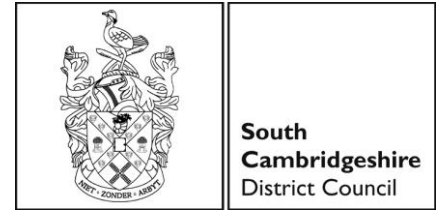


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 01954 713000
f: 01954 713149
www.scambs.gov.uk



31 May 2023

To: Chair – Councillor Graham Cone
Vice-Chair – Councillor Stephen Drew
Members of the Scrutiny and Overview Committee – Councillors
Anna Bradnam, Tom Bygott, Dr. Martin Cahn, 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 Heather Williams, 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 **Thursday, 8 June 2023 at 5.30 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

1. Chair's announcements

Pages

2. **Apologies for absence**
To receive apologies for absence from committee 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 25 April 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 Friday 2 June 2023.
6. **South Cambridgeshire Community Safety Partnership - Operational Plan 2023/24** **11 - 30**
7. **2022-23 Quarter Four Performance Report** **31 - 78**
8. **Draft Annual Equality Scheme Review** **79 - 112**
9. **Work Programme** **113 - 128**
10. **To Note the Date of the next meeting**

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.

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

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.

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

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
Tuesday, 25 April 2023 at 5.20 p.m.

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

Councillors: Anna Bradnam Libby Earle
Sue Ellington Peter Fane
James Hobro Helene Leeming
Judith Rippeth Richard Stobart
Dr. Aidan Van de Weyer

Officers in attendance for all or part of the meeting:

In the Chamber: Marco De Luca (Principal Operations Manager – Waste), Bode Esan (Head of Climate, Environment & Waste), Andrew Francis (Elections and Democratic Services Manager), Lee Hillam (Operations Programme Manager), Peter Maddock (Head of Finance), Ian Senior (Scrutiny and Governance Adviser), Liz Watts (Chief Executive), Dee Wood (Waste Policy Officer)

Remotely: Jeff Membery (Head of Transformation, HR and Corporate Services)

Councillor Bill Handley was in attendance remotely, by invitation.

Councillor Henry Batchelor (Lead Cabinet Member for Environment) was present in the Chamber.

1. Chair's announcements

The Chair made several brief housekeeping announcements.

2. Apologies for absence

Councillors Tom Bygott and Sally Ann Hart sent apologies.

3. Declarations of Interest

There were no declarations of interest.

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 March 2023.

Councillor Judith Rippeth had not been present at that meeting so was not part of the affirmation.

5. Public Questions

Mr. Daniel Fulton had registered to ask a question but was unable to attend the meeting. As requested by him, the question was not asked in his absence and no answer was provided.

6. Collection Changes - The future of waste collections

The Scrutiny and Overview Committee considered a draft Cabinet report that focussed on waste collection optimisation, past and future housing development, legislative change, and the trial of a four-day-week waste collection service subject to receiving approval from Cambridge City Council as this Council's partner in the Greater Cambridge Shared Waste Service (GCSWS). At the Chair's invitation, the Head of Climate, Environment and Waste gave a brief overview of the proposals.

In reply to Councillor Richard Stobart, the Head of Climate, Environment and Waste summarised the methodology adopted. He said that GCSWS had appointed an experienced consultancy company (ISL) to advise it about how best to conduct the review. ISL had used industry-recognised software to undertake their analysis and modelling. Their approach had involved establishing a baseline for the existing operations based on vehicle type, the nature and weight of materials collected, travel time, collection areas and destination for treatment and disposal. ISL had also looked at data mapping tools. The baseline models for each waste stream (recycling, organic and residual waste) had then been checked and refined against actual data collected from in-vehicle software and the depot weighbridge. Having been calibrated, the baseline models had then been used to assess alternative solutions for refreshing the collection of each of the waste streams.

Councillor Henry Batchelor (Lead Cabinet Member for Environment) informed the Committee that the feedback from waste collection crews and from Trade Unions had been positive.

The Waste Policy Officer said that several options existed for developing a new working pattern that focussed on improving the health and wellbeing of staff.

Councillor Anna Bradnam observed that long-term injury among waste collection operatives might increase as a result of implementing a four-day-week for them. Councillor Bradnam said it would be crucial to monitor the situation and, if possible, identify injuries picked up as a result of the 4-Day-Week and those resulting from activities, such as other manual labour, pursued on Non-Working Days. The Lead Cabinet Member for Environment acknowledged the high-risk nature of some jobs and assured the Committee that health and wellbeing would be treated as being of paramount importance.

Councillor Helene Leeming asked officers to amend the report to Cabinet on 15 May 2023 so that the financial implications set out in paragraphs 43 to 48 were more transparent.

The Committee explored the overall impact of introducing a four-day-week. This included anticipated costs and net environmental benefits, as well as the need to continue supporting behavioural change among residents to prepare them for future methods of dealing with waste.

Councillor Anna Bradnam highlighted a discrepancy in the budgeted cost of the four-day-week trial as shown in paragraphs 46 and 48 of the report. The Head of Climate,

Environment and Waste acknowledged that the figure of £33,000 in the table at paragraph 48 (route optimisation and four-day-week trial period) should be £16,500 representing a 50:50 split between South Cambridgeshire District Council and Cambridge City Council.

Concluding the debate, the Chair thanked officers for their contribution to the meeting and emphasised that South Cambridgeshire District Council owed GCSWS staff a duty of care. He noted that the four-day-week trial would not proceed if Cambridge City Council failed to support it.

Having reviewed the draft report, and by affirmation, the Scrutiny and Overview Committee **supported the recommendation** that Cabinet should

- a. note the round optimisation process and revised number of routes as set out at paragraph 33;
- b. note the impact that past and future growth and legislative changes will have on the collection service;
- c. approve 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; and
- d. note that any agreement to trial a four-day-week will need to be approved by Cambridge City Council (part of the GCSWS).

7. **Work Programme**

Members **received and 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, highlighting a separate meeting with officers already promoting youth engagement with the Greater Cambridge Shared Planning Service. The Scrutiny and Overview Committee Vice-Chair thanked Councillor Stobart for his leadership of the Task & Finish Group.

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

Members noted that the meeting scheduled for 11 May 2023 had been cancelled and that the next Scrutiny and Overview Committee meeting would take place on Thursday 8 June 2023 starting at the new time of 5.30pm.

The Meeting ended at 7.20 p.m.

This page is left blank intentionally.

Agenda Item 6



**South
Cambridgeshire
District Council**

Report to:	Scrutiny & Overview Committee	8 June 2023
Lead Cabinet Member:	Councillor Bill Handley (Lead Cabinet Member for Communities)	
Lead Officer:	Peter Campbell, Head of Housing	

South Cambridgeshire Community Safety Partnership – Operational Plan 2023/24

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 recommendations for amendments proposed.

Reasons for Recommendations

3. The South Cambridgeshire CSP is a statutory Partnership made up of representatives from Police, Health, Probation, South Cambridgeshire District Council (SCDC), Cambridgeshire Fire and Rescue Authority, Cambridgeshire County Council and the Voluntary and Community Sector.
4. South Cambridgeshire District Council is the accountable body for the CSP and consequently, the Council must have oversight of, and be in agreement with, the Operational Plan.

Appendix

Appendix 1: Draft report to Cabinet on 27 June 2023 including appendices

Report Author:

Ian Senior – Scrutiny and Governance Adviser
Telephone: 01954 713028

This page is left blank intentionally.

Report to:	Cabinet
Lead Cabinet Member:	Cllr Bill Handley - Lead Cabinet Member for Communities
Lead Officer:	Peter Campbell – Lead Officer for South Cambs Community Safety Partnership

South Cambridgeshire Community Safety Partnership – Operational Plan 2023/24

Executive summary

1. The purpose of this paper is to present the South Cambridgeshire Community Safety Partnership (CSP) Operational Plan for 2023/24.
2. As the accountable body for the CSP, the Council must have oversight of, and be in agreement with, the Plan.

Key Decision

3. No – this is not a key decision

Recommendations

4. It is recommended that Cabinet agrees the content of the Operational Plan for 2023-24, considering the lead role the Council takes in its delivery and the resources committed to it.

Reasons for Recommendations

5. The CSP is made up of representatives from Police, Health, Probation, South Cambridgeshire District Council (SCDC), Cambridgeshire Fire and Rescue Authority, Cambridgeshire County Council and the Voluntary and Community Sector. The Police and Crime Commissioner must have regard to the CSP priorities within their Police and Crime Plan.

6. The responsible authorities listed are also required, under section 17 of Crime and Disorder Act 1998 (the Act), to consider the implication on crime and disorder of all their day-to-day activities. These are wide reaching across the work of the Council and include designing out crime in new developments, tackling frontline priorities through the Neighbourhood Services Team (Housing), and issuing a wide range Protection Orders through Environmental Health and Licensing teams.

Details

7. The CSP is a statutory partnership, established by the Act. The aim of the CSP is to reduce crime, disorder, substance misuse and re-offending in a strategic and informed way. Some of the statutory responsibilities of the CSP are discharged through other countywide partnerships, including the reduction of substance misuse and reoffending.
8. A number of duties have come to Local Authorities and CSPs of late, which include:
 - Prevent Duty – A Local Authority duty to prevent the radicalisation of vulnerable people who might be drawn into extremist or terrorism activity. This is coordinated for Cambridgeshire by the County Council and delivered at the district level. Activity is reviewed by the CSP on a regular basis.
 - Protect Duty – On 2 May 2023 the Government published the drafts Terrorism (Protection of Places) Bill, also known as Martyn’s law. When in place, this law will place a proportionate duty on those operating premises open to the public, which seeks to ensure stronger protections against terrorism in public places. This will be done on a tiered basis, with more stringent requirements for those operating high-capacity venues (800+).
 - Serious Violence Duty – overseen and co-ordinated in Cambridgeshire by the High Harms Board, this is a duty on a range of specified authorities to share information and target interventions to prevent and reduce serious violence in the community. It also amends the Crime and Disorder Act 1998 to ensure that existing Community Safety Partnerships make serious violence a priority.
9. Figure 1 in appendix A shows how the South Cambs CSP fits into the structure of community safety and related bodies across the county.
10. South Cambridgeshire District Council is one of the named ‘responsible authorities’ and is the accountable body for the CSP, taking a lead role in administering the work of the Partnership.
11. The CSP produces an annual Operational Plan to deliver the statutory requirements and identifying projects / themes of work to add value to the work of individual agencies. As the accountable body and in committing resources to it, SCDC must have oversight of and be in agreement with the Plan.

12. This report presents the CSP Operational Plan and associated Communications Forward Plan for 2023/24. As always, the work of the CSP and its subgroups is kept under constant review to maximise the added value that comes from partnership working. The Terms of Reference for each group are currently being reviewed. Two councillors from SCDC sit on the CSP Board, they are Cllr Sally Ann Hart and Cllr Helene Leeming. They have helped shape and develop the operational plan.

13. The Operational Plan for 2023/24 and associated Communications Forward Plan at Appendix B summarises the current activities of the CSP and this is made up of

- i. statutory responsibilities; and
- ii. other projects identified by partners or driven by data to support the partnership's overarching aims.

Appendix C is a list of recommendations that have been accepted by the Board, with details of how exactly these will be delivered to be agreed during a forthcoming review of the CSP's work.

14. For 2023/24, the CSP priorities have changed to reflect the recommendations of the March 2023 strategic assessment and the duties outlined above, as follows:

- i. Improve resilience in communities across South Cambridgeshire
- ii. Ensure priority areas continue to be driven by data whilst also being informed by professional judgement
- iii. Strive to protect those vulnerable to abuse, harassment, and violence

15. Priority areas (on a geographic and thematic basis) are identified through an annual Strategic Assessment and regular data reviews, which highlight where parishes might be flagging on multiple crime and activity types.

16. The geographical priorities for 2023/24 are:

- i. Cambourne
- ii. Orchard Park
- iii. Northstowe
- iv. Milton and Waterbeach (which will get a data 'deep dive' to help partners better understand local issues).

17. The thematic focus and subject of a data 'deep dive' will be violence against the person and public order, which have increased in South Cambridgeshire in the last year.

18. The existing and allocated £15,000 per annum SCDC budget will continue to be available for Community Safety. This amount remains unchanged, and this is apportioned as follows:

- i. Commissioning the Strategic Assessment – approximately £9,500 per annum (which this year will include a deep dive into Milton & Waterbeach as well as violence against the person and public order)
- ii. Contributing to the countywide Domestic Homicide Review (DHR)¹ commissioning model – approximately £4,000 per annum. Each responsible authority is required to pay the same.
- iii. Projects to support the delivery of the Operational Plan – approximately £1,500

19. SCDC is now in year 2 of a three-year agreement with the Office of the Police and Crime Commissioner (OPCC) which provides £45,000 per annum for a CSP Project Officer. This resource has been publicised to partners and to elected members frequently over the last 12 months. The postholder is listening to and working with the public to act on their concerns and support them to assist themselves, thereby developing community resilience. They are supporting partners on the CSP to deal with the local issues of crime and disorder which matter most to people who live and work in the area.

Examples of work include:

- Attendance at Cambourne/ Northstowe/ Orchard Park fetes, fayres and events in conjunction with CSP partners
- ‘Coffee With A Cop’ - Sawston, Linton, Melbourn. Upcoming Gamlingay events and building relationships with PCSOs
- Web resources and signposting for residents on the Council’s website
- Involvement in Northstowe anti-social behaviour and tenancy integration work
- Increasing engagement and reporting in Orchard Park as priority area
- Northstowe ASB - encouraging Town Council involvement & support to understand their responsibilities
- Creating County Lines events for parents in the District
- Creation of a ‘Transforming Lives’ ASB session for young people on the edges of risk taking behaviour that can be rolled out to other youth cohorts.
- Cambourne Speedwatch – recently launched
- Melbourn underpass partnership project - recently completed

20. There is currently PCC funding available through the ‘Safer Communities’ and ‘Youth Fund’ schemes. Three projects supported in South Cambs so far are:

- Melbourn underpass project – improving the safety of the area
- Firebreak youth courses – teaching young people life skills

¹ **A Domestic Homicide Review (DHR)** is a multi-agency review of the circumstances in which the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse or neglect by a person to whom they were related or with whom they were, or had been, in an intimate personal relationship, or a member of the same household as themselves. Since 13 April 2011 there has been a statutory requirement for local areas to conduct a DHR following a domestic homicide that meets the criteria.

- Cambourne Romsey Mill youth work – addressing youth ASB

21. The CSP Operational Plan for 2023/24 continues to take account of this agreement and includes an action to oversee the work of the Project Officer.

Options

22. Cabinet could:

- i. Agree the CSP Operational Plan for 2023/24, considering the lead role the Council takes in its delivery and the resources committed to it.
- ii. Not agree the CSP Operational plan for 2023/24, detailing feedback to the CSP to consider for approval at a later stage.
- iii. Defer a decision until a later date, pending further information.

Implications

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

Financial

24. The sum contributed to the pooled fund for commissioning DHRs on a countywide basis has remained the same for the coming year (£4,000), but this figure could change in future years depending on the number of DHRs required and the average cost of each.

Staffing

25. The CSP Project Officer is line managed and supported by the existing Community Safety Partnership Development Officer, within the Communications and Communities Team.

26. The funding from the OPCC has an associated monitoring and reporting requirement which will be undertaken by the Community Safety Partnership Development Officer.

27. The CSP Operational Plan references the Prevent duty for Local Authorities, as well as the Serious Violence Duty (and when more is known about Martyn's Law, this too is likely to feature). Progress against the SCDC Prevent Plan is reported on to the CSP and the countywide Prevent Board on a regular basis. The Serious Violence Duty is led by the High Harms Board and more information will be made available as work on this progresses (to include a countywide Needs Assessment).

Alignment with Council Priority Areas

28. Modern and Caring Council: the CSP is a statutory partnership whose work aligns to that of the Council in tackling crime and disorder.

Background Papers

None

Appendices

Appendix A: Community Safety Partnership structure

Appendix B: CSP Operational Plan and Comms Forward Plan 2023/24

Appendix C: Recommendations from the Strategic Assessment for the 2023/24 financial year

Report Authors:

Linda Gallagher- Development Officer

Telephone: 07376 901019

Kathryn Hawkes – Communities Manager

Telephone: 07702 629022 / 01954 712932 (Teams)

Appendix A - Cambridgeshire and Peterborough Countywide Agreement 2022 to 2025

Strategic System Leadership

The strategic system leadership is made up of the following components:

- Countywide Harms Board (Community Safety Strategic Board)
- Health and Wellbeing Board
- Criminal Justice Board
- Safeguarding Boards
- Integrated Care System Board
- Public Service Board

Countywide Harms Board (Community Safety Strategic Board) Priorities

The Countywide Harms Board provides strategic direction and leadership across priority issues, with risk-based exception reporting for other

issues

- Drug strategy
- Serious violence
- Violence against women and girls
- Serious and organised crime

Countywide Development Groups

Countywide Delivery Groups drive co-ordinated approaches at a strategic level

- Mental Health Delivery Board
- Domestic Abuse/Sexual Violence Strategic Board
- CCJB Rehabilitation and Resettlement Group
- Strategic Child Exploitation Group
- PREVENT Board
- Vision Zero Partnership Board
- Drug and Alcohol Misuse Delivery Board
- Youth Justice Management Board
- Organised Crime and Modern Slavery Delivery Group

Local/Countywide Linkages

- PCC/Community Safety Partnership Chairs Meeting: Provides an opportunity to share learning across CSPs
- Community Safety Officer Group: Provides an opportunity to support a co-ordinated approach across delivery groups and CSPs

Local Delivery

Based on robust community engagement, CSPs are responsible for local delivery of CSP action plans and countywide priorities

- Cambridge City Community Safety Partnership
- East Cambridgeshire Community Safety Partnership
- Fenland Community Safety Partnership
- Huntingdon Community Safety Partnership
- Safer Peterborough Partnership
- South Cambridgeshire Partnership

The agreement is between the relevant Responsible Authorities and Community Safety Partnerships (CSPs) in Cambridgeshire and Peterborough, including: Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council, South Cambridgeshire District Council, Cambridgeshire Constabulary, Cambridgeshire & Peterborough Integrated Care System and Fire & Rescue Service, and The Probation Service.



South Cambridgeshire Community Safety Partnership Operational Plan 2023-24

The Community Safety Partnership is responsible for improving community safety, including reducing crime, disorder, substance misuse and reoffending in South Cambridgeshire. The partnership includes the local authorities, police, fire service, NHS, probation service, community rehabilitation company and the voluntary sector. We work alongside the Police and Crime Commissioner.

All partners on the CSP who have responsibilities under the various connected Duties (including Serious Violence, Prevent and Protect) do so by having regard to these Duties in their everyday activities, and through CSP activity where appropriate.

