intention to leave has moved from -3 to +10 (meaning that in August 2022 the intention to leave was identified as 'caution' when compared to the whole cohort (90,000 employees) and in April 2023 it is identified as 'positive' – a significant shift. As far as the Shared Waste Service is concerned, this is a potentially positive indicator for a trial, as a reduction in agency staff in the service would deliver a range of benefits (see next paragraph).

28. While the four-day week trial in the Shared Waste Service was always more complex to organise, due to the reliance on waste collection rounds optimisation, there are several clear expected benefits in undertaking a trial (and moving to the implementation phase) as summarised below:

### Benefits for residents

- Improved service to residents by eliminating the need to change collection days when a bank holiday falls on a Monday.
- A reduction in agency staff should lead to a reduction in missed bins due to lack of familiarity with rounds.

### Benefits resulting in service efficiencies

- Reduced vehicle journeys, maintenance and fuel costs.
- Increased operational reliability and resilience: a non-working day during the week would provide an opportunity for some vehicles to be serviced, inspected, MOT carried out etc, rather than during the working week, thus reducing the need for substitute (spot-hire) vehicles
- The potential to recruit a more diverse workforce, due to the reduction in overall working hours.

- Improved overall efficiency of service delivery and reduction in over-stretched rounds resulting in the ability to better respond to changes: non-working day will provide operational flexibility for the introduction of new routes and crews.
- Increased recruitment and retention due to attractive working arrangements - given the acute shortage of HGV drivers, the Service has struggled to fill all posts over the last few years, with use of agency crew running as high as 20% in the past and now at about 10% of total workforce.
- Reduction in overtime costs by eliminating Saturday catch-up work due to Bank Holiday Mondays.
- In the medium term there will be a reduction in capital cost requirements for the introduction of new services, due to availability of vehicles of four-day week non-working day.
- Increased flexibility to grow the commercial waste service without significant capital expenditure due to availability of vehicles on domestic stream non-working day.

#### **Benefits for employees**

- Expected increased Health & Wellbeing for all staff, resulting in reduced sickness due to increased recovery time.

#### **Benefits for the environment**

- Improved recycling rates due to an increase in bins being presented for collection on the correct day.
- Contribution to net-zero goals due to reduced carbon emissions from staff commuting and vehicle journeys (one less working day / 20% reduction in commuting.)

### **Insights from other council areas**

29. Several councils across the country already successfully operate four-day week waste collection services.
30. Locally Ipswich Borough Council have operated Tuesday – Friday collections since 2010, Peterborough City Council have operated Tuesday – Friday collections since 2014, and Fenland District Council has operated 4 days, over 5 collection days (i.e., Monday –Thursday, Tuesday – Friday shift patterns), for several years.
31. When researched these Councils reported that they experienced fewer disruptions and financial savings from a reduction in overtime costs. Fenland crews work 37 hours over a four-day period on a rota basis. Peterborough and Ipswich work longer days (up to 10 hours a day) as full-time hours are condensed rather than four-day week principles being applied. The longer days have resulted in some negative feedback from staff.

32. From a residents' perspective, once new routes embedded these councils reported no impact from the changes, as bins were still collected at the same frequency.

### Summary of changes proposed

33. The impact of growth over the next two years, combined with the proposed four-day week trial, results in a need for four new vehicles as set out in the table below (two of the four new vehicles are due to growth, whilst the remaining two are due to a four-day working pattern):

| Waste Stream          | Current vehicles | Vehicle requirements with optimised routes (including housing growth and excluding 4DW) | Vehicle requirements with Optimised routes (including housing growth and 4DW) |
|-----------------------|------------------|---|---|
| Recycling (Blue Bins) | 12               | 12  | 13  |
| Refuse (Black Bins)   | 11               | 12  | 12  |
| Organic (Green Bins)  | 9                | 10  | 11  |
| <b>TOTAL Rounds</b>   | <b>32</b>        | <b>34</b>   | <b>36</b>   |

The resulting financial impact is set out in the financial section below.

