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**South
Cambridgeshire**
District Council

30 August 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
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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, 7 September 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

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Agenda

1. Chair's announcements

Pages

2. **Apologies for absence**
Councillor Dr. Martin Cahn has sent apologies for absence. To receive apologies from other committee members.
3. **Declarations of Interest**
4. **Minutes of Previous Meeting** **7 - 12**
To authorise the Chairman to sign the Minutes of the meeting held on 8 June 2023 as a correct record.
5. **Public Questions and Statements** **13 - 16**
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 1 September.

Attached is a statement that relates to agenda item 6 (Mutual Exchange Policy).
6. **Mutual Exchange Policy** **17 - 70**
7. **Quarter 1 Performance Report** **71 - 112**
8. **Final report from the Young People Task & Finish Group** **113 - 130**
9. **Work Programme** **131 - 150**
10. **To Note the Date of the next meeting**
Thursday 19 October 2023 at 5.30pm

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Exclusion of Press and Public

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

"I propose that the Press and public be excluded from the meeting during the consideration of the following item number(s) in accordance with Section 100(A) (4) of the Local Government Act 1972 on the grounds that, if present, there would be disclosure to them of exempt information as defined in paragraph(s) of Part 1 of Schedule 12A of the Act."

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

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Security

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.

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- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

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

Smoking

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Food and Drink

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 financial interest or wellbeing of a body included under Other Registerable Interests as set out in Table 2 you must disclose the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied. Where a matter (referred to in the paragraph above) affects the financial interest or well-being: a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and; b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public 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 you have an Other Registerable Interest or Non-Registerable Interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it]

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Agenda Item 4

South Cambridgeshire District Council

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 8 June 2023 at 5.30 p.m.

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

Councillors: Anna Bradnam
Libby Earle
Helene Leeming
Richard Stobart
Dr. Martin Cahn
James Hobro
Judith Rippeth
Heather Williams (substitute)

Officers in attendance for all or part of the meeting:

In the Chamber: Bode Esan (Head of Climate, Environment & Waste), Andrew Francis (Elections and Democratic Services Manager), Linda Gallagher (Development Officer), Kathryn Hawkes (Communities Manager), Ian Senior (Scrutiny and Governance Adviser), Liz Watts (Chief Executive).

Remotely: Anne Ainsworth (Chief Operating Officer), Philip Bird (Corporate Programme Manager), Peter Campbell (Head of Housing), Heather Jones (Deputy Director of Planning & Building Quality), Jeff Membery (Head of Transformation, HR and Corporate Services), John Murphy (Monitoring Officer) and Toby Williams (Area Development Manager)

Councillors Bill Handley (Lead Cabinet Member for Communities), Dr. Tumi Hawkins (Lead Cabinet Member with responsibility for Equality, Diversity and Inclusion) and John Williams (Lead Cabinet Member for Resources) were in attendance, by invitation, in the Chamber.

Councillor Sue Ellington (Scrutiny and Overview Committee member) was in attendance remotely.

1. Chair's announcements

The Chair made several brief housekeeping announcements.

2. Apologies for absence

Councillors Tom Bygott, Peter Fane, Sally Ann Hart and Aidan Van de Weyer sent apologies. Councillor Heather Williams substituted for Councillor Bygott.

3. Declarations of Interest

Councillor Helene Leeming declared an interest as one of South Cambridgeshire District Council's representatives on the Community Safety Partnership.

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 25 April 2023.subject to the following:

Minute 6 - Collection Changes - The future of waste collections

Expand the third paragraph (“Councillor Henry Batchelor (Lead Cabinet Member for Environment) informed the Committee that the feedback from waste collection crews at both South Cambridgeshire District Council and Cambridge City Council, as well as from Trade Unions, had been positive”) to read as follows:

“Councillor Sue Ellington asked whether the proposed four-day-week was affecting South Cambridgeshire District Council’s relationship with local authorities such as Huntingdonshire District Council, and whether this Council would be causing them problems if new working arrangements had the effect of attracting their own refuse operatives. She also asked about South Cambridgeshire operatives working elsewhere on their non-working day. Councillor Henry Batchelor (Lead Cabinet Member for Environment) informed the Committee that the feedback from waste collection crews at both South Cambridgeshire District Council and Cambridge City Council, as well as from Trade Unions, had been positive. Officers felt that, on balance, the benefits were likely to outweigh any risks, and that South Cambridgeshire District Council would be setting an example that other local authorities might eventually follow.”

5. Public Questions

There were no public questions.

6. South Cambridgeshire Community Safety Partnership - Operational Plan 2023/24

The Scrutiny and Overview Committee considered a draft report and the South Cambridgeshire Community Safety Partnership (CSP) Operational Plan for 2023-24 that would be presented to Cabinet on 27 June 2023.