Through our Operational Plan we aim to:

1. improve resilience in communities across South Cambridgeshire
2. ensure priority areas continue to be driven by data whilst also being informed by professional judgement
3. strive to protect those vulnerable to abuse, harassment and violence

As a partnership, our actions add value to what we can do individually as organisations. We do not list everything we do separately.

Subject to the forthcoming (June 2023) review of Terms of Reference and meeting frequency, the Community Safety Partnership Board meets twice a year to provide direction and oversight. The Tasking and Tactical Coordination Group meets monthly to make sure that the Partnership's plans are delivered. The Problem-Solving Groups meet monthly and feed information into the Tasking and Tactical Coordination Group regarding challenging cases and trends.

Operational Plan

Action	Lead Team / Organisation	Statutory Responsibility and /or evidence / data driven project to support CSP aims	Resources	Timescales
<p>Commission Strategic Assessment (SA), including min. 1 data 'deep dive' per annum.</p> <p>Page 22</p> <p>Review data, particularly for the Priority Areas</p>	<p>Communities Team, South Cambridgeshire District Council (SCDC) for the CSP. SA delivered through a Service Level Agreement (SLA) with Cambridgeshire County Council Research Team</p> <p>Data review produced by Cambridgeshire County Council Research Team for review by Tasking and Tactical Co-ordination Group (TCG) members, on behalf of the CSP Board.</p>	<p>Statutory responsibility – priority 2</p> <p>Priority 2</p>	<ul style="list-style-type: none"> • C. £9,500 per annum (SCDC contribution) • Staff time • Through SLA 	<p>Annually c. February with the deep dive/s conducted when necessary / appropriate</p> <p>Quarterly</p>

<p>Co-ordinate agency responses to local issues for adults and for children, young people and families through two separate Problem Solving Groups (PSG) with a focus on preventing serious violence</p>	<p>Communities Team, SCDC</p>	<p>Priority 1 & 3</p>	<ul style="list-style-type: none"> • Staff time 	<p>Monthly</p>
<p>Co-ordinate agency participation in place-based priority action groups / partnerships; and</p> <p>Support the delivery of projects and solutions to issues in agreed priority areas with a view to preventing low-level ASB and more serious violence.</p>	<p>Cambridgeshire County Council, Communities Service Team and Communities Team, SCDC</p> <p>Cambridgeshire County Council, Communities Service Team and Communities Team, SCDC</p>	<p>Priority 2</p> <p>Priority 2 1 & 3</p>	<ul style="list-style-type: none"> • Staff time • Grants 	<p>Monthly / quarterly depending on model</p>
<p>Coordinate and manage the work program of the CSP Project Officer post to include:</p> <ul style="list-style-type: none"> • Respond to PCC enquiries • Delivering interventions and activity in Priority areas 	<p>Communities Team, SCDC</p>	<p>Priority 1</p>	<ul style="list-style-type: none"> • OPCC Funding • SCDC Staff time 	<p>Ongoing, with OPCC monitoring</p>

<ul style="list-style-type: none"> • Make applications as appropriate to the 'Putting Communities First' fund. • Partnership/stakeholder working in Cambs CSP areas - Police, Fire, Community Connectors, schools etc • Report monthly to T&CG • Prepare reports for CSP Board & OPCC 				
<p>Coordinate, manage and participate in the Community Trigger process</p>	<p>Environmental Health, SCDC</p>	<p>Statutory responsibility (SCDC)</p>	<ul style="list-style-type: none"> • Staff time 	<p>Ongoing, as required</p>
<p>Domestic Homicide Reviews (DHR):</p> <ul style="list-style-type: none"> • Support and facilitate the completion of ongoing DHRs • Work with County DASV/ VAWG Team to commission further reviews as required 	<p>Communities Team, SCDC</p>	<p>Statutory responsibility</p>	<ul style="list-style-type: none"> • £4,000 per annum (SCDC contribution) • Staff time 	<p>HO guidance to be followed, this is currently under review.</p>

<p>Support the delivery of the Cambs County Council and SCDC 'Prevent' Plan (and related 'Protect' duty where relevant)</p> <p>Ensure SCDC and CSP partners are compliant particularly regarding:</p> <ul style="list-style-type: none"> • Licensing of events • ICT policy • Policies on facility hire / lettings • Training • Comms • Community engagement & concerns 	<p>Communities Team, SCDC</p>	<p>Statutory responsibility (Local Authority Duty)</p>	<ul style="list-style-type: none"> • Staff time 	<p>Ongoing</p>
<p>Tackle the causes of hoarding behaviours:</p>	<p>Communities Team and Environmental Health services, SCDC</p>	<p>Priority 1</p>	<ul style="list-style-type: none"> • OPCC Funding (allocated £4,130) • Staff time 	<p>Mental Health Officer appointed Winter 2022-23 so funding rolled forward for their use in 2023-24.</p>

<p>Information / social media campaigns to support the public to recognise and report incidents or concerns about:</p> <ul style="list-style-type: none"> • Domestic abuse • Serious violence • Violence against women and girls • Cyber harassment, particularly young people focussed • Scams and rogue trading • Radicalisation • Hoarding • Hate crime • Modern Slavery • County Lines 	All partners.	Priority 1. Also contributes to statutory responsibility to regularly engage and consult with the community about their priorities and progress achieving them	<ul style="list-style-type: none"> • Staff time • In accordance with CSP comms plan. 	Ongoing - see comms plan
Organise / support / facilitate 'Community Safety Events' across the district, particularly in priority areas.	Communities Team, SCDC with all CSP partners	Priority 1. Also contributes to statutory responsibility to regularly engage and consult with the community about their priorities and progress achieving them	<ul style="list-style-type: none"> • Staff time • £500 for venue, refreshments, printing etc 	April 2023-March 2024
Support Cambs Police in conducting their open survey	Police	Priority 1. Also contributes to statutory	<ul style="list-style-type: none"> • Staff time 	Open survey; quarterly engagement events

and quarterly engagement events to help understand community concerns in South Cambridgeshire		responsibility to regularly engage and consult with the community about their priorities and progress achieving them		
<p>Actions to support the reduction of:</p> <ul style="list-style-type: none"> • Substance misuse • Reoffending 	<p>All Partners</p> <p>Delegation to other countywide partnerships</p>	Statutory responsibility	<ul style="list-style-type: none"> • Staff time (invite correct agencies to the CSP Board) 	Ongoing
<p>Review the CSP Information Sharing Agreement (ISA) in line with current legislation and guidance</p> <p>Partners sign up to the ISA</p>	<p>Communities Team, SCDC</p> <p>All Partners</p>	Statutory responsibility	<ul style="list-style-type: none"> • Staff time 	Autumn 2023
Coordinate partnership activity to maximise resources and impact for South Cambs Communities and keep partnership activity under review, including the TCG and PSGs	All partners. SCDC to record and monitor	Statutory responsibility to set out a partnership plan and monitor progress	<ul style="list-style-type: none"> • Staff Time 	Ongoing

Communications Forward Plan – CSP 2023-24

Awareness Issue	Lead / Collaboration	Resources	Dates of campaign
Violence against women and girls (VAWG)	County Council VAWG newsletter	Staff time	Monthly
Radicalisation / Prevent / Protect	County Council - as part of the Local Authority duty	<ul style="list-style-type: none"> Awareness of Eyes & Ears toolkit in schools. Information created by Prevent team - County Council. See actions in SCDC Prevent Plan 	Regularly due to new responsibility
Hoarding PC's to include a ready-made article into their magazines on looking for signs	District Council (EH) / Fire	Staff time	15-19 May 2023
ASB awareness	Resolve for Police		3-9 July 2023
Hate crime	County / District / Police		8-16 Oct 2023
Cyber harassment and bullying-young people	Police		11 Oct 2023
Exploitation and Modern Day Slavery	Police / SCDC		16-22 Oct 2023
Preventing acquisitive Crime	Police		Awareness month Dec 2023 Businesses being targeted at Christmas.
Scams & rogue Traders	Communities Service, County Council		Jan 30- Feb 3
Domestic abuse	DASV		5-12 March 2024

Appendix C: Strategic Assessment Recommendations for 2023/24

Priority	No.	Recommendations for 2023/24
Priority 1: Priority areas continue to be driven by data whilst also being informed by professional judgement	1.1	Cambridgeshire County Council Research Team to complete a review of the quarterly data analysis process
	1.2	The review of the data matrix working processes should consider the inclusion of violence indicators
	1.3	ASB incidents and deliberate fires should continue to form part of the data review matrix to ensure emerging areas of concern are picked up and that work tackling ASB/deliberate fire setting is continued in current priority areas.
Priority 2: Protecting those vulnerable to abuse, harassment and violence	2.1	The partnership should commission a more in-depth review of violence, in order to better understand this sustained increase.
	2.2	Given that public order can affect communities more generally than just individual victims, it would be worth the partnership requesting a more detailed analysis of these crimes, the areas affected and overlaps with other community safety issues.
	2.3	The CSP should utilise the Domestic Abuse and Sexual Violence Needs Assessment to gain a more detailed understanding of these issues within South Cambridgeshire.
	2.4	The partnership should use the latest Census data to consider whether particular cohorts are more present in the district now than previously.
Additional recommendations	3.1	Receiving additional data and information from the High Harms Board (or thematic partnerships lead at force level) to enable to the partnership to effectively prioritise emerging issues.
	3.2	The CSP should consider its role in raising and maintaining community awareness in relation to fraud, scams and cybercrime. In addition to prevention, higher levels of awareness could potentially lead to increases in reporting and victims accessing support.

Priority	No.	Recommendations for 2023/24
	3.3	In order to address the data gap regarding reoffending the CSP should consider what insights can be drawn from probation services and other key agencies locally as to levels of offending and concerns regarding offenders in the local area.
	3.4	It is not recommended that the partnership focus a priority on all acquisitive crime. It is very low in South Cambridgeshire and has seen notable reductions. The partnership should link in with the police on serious organised crime in relation to catalytic converter thefts.
	3.5	The CSP should utilise the upcoming Countywide Drug and Alcohol Needs Assessment to gain a more detailed understanding of these issues within the South Cambridgeshire.

Agenda Item 7



Report to:	Scrutiny and Overview Committee	8 June 2023
Lead Cabinet Member:	Councillor John Williams (Lead Cabinet Member for Resources)	
Lead Officer:	Jeff Membery (Head of Transformation, HR and Corporate Services)	

2022-23 Quarter Four Performance Report

Executive Summary

1. This report presents Scrutiny and Overview Committee with the Council's Quarter Four (Q4) position regarding its operational Key Performance Indicators (KPIs) and 2020-25 Business Plan actions, for consideration, comment and onward submission to Cabinet.
2. In addition to the regular appendices covering Key Performance Indicators and Business Plan progress, this report also includes an overview of the results from the Customer Contact Centre's recent mystery shopper exercise.

Key Decision

3. No

Recommendations

4. It is recommended that Scrutiny and Overview Committee:
 - a) Review the KPI results and comments at **Appendix Ai**, the overview of results from the Contact Centre's recent mystery shopper exercise at **Appendix Aii**, and the progress against Business Plan actions at **Appendix B**,
 - b) Recommend, where appropriate, any actions required to address issues identified within appendices, and approve onward submission to Cabinet.

Reasons for Recommendations

5. 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) and Mystery Shopper Results

6. 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.
7. The data in **Appendix Ai** 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.
8. This report also contains a column called 'Outlook RAG'. 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 helps to flag any risks to performance levels and prompt discussion about how these may be mitigated
9. **Appendix Aii** provides further assurance in relation to Contact Centre performance. A brief summary of their findings can be found below:
 1. 96% of our advisors showed knowledge of Council services/products and were able to answer the mystery shopper's enquiries to a high standard.
 2. 86% of the calls were met by a warm and friendly response, showing an element of empathy and sympathy.
 3. 91% and over in a number of personal attributes and behaviours, demonstrating how they 'put the customer at the heart of everything that they do'.

Business Plan Update Report

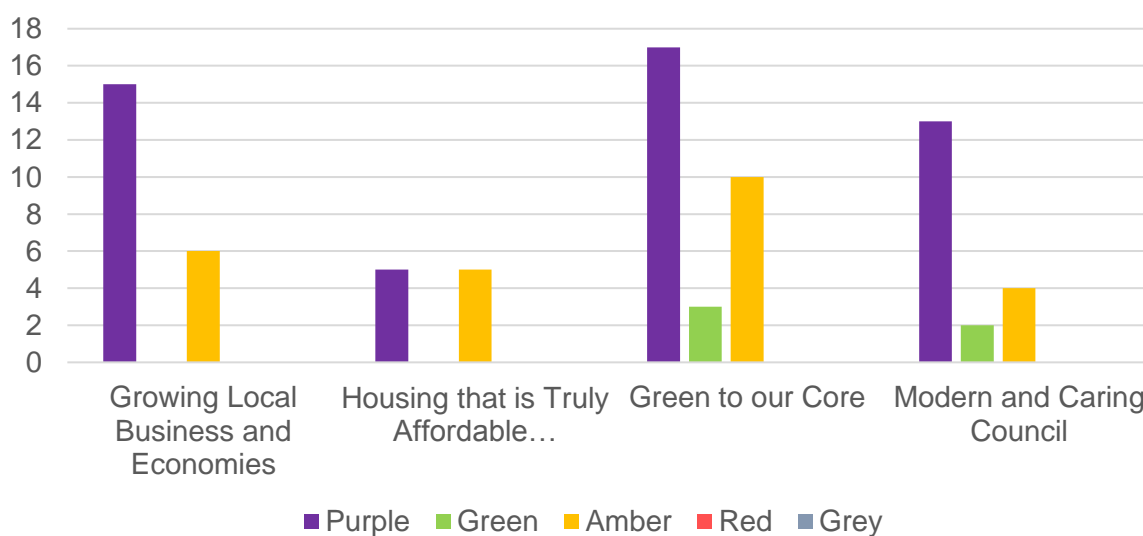
10. **Appendix B** provides updates in relation to the 2020-25 Business Plan actions and timescales. This report presents progress towards the 2022-23 iteration of the Business Plan Action Plan for the first time.
11. A colour-coding system is applied to this element of the report whereby:
 - **Purple** 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

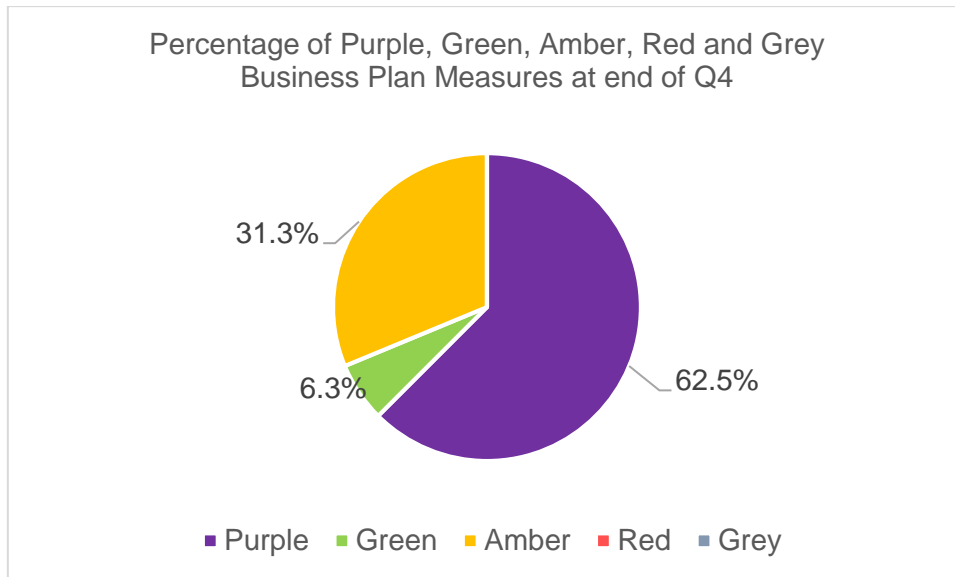
12. The number of Purple, Green, Amber, Red and Grey Business Plan measures at end of quarter two, broken down by each Business Plan priority, is as follows (previous quarter numbers are shown in brackets by way of comparison):

Status	Growing Local Business and Economies	Housing that is Truly Affordable for Everyone to Live in	Being Green to our Core	A Modern and Caring Council	Total
Purple	15	5	17	13	50
Green	0	0	3	2	5
Amber	6	5	10	4	25
Red	0	0	0	0	0
Grey	0	0	0	0	0
Total	21	10	30	19	80

Business Plan Measures Broken Down by Status at end of Q4



*Please see colour coding definitions at paragraph 10 above.



*Please see colour coding definitions at paragraph 10 above.

13. A selection of some achievements from each of the four priority areas are detailed below:

Growing Local Businesses and Economies

- The Visit South Cambs website ended the year on 12,700 unique users (an increase from 3,500 visitors at the end of March 22), and over 600 listings.
- Our Christmas market event saw 70 independent stalls and an estimated footfall of over 1500 visitors to the event.
- 207 in-person visits made to local businesses
- 78 businesses signed up to receive our markets toolkit
- 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

Housing that's Affordable for Everyone to Live In

- The New Build team completed a total of 91 new homes, successfully exceeding the target of 74 for 2022-23.
- A new Asset Management Plan was approved providing a robust basis for the future of our housing stock.
- £1.7m of Social Housing Decarbonisation Funding (SHDF) confirmed to assist with our work to improve the efficiency of our housing stock.
- Plans approved for the temporary community centre, due to open at Northstowe in June.

Being Green to Our Core

- EV charging points installed at sheltered housing sites in Willingham and Meldreth and new EV Charge Point Grant set up
- 140 trees planted on two HRA sites in Bourn and Great Abington, and 50 parish councils have received trees through the '6 Free Trees' initiative
- 2 electric Refuse Collection Vehicles have been delivered and are in use. A third has been procured and delivery is expected shortly.
- Zero Carbon Communities funding awarded 13 projects (8 on the carbon emission reduction theme and 5 projects on the community engagement).
- 6 cameras in place at key sites throughout the district to deter fly tipping.
- A range of recycling-based communications campaigns completed and residual waste and recycling rejection reduction targets met

A Modern and Caring Council

- £799k of Disabled Facilities Grant spent to allow people to live independently and safely in their homes.
- Responded to 277 referrals for support through the housing department's visiting support service, with 103 clients being supported as at end of March.
- Launch of a Community-led Plans toolkit and £50k grant fund to support communities to lead their own projects on themes such as sustainability, health and wellbeing, loneliness and isolation.
- Survey of all council tenants to better understand their priorities and to be able to compare satisfaction with other organisations
- Target met for income from investments and other commercial activity to reach 25% of our Taxation and Government Grant income levels (as they were at the time the target was set).