### Commercial (Trade) Waste Service

34. The Commercial (Trade) Waste Service serves more than 2,000 businesses across Greater Cambridge, many of whom have multiple collections including weekends (restaurants, pubs, etc). Due to the nature of some businesses (e.g., filled bins from night operations to be emptied before their new working day starts) and traffic restrictions in the City, the collection crews work to a slightly earlier start and finish schedule. The service currently deploys 12 vehicles across the three main collection streams (recycling, food waste, residual waste).

35. The Commercial Waste Service will adopt the same four-day week working pattern as the domestic service, except for maintaining the existing level of weekend working which is currently serviced by three crews. The baseline models for the existing waste collection rounds are being finalised at present,

but the collection arrangements and vehicles / crew capacities are such that we expect to be able to transition to a four-day week pattern for all crews, between Mondays – Fridays, without any change to the levels of service currently provided to customers. It is unlikely additional resource will be required for this.

### **Environment Operations Team (services for SCDC only)**

36. Four-day week preparations have been concluded for the Environment Operations teams (Awarded Watercourses, Envirocrime and Streets.) The three teams working patterns and scheduled duties have been arranged to ensure that services are maintained at current levels. Changes to working patterns will continue to ensure that colleagues are available to cover the standard five working days through a four-day week rota. Vital service provision for flooding and running of the pumping station remain in place 24 hours per day over seven days.
37. The trial is completely cost neutral and is predicted to have no impact on services to residents. Service levels will be measured throughout the trial using existing departmental key performance indicators and service benchmarks (thereby having comparator data from pre-trial). Service adjustments can be made throughout the trial if required.
38. It is possible to trial these services by making changes to the way service functions are managed. These changes employ the use of modern technologies. Drones will be used to assist with surveying watercourses and identifying maintenance requirements as well as a new program of works that provides single visit solutions. Mobile auditing applications will be used in the streets service to monitor service standards and demands, enabling resources to be targeted more effectively and proactively.

### **Options**

39. The Council could decide not to undertake a trial of the four-day week in the GCSWS. Given the benefits that have been identified in this report, this is not recommended.
40. The Council could delay a decision on the growth expansion, although given that the service is already operating at full capacity, this is not recommended.

## Implications

### Financial

41. The capital and revenue costs of various options were modelled to guide the selection of the most cost effective and least disruptive scenario. The separate impacts of growth and four-day week have also been quantified.
42. The four-day week element would be chargeable proportionately to SCDC and CCC using the established cost sharing formula between CCC and SCDC.

### Four-day week financial implications

43. The estimated revenue costs for the preferred option of a 32-hour week baseline for four-day week (including staffing costs, additional payments to crew, vehicle maintenance, fuel, insurance etc) are:
  - £132,000 in Year 1 (rising to £207,000 in Year 2 due to replacement costs for additional vehicle required) to be charged proportionately to South Cambridgeshire District Council and Cambridge City Council using the established cost sharing formula agreed by both Councils.
44. Four-day working would require the use of two additional vehicles. Initially, these will be absorbed within our inventory of spare vehicles which is expected to increase by four in the summer with the delivery of new collection vehicles in line with the replacement programme. By retaining and extending our current vehicle fleet beyond the typical seven-year lifetime we can mitigate the otherwise necessary capital investment until after the new service delivery model has embedded and the impact of the four-day week has been assessed. Should the trial be successful, £55,000 has been included in revenue costs as an annual contribution to the vehicle renewal and replacement fund. Capital costs of £430k will be required across both councils in year 2 (in advance of the annual contribution building up over the course of eight years).
45. These estimated costs are net as savings associated with a four-day week such as Bank Holiday catch up and the removal of the staff retention schemes have been offset. These figures are for a full 12-month financial year – the costs for the trial period would be proportionate to the full year estimates.
46. The proposed trial is planned to run for three months, starting from July / August 2023. The estimated costs for the four-day week trial, circa £33,000 per council would be funded from the Service's operational budget underspends for the 2022/23 financial year (largely arising from a better-than-expected outturn for the sale and income from recyclables due to a relatively

buoyant market over the year, and increased revenues from the commercial waste business) - subject to approval of the GCSWS Councils (South Cambridgeshire District Council and Cambridge City Council).