Councillors Anna Bradnam and Judith Rippeth, both Members for Milton and Waterbeach, welcomed the fact that their ward would be getting a data ‘deep dive’ to help CSP partners to better understand local issues. Councillor Bradnam urged Cabinet to reflect the findings of the Scrutiny and Overview Committee Task & Finish Group that looked at Orchard Park a few years ago and consider incorporating into the Operational Plan lessons learned from places like Cambourne and Northstowe about the delivery of community facilities and measures designed to minimise the incidence of anti-social behaviour.

In reply to Councillor Richard Stobart, the Communities Manager explained how data was collected and how trends were identified.

Other issues explored during the debate included

- a. The importance of developing a communications plan capable of making residents aware of issues that might affect them, such as changes in legislation.
- b. The need, acknowledged by the Lead Cabinet Member for Communities, to clearly define unavoidable jargon and acronyms so that residents could better understand the Operational Plan.
- c. The nature of the existing and allocated sum of £15,000 in South

Cambridgeshire District Council's budget which the Lead Cabinet Member for Resources assured Members would continue to be available (and inflation proofed) for community safety.

Having reviewed the draft Cabinet report and its appendices and being satisfied that Lead Cabinet Members and operational officers had undertaken to address Members' concerns, the Scrutiny and Overview Committee agreed by affirmation to **support in principle** the presentation of the report to Cabinet.

7. 2022-23 Quarter Four Performance Report

The Scrutiny and Overview Committee considered a report on South Cambridgeshire District Council's Quarter Four (Q4) position regarding its operational Key Performance Indicators (KPIs) and 2020-25 Business Plan actions.

At the Chair's invitation, the Head of Transformation, HR and Corporate Services gave Members an overview of the results from the Customer Contact Centre's recent mystery shopper exercise that the Committee had requested last year. The Committee noted that South Cambridgeshire District Council had achieved a rating of "+43" as against an average of "-36" at the group of local authorities against which it had been benchmarked. In response to concern raised by Councillor Heather Williams, the Corporate Programme Manager outlined the steps taken to support Contact Centre staff during the exercise. Councillor Judith Rippeth suggested that when a follow-up exercise takes place, account should be taken of the Council's extended opening hours where they occur.

Following a comment, officers undertook to explore ways of presenting graphical information in a way that enabled the Scrutiny and Overview Committee to identify trends while at the same time recognising the more strategic requirements of Cabinet.

With regard to CC307 (average call answer time (seconds)) the Lead Cabinet Member for Resources reiterated the reason for the March figure with reference to the narrative.

Referring to the amber Business Plan measure (completion of the measure has been delayed but is on track to be delivered by a revised delivery date) at the end of Q4, the Lead Cabinet Member for Resources assured the Committee that the remaining measures would be delivered against revised timescales necessitated by changing circumstances. He emphasised that the majority of Business Plan measures were purple (completed). The Chief Operating Officer undertook to investigate reasons for the delays. Councillor Heather Williams asked officers to make the narrative more "substantive" and called on the Cabinet to make sure that available resources were sufficient to complete tasks on time.

The Head of Climate, Environment and Waste agreed to speak with Councillor Sue Ellington outside the meeting regarding her question about public recycling bins.

The Chair raised two queries. In reply to the first, the Head of Climate, Environment and Waste said that residents in general were coping well with the co-mingling of domestic recycling and that the 6% threshold for cross-contamination had not been breached. In reply to the second, the Head of Housing undertook to identify any trends in tenants' dissatisfaction with responsive repairs.

Councillor Rippeth asked about FS105 (Council Tax collected). The Lead Cabinet Member for Resources explained that the option for residents to pay over 12 months instead of ten was becoming more popular and affecting collection rates at the beginning of the Quarter.

In connection with PN511 (percentage of major applications determined within eight weeks or agreed timeline – two-year reporting period cumulative (government KPI), Councillor James Hobro noted that the matrix had changed. The Deputy Director (Planning) assured the Committee that this had not distorted the data provided in the report but undertook to meet with Councillor Hobro to explain the methodology.

The Vice-Chair applauded the achievement of the measure and target for 2022-23 against Action D3 in the Business Plan (Generate income through delivering the Council's Investment Strategy).

Having reviewed the Key Performance Indicators, the overview of results from the Contact Centre's recent mystery shopper exercise, and the progress against Business Plan actions, and subject to comments made during the debate, the Scrutiny and Overview Committee **endorsed** the report by affirmation for presentation to Cabinet.

8. Draft Annual Equality Scheme Review

The Scrutiny and Overview Committee considered a report and draft version of the Council's revised Equality Scheme for the 2023-24 fiscal year. Councillor Dr. Tumi Hawkins, Lead Cabinet Member responsible for Equality and Diversity, gave a brief introduction.