Implications

14. 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

15. 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

16. 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

Appendix C:

Report Author:

Kevin Ledger – Senior Policy and Performance Officer

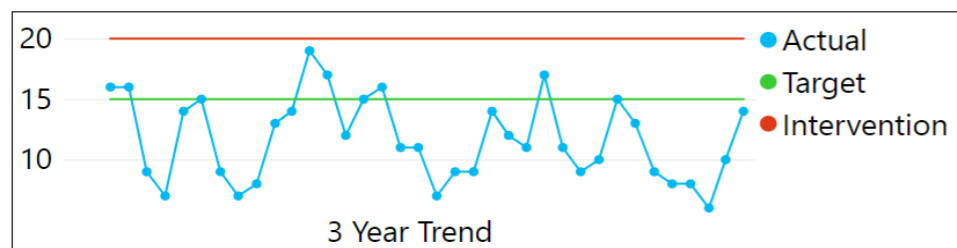
Telephone: (01954) 713018

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



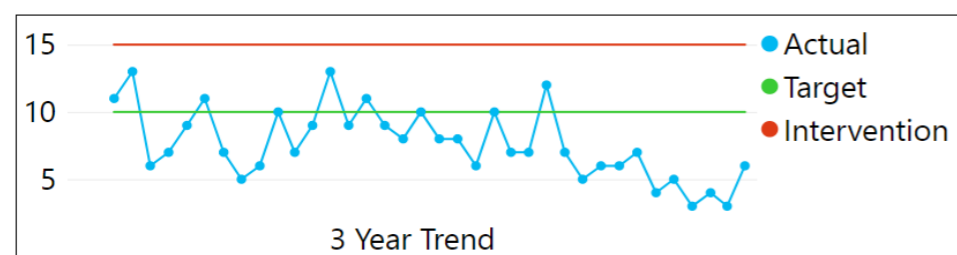
Jan	6	15	20
Feb	10	15	20
Mar	14	15	20

Amber

The Outlook RAG has been marked as Amber as performance during April is likely to be affected by year-end processing, close down and Easter holidays but we expect performance to improve by the end of Quarter 1.

FS113 Average number of days to process HB/CTS change events

Dawn Graham



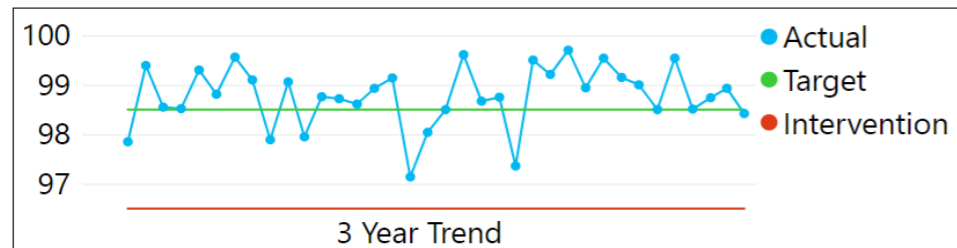
Jan	4	10	15
Feb	3	10	15
Mar	6	10	15

Green

Finance

FS109 % undisputed invoices paid in 30 days

Sean Missin



Jan	98.74	98.5	96.5
Feb	98.93	98.5	96.5
Mar	98.42	98.5	96.5

Green

The slight drop in March performance was a result of the busy year-end period, and a minor one-off administrative error that has now been resolved. The line chart to the left shows that performance has consistently been above target for an extended period, and March's result was just 0.68% below target - the equivalent of a single invoice. The Outlook RAG has been set to Green reflecting the expectation that performance will meet the target throughout Q1.

Key Performance Indicator and Owner, organised by Directorate and Service Area				Actual	Target	Intervention	Outlook RAG	Comments	
Revenues									
FS102 % Housing Rent collected									
Colin Jones									
Line chart not included for this PI - chart scale means result is indistinguishable from the target.				Jan	97.66	97.30	95.35	Green	Q4 results for February and March were marginally short of the target, by 0.12% and 0.04% respectively. This is considered to be a result of timing issues rather than underperformance. A green Outlook RAG has been applied as we expect next quarter's performance to achieve target.
				Feb	97.79	97.90	95.94		
				Mar	97.96	98.00	96.00		
FS104 % Business Rates collected (year to date)									
Colin Jones									
Line chart not included for this PI - chart scale means result is indistinguishable from the target.				Jan	93.80	95.50	93.59	Green	Whilst the outturn position fell slightly short of the target, the collectable debit again increased during Q4, with a significant amount of this occurring in March. As we report collection performance as the % of what is available to collect, this impacts on the outturn figure. There was not enough time for bills for the properties that came on line during March to be paid by the end of the financial year and the chargeable period could go back several months prior to that. Much of this is due to be collected in the early part of 2023/24.
				Feb	97.70	98.40	96.43		
				Mar	98.18	99.10	97.00		
FS105 % Council Tax collected (year to date)									
Colin Jones									
Line chart not included for this PI - chart scale means result is indistinguishable from the target.				Jan	95.40	97.80	95.84	Green	Year end performance exceeded the target for the year. Jan and Feb were shown as Red and Amber respectively as a result of an increase in Council Tax payments being spread over 12 months rather than 10.
				Feb	98.20	98.60	96.63		
				Mar	99.23	99.10	97.10		

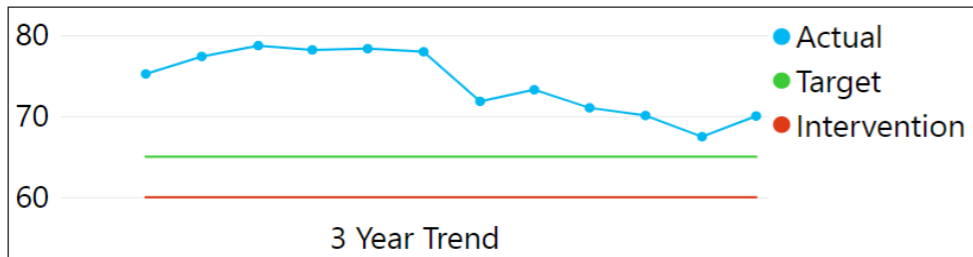
Report continues on the following page.

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 - government KPI)

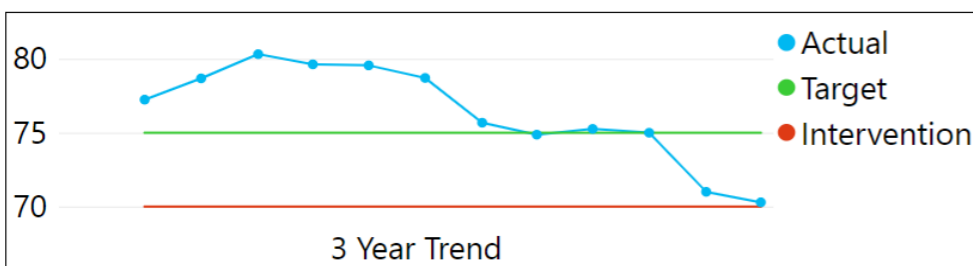
Heather Jones



Dec	67.47	65	60	
Mar	70.02	65	60	Green

PN511 % of non-major applications determined within 8 weeks or agreed timeline (2 year reporting period cumulative - government KPI)

Heather Jones



Dec	71.00	75	70	
Mar	70.29	75	70	Amber

March's result continues to be amber, as predicted in the Q3 report. This is because from Q3 onwards we entered into a new 2 year cumulative reporting period, as set by government. This reporting period takes results into account from Oct 2021 to Sep 2023, with each quarterly result reflecting the most recent position for this reporting period. The drop in Q3 occurred because strong quarterly processing times from the period prior to Oct 2021 are no longer taken into account as part of this new government reporting period.

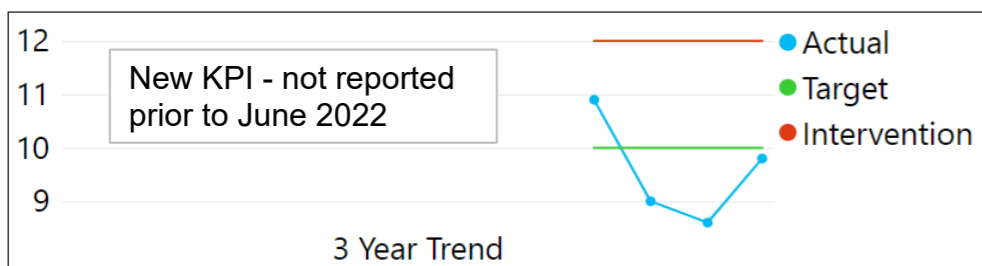
In addition, over recent quarters the team have worked hard to remove the backlog of historical applications (from 1110 applications at Jan 2022, to 361 at March 2023). This has had an impact on the overall status of this KPI, as work progresses to reduce the backlog and decisions on older applications are made as a result. The backlog had accrued over a number of years and now the shared service has matured the team have been able to reduce these, supported by a dedicated resource.

The government-set target for this KPI is at 70%. This is the level at which we have set out intervention level, with our own internal target set at 75%. Once the backlog is cleared we will start to see improvement against this KPI, ensuring we continue to remain above the government target of 70% by the end of the current designation period at September.

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)

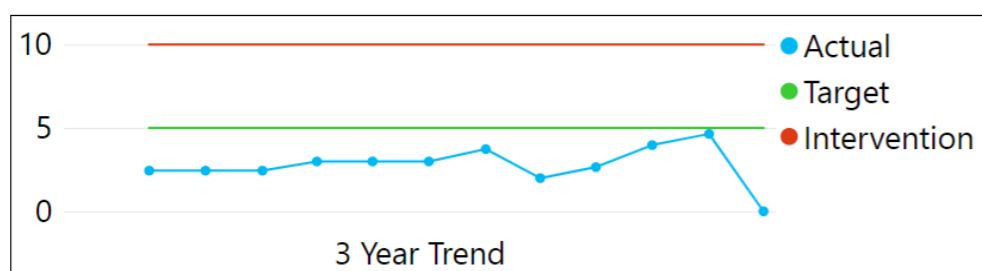
Heather Jones



Dec	8.60	10	12	
Mar	9.80	10	12	Green

PN512 % of appeals against major planning permissions refusal allowed (2 year reporting period cumulative - government KPI)

Heather Jones

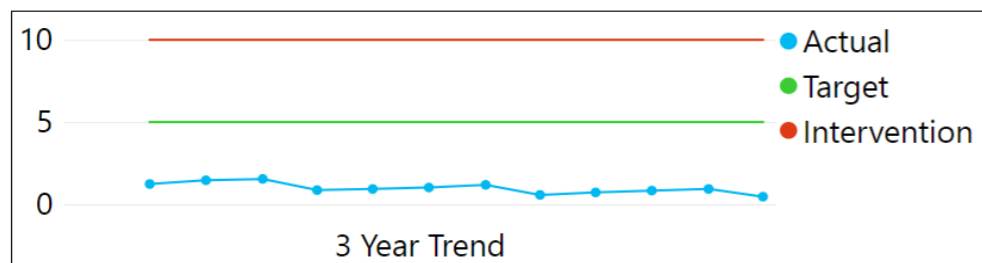


Dec	4.64	5	10	
Mar	0.00	5	10	Green

The March result has dropped to 0.00 following the end of the previous 2 year cumulative reporting period. The new reporting period runs from April 2021. The result of 0% means that between this date and end of March 2023 there have been no major appeals allowed against major planning permission refusals.

PN513 % of appeals against non-major planning permission refusal allowed (2 year reporting period cumulative - government KPI)

Heather Jones



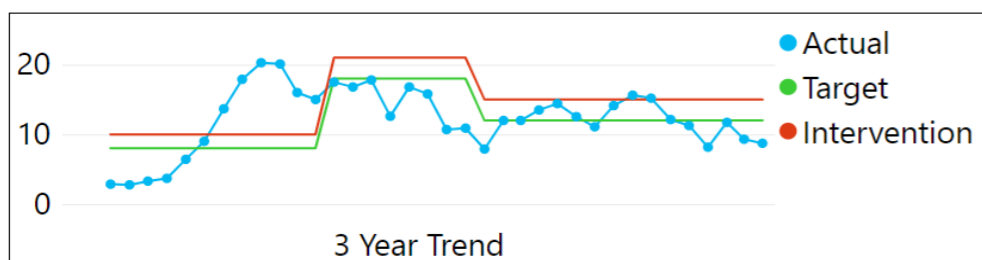
Dec	0.93	5	10	
Mar	0.46	5	10	Green

As is the case in relation to PN512, we have now entered a new 2 year cumulative reporting period in relation to PN513.

Land Charges

SX025 Average Land Charges search response days

Charlene Harper



Jan	11.73	12	15	
Feb	9.31	12	15	
Mar	8.73	12	15	Green

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

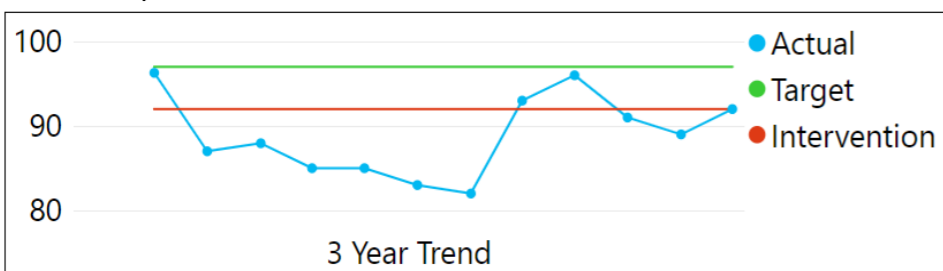
Line chart not included for this PI - chart scale means result is indistinguishable from the target.

Dec	0	0	1	
Mar	0	0	1	Green

Housing and Property Services

AH204 % tenants satisfied with responsive repairs

Eddie Spicer



Dec	89	97	92	
Mar	92	97	92	Amber

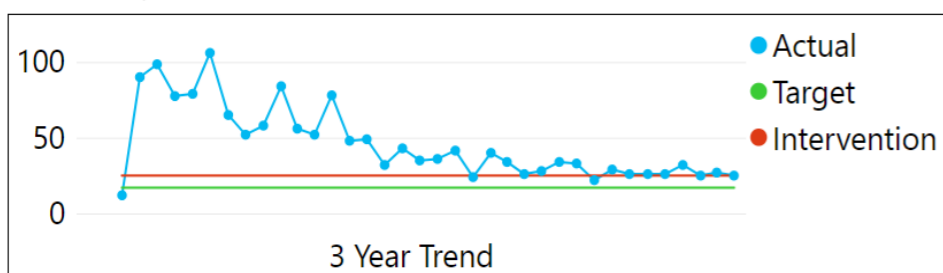
We have seen an increase in satisfaction from the Mears contract, but are yet to reach the stretch target of 97% as set by the new contract terms. To add some perspective to this figure the Housemark benchmark figures for overall satisfaction with a contracted response repairs service is 80.7% nationally for a local authority and 82% for a Housing Association.

We are aiming to achieve the stretch target over the coming months and there is regular scrutiny of satisfaction levels by the contract board and resident's working group, which look for trends and reasons for low satisfaction.

We will also shortly be starting some third-party satisfaction surveys across all property service areas. This return will be compared independently using various methods, rather than relying solely on SMS messaging. This will help to provide an independent, benchmarking profile of contract performance.

AH211 Average days to re-let all housing stock

Eddie Spicer



Jan	25	17	25	
Feb	27	17	25	
Mar	25	17	25	Amber

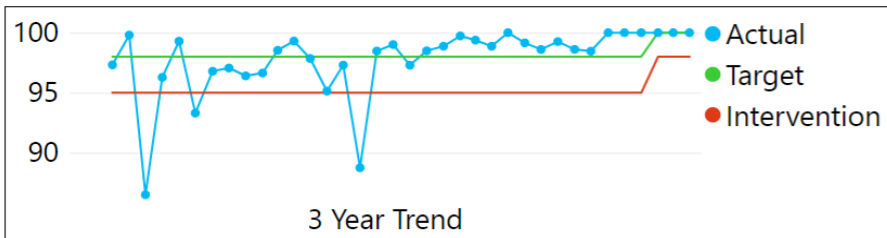
Although there has been a slight improvement in this figure for March there has been a consistently high volume of empty properties returned in poor condition since late 2022. This has in turn created an extended re-let period.

We are currently analysing the process in its entirety to identify where efficiencies can be achieved. This is involving all areas of the housing team and the role each plays in the relet process. We aim to complete the review and implement changes for improved service by July 2023.

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



Jan	100	100	98	
Feb	100	100	98	
Mar	100	100	98	Green

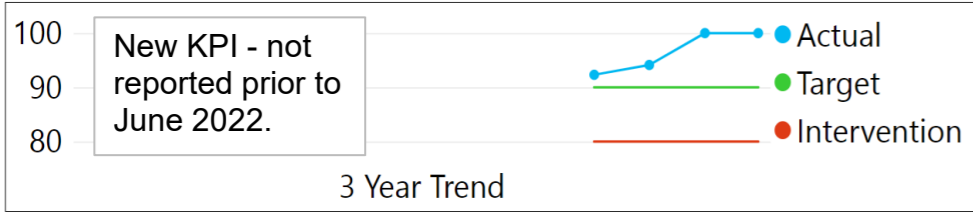
Report continues on the following page.

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

Andrew Francis

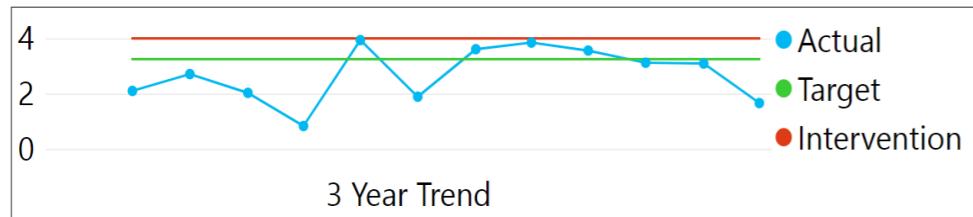


Dec	100	90	80	
Mar	100	90	80	Green

HR

FS117 % Staff turnover (non-cumulative)

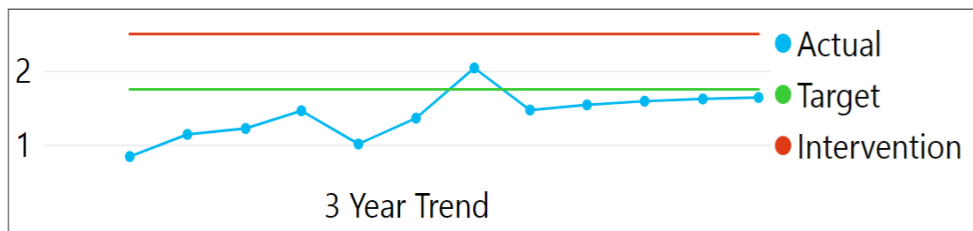
Jeff Membery



Dec	3.09	3.25	4	
Mar	1.66	3.25	4	Green

FS125 Staff sickness days per FTE excluding SSWS (non-cumulative)

Jeff Membery



Dec	1.62	1.75	2.5	
Mar	1.64	1.75	2.5	Green

Report continues on the following page.