### Growth financial implications

47. Revenue costs due to growth would be met from the existing cost per household formula and funded from Council Tax generated by the growth. Growth expansion would require a further two vehicles which will be funded from Section 106 contributions.

- £194,000 / year for expected growth in Year 1 (including contribution to the R&R Fund), rising to £250,000 / year as growth fully materializes and new rounds are deployed – funding to be sourced from Council Tax in accordance with growth.

48. A summary of costs for both elements is set out below (for the whole service, not split by council):

|                                      | 3m trial<br>(£000) | Year 1<br>(£000) | Year 2<br>(£000) |
|--------------------------------------|--------------------|------------------|------------------|
| Route optimisation and 4DW           | 33                 | 132              | 207              |
| Extra rounds to accommodation growth | Not<br>Applicable  | 194              | 250              |

### Legal

49. Prior to extending the trial or making the four-day week pattern more permanent, the potential legal implications of changes in working patterns will be more fully reviewed. There are no legal implications of running a trial.

### Staffing

50. As the desk-based trial has shown, the four-day week has the potential to deliver significant benefits to staff health and wellbeing, and both councils have indicated their desire to ensure that these benefits can be tested across the GCSWS. The inherently different nature of work between the two cohorts of staff means that it is impossible to predict the outcome of the trial without undertaking it.

## **Risks/Opportunities**

51. The most significant risk proposed in this report relates to route changes. Waste collections are potentially the most important universal service that Councils provide, and it can be disruptive to introduce changes to the day on which someone's bin is collected, even more so if that new collection date is not introduced smoothly. Mitigations to reduce this risk are as follows:

- Pre-live and post-live contingency plans have been developed.
- A housekeeping exercise is underway to check that bin store keys and codes are correctly recorded and labelled to ensure transitions are smooth.
- New rounds will be added to a test environment before review and launch.
- Heatmaps will be produced showing old and new rounds so that changes are highlighted and can be refined where necessary.
- Local knowledge from crews will ensure changes are viable.
- All rounds will be tested by drivers before they are placed into a live environment.
- Routes will be monitored daily to ensure tonnages and finish times are in-line with expectations.
- Three additional temporary support rounds will be deployed during the first month to ensure collections are completed.
- Daily feedback sessions will be held with crews to highlight rounds that require adjustment.

## **Equality and Diversity**

52. As with the desk-based trial, an Equality Impact Assessment will be carried out at the end of the three-month trial, to ensure all impacts can be properly captured.

## **Climate Change**

53. The Council has set targets to reduce the organisation's carbon emissions by 45% by 2025 and by 75% by 2030 and support carbon reduction by 2050. The route optimisation exercise will aim for consolidation of journeys and improved grouping of properties for bin collection to reduce mileage and could make a modest positive impact to the Council's direct / Scope 1 emissions for diesel/fuel usage. The carbon emissions associated with commuting to work would decrease with a four-day week pattern, however commute mileage is not currently monitored within the Council's Scope 3 indirect emissions. This is considered displacement of emissions from commuting to possibly other personal travel rather than true reduction, although obviously the impact will be unknown until it is trialled. It should also be noted that provision of additional non-working time can lead to more sustainable lifestyle choices and



reduction on convenience consumption choices which are more carbon intensive.

## **Health & Wellbeing**

54. As set out in paras 21 and 22 above, the desk-based four-day week trial had a transformational impact on the Health and Wellbeing of those in the trial, and it is therefore important to undertake a Shared Waste Service trial to test whether similar results could be achieved.

## **Consultation responses**

55. Staff consultations were held on 12 April, supported by Unions and HR representatives. Approximately one third of drivers and loaders attended to ask questions and complete questionnaires.

56. Feedback from staff and Unions was mainly positive. Frequent questions related to pay, unbalanced rounds and whether existing arrangements such as 'Task and Finish' would remain.