Members welcomed the report's style (including infographics) and inclusion of a national context with an assurance that, moving forward, further comparisons, such as age, would be identified with the local position defined in terms of both percentages and actual numbers. However, Councillor Heather Williams said care was needed to differentiate between the local and national contexts, especially when referring to 'staff'. The Committee encouraged the identification of new sources of data as they emerged and added that the presentation of trends would be helpful.

The Committee acknowledged the importance of collaborating with partners to tackle those situations where local data compares unfavourably with the national context, such as in the case of stop-and-search and the gender pay gap. In terms of recruitment at South Cambridgeshire District Council, the Head of Transformation, HR and Corporate Services assured Members that, before interview panels got to see them, applications were anonymised as far as possible.

The Lead Cabinet Member responsible for Equality and Diversity assured Members that South Cambridgeshire Hall remained accessible to people with disabilities in spite of ongoing renovation work. A full disability assessment of both the building and parking arrangements would be conducted during 2023-24.

Having reviewed the draft Equality Scheme revision for 2023-24 and the 2022-23 Equality Scheme action plan progress report, and together with comments made and assurances given during the meeting, the Scrutiny and Overview Committee **supported** the Annual Equality Scheme's onward submission to Cabinet for approval.

9. Work Programme

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

10. To Note the Date of the next meeting

Members noted that the next Scrutiny and Overview Committee meeting would take place on Thursday 7 September 2023 starting at 5.30pm.

The Meeting ended at 7.45 p.m.

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Agenda Item 5

Mutual Exchange Policy

Tenant's submission to Scrutiny and Overview Committee
7/9/2023

1. Background

1.1 It has been widely recognised that social housing and council tenants across the country have for many years been stigmatised, with their homes looked upon as “stock” and have often suffered from a paternalistic, master/servant type of relationship with their landlords, with little attention being paid to the views of those who fund the housing service through their rents.

1.2 Thankfully, things are gradually changing, and in South Cambs. we have made some good, if sometimes frustratingly slow, progress with tenant involvement in recent years.

1.3 It must be said though, that in our view we still have some way to go, both in terms of how tenant input integrates with the council's decision making structure, and in shifting attitudes amongst some of the “old guard”

1.4 Tenant reps. want to see South Cambs. in the vanguard of improving the lives of our tenants, not dragged along half-heartedly, and it is in this spirit that we make these proposals.

2. Mutual Exchange (MX)

2.1 Research by the Human City Institute has shown that the lack of mobility amongst social housing tenants has an enormous social and economic cost.

2.2 In 2010 the national cost was conservatively estimated at £540M - a large part of this was due to tenants being unable to move closer to care for relatives, so the state had to pay for their care.

Social mobility also helps tenants move with their work, school, or to be near family.

2.3 It is generally agreed that MX is a good way of facilitating social mobility, and that there are huge benefits for tenants, landlords, and as the research showed, the NHS and the criminal justice system.

3. New Mutual Exchange policy

3.1 Tenant reps. welcomed this long overdue overhaul of the South Cambs. MX policy, which for years has caused untold misery to tenants seeking to improve their lives, by denying them the opportunity to exchange properties, for no logical reason other than to try to force tenants to downsize against their will.

3.2 We believe that the MX policy should recognise and encourage mutual exchanges as an important vehicle for social mobility.

3.3 We do not believe it should be used for social engineering purposes, by trying to force tenants to downsize before they are ready to. This often leads to tenants not being able to exchange, so the council does not gain anything, but the tenants suffer.

3.4 The policy should reflect that finding a suitable mutual exchange is very difficult, as there are a very limited number of tenants who wish to swap at any one time, and the chances of finding one where you wish to move to and has a tenant who also wants your property is slim.

The policy should therefore not put unnecessary obstacles in the way of proposed exchanges.

3.5 Whilst we agree with much of what is proposed and welcome the recognition that change was needed - the policy is still needlessly and illogically inflexible.

4. Recommendations (Para 6 in the report)

1) Under Occupation.

4.1 It has been accepted that like many other councils and H.A.'s under occupation by 1 bed will be allowed.

4.2 The elected Tenant reps submit that there is no logic in continuing to refuse like for like exchanges, or other exchanges where there will be no increased over or under occupation.

4.3 *It is very important to remember that the Housing and Localism Acts (1985 and 2012) listed grounds where councils were ALLOWED to refuse exchanges – it was not an order or recommendation, it just meant that it would not be illegal.*

4.4 Illustrative examples that would still be refused under the officer proposals:

A) Couple (1 bed need) in 3 bed house with big overgrown garden. Wish to swap with a couple, also 1 bed need in 3 bed house, tiny garden, desperate for garden space to grow veg and have a greenhouse.