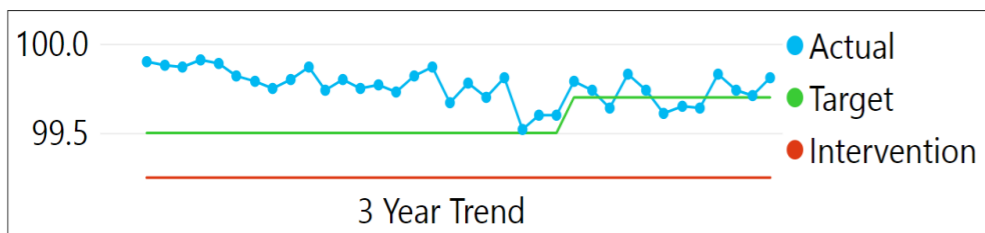
Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)

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

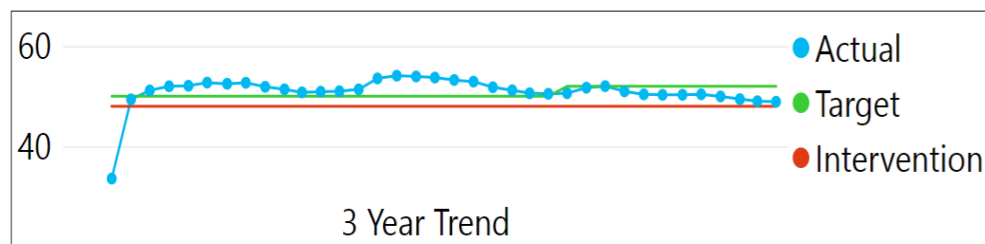
Bode Esan



Jan	99.74	99.7	99.25	
Feb	99.71	99.7	99.25	
Mar	99.81	99.7	99.25	Green

ES418 % of household waste sent for reuse, recycling and composting (cumulative)

Bode Esan



Jan	49.43	52	48	
Feb	49.01	52	48	
Mar	48.92	52	48	Green

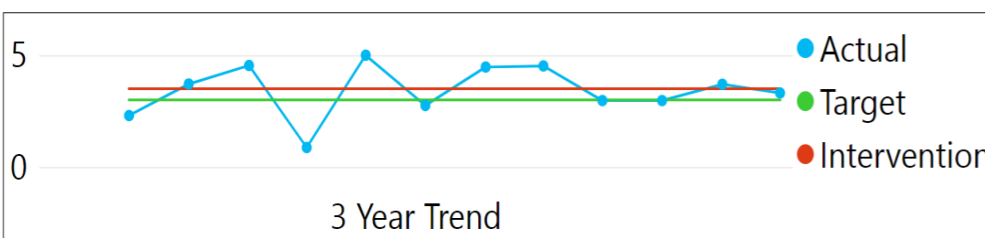
The recycling rate is presented year to date and therefore this Q4 figure is the overall recycling rate position for the year.

Compared to last year (2021/22), the recycling rate for the full year has dropped from 50.5% to 48.92%. This is largely attributed to the 15% drop in green bin waste (275.2 Kg per household (Kg/HH) to 233.0 Kg/HH) in the same period. In further detail, comparing the same periods, black bin waste has reduced by 4.5% (18.68 Kg/hh), and the blue bin waste has increased marginally (2.7% or 5.0 Kg/hh). This shows how significant the contribution of garden and kitchen waste is to the overall recycling rate. With the very dry summer last year and wet Q4 resulting in less green waste, the overall recycling rate is down. Importantly, the black bin waste is continuing to reduce and in 2023/24 the reduction will be tracked to match the DEFRA target to reduce residual waste per household to 50% of 2019 levels by 2042.

Outlook RAG set to green as this is typically the time of year with the highest recycling rate due an the increase in green bin waste.

SF786a Staff sickness days per FTE - Shared Waste Service Only

Bode Esan



Dec	3.70	3	3.5	
Mar	3.31	3	3.5	Green

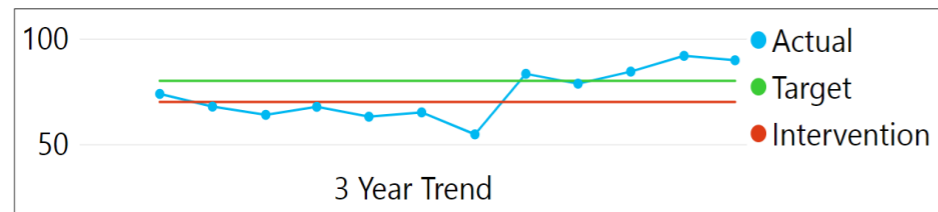
This is a decline in sickness absence levels from the previous quarter. There is no indication that sickness levels are rising at the moment and so we estimate that the Outlook RAG will be green for next Quarter.

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

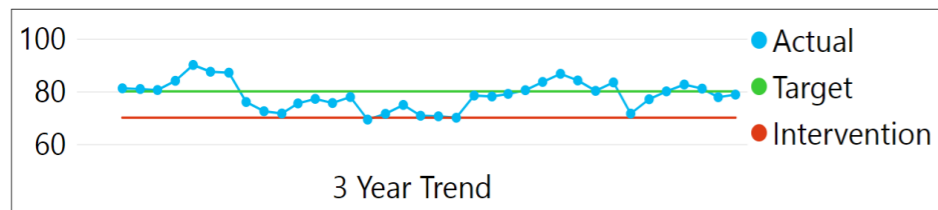


Dec	91.84	80	70	
Mar	89.74	80	70	Green

Contact Centre

CC302 % calls to the Contact Centre resolved first time

Jeff Membery



Jan	81.04	80	70	
Feb	77.78	80	70	
Mar	78.76	80	70	Amber

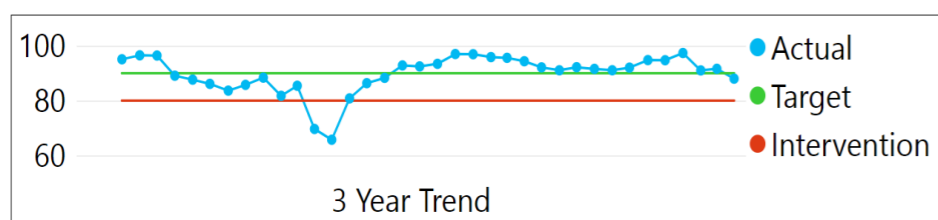
Q4 saw a positive set of results in relation to all three Contact Centre KPIs, given that this is the busiest time of year due to Council Tax and NNDR Annual Billing.

In addition, the Council undertook a mystery shopper exercise in relation to its Contact Centre during Q4, the results of which are largely positive. Further details in relation to this can be found in the summary presentation from the mystery shopper exercise, at **Appendix Aii**.

The Outlook RAG for all three KPIs has been set as amber, as the busy period extends into the first half of Q1.

CC303 % of calls to the Contact Centre that are handled (answered)

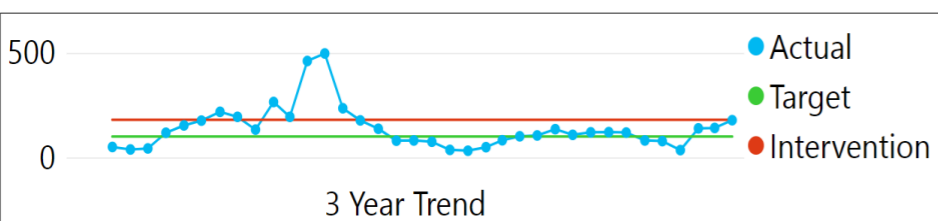
Jeff Membery



Jan	91.02	90	80	
Feb	91.61	90	80	
Mar	88.01	90	80	Amber

CC307 Average call answer time (seconds)

Jeff Membery



Jan	139	100	180	
Feb	141	100	180	
Mar	178	100	180	Amber

Although results are shown as Amber, this sits within the context of Q4 being the busiest time of year for the Contact Centre.

Independent analysis carried out by the University of Cambridge also demonstrates that this performance is within normal levels compared to the average over time. The full report can be found at:

<https://scamb.smodern.gov.co.uk/ieListDocuments.aspx?CId=293&Mid=9492&Ver=4> (see agenda item 9 appendix 2a)

It is also worth noting that in addition to the usual reminders and summons that are sent at this time of year, a number of calls were received relating to the new County Council Precept (rate of tax). Further detail below:

On average 122 additional calls per day were received between 23 and 30 March, when compared to the rest of the month. Had the last week of March followed the same trend for the rest of the month the March result would have been 116 seconds.

This page is left blank intentionally.



Contact Centre Mystery Shopper Result Overview

Page 47

Paul Saunders, CX Director of Insight 6
Rachael Fox-Jackson, Customer Contact Manager
Phil Bird, Corporate Programme Manager



Key Aims

Page 48

- To run a 4 week analysis programme of 400 contacts
- To understand the Customer Experience that your customer contact team deliver
- To identify and advise on key elements of the service that could be enhanced
- To provide benchmark data to measure performance against
- To make recommendations to improve overall performance



The Contacts

- Team of 16 researchers made the 400 contacts
- 20 contacts were made each day, 50% of contacts were made between 8am and noon, 50% of contact were made between 2pm and 5.30pm
- Each of the 37 scenarios were tested on each day of the week, both am and pm, giving a minimum of 10 contacts per scenario. This ensured the widest possible coverage of contact centre team members was achieved.
- No researcher made the same contact on the same day with the same scenario.

Scenario Area	Number of Scenarios	Number of Contacts
Benefits	4	44
Electoral Services	6	64
Environmental Services	6	64
General Enquiries	8	86
Housing	6	62
Planning	4	45
Revenues	3	35
Totals	37	400



Results by Scenario Areas

Page 50

Scenario Area	Number of Contacts	Average Score
Benefits	44	83%
Electoral Services	64	82%
Environmental Services	64	82%
General Enquiries	86	79%
Housing	62	80%
Planning	45	81%
Revenues	35	83%
Average Score	400	81%



Result Consistency

Time of Day	Contacts Made	Average Score
Morning 8am to Noon	200	82%
Afternoon 2pm to 5.30pm	200	81%

Page 51

Day of Week	Number of Contacts	Average Score
Monday	80	81%
Tuesday	80	84%
Wednesday	80	80%
Thursday	80	81%
Friday	80	80%



Benchmarking

- All benchmarking takes place against all Local Authorities in Hertfordshire

Page 52

Benchmark Average 68%

South Cambridgeshire District Council's Overall Contact Average = 81%

- Did you feel that the team members attempted to add value or 'go further' for you?
- Benchmark Average 33%
- South Cambridgeshire District Council's Average = 51%



Benchmarking – Net Promoter Score

Based on your experience, how likely are you to recommend this service to others

Scored	Amount	Detractors					Passives		Promoters			
9 or 10	212	☹	☹	☹	☹	☹	☹	☹	☺	☺		
7 or 8	148	0	1	2	3	4	5	6	7	8	9	10
6 or less	40	Net Promoter Score =				% Promoters		-	% Detractors			

(Formula: 212 – 40 = 172, divide by 100, x 25 = 43+)

South Cambridgeshire District Council's Overall NPS = Positive 43 (Target 60+)

Benchmark Score = **minus 36**



Contact Analysis

Area	59 or Less	%	60-69	%	70-79	%	80-89	%	90-100	%	Total
Benefits	0	0%	6	14%	5	11%	24	55%	9	20%	44
Electoral Services	3	5%	4	6%	10	16%	36	56%	11	17%	64
Environmental Services	0	0%	5	8%	14	22%	34	53%	11	17%	64
Housing	2	3%	9	15%	11	18%	38	61%	2	3%	62
General Enquiries	4	5%	11	13%	17	20%	50	58%	4	5%	86
Planning	1	2%	5	11%	11	24%	21	47%	7	16%	45
Revenues	1	3%	2	6%	4	11%	22	63%	6	17%	35
Totals	11	3%	42	10%	72	18%	225	56%	50	13%	400

Page 54

	Areas of least opportunity
	Areas of greatest opportunity



What Worked Well...

Where are the Opportunities?

Did you speak to a contact centre team member on the first attempt?	88%
---	-----

On making contact, from completion of the answer phone instructions, how many seconds did it take for the phone to be answered by the call handler?	
Up to 120 seconds	72%
121 to 240 seconds	11%
Over 240 seconds	17%

Was the phone answered:	
With a smile?	95%
With a pleasant greeting of Good Morning or Good Afternoon?	98%
With the name of the team member given?	98%
With an offer of help or assistance?	100%



What Worked Well...

Where are the Opportunities?

Did the team member give relevant advice or suggest a way forward in one or more of the following ways? (tick all that apply)	
Showed knowledge and was able to answer your enquiry to your satisfaction	96%
Encouraged and/or directed you to find information via the website	70%
Directed you/or helped you to complete an on-line form via the website	55%
None of the above	4%

If applicable, was the price/cost implications clearly explained and well presented?	36 applicable responses	81%
Did the team member summarise the solution and/or information they had provided in response to your enquiry?		79%
Did the team member check your understanding of the solution and/or information they had provided?		79%
At the end of the call were you asked if there was anything else they could help you with today?		25%
Were you thanked for your call and/or offered a farewell in a genuine, friendly manner?		99%



What Worked Well... Where are the Opportunities?

Overall, did you feel that the team member showed interest and took control of the call by:	
Clearly presenting the information or options that were available in response to your enquiry?	99%
Taking sufficient time and showing sufficient patience to fully understand the detail of your enquiry	94%
Asking relevant questions to aid clarity and identify suitable solutions	73%

Overall, what best describes the way in which the team member interacted with you whilst dealing with your enquiry:	
Extremely warm and friendly	36%
Warm and friendly	50%
Polite and efficient	13%
Efficient but with limited conversation	0%
Cold with the minimum of conversation	0%

Overall, which of the following personal attributes do you feel the team member displayed whilst handling your enquiry?	
Enthusiasm/Passion	91%
Professionalism	99%
Politeness/Courteous	100%
Positivity	98%
Confidence	99%
Empathy	91%
Knowledge	98%



What Worked Well... Where are the Opportunities?

Overall, did you feel that the team member showed interest and took control of the call by:		
Clearly presenting the information or options that were available in response to your enquiry		99%
Taking sufficient time and showing sufficient patience to fully understand the detail of your enquiry		94%
Asking relevant questions to aid clarity and identify suitable solutions		73%
Was all communication jargon free?	400/400	99%
Did you feel that the team members attempted to add value or 'go further' for you?	400/400	51%



In Summary

Two Points to Focus on:

Page 59

• Adding Value

- Personalisation

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 Q4	Q4 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"> • Work to implement a Business Specific CRM is underway through the Project Management Transformation Team. This will be a Council-wide IEG4 Business Portal and will be implemented for all services that deal with businesses as part of their service plan, e.g. Commercial waste, Environmental Heath and NNDR. 	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.	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"> • Visit South Cambs ended the year on 12,700 unique users (an increase from 3,500 visitors at the end of March 22), and over 600 listings. • The events side of the website has grown significantly, supporting activities in local communities, including the promotion of community markets. • A spring marketing campaign has been launched and articles published encouraging support for local businesses and looking at budget days out for residents. • During 23-24 we will continue to add further content to the website and will be launching a newsletter. We will also be exploring ways of working with the wider Cambridgeshire tourism offering. 	Purple
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"> • 7 business support webinars took place across the financial year, • Three of these webinars took place in Q4, including 'how to do business with the council', 'why reducing your carbon makes sense', and the first of a series of 5 'mental health and wellbeing' webinars for which we gained funding from Cambridgeshire County Council. • A range of additional events and support initiatives took place across the year, including our Christmas market event, which saw 70 independent stalls and an estimated footfall of over 1500 visitors to the event. 	Purple
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)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • The new street trading policy was approved and rolled out towards the beginning of the 2022-23 financial year. • There is still a steady uptake of consents, and this will continue as we engage further with the parish councils and the trade. 	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 Q4	Q4 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)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The CCTV policy is now subject to a last minute judicial review instigated by representatives of the taxi trade. The local authority is contesting this application and is still awaiting an outcome from the high court. 	Amber
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"> The SCDC Employment and Skills operational plan was created earlier in the year, leading to the completion of a number of actions, as detailed within the update for A2ii). Further discussions in relation to additional initiatives are ongoing, and Region of Learning has been identified as a possible joint project to be included in the Combined Authority Skills Collaboration, as part of the Shared Prosperity Fund. 	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)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> Our engagement programme with local schools and employers is made up of a number of different strands, including attendance at local careers events, provision of work experience placements, the recruitment and employment of apprentices and participation in the National Graduate Development Programme. Updates in relation to each of these are as follows: <ul style="list-style-type: none"> We supported (including through provision of funding for buses to enable attendance) and held a stall at a Form the Future apprenticeship event in February 2023. This was attended by 30 employers and 1000 students from colleges across the district. Students from several schools participated in work experience during summer 2022 and we continue to offer work experience placements going forwards. The SCDC apprenticeship scheme is on-going and we have several employees who have recently completed or are currently undertaking apprenticeships. We have recruited a member of staff through the National Graduate Development Programme. 	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

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 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.	A3i) Hold 8 business support workshops including Retrofit training from ENE project (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> We have conducted 1-2-1 visits to businesses to offer support and signpost to resources to help reduce carbon and increase sustainability. We have provided thermal imaging cameras to help businesses understand their heat loss and ran a webinar on carbon reduction, which attracted 27 attendees. As we move forward with Shared Prosperity funding, we have helped shape a Green Grant scheme, which will be procured for delivery in partnership with Cambridge City and Huntingdonshire Councils. The delivery of this funding is represented within our 23-24 Business Plan 	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.	A3ii) Working with partners, provide business support advice to 100 businesses (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> Year to date we have conducted 207 in person visits to local businesses. During Q4 support for local businesses has largely been around navigating the cost of living crisis. We have received and responded to 315 inbound enquires for our openforbusiness and businesskeyprojects inboxes. Our successful markets toolkit has seen 78 independent businesses sign up. We have supported growth in our community markets and introduced 13 new markets, including working with partners to launch a market in Northstowe. We are supporting JobCentre Plus with help in encouraging employers to recruit staff with disabilities or health issues. We have worked closer with the combined authority to help identify businesses who may be eligible for the remaining ERDF funding to support with skills and training, marketing, back office sales and support packages. 	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.	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"> A feasibility study was been completed at the beginning of the year presenting a range of usage options for the building, including the provision of workspace for small businesses. The rental of space to start-ups and small businesses is included within our 23-24 Business Plan, and we are currently talking to partners to help shape what the facilities should look like and consider who might use the space. An online survey work to residents and interested parties will be conducted in Q1 2023 to establish wants/needs. 	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"> Amber as we continue to work towards providing a new space for small businesses or shared workspaces at our South Cambs Hall premises - see A3iii update above for further detail. In addition, we have collected data on available business spaces across South Cambs including opportunities for co-working spaces. This is used to help support with incoming workspace requests. 	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)