57. Further presentations and question and answer sessions are scheduled for 20 April 2023.

## **Alignment with Council Priority Areas**

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

58. Key to this is moving towards a circular economy to keep resources in use for as long as possible while reducing waste and reliance on primary materials – the proposed waste collection routes optimise the use of resources and would also result in reduced carbon emissions. The Environment Bill further carries forward this commitment and proposes measures that will help to achieve these ambitions.

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

59. A trial will be a significant exercise in understanding whether we can achieve the benefits outlined above, thus maintaining services to residents and improving the health and wellbeing of employees.

## **Background Papers**

[Trialling a four-day week at the Council - Report for Cabinet.pdf \(moderngov.co.uk\)](#)

## **Appendices**

Appendix A: Background UK and GCSWS context

Appendix B: Dashboards Explained

## **Report Author:**

Dee Wood – Waste Policy Officer

Telephone: (01954) 713641

Draft

## Background Context (UK)

The UK waste industry is going through a period of significant change in response to the Government's Resources and Waste Strategy (RAWS) published in December 2018) and subsequent legislation. The way waste is generated from households, businesses and other institutions and the methods for handling, collection, transportation, recycling, treatment and disposal are being radically overhauled to promote a more "circular economy" where the use and re-use of resources is prioritized and optimised, in preference to disposal of materials after single use.

Some of the imminent changes include:

- separation of household generated food waste at source and weekly collection by councils, by 2025/26;
- DRS (deposit return schemes) requiring return of containers, bottles etc to the point of sale;
- EPR (extended producer responsibility) regulations with more controls on packaging;
- a consistent collections regime which will stipulate the method of collection and types of receptacles for kerbside collection of recyclables and residual waste.

The implication for waste collection authorities (WCAs) such as the GCSWS is the need to run an efficient service that is agile and readily capable of responding to the forthcoming changes, whilst also seizing the business opportunities that may arise, i.e., via the commercial waste service.

### GCSWS Context

Greater Cambridge is one of the fastest housing growth areas in the UK with continued significant growth (up to 2,000 new housing units per year) expected over the next few years. With so many new houses being added to the Service area, it is essential to undertake a route optimisation review about every three to five years to ensure waste collection operations are being delivered in the most optimum manner. The last review was carried out in 2017.

Considering the above context, the waste collection rounds optimisation is very timely. It will enable the Service to optimize existing operations, better cater for and respond to housing growth, and explore options for implementing a four-day week working pattern trial.



## Dashboards explained

### General Working Population (GWP) Benchmark

#### How is my score on the dashboard calculated?

Everyone's answers to the survey are converted to a 0-100 scale, where a higher score is always better. The mean of your questionnaire scores is shown on the dashboard.

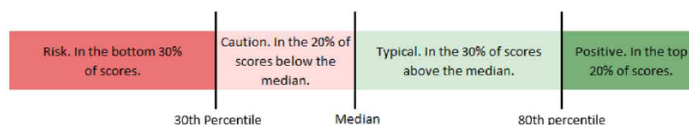
#### How is the benchmark calculated?

For all the core questions, the benchmark is created by taking the median of the scores in our general working population norm group, taken from the surveys we have run in the last five years. The benchmark is, therefore, the score where 50% of those in the norm group have a result below it and 50% have a result above it. The benchmark is the boundary between **pink** and **light green**. If your score is below it, we colour it **pink** or **red** and if your score is above it, we colour it **light green** or **dark green**.

#### How are the other colour boundaries calculated?

The boundary between **red** and **pink** is the 30<sup>th</sup> percentile of the scores of our previous surveys, i.e. it is the score where 30% of our surveys have a result below it and 70% have a result above it.

The boundary between **light green** and **dark green** is the 80<sup>th</sup> percentile of the dashboard scores of our previous surveys, i.e. it is the score where 80% of our surveys have a result below it and 20% have a result above it.