Page 64

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 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.	A3v) Establish an up-to-date list of Business Premises for start-ups (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> This measure has been completed and we now have a database of business premises in South Cambs, which is used to help support with incoming workspace requests.. We have helped a farm in Elsworth find business for units which were previously office facilities and which (subject to planning) will become a community food hub. 	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.	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"> Almost all of 270 Cambridge Science Park is now leased or in final stages of lease agreement for remaining 2 suites A tenant has vacated premises in Colmworth and a new lease is under negotiation for the premises, however marked as complete (purple) as we are now undertaking this work as part of business-as-usual activities, as and when our premises become vacant. 	Purple
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"> Economic & legal due diligence is being undertaken with external consultants on delivery routes for Northstowe Enterprise Zone (EZ). Due to the scale and cost of bringing forward the development coupled with the lack of internal expertise to deliver a commercial development of this scale it is unlikely to be complete by end of 2024/25 financial year. We are in a similar position with Plot 4010 at Cambourne EZ and Waterbeach EZ, which are still in the planning application stage. 	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.	A4ii) Submit the planning application for the Northstowe Enterprise Zone (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> See A4i above. Amber because planning application was not submitted by end of Q4. 	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"> We have engaged with businesses through an online platform and survey (funded by DLUHC) to help shape and gather expressions of interest in the Northstowe employment zone. Over 100 responses were received to the business survey. Further engagement will take place with residents as part of the next phase, to understand local needs and how these can be met. We have a register of interested businesses with Carter Jonas, who are also promoting the site. 	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 Q4	Q4 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.	A4iv) Business Team to engage businesses for the Enterprise Zones (Quarter 1)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • See A4ii) above in relation to work undertaken to engage in relation to Northstowe Enterprise Zones. • We are carrying out market testing and engagement with businesses on an ongoing basis, to understand which businesses are interested in locating to an Enterprise Zone in South Cambs. 	Purple
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"> • Work ongoing by the Business Development Team to continue to build relationships and engage with businesses in our local area. • Site specific work is underway at both Northstowe and Cambourne Enterprise Zones. • 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. • We have supported the development of a new market at Northstowe, using local businesses and encouraging local producers to sell their goods - work ongoing to extend market provision to other villages within South Cambs. • Marked as complete (purple) as 22-23 activity now complete, with further work to continue as part of business-as-usual activity during 23-24. 	Purple
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"> • The 2022-23 commercial recycling rate was 29% (dry recycling and food waste) which is above the pre-pandemic baseline of 26%. • A end of year review is being undertaken to look for opportunities to further promote food waste collections. 	Purple
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"> • The Investments Team have identified several measures that can be undertaken at each of our own commercial sites and these will be programmed into 23-24 as the timing must align when tenancy breaks/negotiation with tenants. 	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 Q4	Q4 RAG
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"> • Cambourne Demand and Needs Assessment has been undertaken for plot 4010. • The development of plot 4010 is linked to SCDC's refreshed Investment Strategy as well as the delivery of South Cambs Investment Partnership (SCIP) Cambourne scheme and the wider Cambourne Business Park opportunities. • A detailed plan for plot 4010 will be dependent on these other workstreams. 	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 affordable for everyone to live in)

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 RAG
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"> 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 this measure is shown as Amber, as 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 www.greatercambridgeplanning.org/emerging-plans-and-guidance/north-east-cambridge-area-action-plan/ 	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"> We have recently been confirmed for £1.7m of Social Housing Decarbonisation Funding (SHDF) to assist with this work over the coming 2 years. Work is due to start on-site in June 2023 and will focus on a fabric-first approach to insulating and improving the efficiency of properties in the first instance, with Solar generation included. Work is underway carrying out PAS2035 retrofit assessments on our lower-performing properties to pinpoint the best effective measures, while we also continue to update our properties via the planned maintenance programs. Using the data from the retrofit assessments and Stock Condition Surveys will inform the next stage of the decarbonisation of our housing stock which will be focused on the more difficult properties and those of a higher rating with the view to improving the efficiency to the best it can be on all properties, contributing to the overall Net Zero targets. 	Amber
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)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> The Temporary Community Centre is due to open June 2023. Planning application for the Permanent Community Centre is due to be submitted summer 2023. The Phase 1 Sports Pavilion is on site and due to complete Q2 2023-24. Work continues on plans for the Civic Hub, including engaging key stakeholders. This is reflected within the 23-24 Business Plan, with a target timescale of end of Q3 23-24. 	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)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> The Planning application for the temporary community centre was submitted and approved in Q4 2022/23. The Planning application for the permanent community centre is due to be submitted Q1 2023/24. 	Amber
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)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> As per the update for B5i), the Civic Hub planning application has been reprioritised to take account of wider Northstowe Phase 2 delivery programme, and the revised timescale is accounted for within the 23-24 Business Plan. 	Amber

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

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 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)	<p>Progress continues with a range of projects which will deliver significant reductions to the council's carbon emissions, including:</p> <ul style="list-style-type: none"> • WREN (Waterbeach Renewable Energy Network which will generate and store renewable electricity for the purpose of powering electric refuse collection vehicles), see C4 • Use of HVO (hydrogenated vegetable oil, a low carbon fuel) in place of diesel in selected refuse vehicles • Greening South Cambs Hall, see C6 • LED lighting upgrade to streetlights, see C7 	Green
C1) 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"> • During 22-23 an in-depth review was carried out in relation to our Elm Court site. The work to install solar panels, battery storage and an EV charging point is now ready to start on site in June 2023. • During 23-24 communal rooms and flat blocks across the district will have PAS2035 retrofit assessments carried out in conjunction with the Social Housing (SHDF) project. This will identify further opportunities for carbon reduction and will inform the next stage of measures to be carried out at these non-dwelling properties. 	Purple
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"> • 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. Development of the plan is on target. • The next stage is to prepare a draft Local Plan, which will be considered by members later in 2023. 	Purple
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"> • Two dual socket EV chargers installed in Q3 at two sheltered accommodation communal buildings (Willingham and Meldreth) for public use. These are now operational and usage will be monitored. • A Community EV Charge Point grant fund has been set up, 1 charge point has been funded so far and 3 applications to the fund are due for decisions in April and May 2023. • The rapid charger at the County Council's Babraham Road park and ride (reported in the Q2 progress update) is no longer being progressed as revised costs were significantly higher than was budgeted for. 	Purple
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"> • The focus has been on own estate and operations and this work area will be advanced in 23-24. 	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 (Green to our core)

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 RAG
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"> As stated at A5i, the Investments Team have identified several measures that can be undertaken at each of our own commercial sites and these will be programmed into 23-24 as the timing must align when tenancy breaks/negotiation with tenants. 	Amber
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"> Wildflower Area's will be created in 4 locations across this district on Land belonging to the Housing Revenue Account (HRA) as part of a pilot project. We will monitor progress through the growing season to look to extend the project to other locations in future years. After securing funding through the Local Authority Treescapes Fund we recently planted around 140 trees on two sites in Bourn and Gt.Abington, again on HRA Land. Our Formal Estate Inspection programme for 23/24 will commence shortly which will allow us to look for further opportunities to enhance our green open spaces through planting more tree's / shrubs / plants and bushes. This is reflected within the 23-24 Business Plan. 	Purple
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"> The Greater Cambridge Local Plan 'First Proposals' includes biodiversity, green infrastructure, tree canopy cover and river corridor policies, all seeking to contribute towards the goal of doubling nature. Work is underway to develop these into full policies for the draft plan consultation. The Biodiversity Supplementary Planning Document (SPD) was adopted by both Councils in February 2022 and is now being used. 	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"> Engagement with environmental non government organisations (NGOs) is ongoing regarding delivery of strategic green infrastructure including nature enhancement, as part of open and green space standards evidence commission referred to in C2ii above. 	Purple
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"> Trees have been delivered to the 50 parish councils which took up this year's offer bringing this year's scheme to a successful close. 	Purple
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"> The car park is fully resurfaced and the solar panels installed. The EV chargers are installed with some initial intermittent faults which are being corrected. There are issues to be corrected regarding the emergency lighting installation and differences to the original plan. The building management system is installed but the connectivity to the ground source heat pump is still being built. 	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 (Green to our core)

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 RAG	
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"> • These benefits will be realised post project completion (see C3i). 	Amber	
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"> • These benefits will be realised post project completion (see C3i). 	Amber	
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)	<ul style="list-style-type: none"> • A number of measures have been identified for each property and these will need to be programmed across 23-24 to align with tenancy breaks/negotiation with tenants. 	Purple	
Page 70 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)	<ul style="list-style-type: none"> • Waterbeach Renewable Energy Network (WREN) business case approved by SCDC Cabinet and Cambridgeshire & Peterborough Combined Authority (CPCA) Board with £2.6m secured from CPCA. • A design review and cost review has been undertaken and the final recommendations are being agreed and actioned. • An Employer's Agent and Clerk of Works team has been appointed and has mobilised to support the Project Team in the transition from outline design to design and build. • Although amber against the initial timescale, the revised implementation plan is for 2023-24, and this will be tracked through the new business plan. 	Amber	
	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)	<ul style="list-style-type: none"> • 2 electric Refuse Collection Vehicles have been delivered and are in use. The third has been procured and delivery is expected shortly. • Purchasing of further electric vehicles now underway following budget setting/approvals process at SCDC and City. 	Purple
	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)	<ul style="list-style-type: none"> • This measure has been completed - please see update on WREN project as C4i above. 	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 (Green to our core)

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 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.	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)	<ul style="list-style-type: none"> The 4th round of funding was awarded in July to 13 projects made up of 8 projects on the carbon emission reduction theme and 5 projects on the community engagement theme. The 5th round of funding opened for applications on 3 April. 	Purple
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"> Parish Councils and Community Groups continue to be supported through the Zero Carbon Communities (ZCC) programme, including through: <ul style="list-style-type: none"> The most recent Green Connect online networking event, which brought groups together to learn about circular economies, with a guest talk from Peterborough Environment City Trust. Regular newsletters sharing updates on news, opportunities and events in the district. These items, as well as additional ones, continue to be shared through the ZCC Facebook page, which has over 100 followers. The programme has been shared as part of a case study to the Local Government Association in a webinar entitled "Neighbourhood Approaches to Decarbonisation" Applications are now open for a second 'Net Zero Now' free training programme for South Cambridgeshire residents, run by Cambridge Carbon Footprint with funding through the Zero Carbon Communities grant. The programme provides virtual and in-person workshops bringing together communities and individuals to deliver carbon reduction activities, events and communications. 	Purple
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"> Practical Completion of Phase 1 works has now been achieved. Ornate Lighting works finished 31/3/2023, handover underway with contractor. Housing Lighting works underway and due to complete Q1 2023/24. 	Amber
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"> The Annual Status Report was submitted to DEFRA and accepted. Portable monitoring continues at various locations and is published on our website. There is a slight delay in relation to the 6 targeted areas using the portable equipment. This is a result of a change in personnel, however these will be in place shortly. 	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 (Green to our core)

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 RAG
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"> We continue to comment on planning applications. This measure has been marked as complete (purple) for the 22-23 year, but will continue on an ongoing basis. 	Purple
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"> We intend to monitor at 1 final school location prior to bring this project to a close. A report will be submitted to Climate & Environment Advisory Committee in the next couple of months with a summary of our findings. 	Amber
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"> A guide to minimising waste and separating recycling was advertised in the winter edition of the South Cambs magazine. Additional equipment is still being delivered to parishes and community groups upon request following the provision of equipment to 20 parishes for litter picking events in Q1. 	Purple
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"> Funding has not been secured to continue the segregated food waste service beyond March 2023. A comprehensive communications and close-out plan will be implemented to maintain recycling rate performance and support participants on the trial. Waste analysis has shown 45% reduction in food waste in the black bin with 68% participants reporting that the trial had meant they recycled more food waste. 	Purple
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"> Although the Q3 target timescale has now passed, a Green RAG status has been applied on the basis that DEFRA guidance is still awaited. In preparation for this, in March 2023 we successfully completed a 3 year trial of separate food waste collections and have also modelled the potential collection / routing rollout of collections across the service area as part of ongoing waste collection routes review. The Shared Waste teams, along with RECAP partners, have also completed an outline business plan for rolling out separate food waste collections and submitted this information to DEFRA in order to inform 'new burdens' funding. This action will be continued into 23-24. 	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 (Green to our core)

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 RAG
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"> A range of communications campaigns have been run throughout the year. In Q4 this has included promotion of change to collection of batteries on all waste streams; Veganuary; launch and promotion of our Wipe Out Waste RECAP reusable wipes pilot projects with packs given out to approximately 30 families; recycling information disseminated with Council tax billing; promotion of low waste/alternative options for Easter egg packaging and season change/impact on clothing/textile waste information. End of year figures are pending; however latest running figures show 2 of the three targets that were set at the beginning of the year having been met: <ul style="list-style-type: none"> Average of 32.31kg of residual waste per household per month (low is good - compared with target of 34.17 kg/hh met) 5.68% rejection rate of materials from the Materials Recycling Facility (MRF) (low is good - 6% target met). Average of 14.52kg dry recycling per household per month (high is good - target of 17.08 kg/hh not met). 	Purple
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"> Individual business engagement has been undertaken with a comprehensive campaign to reflect the timing of billing/re-negotiation of contracts with commercial customers. 	Amber
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"> 6 new cameras are now in place at key sites throughout the district. The new Business Plan for 23/24 includes an additional 12 cameras all of which have now been erected and will be reported on in Q1. Additional work has also taken place to consolidate all fly tip information into a single location, allowing improved reporting capabilities. 	Purple
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"> Leaflets have been delivered to Parishes throughout the year to increase awareness of responsible methods for disposal. 	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 (Modern and caring council)

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 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"> The Executive Assistant review is expected to be complete in Q1 23-24. Revenues & Benefits review is on target to make financial savings. Corporate Admin Review is on target for completion in Q3 23-24. 	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"> A 4 Day Week trial took place for all desk-based colleagues in Q4 in response to the recruitment and retention challenges faced. Approval to extend the trial until March 2024 was subsequently obtained at Cabinet following consideration of the trial results (full report available at http://modern.gov/ieListDocuments.aspx?CId=293&MId=9492&Ver=4) We have commissioned a review of pay and grading by EELGA which is underway. 	Purple
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"> Staff health and wellbeing survey completed in Aug/Sep 22 and results presented to LT. Following 4 day week trial, another health and well-being survey was completed (April 23) and results currently being analysed by Robertson Cooper. 	Purple
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"> The hybrid policy was agreed and introduced in Q3 2022/23 and we are continuing to monitor recruitment. 	Purple
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"> The modular management skills programme has been introduced, and has been running from Oct 2022. Around 50 managers are enrolled on this first year programme, and we expect all learners to have completed by Sept 2023. We are expecting the programme to run again next year for the next group of managers. 	Purple
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"> This measure has now been achieved, with income from investments and other commercial activity reaching 26% of Taxation and Government Grant income levels as they were at the time that the target was set (prior to an increase in Taxation and Central Government Grant income as a result of a recent Business Rates revaluation that has been received). Within the 23-24 Business Plan we have set the objective of increasing gross service-related income as a proportion of gross services-related expenditure. 	Purple

Appendix B - Business Plan Progress Report (Modern and caring council)

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 RAG
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	Jeff Membro (Head of Transformation)	• South Cambs connected project to digitise 12 process is well underway and on target for delivery at the end Q2.	Green
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 Membro (Head of Transformation)	• Please see A1i update.	
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 Membro (Head of Transformation)	<ul style="list-style-type: none"> • Action closed with all members now offered the ability to work in a paperless manner through the Mod.gov app and deployed hardware if required. • Ongoing work taking place with communications colleagues, 3C ICT and Democratic Services to improve integration between the officer and councillor Office 365 tenancies. This requires significant work and input from a range of colleagues including Information Governance. 	Purple
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 Membro (Head of Transformation)	<ul style="list-style-type: none"> • A toolkit and support package to allow Community-led Plans to be carried out has been launched to all communities in South Cambridgeshire. This allows communities to lead, and be supported where necessary, on their own projects on themes such as sustainability, health and wellbeing, loneliness and isolation. • 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. 	Purple
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"> • We received 102 referrals for the Visiting Support service during Quarter 4 meaning that throughout the course of the year 277 referrals were received. • The service were working with 103 clients as at 31st March 2023, with many clients also able to leave the service throughout the year. The service has been very busy throughout the year and referrals remain high. 	Purple
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"> • Across the year the Life Line service gained 125 new clients. • However, the net impact across the year has been a net loss in clients, largely due to a contract issue with the call centre handler. The performance of the call centre through our call monitoring contract is improving, which will help to reduce cancellations going forwards. 	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 (Modern and caring council)

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 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"> • Subject to final reconciliation, respectable spend within 10% of budget. Overall budget of £877,000, total spend £798,942. Any underspend will be rolled over into 2023/24. 	Purple
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"> • We finished the year marginally below our target of 50% at 49.4% for the full year. However, the number of cases where homelessness was achieved remained fairly consistent in Q4, with 51 compared to an average of 54 cases per quarter for the rest of the year. • Whilst actual prevention figures have not reduced substantially it is difficult to access affordable privately rented accommodation for families on a low income. As part of the work to improve this we are continuing to try to grow Shire Homes Lettings, our private sector leasing company, and promote the services it offers. 	Amber
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)	Jeff Membroy (Head of Transformation)	<ul style="list-style-type: none"> • We attended a local apprenticeship careers fair, in collaboration with Form the Future, on 6th February 2023. • We are working with East of England Local Government Association and other local councils to explore new approaches to recruitment, including around ensuring our adverts reach diverse audiences. • We will be supporting the job centre at a disability aware employer event in May, and continue to explore further ways we can work with them. 	Amber
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"> • Survey undertaken May 2022 and an action plan was been developed following analysis of the survey results and briefings with staff and tenant representatives. • The action plan is now being implemented and actions are to be monitored through the Housing Engagement Board. • As part of the new requirements set out by the Social Housing Regulator, we are in the process of awarding a 3 year contract to undertake annual satisfaction surveys for our tenants and leaseholders, alongside regular satisfactions surveys for those who have had a repair carried out. 	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"> • The Empty Homes Strategy has now been completed and published. • An Empty Homes Officer was appointed in October 2022 to take forward the Strategy and be pro-active in bringing empty properties back into use. 	Purple

Appendix B - Business Plan Progress Report (Modern and caring council)

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 RAG
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 (2023-24)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> Following discussions with Cabinet this objective was temporarily paused to allow resource requirements and project scope to be clarified. The target timescale has been updated to 2023-24 so that the team's resources can be focused on addressing issues caused by the cost of living crisis. 	Green
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"> We are currently 100% compliant on gas safety inspections. All yearly fire risk assessments are up to date and we are undertaking remedial work where necessary. Legionella managed plans are up to date and remedial works are complete. Electrical testing has taken a drop to 88.42% during Q4/Q1 this has been due to the withdrawal from the contract of our specialist electrical contractor, Enerveo (previously SSE). Since the sale of the company at the end of 2022 they had decided to pull out of our contract. In the interim Mears have been assisting with urgent work. As of May 2023, we have engaged with an alternative specialist contractor and we plan to recover the backlog within the remainder of this financial year. 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. 	Amber
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"> The caravan licencing policy has now been to Cabinet, has been approved and is in operation. 	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

This page is left blank intentionally.