*GWP norm group is made up of ~90,000 employees from a wide range of organisations (across the private and public section)*

robertsoncooper

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## Scrutiny and Overview Committee Work Programme 2022-23

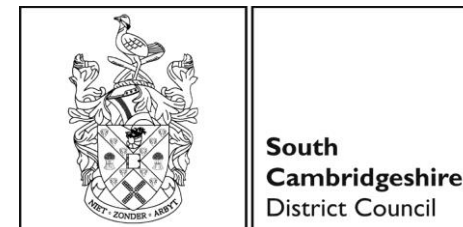
| Meeting date  | Potential Agenda item (subject to prioritisation by Chair and Vice Chair)   |   |   |
|---|---|---|---|
|   | Pre-Scrutiny  | Scrutiny review by Committee  | Task and Finish Groups  |
| 11 May 2023 - <b>Cancelled</b>  | -   | -   | -   |
| 8 June 2023   | <ul style="list-style-type: none"> <li>• Quarter 4 Performance report</li> <li>• Annual Equality Scheme Update and Progress Report</li> <li>• Review of Strategic Policies (Local Plan 2018)</li> </ul> | -   | -   |
| 20 June 2023 (Local Plan) – <b>Postponed to a date to be arranged</b> | -   | -   | -   |
| 7 September 2023  | <ul style="list-style-type: none"> <li>• 2022/23 Provisional General Fund Revenue and Capital Outturn</li> <li>• 2022/23 Provisional Housing Revenue Account (HRA)</li> </ul>                           | <ul style="list-style-type: none"> <li>• Planning engagement with Town and Parish Councils (provisional)</li> </ul> | <ul style="list-style-type: none"> <li>• Final report with recommendations from the Young People T&amp;F Group</li> </ul> |

|                  | Outturn  |  |   |
|------------------|--|--|---|
| 19 October 2023  | <ul style="list-style-type: none"> <li>Community Facilities at Northstowe (at the earliest)</li> <li>MTFS</li> </ul>   | -  | - |
| 16 November 2023 | <ul style="list-style-type: none"> <li>Bids and Savings</li> <li>2023/2024 Revenue and Capital Budget Monitoring (Quarter 2)</li> <li>Capital programme Update &amp; New Bids</li> </ul> | <ul style="list-style-type: none"> <li>Update – the future use of South Cambs. Hall</li> </ul> | - |
| 18 January 2024  | <ul style="list-style-type: none"> <li>General Fund Budget 24-25</li> </ul>  | -  | - |
| 15 February 2024 | -  | -  | - |
| 21 March 2024    | -  | -  | - |
| 16 May 2024      | -  | -  | - |
| Unscheduled      | -  | <ul style="list-style-type: none"> <li>Civil Parking Enforcement</li> </ul>                    | - |



## 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 April 2023



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

**Page 3**  
**The Decision Makers referred to in this document are as follows:**  
**Cabinet**

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

**Key and non-key decisions expected to be made from 1 May 2023**

| <b>Decision to be made</b>   | <b>Description of Decision</b>  | <b>Decision Maker</b> | <b>Date of Meeting</b> | <b>Reason for Report being considered in Private</b> | <b>Lead Cabinet Members and Contact Officer</b>  | <b>Documents submitted to the decision maker</b> |
|--|---|-----------------------|------------------------|--|--|--|
| Response to Cambridge Water's Water Resources Management Plan<br>Non-Key | To agree the Council's response to Cambridge Water's Water Resources Management Plan  | Cabinet               | 15 May 2023            |  | Lead Cabinet member for Planning<br><br>Jonathan Dixon, Planning Policy Manager                                | Report publication expected on 4 May 2023        |
| Rural Shared Prosperity Fund<br>Non-Key                                  | Review, approve or amend the policy, application criteria and determination process for the Rural Shared Prosperity grant scheme    | Cabinet               | Not before 15 May 2023 |  | Lead Cabinet Member for Economic Development<br><br>Katherine Southwood, Business Support Projects Team Leader | Report publication expected on 4 May 2023        |
| Street Naming and Numbering Policy<br>Non-Key                            | The Street Naming and Numbering Policy has been reviewed for the three councils and we have aligned all existing policies into one. | Cabinet               | 15 May 2023            |  | Lead Cabinet member for Planning<br><br>Heather Jones, Strategic Lead 3C Building Standards                    | Report publication expected on 4 May 2023        |
| New Collection   | Outputs of periodic   | Cabinet               | 15 May 2023            |  | Lead Cabinet   | Report publication                               |

**Key and non-key decisions expected to be made from 1 May 2023**

| 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 |
|---|--|----------------|-----------------|---|---|---|
| Rounds<br>Non-Key<br><br>Page 36                                    | (3 – 5 yr) review of collection rounds to optimise operations and re-balance rounds taking into account growth, new practices, vehicles, etc |                |                 |   | member for Environment<br><br>Michael Parsons, Waste Operations Manager, Alex Snelling-Day, Policy, Climate and Environment Team Manager, Bode Esan, Head of Climate, Environment & Waste | expected on 4 May 2023)                   |
| Joining the Oxford to Cambridge Pan Regional Partnership<br><br>Key | SCDC will join the partnership.  | Cabinet        | 15 May 2023     |   | Leader of Council<br><br>Liz Watts, Chief Executive   | Report publication expected on 4 May 2023 |
| Four-Day Week<br><br>Key  | To consider the results of the Four-Day Week Trial and the next steps  | Cabinet        | 15 May 2023     |   | Lead Cabinet member for Resources<br><br>Liz Watts, Chief Executive   | Report publication expected on 4 May 2023 |
| Response to Government  | To agree the Council's response to   | Cabinet        | 15 May 2023     |   | Lead Cabinet member for   | Report publication expected on 4 May      |

**Key and non-key decisions expected to be made from 1 May 2023**

| 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        |
|--|--|----------------|-------------------|---|--|--|
| Consultation: Technical consultation on the Infrastructure Levy<br><br>Non-Key | the Government consultation on the technical matters relating to the introduction of an infrastructure levy, which proposes major reforms to the existing system of developer contributions.<br><a href="https://www.gov.uk/technical-consultation-on-the-infrastructure-levy">Technical consultation on the Infrastructure Levy - GOV.UK (www.gov.uk)</a> |                |                   |   | Planning<br><br>Jonathan Dixon, Planning Policy Manager                                      | 2023   |
| Annual Equality Scheme Update and Progress Report<br><br>Key                   |  | Cabinet        | 27 June 2023      |   | Lead Cabinet member for Resources<br><br>Kevin Ledger, Senior Policy and Performance Officer | Report publication expected on 19 June 2023      |
| 2023/2024 Revenue and Capital Budget Monitoring (Quarter 1)<br><br>Non-Key     | Consider the monitoring data and trends in respect of the 2023/24 budgets and issues.  | Cabinet        | 26 September 2023 |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance                      | Report publication expected on 18 September 2024 |
|  | 2022/23 Provisional  |                |                   |   |  |  |

**Key and non-key decisions expected to be made from 1 May 2023**

| 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        |
|--|---|--------------------|--------------------------------------|---|---|--|
| 2022/23 Provisional General Fund Revenue and Capital Outturn         | General Fund Revenue and Capital Outturn  | Cabinet<br>Council | 26 September 2023<br>05 October 2023 |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 18 September 2024 |
| 2022/23 Provisional Housing Revenue Account (HRA) Outturn<br>Non-Key | Reports the HRA outturn position for the financial year 2022/23                             | Cabinet            | 26 September 2023                    |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 18 September 2023 |
| Medium Term Financial Strategy (First Submission)<br><br>Non-Key     | Review and ensure that Council is aware of the financial challenges over the medium-term.   | Cabinet            | 26 September 2023                    |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 18 September 2023 |
| Fees & Charges<br><br>Key  | Annual review and determination of fees and charges to be set by the Council from April 24. | Cabinet            | 07 November 2023                     |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 30 October 2023   |
|  |   |                    |                                      |   |   |  |