Agenda Item 8



South
Cambridgeshire
District Council

Report to:	Scrutiny and Overview Committee	8 June 2023
Lead Cabinet Member:	Councillor Dr. Tumi Hawkins	
Lead Officer:	Head of Transformation	

Draft Annual Equality Scheme Review

Executive Summary

1. This report presents Scrutiny and Overview Committee with a draft version of the Council's revised Equality Scheme for the 2023-24 financial year. Under the Public Sector Equality Duty, the Council is required to publish at least one Equality Objective every four years. At SCDC we do this through our Equality Scheme, which also includes an action plan for the delivery of these objectives. Whilst not mandatory, we review this on an annual basis to ensure the scheme and action plan remains current.

Key Decision

2. No

Recommendations

3. It is recommended that Scrutiny and Overview Committee:
 - a) Review the draft Equality Scheme revision for 2023-24 at **Appendix A** and provide feedback in relation to areas that require further consideration or detail, prior to onward submission to Cabinet for approval.
 - b) Review the 2022-23 Equality Scheme action plan progress report at **Appendix B**.

Reasons for Recommendations

4. To ensure that SCDC has an Equality Scheme that provides a current and effective framework for the ongoing completion of activities to progress Equality, Diversity and Inclusion with the organisation and the wider district.

Details

5. Full details of the draft 2023-24 revision of the Equality Scheme, including action plan, are provided at **Appendix A**.
6. **Appendix B** provides progress updates in relation to the 2022-23 Equality Scheme Action Plan.
7. 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

8. The number of Purple, Green, Amber, Red and Grey measures as at February 2022, broken down by each Business Plan priority, is as follows:

Status	Objective 1: Actions that narrow the gap	Objective 2: Value difference in workforce	Objective 3: Voices are heard	Total
Purple	10	5	0	15
Green	2	2	6	10
Amber	3	4	1	8
Red	0	0	0	0
Grey	0	0	0	0
Total	15	11	7	33

Implications

9. 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:-

Legal – the publication of our Equality Scheme assists the organisation in ensuring that it meets its obligations under the Public Sector Equality Duty

Equality and Diversity – the Equality Scheme sets out how SCDC will go about work to progress Equality, Diversity and Inclusion.

Staffing – the Equality Scheme contains an objective around valuing the strength provided by a diverse workforce. Actions and measures falling under this objective include those that seek to increase equality of opportunity for existing and prospective employees.

Consultation responses

10. Internal consultation has taken place with members of Corporate Management Team, and the Council's Equality, Diversity and Inclusion Staff Forum. A draft version of the report has also been reviewed by Leadership Team with feedback offered and incorporated into this version of the scheme.

Alignment with Council Priority Areas

11. This report and its appendices primarily link to the Modern and Caring Council Business Plan Priority Area; however specific actions from within the scheme may relate closely to the delivery of the remaining three priority areas.

Background Papers

Appendices

Appendix A: Draft Equality Scheme 2020-24 (2022 Revision)

Appendix Ai: Equality Profile and National Context

Appendix B: Equality Scheme Progress Report

Report Author:

Kevin Ledger – Senior Policy and Performance Officer

Telephone: (01954) 713018

This page is left blank intentionally.



Appendix A

South Cambridgeshire District Council Equality Scheme 2020 – 2024

(2023 Revision)

Version	Approval	Date
0.5	Draft	30/05/2023

Introduction and Context

The Equality Act 2010

The Equality Act came into effect on 1 October 2010, strengthening laws to prevent inequality, and extending to include some forms of discrimination previously unrecognised within legislation.

Protected Characteristics

Under the Equality Act, it is against the law to discriminate against anyone because of any of the following 'protected characteristics':

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sex
- Sexual Orientation

The Equality Act includes the **public sector equality duty**. This applies to a range of public authorities, including South Cambridgeshire District Council, and is made up of 'the general equality duty' and 'specific duties'.

The **general equality duty** requires us to have due regard to the need to:

1. Eliminate unlawful discrimination, harassment, and victimisation.
2. Advance equality of opportunity between those who share a protected characteristic and those who do not.
3. Foster good relations between those who share a protected characteristic and those who do not.

These are often referred to as the three aims of the general equality duty. To comply with the duty, we need to have due regard to all three of these aims.

Due Regard

The Equality Act 2010 explains that having 'due regard' for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people (including taking steps to take account of disabled people's disabilities)
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Local Authorities are also required to complete the following **specific duties**:

- Publish information annually to demonstrate how the general duty is being met. This is achieved through:
 - The annual publication of equality in employment information (met through the publication of our [Workforce Breakdown Report](#))
 - The publication of information to show steps that have been taken to have due regard to the aims of the equality duty (met through the publication of [Equality Impact Assessments](#) and Equality Scheme progress reports).
- Prepare and publish one or more objectives to meet any of the aims of the general duty every four years (met through the publication of this document).

Equality Scheme Purpose

The purpose of our Equality Scheme is to:

- Set out our equality objectives for the period 2020-24 and provide details to show how these will contribute towards the aims of the general duty.
- Present the Council's approach to embedding equality within Council services.
- Provide details of the equality responsibilities of the Council, its employees, and elected representatives.
- Set arrangements for monitoring and checking progress against our equality objectives.

Equality Objectives and Action Plan

The following equality objectives have been set for the 2020-24 to help the council in meeting the aims of the Public Sector Equality Duty and to reflect the context detailed within the facts and figures included at **Appendix Ai**.

Objective 1 - Understand the diversity that exists within the South Cambridgeshire population and identify, prioritise, and deliver actions that will narrow the gap in outcomes between disadvantaged groups and the wider community

Objective 2 - South Cambridgeshire District Council is an employer that values difference and recognises the strength that a diverse workforce brings

Objective 3 - Protected groups are included and have their voices heard in discussions about the future shape of the district

An action plan is set out from the following page, providing details of the actions that will be taken to achieve these objectives.

Objective 1: Understand the diversity that exists within the South Cambridgeshire population and identify, prioritise, and deliver actions that will narrow the gap in outcomes between disadvantaged groups and the wider community

How we will achieve the objective	2023-24 Outputs	Rationale for inclusion	Target Completion Date
<p>1. Continue to develop our understanding of the needs of different protected characteristics, and good practice for meeting these</p>	<p>Review and act upon feedback received in relation to the impacts of services and council activities on protected characteristics</p>	<p>A new approach for obtaining and reviewing resident customer feedback was introduced during 2022-23. During 23-24 we will build on this approach, identifying and acting upon feedback in relation to equality impacts. This will also help us to continue to develop our understanding of the needs of different protected characteristics.</p>	<p>Q2</p>
	<p>Attendance at key regional and national events and conferences, feeding back key findings to the rest of the organisation.</p>	<p>To develop and maintain awareness of the latest EDI issues and best practice.</p>	<p>Q4</p>
	<p>Use of local and regional networks to share and hear about examples of good practice from other like-minded organisations.</p>	<p>As above.</p>	<p>Q4</p>
	<p>Improved availability, analysis and use of data to inform decisions that impact on disadvantaged groups, including through a data pilot to help target cost-of-living support to those most in need.</p>	<p>During 2022-23 an Equality Profile dashboard was developed and made available, providing easily accessible Census data about South Cambridgeshire. This will be updated in 23-24 and built on through the pilot scheme, as mentioned.</p>	<p>Q4</p>

<p>2. Review SCDC policies, projects, and services to ensure equality considerations are embedded within service design and delivery</p>	<p>Continued increase in the completion of Equality Impact Assessments (EqIAs) to accompany new plans and proposals (14 complete 2022-23)</p> <p>Promote participation in Healthwatch (an independent statutory body for the NHS) to a broad range of people (with particular focus on underrepresented groups), for the provision of feedback on experiences of medical care within the district.</p> <p>Engage with residents using our warm hubs to ensure we are delivering fully inclusive support.</p>	<p>To help assess and manage the equality impacts of key pieces of work within the 23-24 Business Plan and to demonstrate due regard to the aims of the Public Sector Equality Duty.</p> <p>Inclusion of diverse groups of people in our engagement on health and cost of living in the district</p> <p>See above.</p>	<p>Q4</p> <p>Q4</p> <p>Q4</p>
<p>3. Review access to Housing, Homelessness, and welfare support by those with protected characteristics, identifying and implementing actions for the removal of barriers to inclusion</p>	<p>Review access to homelessness, housing and welfare support data to inform the development of a new Homelessness strategy.</p> <p>Support further requests to aid and support refugees and asylum seekers, should they be located in the district.</p> <p>Delivery of 40 new homes for refugees as part of the Local Authority Housing Fund</p>	<p>Rolled over from the previous year, this measure is an extension of the commitment within the Race Equality Motion at Full Council to “Consider BAME access to housing and to homelessness and welfare support.”</p> <p>As per ‘Modern and Caring Council’ output 6dii) in the 23-24 Business Plan.</p> <p>As per ‘Housing that is truly affordable’ output 1d) in the 23-24 Business Plan</p>	<p>Q3</p> <p>Q4</p> <p>Q3</p>

	<p>Review and implement the cost-of-living support package for the 2023-24 financial year.</p> <p>Launch surveys gauging attitudes towards council tenants, informing the way we communicate with tenants and improving services for disabled tenants</p> <p>Support tenants facing mental health issues to maintain their tenancies and prevent homelessness</p> <p>Offer and provide extra digital support, including training and equipment, to those in sheltered housing</p>	<p>As per 'Modern and Caring Council' output 6ei) in the 23-24 Business Plan</p> <p>To encourage positive promotion and perceptions of council tenants and social housing in South Cambs. STAR (Survey of Tenants and Residents) survey to be completed annually.</p> <p>As per 'Modern and Caring Council' output 6bvii) in the 23-24 Business Plan.</p> <p>Plans are in place to survey sheltered housing residents to ascertain the need for extra digital support regarding equipment and training and provide this based on survey results</p>	<p>Q4</p> <p>Q4</p> <p>Q4</p> <p>Q4</p>
<p>4. Build on Domestic Abuse Housing Alliance (DAHA) accreditation to ensure best practice response to domestic abuse</p>	<p>Staff complete mandatory domestic abuse training and targeted training is updated for roll out to specific roles</p> <p>Roll out and promotion of a network of Domestic Abuse Champions across the organisation</p> <p>Renewal of DAHA accreditation.</p> <p>Work with the County to assist in their duty to undertake Domestic Abuse Needs Assessment reporting and</p>	<p>As per 'Modern and Caring Council' output 6gi) in the 23-24 Business Plan</p> <p>As per 'Modern and Caring Council' output 6gii) in the 23-24 Business Plan</p> <p>To reflect work to that's required to renew accreditation annually.</p> <p>To ensure that the Domestic Abuse Needs Assessment reporting provides good quality data, and that this is reviewed as part of the</p>	<p>Q1</p> <p>Q1</p> <p>Q2</p> <p>Q4</p>

	review this information internally to help shape future response to domestic abuse.	continuing review of approaches to domestic abuse response.	
5. Encourage and promote diverse workforces to South Cambridgeshire businesses	Promote the Cambridgeshire Equality Pledge to businesses through our Business Support Newsletter and other channels.	Completed for the 22-23 year, but this is a rolling action that will also take place in 23-24.	Q4
	Promote equality resources to businesses, to help broaden understanding of inequalities that exists in the workplace and action that can be taken to address this.	Completed for the 22-23 year, but this is a rolling action that will also take place in 23-24	Q4
	Apprenticeships focussed communications campaign to businesses in Q2	As per 'Growing Local Businesses and Economies' output 4a) in the 23-24 Business Plan	Q2
	Encourage and promote business start-ups from underrepresented groups in South Cambs	Use funding to support business start-ups, including a focus on women and ethnic minorities looking to establish and grow their own enterprises	Q4
6. Equality, Diversity, and Inclusion training will be rolled out for Members	Provision of Equality, Diversity and Inclusion training to members	In 21-22 17 members received this training. Following 2022 elections 13 received the training. To repeat this offering in 23-24.	Q3

Objective 2: South Cambridgeshire District Council is an employer that values difference and recognises the strength that a diverse workforce brings

How we will achieve the objective	Outcomes and Outputs	Rationale for proposed inclusion	Target Completion Date
1. Review and examine SCDC structures and processes to ensure people with protected characteristics are not disadvantaged	Complete a review of how and where we advertise Council vacancies.	To promote the Council as an employer of choice for all.	Q4
	Implement a method for obtaining and reviewing data on the number of applications received from protected characteristic groups.	Rolled over from 2022-23. Work is underway to allow data on applications from under-represented groups to be extracted from the new HR system. This will allow progress to be tracked in relation to this action.	Q4
	Increase the number of job applications from people from the protected characteristic groups from baseline levels.	As above.	Q4
	10 apprenticeship courses completed by SCDC staff during the 2023-24 year, as an accessible route to progression	As per 'Modern and Caring Council' output 2ai) and 2aii) in the 23-24 Business Plan. SCDC's Apprenticeship Strategy was approved in January 2022 and offers a method of promoting the Council as an employer to a wide range of prospective employees.	Q4
	Promotion of apprenticeships as a development route for SCDC staff and recruit a new intake of apprentices	This work is planned to ensure that the Council is promoted as to promote the Council as an employer of choice in the local area. As per 'Modern and Caring Council' output 2ci)	Q4

	<p>(internally or externally) to commence their courses during the year</p> <p>Provision of work experience opportunities within the organisation, and representation at 3 local careers fairs</p> <p>Disability Assessment of our offices completed, and assurance received by Disability Cambridgeshire</p> <p>Publicise clinical supervision support opportunities for services that require it and make sure it is part of onboarding</p> <p>Attain a Menopause in the Workplace accreditation</p>	<p>As detailed above.</p> <p>Rolled over from 2022-23 and subject to building work at South Cambs Hall.</p> <p>Colleagues working in hands-on roles that involve life-changing decisions for residents are able to access specialist support through work if needed</p> <p>A majority of council staff will go through the menopause. Beginning this accreditation ensures that our staff know we take the issue of menopause and the impact it can have on our staff seriously</p>	<p>Q4</p> <p>TBC</p> <p>Q4</p> <p>Q4</p>
2. Collect data about the South Cambridgeshire District Council workforce to monitor and analyse representation of people from different protected characteristics	Continue to monitor staff wellbeing, with analysis by protected characteristic, using the survey data collected by Robertson Cooper (Health and Wellbeing Survey April 2023). Respond with action plans to any issues identified.	Wellbeing surveys undertaken and analysed annually. The Robertson Cooper Survey has comprehensive data that can be analysed by most protected characteristics.	Q3

	Progress towards workforce diversity that represents the local equality profile.	The 2022 Equality in Employment report has been published and there has been some improvement on last year. We will also have access to improved recruitment data when HR's iTrent recruitment module goes live in the summer.	Q4
	Monitor how many learning and development opportunities are offered to and taken up by staff, with analysis by protected characteristic	Investing in our staff to learn new skills enables them to advance in different roles around the organisation, keeping talent within the council.	Q4

Objective 3: Protected groups are included and have their voices heard in discussions about the future shape of the district

How we will achieve the objective	2023-24 Outputs	Rationale for proposed inclusion	Target Completion Date
1. Develop the Greater Cambridge Local Plan, with consideration given to Equality, Diversity, and Inclusion opportunities, particularly within the consultation stages	Actions identified within EqlAs in relation to the Greater Cambridge Local Plan are undertaken and completed within the timescales set out.	EqlAs for the Local Plan show we have taken due regard when it comes to making changes to the local area	Q4
	Carry out a review of the Greater Cambridge Statement of Community Involvement (SCI) which outlines how communities are engaged on planning related matters	As per 'Modern and Caring Council' output 5bii)	Q4
		We need up to date data to allow accurate and clear decisions to be made. This is especially	Q4

	<p>Undertake evidence gathering exercises to understand needs of people with protected characteristics. This will include an accommodation needs assessment of Gypsies and Travellers.</p> <p>Completed sustainability appraisal in relation to the Local Plan, including sections covering social and health impact</p>	<p>important in the delayed accommodation needs assessment.</p> <p>Helping to assess the social and health impacts of the developing Local Plan.</p>	Q4
2. Create places where people feel safe and our communities thrive	<p>Develop the nature-based wellbeing activity programmes and other sports programmes in order to serve more young people in the district</p> <p>Work with young people to decorate planters that will be placed around ATMs in the district in order to deter theft via stolen farm vehicles</p> <p>Develop a project targeted at reducing the stigma of breastfeeding in local businesses and in public spaces</p>	<p>As laid out in the Modern and Caring Council section of the Business Plan, at 6ci.</p> <p>Links with Modern and Caring Council section of the Business Plan, at 6fi.</p> <p>To help families feel more welcome in South Cambridgeshire</p>	<p>Q4</p> <p>Q4</p> <p>TBC</p>
3. Ensure a consistent approach to consultation, providing all groups with opportunities to make their views known	<p>Work with the Consultation Institute to provide consultation training to key staff involved in the planning of consultations</p> <p>Launch an internal SCDC consultation toolkit to achieve a consistent approach to consultation</p>	<p>Training is being provided by the Consultation Institute.</p> <p>As laid out in the Modern and Caring Council section of the Business Plan at 5bi.</p>	<p>Q1</p> <p>Q2</p>

Embedding Equality, Diversity and Inclusion within Business-as-Usual Council Activities

In addition to the above equality objectives and action plan, the following approaches are taken to the embedding of Equality, Diversity, and Inclusion through the range of activities undertaken by the Council:

EDI Calendar and Promotion of Key Dates

SCDC celebrates and promotes diversity by marking key dates within the calendar through the design and delivery of a programme of internal events and promotion of key resources. This is contributed to by the EDI Staff Forum, who have worked to develop a Calendar of Notable Dates to be marked and are continuing to maintain and update this on an ongoing basis.

Equality Impact Assessments

Equality Impact Assessments (EqIAs) are completed during the development of policies, procedures, projects, functions, strategies, and services. EqIAs provide a methodical approach to the assessment of impacts across the nine protected characteristics, allowing us to plan mitigating action and to seek to maximise opportunities to advance equality within our services. Once completed, EqIAs are published on the [Council's website](#).

Member Champion for Race and Equality

Cllr Tumi Hawkins has been appointed as the Lead Cabinet Member for Race and Equality, following a recommendation to Cabinet by the Race Equality Task and Finish Group in March 2021.

Staff and Member Training

South Cambridgeshire District Council is committed to ensuring that it is operating fairly and equitably in both service delivery and employment. To ensure that equality and diversity standards are upheld during the delivery of services, essential training will be provided to all staff and members.

Additional equality and diversity training can be provided to staff according to their specific service requirements.

The Council ensures that all staff have completed safeguarding training, this training also includes an e-learning module on Modern Slavery.

Staff Equality, Diversity, and Inclusion Forum

A staff Equality, Diversity and Inclusion Forum was set up in January 2021 to help identify improvements to narrow the gap in outcomes between disadvantaged groups and the wider community. During the 2021-22 financial year, this included

work to develop an internal Inclusive Language Guide, a calendar of notable events to be marked through various means, and recommendations regarding inclusive recruitment practices and processes around the identification and implementation of reasonable adjustments for disabled staff.

South Cambridgeshire Community Safety Partnership

Through the South Cambridgeshire Community Safety Partnership, SCDC undertakes joint work with Police, Fire, District Councils, County Council, Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) and voluntary group partners to protect vulnerable people within the district, including those who may be subject to Anti-Social Behaviour, Hate Crime or at risk of Modern Slavery.

Language Services for non-Native English Speakers

The Council has access to an external translation and interpreting services provider. This can be used for the translation of documents and interpreting of verbal communication to allow barriers faced by residents and other stakeholders who do not use English as their first language (including users of British Sign Language etc.), to be overcome. Further information about how these services can be accessed is available by emailing equality.schemes@scambs.gov.uk

Key Policies

Officers' Code of Conduct - All employees of South Cambridgeshire District Council are expected to work to our code of conduct, including fair and equitable treatment of all staff, customers, and residents.

Dignity at Work Policy - SCDC positively encourages and promotes a working environment where all persons are treated with dignity and respect. The Council is committed to creating a fair and safe working environment where employees can work free from abusive, threatening, or unwelcome behaviour. Complaints of harassment and/or bullying or victimisation will be taken seriously and dealt with fairly, sensitively, and confidentially.

Pay Policy - The Council is committed to ensuring that its pay strategy is fair and equitable, affordable, transparent, and easily understood. This enables the organisation to attract, retain and develop a skilled and flexible workforce. Our staff salaries are evaluated using the National Joint Council (NJC) Job Evaluation Scheme which is based on the principle of joint ownership, openness, transparency, and equality.

Recruitment Process – SCDC's Recruitment and Selection policy and procedures are designed to recruit staff in a fair and consistent way that supports equality of opportunity. Our recruitment processes are open and robust with procedures for checking that interview attendees are eligible to work in the UK and for requesting and following up applicant references. We also ensure that interview panel members have received equality and diversity training, to ensure a consistent and fair process.

Safeguarding Policy - SCDC is committed to safeguarding and promoting the welfare of children and adults at risk of harm and their families. The council works under Cambridgeshire County Council's Adult Safeguarding policy guidelines and procedures. We take our responsibilities seriously and expect all staff, partners, and contractors to share this commitment. We ensure our procurement and contracting policies and procedures adequately reflect our safeguarding responsibilities. All incidents of poor practice, allegations and suspicions are taken seriously, reported, and are always responded to. Additionally, all staff are expected to attend regular safeguarding training.

Whistleblowing Policy - The Council encourages staff, contractors and elected Members who have serious concerns about any aspect of the Council's activities, to come forward and voice those concerns. Our Whistleblowing Policy has been prepared in consultation with staff and with the help of the independent charity, Public Concern at Work. It commits the council to ensuring that whistle-blowers will suffer no recrimination or victimisation as a result of raising a genuine concern about malpractice.

Disability Passport - The goal of the Reasonable Adjustment Disability Passport Policy is to encourage everyone with a disability to have high quality conversations with their line manager and explain how their conditions impact them at work so effective support measures can be put in place.

Race Equality Motion

At the Council meeting of the 14th July 2020, a motion was passed setting out the Council's beliefs that:

- Racism in all forms, both structural and in individuals, continues to be a serious and often unseen problem in the UK. This is as true in Cambridgeshire, where the ethnic minority population is 18.6%, as it is in areas with greater diversity.
- Although progress has been made in combating racism, work to eradicate it entirely is far from complete.
- This Council, representing people in South Cambridgeshire, has a duty as a public leader to actively lead that work.

This motion also brought forward a number of commitments in relation to the Council's work to promote race equality, which have been incorporate within the equality objectives section of this scheme.

Our Equality Pledge

As a signatory of the Cambridgeshire Equality Pledge, the Council appreciates and values the benefits that different communities contribute to the district and wider region. More specifically our pledge states that:

"We believe in the dignity of all people and their right to respect and equality of opportunity. We value the strength that comes with difference and the positive contribution that diversity brings to our community. Our aspiration is for South Cambridgeshire and the wider region to be safe, welcoming, and inclusive."

More information about the equality pledge, including details of how to sign up as either an organisation or individual, are included on our [Equality and Diversity](#) webpage.

South Cambridgeshire Equality Profile Headlines

South Cambridgeshire residents, at the time of the 2021 census identified as: ¹

89% White

5.8% Asian/Asian British or Asian Welsh

2.8% Mixed/Multiple Ethnic Groups

1.2% Black/African/Caribbean/Black British



South Cambridgeshire residents aged 65+ are forecast to increase to **22.2%** in 2031 from **16.6%** in 2011 ²

5.1% of residents have a long-term disability limiting day-to-day activities a lot.

9.7% have a long-term disability which limits day-to-day activities a little. ¹



Cambridgeshire residents that were subject to **stop and search action**, during 2018/19: ⁵

10 per 1,000
Black people

4 per 1,000
Mixed ethnicity people

3 per 1,000
Asian people

1 per 1,000
White people



As of 2018 **10.8%** of South Cambs residents were non-UK nationals ²



Pockets of high fertility (between 2016 and 2020) exist in places such as Milton and Waterbeach, for females aged 15-44: ³

73.3 births per 1000 for Milton and Waterbeach

60 per 1000 for South Cambridgeshire

59.2 per 1000 for England



Male residents in full time work earn **£4.03 per hour more** than female residents, compared with £1.22ph difference nationally ⁴



This page is left blank intentionally.

National Context

Equality Profile Headlines

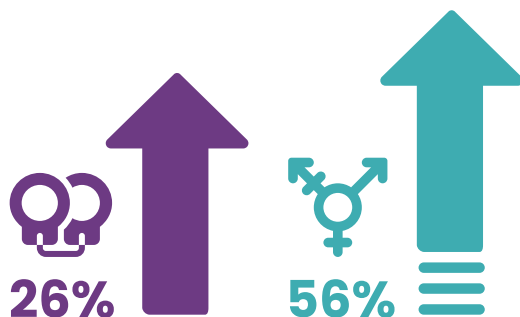


Almost **1 in 5** LGBT staff have been the target of negative comments or conduct from work colleagues in the last year because they are LGBT ¹



1 in 8 trans people have been physically attacked by customers or colleagues in the last year because of being trans ¹

Hate crimes have risen by 26% from 2021. The biggest increase has been a 56% rise in hate crimes against transgender people. ²



Employment rate³

62.8% ethnic minority
75.6% for white workers



Adults in employment⁵

47.6% of disabled adults compared with almost **80%** of non-disabled adults in 2015/16



Difficulty accessing health, benefits, tax, culture, sport, and leisure⁵

45.3% of disabled people reported compared with **31.7%** for non-disabled people, in 2012-14

Stop and Search⁴

People subject to stop and search action in 2018/19:

38 per 1,000
Black

11 per 1,000
Mixed Ethnicity

11 per 1,000
South Asian

7 per 1,000
'Other inc. Chinese'

4 per every 1,000
White



¹ Stonewall, 2018 ² Home Office, 2022

³ McGregor-Smith Review, 2018 ⁴ Gov.uk, 2020 ⁵ EHRC, 2017



This page is left blank intentionally.

Appendix B - Equality Scheme Action Plan Progress Report

Objective 1: Understand the diversity that exists within the South Cambridgeshire population and identify, prioritise, and deliver actions that will narrow the gap in outcomes between disadvantaged groups and the wider community.

Measure	Lead Teams	Latest position (at end Q4)	RAG status
Promote and participate in quarterly Equality Pledge signatory meetings, to share and hear about examples of good practice from other like-minded Cambridgeshire organisations.	Policy and Performance	<p>A meeting of Equality Pledge signatories took place in Q1 of 22-23 with representatives sharing information about how they are working to progress EDI (equality, diversity and inclusion) within their organisations.</p> <p>Equality Pledge Partners, Cambridge City Council, have collated a list of businesses who have expressed interest in the pledge and we are using this to consider how best to further promote further pledge in 2023, including through pledge meetings in Summer and Autumn.</p> <p>Although Equality Pledge activity has taken place during 22-23, this action is shown as Amber because meetings have not taken place on a quarterly basis as originally anticipated.</p>	Amber
Attendance at key regional and national events and conferences and feeding back of key findings to the rest of the organisation.	Policy and Performance	<p>7 conferences have been attended by members of the SCDC staff Equality, Diversity and Inclusion (EDI) forum this year. Attendees have created and shared presentations and videos about key findings.</p> <p>Members of the Policy and Performance Team have also attended meetings of the East of England Regional EDI Network to hear and share details of EDI work in public sector organisations throughout the region.</p>	Purple
All 2022-23 Business Plan Actions have Equality Impact Assessments completed.	Policy and Performance	<p>14 EqIAs (Equality Impact Assessments) were completed and published on our website during 22-23 (compared with 13 in 21-22) helping to demonstrate due regard for the aims of the Public Sector Equality Duty.</p> <p>Further EqIAs were under development at end of Q4, including those relating to 4 Day Week and the Council's Menopause policy. We have also provided review and feedback in relation to EqIAs being completed by partner organisations, including in relation to the GCPs Making Connections proposals.</p> <p>Although there has been an increase in EqIA work being undertaken, we are still working to increase awareness this. An EqIA guidance video was recorded in Q3 receiving positive feedback from colleagues and promoting EqIAs will be a significant focus of the Policy and Performance team throughout 23-24.</p>	Amber

Appendix B - Equality Scheme Action Plan Progress Report

Measure	Lead Teams	Latest position (at end Q4)	RAG status
<p>Actions identified within EqlAs are undertaken and completed within the timescales set out.</p>	<p>Policy and Performance</p>	<p>EqlAs are signed off by policy owners and project sponsors. In many instances EqlAs highlight actions that go on to inform further policy and project development. For example in relation to the 4DW EqlA, which highlighted further action that is taking place to understand how neurodiverse members of staff have experienced the 4DW to date. Completion of actions raised through 2022-23 EqlAs will continue during the 2023-24 financial year.</p>	<p>Green</p>
<p>Identify and implement an approach for the review of feedback received in relation to the impacts of services and council activities on protected characteristics.</p>	<p>Policy and Performance</p>	<p>A Customer Insight Group has been set up, comprising officers from the Web Team, Transformation, Policy and Performance and Call Centre. A survey on customer satisfaction is currently live and has collated over 650 responses to date. These responses are being reviewed by the group to ensure equality and operational issues are identified.</p> <p>One example of this led to internal communications raising awareness of how we can provide better customer service to those with speech impediments.</p>	<p>Purple</p>
<p>Review of access to homelessness, housing and welfare support data to inform the development of a new Homelessness strategy.</p>	<p>Housing Advice and Options</p>	<p>This action has been rolled forward to the 2023-24 financial year.</p>	<p>Amber</p>

*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 - Equality Scheme Action Plan Progress Report

Measure	Lead Teams	Latest position (at end Q4)	RAG status
Continued engagement with agencies coordinating local government refugee resettlement efforts to identify further opportunities to assist with the housing of refugees.	Cross Council Team	The situation in Ukraine continues to dictate our work in this area. So far under the Homes for Ukraine scheme, around 740 Ukrainian people have arrived in South Cambs, and there is ongoing demand for places for them to stay. SCDC and Cambridge City Council have recently released a joint campaign to attract hosts. We are also engaging with the Home Office -assigned Bar Hill hotel which is housing asylum seekers, organising activities and securing clothes and devices for them to use.	Purple
Completion of Domestic Abuse Housing Alliance (DAHA) equality and intersectionality framework relating to practice that enables staff to understand and respond to victims and survivors' intersectional needs and experiences of disadvantage and discrimination.	Housing	Accreditation achieved December 2022, with the assessor particularly noting the Council's aim of continuous improvement as a real highlight to observe.	Purple
Achievement of DAHA accreditation.	Housing	See above	Purple
Work with the County to assist in their duty to undertake Domestic Abuse Needs Assessment reporting and review this information internally to help shape future response to domestic abuse.	Housing	Working with County around Domestic Abuse Needs Assessment reporting and reviewing the information - statistics provided to the County as and when requested.	Green

Appendix B - Equality Scheme Action Plan Progress Report

Measure	Lead Teams	Latest position (at end Q4)	RAG status
<p>A South Cambridgeshire equality profile dashboard is available, providing a robust and useful evidence base about local demographics to those shaping SCDC policies, services, and projects.</p>	<p>Policy and Performance</p>	<p>A Power BI dashboard has been created, bringing together a range of publicly available data sets which provide an ongoing picture of South Cambridgeshire demographics. This has been shared on EDI and the Corporate Management Teams sites, and will continue to be updated to account for new data as it becomes available.</p>	<p>Purple</p>
<p>Emerging data in relation to EDI (including 2021 Census and LGBT+ Needs Assessment results) is reviewed and available through new equality profile dashboard, with key findings promoted through key internal communications channels.</p>	<p>Policy and Performance</p>	<p>Encompass Network produced their Needs Assessment report in November 2022, and shared the data with Cambridge City and SCDC who made contributions to support this research. A summary of the Needs Assessment was promoted in Q4. The availability of this information will be promoted again in June 2023 to coincide with Pride month.</p> <p>Census data relating to the Sexual Orientation protected characteristic has also been added to the equality profile dashboard.</p>	<p>Purple</p>
<p>Promote the Cambridgeshire Equality Pledge to businesses through our Business Support Newsletter and other channels.</p>	<p>Business Support</p>	<p>The Cambridgeshire Equality Pledge has been promoted to businesses through our Business Support Newsletter at different times throughout the year.</p>	<p>Purple</p>
<p>Promote equality resources to businesses, to help broaden understanding of inequalities that exists in the workplace and action that can be taken to address this.</p>	<p>Business Support</p>	<p>Equality resources (including webinars, events, posters, funds and awards) have been promoted through the Business Support newsletter since April.</p>	<p>Purple</p>

Appendix B - Equality Scheme Action Plan Progress Report

Measure	Lead Teams	Latest position (at end Q4)	RAG status
<p>Provision of Equality, Diversity and Inclusion training as part of new member induction process, following elections in 2022.</p>	<p>Democratic Services</p>	<p>A total of 13 Members have undertaken Equality, Diversity and Inclusion training since the election in May 2022. The sessions were advertised through an all Member email, and through the CEO's all Councillor newsletter. This training was not mandatory and although 13 out of 45 members may seem like low attendance, similar sessions were run in 21-22.</p>	<p>Purple</p>

Appendix B - Equality Scheme Action Plan Progress Report

Objective 2: South Cambridgeshire District Council is an employer that values difference and recognises the strength that a diverse workforce brings

Measure	Lead Teams	Latest position (at end Q4)	RAG status
O2A1i) Implement a recruitment communications plan promoting SCDC as an inclusive and welcoming employer to applicants from under-represented groups, including a review of how and where we advertise Council vacancies.	HR (Recruitment); Communications	<p>A plan has been implemented focussing on the creation of promotional imagery and messaging that reflects our desire to be an inclusive and welcoming employer. We have also refreshed our 'Jobs' webpages to promote some of the core benefits of working at SCDC, including mention of the extended 4 day week trial.</p> <p>The status has been set as amber because although we have commenced a review of our how and where we advertise Council vacancies, this review was not completed by the end of the 2022-23 financial year. The review will be completed in Q1 of 23-24 and will go on to inform where we advertise our vacancies.</p>	Amber
O2A1ii) Implement a method for obtaining and reviewing data on the number of applications received from protected characteristic groups.	HR	<p>Once in place, the new recruitment system will allow us to produce an anonymised report on the equality profile of those who are applying for jobs at SCDC.</p> <p>The new system is in final testing stages and we are aiming to go live from summer 2023, once final configurations having been completed.</p> <p>Although we have limited access to application data until this time, we report annually our workforce breakdown, focussing on representation of different protected characteristics among our staff. This is available on our website at https://www.scamb.gov.uk/your-council-and-democracy/equality-and-diversity/</p>	Amber
O2A1iii) Increase the number of job applications from people from the protected characteristic groups from baseline levels.	HR	See above.	Amber
O2A1iv) Increase the number of apprenticeships being undertaken within the organisation as a means of promoting the Council as a viable career option for a broad range of prospective employees.	HR (Learning and Development)	<p>We currently have 20 apprentices (50% are new hires and 50% are grow-your-own talent) and are recruiting a new cohort of management apprentices internally, with courses due to start in September. We are also out to market with 6 Planner apprenticeships at Level 4 and Level 7. Again, these will start in September 2023.</p> <p>We are continuing to consider ways to further increase the number of apprenticeships being undertaken, to offer excellent career opportunities to a broad range of prospective and current employees.</p> <p>Although the apprentices programme continues beyond the 22-23 year, the status has been set as purple (complete) on the basis that the work plan was completed for the year.</p>	Purple

Page 108

*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 - Equality Scheme Action Plan Progress Report