**Key and non-key decisions expected to be made from 1 May 2023**

| 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       |
|--|---|------------------------|--|---|---|---|
| 2023/2024 Revenue and Capital Budget Monitoring (Quarter 2)<br><br>Non-Key | Consider the monitoring data and trends in respect of the 2023/24 budgets and issues. | Cabinet                | 05 December 2023                         |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 27 November 2023 |
| Capital programme Update & New Bids<br><br>Non-Key                         | Report Council's Capital Programme and new Capital bids from 2024/25                  | Cabinet                | 05 December 2023                         |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 27 November 2023 |
| Bids and Savings<br><br>Non-Key  | Consider new Revenue bids and savings for 2024/2025.                                  | Cabinet                | 05 December 2023                         |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 27 November 2023 |
| General Fund Budget 2024/25  | Consider the General Fund Revenue Budget for 2024/25                                  | Cabinet<br><br>Council | 06 February 2024<br><br>27 February 2024 |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 29 January 2024  |

**Key and non-key decisions expected to be made from 1 May 2023**

| 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      |
|---|--|--------------------|--------------------------------------|---|---|--|
| Review of Revenue Reserves and Provisions | Review the Council's Revenue Reserves and Provisions as part of the 2024/2025 budget setting process.    | Cabinet<br>Council | 06 February 2024<br>27 February 2024 |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 29 January 2024 |
| Medium Term Financial Strategy 2024-29    | Review and ensure that Council is aware of the financial challenges over the medium-term                 | Cabinet<br>Council | 06 February 2024<br>27 February 2024 |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 29 January 2024 |
| Local Council Tax Support                 | Review the Localised Council Tax Support (LCTS) scheme for 2023/24 and agree the LCTS scheme for 2024/25 | Cabinet<br>Council | 06 February 2024<br>27 February 2024 |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 29 January 2024 |
| Capital Strategy                          | Consider a refreshed version of the Strategy for adoption  | Cabinet<br>Council | 06 February 2024<br>27 February 2024 |   | Lead Cabinet member for Resources                                       | Report publication expected on 29 January 2024 |



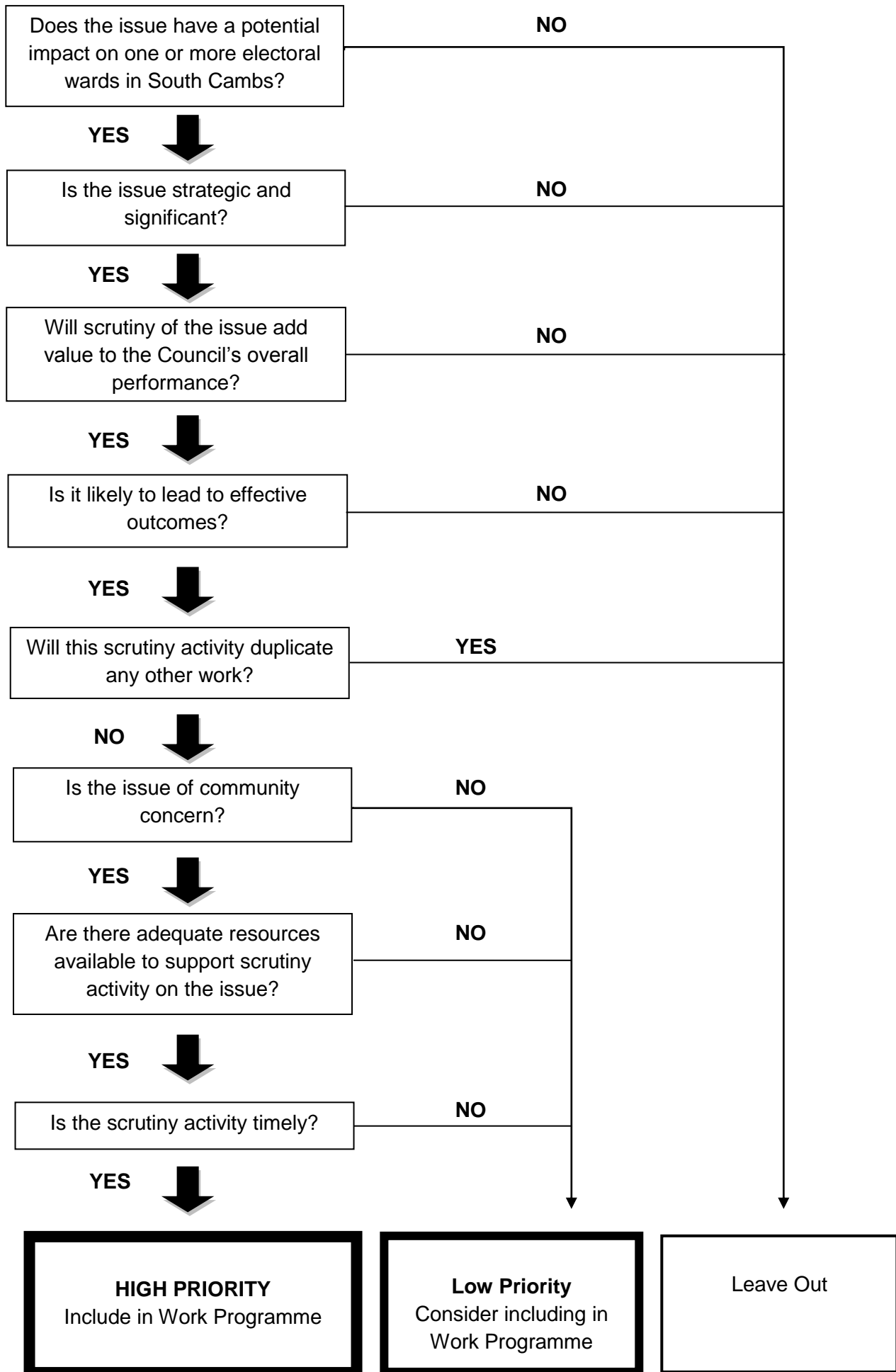
**Key and non-key decisions expected to be made from 1 May 2023**

| 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      |
|--|---|--------------------|--------------------------------------|---|--|--|
|  | by the Council.   |                    |                                      |   | Peter Maddock,<br>Head of Finance  |  |
| Treasury Management Strategy           | Consider a refreshed version of the Strategy for adoption by the Council. | Cabinet<br>Council | 06 February 2024<br>27 February 2024 |   | Lead Cabinet member for Resources<br><br>Peter Maddock,<br>Head of Finance | Report publication expected on 29 January 2024 |
| Capital Programme 2024/25 - 2028/29    | Consider the Council's Capital Programme                                  | Cabinet<br>Council | 06 February 2024<br>27 February 2024 |   | Lead Cabinet member for Resources<br><br>Peter Maddock,<br>Head of Finance | Report publication expected on 29 January 2024 |
| Housing Revenue Account Budget 2024/25 | Consider the Housing Revenue Account Budget for 2024/25                   | Cabinet<br>Council | 06 February 2024<br>27 February 2024 |   | Lead Cabinet member for Resources<br><br>Peter Maddock,                    | Report publication expected on 29 January 2024 |

**Key and non-key decisions expected to be made from 1 May 2023**

| 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      |
|--|---|--------------------|--------------------------------------|---|---|--|
|  |   |                    |                                      |   | Head of Finance   |  |
| Council Tax Resolution 2024-25   | Consider the Council Tax Resolution for 2024/25                                       | Cabinet<br>Council | 06 February 2024<br>27 February 2024 |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 29 January 2024 |
| 2023/2024 Revenue and Capital Budget Monitoring (Quarter 3)<br><br>Non-Key | Consider the monitoring data and trends in respect of the 2023/24 budgets and issues. | Cabinet            | 12 March 2024                        |   | Lead Cabinet member for Resources<br><br>Peter Maddock, Head of Finance | Report publication expected on 4 March 2024    |
|  |   |                    |                                      |   |   |  |

## Scrutiny Work Programme Prioritisation Tool



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