Measure	Lead Teams	Latest position (at end Q4)	RAG status
O2A1v) Provision of work experience opportunities within the organisation, and representation at local careers fairs and in schools and colleges to promote the Council as an employer of choice in the local area.	HR (Learning and Development)	We took on work experience students in summer 2022 for the first time since pre-Covid; we had 7 placements. This is planned to be repeated in the Summer of 2023. We worked with a local organisation and planned an event in Feb 2023 to promote SCDC as an employer of choice in the local area.	Purple
O2A1vi) Impacts of hybrid working arrangements are monitored through annual staff surveys.	HR	A staff survey on health and wellbeing was completed in summer 2022 and spring 2023. This measured a broad range of facets contributing to health and wellbeing, including working conditions and hybrid working arrangements. One noticeable impact identified through analysis of the results was a reduction in the social and team support felt by some individuals, partly as a result of increase hybrid working arrangements. This lead to the release of guidance to staff recommending that teams come together for face-to-face meetings at least twice a month. Members are also currently being consulted on their views of Hybrid working and a report will go to the next Employment and staffing committee The surveys also highlighted positive health and wellbeing impacts attributable to the 4 day week trial leading to an extension of the trial until March 2024.	Purple
O2A1vii) Completion of Team Charters for each team across the Council setting out approaches to hybrid working.	All Teams	18 Team Charters have been completed and uploaded in the CMT Teams chat. Teams were asked to review the ways they work together as part of 4 Day Week planning. This lead to Charters being updated as teams adapt their working practices.	Purple
Supplementary action (added part way through the year): Work towards becoming a menopause-friendly organisation.	HR	We have introduced a Menopause strategy, putting in place several events in September and October to increase awareness across the organisation. We are working towards Menopause in the workplace accreditation (this will be completed in Q3 or Q4 of 2023-24).	Green
Disability Assessment of our offices completed, and assurance received by Disability Cambridgeshire.	Facilities Management	This action cannot be completed until the Greening South Cambs Hall and Curtain Walling projects have been completed so that the entire site can be assessed including parking provisions, fire strategy and systems. Rolled forward to the 23-24 Equality Scheme action plan.	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 - Equality Scheme Action Plan Progress Report

Measure	Lead Teams	Latest position (at end Q4)	RAG status
Develop and adopt a Reasonable Adjustment Passport policy and promote its availability to Council staff (including a section on Reasonable Adjustments on the HR intranet pages)	HR	The Disability Passport scheme was adopted in Q1 and has been publicised via internal employee channels as well as in HR updates. At least two employees have used the Reasonable Adjustment Passport since it became available.	Purple
Analyse annual staff satisfaction surveys around equality, diversity, and inclusion, and publish 'you said, we listened' examples internally following analysis of the survey results.	Policy and Performance	The final results of the survey were presented within the EDI forum during Q3. The findings from the survey reinforced some of the actions within this action plan, including the importance of ensure that training opportunities are provided and that recruitment processes are inclusive.	Purple
Progress towards workforce diversity that represents the local equality profile.	HR	<p>We report annually on our workforce breakdown, focussing on representation of different protected characteristics among our staff. The latest report, providing a snapshot as of 31 March 2022, found that:</p> <ul style="list-style-type: none"> - The proportion of employees identifying as either Black, Asian, Mixed Ethnicity or Other Ethnic Group remains stable at 5.7%. This compares with 11% of South Cambs residents. - 9.3% of SCDC staff declared a disability, an increase from 8.3% in March 21 and compared with 14.8% of South Cambs residents. - 3.01% identified as either Lesbian, Gay or Bi-sexual compared with 2.38% of South Cambs residents. - 53.2% of SCDC staff identified as having a religion compared with 56.7% of South Cambs residents. <p>The full report is available on our website at https://www.scambs.gov.uk/your-council-and-democracy/equality-and-diversity/</p> <p>Green status as we are making progress towards this over multiple years.</p>	Green

Appendix B - Equality Scheme Action Plan Progress Report

Objective 3: Protected groups are included and have their voices heard in discussions about the future shape of the district.

Measure	Lead Teams	Latest position (at end Q4)	RAG status
<p>Equality Impact Assessments are completed identifying actions to ensure the voices of people from protected characteristic groups are included and represented within plan consultation and development activity.</p>	<p>Planning Policy</p>	<p>The draft Local Plan is due to be considered by members in summer 2023 prior to public consultation. Each key stage of the Greater Cambridge Local Plan is accompanied by an updated EQIA and Sustainability Appraisal.</p> <p>Status is green as we continue to be on target to complete this multi-year target.</p>	<p>Green</p>
<p>Actions identified within EqIAs undertaken are undertaken and completed within the timescales set out.</p>	<p>Planning Policy</p>	<p>See comment above.</p>	<p>Green</p>
<p>Undertake evidence gathering exercises to understand needs of people with protected characteristics. This will include an accommodation needs assessment of Gypsies and Travellers.</p>	<p>Housing Strategy and Planning Policy</p>	<p>The Gypsy and Traveller Accommodation Needs Assessment has been delayed. The contract was terminated with the previous consultant due to concerns with the robustness of the survey and evidence base previously being used. We are currently in discussions to re-commission the work but it's like to be a further 6-9 months from March 23 before the assessment is completed.</p>	<p>Amber</p>
<p>Completed sustainability appraisal including sections covering social and health impact.</p>	<p>Planning Policy</p>	<p>See comment above (at top of this page). The sustainability appraisal, including sections on the social and health impacts will follow as part of subsequent stages of the Local Plan process.</p> <p>Status is green as we continue to be on target to complete this multi-year target.</p>	<p>Green</p>

Appendix B - Equality Scheme Action Plan Progress Report

Measure	Lead Teams	Latest position (at end Q4)	RAG status
Develop a corporate list of key contacts and groups to engage with in relation to decisions.	Communications and Communities	<p>This was initially delayed by emergency work related to the Homes for Ukraine scheme, resulting in a new timescale for delivery having been agreed for 2023-24 as part of the Council's refreshed business plan.</p> <p>Work and training has already been undertaken with the Consultation Institute during Q1 and further work to take place, including the launch of an internal SCDC consultation toolkit by end of Q2.</p>	Green
Work with the Consultation Institute to carry out a consultation skills audit.	Communications and Communities	See above update.	Green
Create corporate consultation and engagement guidance.	Communications and Communities	See above update.	Green

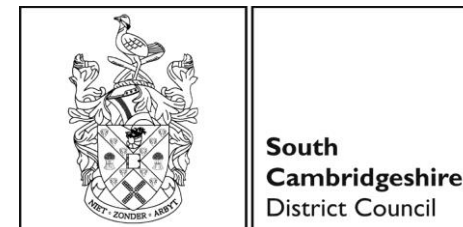
Scrutiny and Overview Committee Work Programme 2022-23

Meeting date	Potential Agenda item (subject to prioritisation by Chair and Vice Chair)		
	Pre-Scrutiny	Scrutiny review by Committee	Task and Finish Groups
7 September 2023	<ul style="list-style-type: none"> • 2022/23 Provisional General Fund Revenue and Capital Outturn • 2022/23 Provisional Housing Revenue Account (HRA) Outturn 	<ul style="list-style-type: none"> • Planning engagement with Town and Parish Councils (provisional) 	<ul style="list-style-type: none"> • Final report with recommendations from the Young People T&F Group
19 October 2023	<ul style="list-style-type: none"> • Community Facilities at Northstowe (at the earliest) • MTFS • Health & Wellbeing Strategy 	-	-
16 November 2023	<ul style="list-style-type: none"> • Bids and Savings • 2023/2024 Revenue and Capital Budget Monitoring (Quarter 2) • Capital programme Update & New Bids 	<ul style="list-style-type: none"> • Update – the future use of South Cambs. Hall 	-

18 January 2024	<ul style="list-style-type: none">• General Fund Budget 24-25• Local Council Tax Support	-	-
15 February 2024	<ul style="list-style-type: none">• 2023/2024 Revenue and Capital Budget Monitoring (Quarter 3)	-	-
21 March 2024	-	-	-
16 May 2024	-	-	-
Unscheduled	-	<ul style="list-style-type: none">• Civil Parking Enforcement	-

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 June 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

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

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

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

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

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

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

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 June 2023

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
Annual Equality Scheme Update and Progress Report Key		Cabinet	27 June 2023		Lead Cabinet member for Resources Kevin Ledger, Senior Policy and Performance Officer	Report publication expected on 19 June 2023
Response to Huntingdonshire Local Plan Issues consultation Non-Key	To agree the Council's response to the Huntingdonshire Local Plan Issues consultation as part of a joint response with Cambridge City Council.	Cabinet	27 June 2023		Lead Cabinet member for Planning Caroline Hunt, Strategy and Economy Manager	Cabinet report publication expected on 19 June 2023
Adopted Cambridge and South Cambridgeshire Local Plans 2018: Five year review of Strategic Policies Key	To agree the findings of a review of the adopted South Cambridgeshire Local Plan policies, confirming whether the strategic policies within the plan remain up to date and their associated weight in planning decisions.	Cabinet	27 June 2023		Lead Cabinet member for Planning Caroline Hunt, Strategy and Economy Manager	Cabinet report publication expected on 19 June 2023
South Cambs Community Safety	The CSP produces an annual Action Plan to	Cabinet	27 June 2023		Lead Cabinet Member for	Cabinet report publication

Key and non-key decisions expected to be made from 1 June 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
Partnership - Action Plan Non-Key Page 118	deliver the statutory requirements and identifying projects / themes of work to add value to the work of individual agencies. As the accountable body and in committing resources to it, SCDC must have oversight of and be in agreement with the Plan.	Council	13 July 2023		Communities Linda Gallagher, Project Officer	expected on 19 June 2023. Council report expected 5 July 2023
Modern slavery statement Non-Key	Approval for the Modern Slavery Statement	Cabinet	Not before 27 June 2023		Leader of Council Peter Campbell, Head of Housing, Kate Yerbury, Policy & Performance Officer, Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected on 19 June 2023
Quarter 4 Performance Non-Key	To review Council performance	Cabinet	27 June 2023		Deputy Leader Kevin Ledger, Senior Policy and Performance Officer	Report publication expected on 19 June 2023
Rural Shared	Review, approve or	Cabinet	Not before 26		Lead Cabinet	Report publication

Key and non-key decisions expected to be made from 1 June 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
Prosperity Fund Non-Key	amend the policy, application criteria and determination process for the Rural Shared Prosperity grant scheme		September 2023		Member for Economic Development Katherine Southwood, Business Support Projects Team Leader	expected five clear working days before the meeting
Sports pitches at Northstowe (provisional) Non-Key	Provisional and subject to confirmation	Cabinet	27 June 2023		Lead Cabinet Member for Communities Anne Ainsworth, Chief Operating Officer	Report publication expected on 19 June 2023
Mutual Exchange Policy Key	To approve the policy for how the Council carries out mutual exchanges in terms of its council properties	Cabinet	26 September 2023		Lead Cabinet member for Housing Julie Fletcher, Service Manager – Housing Strategy	Cabinet report publication expected on 18 September 2023
Greater Cambridge Local Development Scheme review Key	To agree an update to the Greater Cambridge Local Development Scheme.	Cabinet	Not before 26 September 2023		Lead Cabinet member for Planning Caroline Hunt,	Cabinet report publication expected on 18 September 2023

Key and non-key decisions expected to be made from 1 June 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
					Strategy and Economy Manager, Jonathan Dixon, Planning Policy Manager	
2023/2024 Revenue and Capital Budget Monitoring (Quarter 1) 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 Peter Maddock, Head of Finance	Report publication expected on 18 September 2024
2022/23 Provisional General Fund Revenue and Capital Outturn Non-Key	2022/23 Provisional General Fund Revenue and Capital Outturn	Cabinet Council	26 September 2023 05 October 2023		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 18 September 2024
2022/23 Provisional Housing Revenue Account (HRA) Outturn Non-Key	Reports the HRA outturn position for the financial year 2022/23	Cabinet	26 September 2023		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 18 September 2023

Key and non-key decisions expected to be made from 1 June 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
Medium Term Financial Strategy (First Submission) 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 Peter Maddock, Head of Finance	Report publication expected on 18 September 2023
Quarter 1 Performance report Key	To review Council performance for the months of April, May and June 2023	Cabinet	26 September 2023		Lead Cabinet member for Resources Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected on 18 September 2023
Fees & Charges 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 Peter Maddock, Head of Finance	Report publication expected on 30 October 2023
2023/2024 Revenue and Capital Budget Monitoring (Quarter 2) 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 Peter Maddock, Head of Finance	Report publication expected on 27 November 2023

Key and non-key decisions expected to be made from 1 June 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
Capital programme Update & New Bids Non-Key	Report Council's Capital Programme and new Capital bids from 2024/25	Cabinet	05 December 2023		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 27 November 2023
Bids and Savings Non-Key	Consider new Revenue bids and savings for 2024/2025.	Cabinet	05 December 2023		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 27 November 2023
Quarter 2 Performance report Key	To consider Council performance during July, August and September 2023	Cabinet	05 December 2023		Lead Cabinet member for Resources Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected on 27 November 2023
General Fund Budget 2024/25 Non-Key	Consider the General Fund Revenue Budget for 2024/25	Cabinet Council	06 February 2024 27 February 2024		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 29 January 2024

Key and non-key decisions expected to be made from 1 June 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 Council	06 February 2024 27 February 2024		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 29 January 2024
Medium Term Financial Strategy 2024-29 Non-Key	Review and ensure that Council is aware of the financial challenges over the medium-term	Cabinet Council	06 February 2024 27 February 2024		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 29 January 2024
Local Council Tax Support Non-Key	Review the Localised Council Tax Support (LCTS) scheme for 2023/24 and agree the LCTS scheme for 2024/25	Cabinet Council	06 February 2024 27 February 2024		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 29 January 2024
Capital Strategy Non-Key	Consider a refreshed version of the Strategy for adoption	Cabinet Council	06 February 2024 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 June 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, Head of Finance	
Treasury Management Strategy Non-Key	Consider a refreshed version of the Strategy for adoption by the Council.	Cabinet Council	06 February 2024 27 February 2024		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 29 January 2024
Capital Programme 2024/25 - 2028/29 Non-Key	Consider the Council's Capital Programme	Cabinet Council	06 February 2024 27 February 2024		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 29 January 2024
Housing Revenue Account Budget 2024/25 Non-Key	Consider the Housing Revenue Account Budget for 2024/25	Cabinet Council	06 February 2024 27 February 2024		Lead Cabinet member for Resources Peter Maddock,	Report publication expected on 29 January 2024

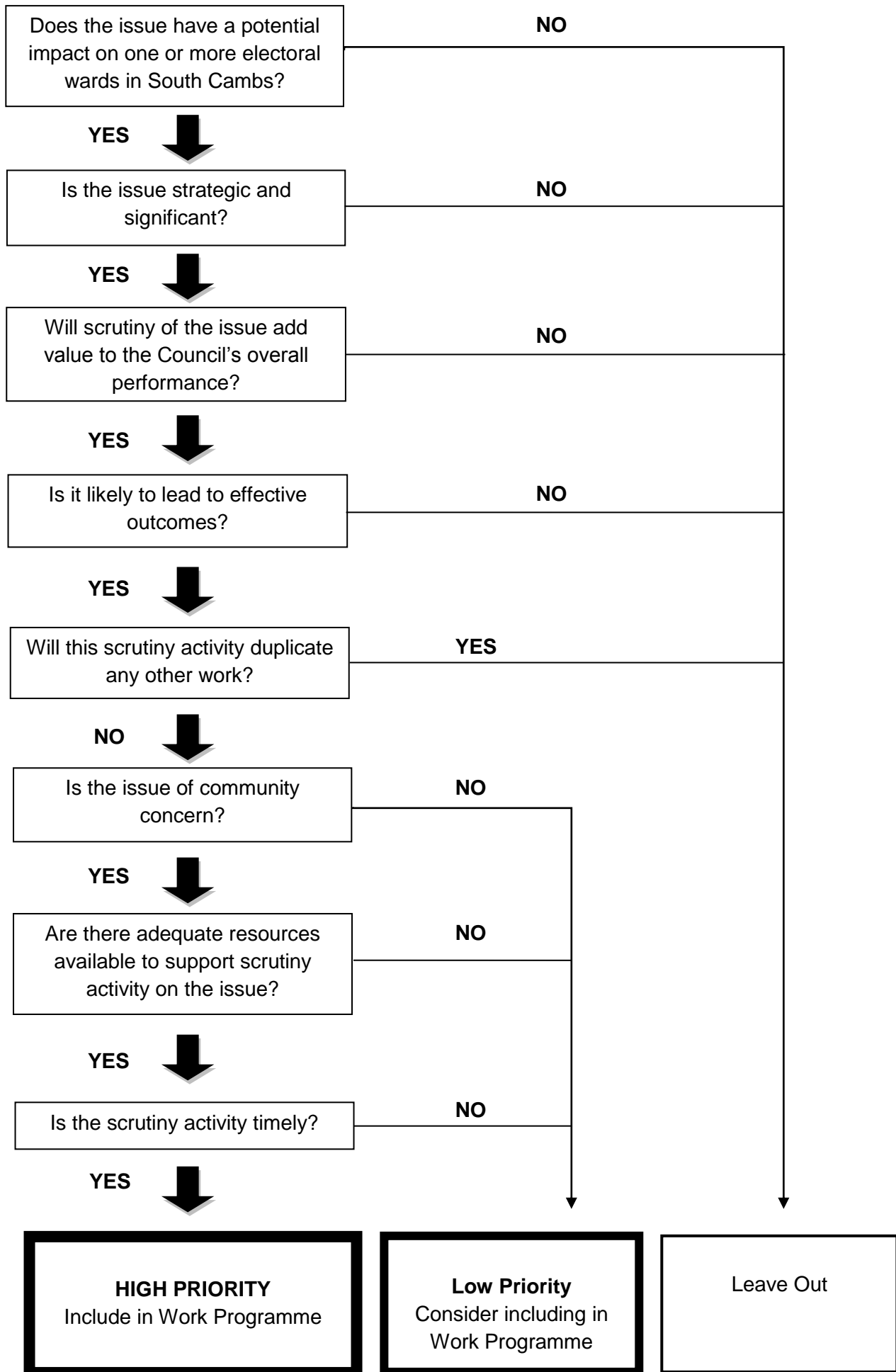
Key and non-key decisions expected to be made from 1 June 2023

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 Non-Key	Consider the Council Tax Resolution for 2024/25	Cabinet Council	06 February 2024 27 February 2024		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 29 January 2024
Policy Statement		Council	27 February 2024		Lead Cabinet member for Resources Jeff Membery, Head of Transformation, HR and Corporate Services	Report publication expected on 19 February 2024
2023/2024 Revenue and Capital Budget Monitoring (Quarter 3) Non-Key	Consider the monitoring data and trends in respect of the 2023/24 budgets and issues.	Cabinet	12 March 2024		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 4 March 2024
Annual Equality	To consider an	Cabinet	12 March 2024		Lead Cabinet	Cabinet report

Key and non-key decisions expected to be made from 1 June 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
Scheme Update and Progress Report Key	update				member for Resources Kevin Ledger, Senior Policy and Performance Officer	publication expected on 4 March 2024
Quarter 3 Performance report Key	To consider Council performance during October, November and December 2023	Cabinet	12 March 2024		Lead Cabinet member for Resources Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected on 4 March 2024

Scrutiny Work Programme Prioritisation Tool



This page is left blank intentionally.