Result – Although under occupation levels would not have changed, the community continues to suffer an eyesore garden, the other couple are unable to make productive use of the garden to grow their own veg, with commensurate effects on mental and physical wellbeing.

B) An older couple (1 bed need) in a 5 bed house wish to move to a small village to be close to and care for their parents, one of whom is suffering from dementia, the other is very frail. Due to the limited supply, there are only 3 bed houses available in that area. After much effort they find one with young tenants willing to swap. They currently have a 3 bed need but as their current children get older will have a 4 bed need, and they have a baby on the way.

Result – The young family will become overcrowded in the future, older couple's parents go into care with all the economic, mental and physical cost associated with that, and the 5 bed house is not freed up for a bigger family – even though under occupancy levels overall would not have changed.

4.5 We submit that this is not the council “making best use of its stock” (para 15) or “promoting health and wellbeing through housing” (Greater Cambridge Housing strategy priority)

2) Over crowding

4.6 The same arguments apply as in (1)

Some councils (I.e., Norwich) also allow overcrowding by 1 bed in MX.

4.7 We submit that it makes no sense to refuse an exchange, where the overcrowded tenants are unable to find a suitable bigger property but wish to swap without worsening the overcrowding.

4.8 They may need to move to be near work, schools or family, with all the life changing benefits that brings.

This does not “actively encourage” overcrowding as claimed (Para 19), but the refusal *does* deny social mobility for those who cannot find a bigger property, with no gain for the council.

4.9 The clear principle should be that if the overall overcrowding is not made worse, then MX should be permitted.

3) Staffing

4.10 The 2014 report “Improving social mobility in the social housing sector” found that *“employing dedicated housing officers to promote and support MX led to the largest increase in mobility.”*

4.11 Our experience with tenants and the recent Ombudsman case have both starkly demonstrated the awful and embarrassing shortcomings of the administration of MXs at SCDC.

4.12 Elected tenant reps firmly believe that without the appointment of a dedicated specialist officer to administer and promote MXs, then the risk of adverse Ombudsman findings will remain high, and opportunities for social mobility will be reduced.

Failing this, we believe that at the very least, a named senior officer should be identified who will have overall responsibility for the operation and promotion of MXs to ensure accountability.

5. Conclusion

We hope that the elected members of the council can support tenants in their desire to improve social mobility in South Cambs. The Council was brave enough to trial the 4 day-week, and we hope that you will similarly push out in front of the crowd on this important matter.

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Agenda Item 6



South
Cambridgeshire
District Council

Report to:	Scrutiny & Overview Committee	7 September 2023
Lead Cabinet Member:	Councillor John Batchelor, Lead Cabinet Member for Housing	
Lead Officer:	Peter Campbell, Head of Housing	

Mutual Exchange Policy

Executive Summary

1. The tenant representatives of the Housing Engagement Board (HEB) requested that the Mutual Exchange Policy be reviewed.
2. Whilst the policy was in the process of being reviewed, the Council has since received an Ombudsman determination¹ which requires the Council to publish a revised mutual exchange policy by the end of September 2023. The revised policy should permit under occupation in some circumstances and provide details of those circumstances.
3. In reviewing the policy, officers have looked at good practice and listened to the views of the tenant representatives of the HEB. Whilst officers have been able to accommodate many of the recommendations raised, it has not been possible to reach an overall agreement with the tenant representatives on the revised policy.
4. The role of the HEB is to scrutinise and make recommendations for improvement. The HEB does not have any decision-making powers and therefore the Scrutiny and Overview Committee is asked to comment upon the options being put forward both by officers and the tenant representatives of the HEB, prior to the policy being considered by Cabinet.
5. The main areas of difference relate to under-occupation and overcrowding of a property by way of a mutual exchange.

¹ Complaint relates to a tenants' dissatisfaction regarding how a mutual exchange application was handled and subsequent request for disabled adaptations. The request for a mutual exchange was during the beginning of the pandemic where services were adapting to change. The Ombudsman found that the Council was six days late in providing its decision on the mutual exchange and did not correctly inform the tenant as to which ground within the Housing Act 1985 and the Localism Act 2011 that their mutual exchange application was refused. The Ombudsman also found that the existing mutual exchange policy did not provide clear guidance as to its evidential requirements when considering "special circumstances" for an additional bedroom [note: under the Officer recommendations within the revised Mutual Exchange Policy, one additional bedroom above the tenants' assessed requirement would be permitted without the need for "special circumstances"]

Key Decision

6. Yes. This is a key decision as it is significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

The Key Decision was first published in May 2023 Forward Plan.

Recommendations

7. It is recommended that the Scrutiny and Overview Committee considers this report and supports (with comments where appropriate) the officer recommendations to Cabinet listed below:

	Issue	Current Policy	Officer Recommendation	Tenant Proposal
1	Under-occupation	There is no under-occupation permitted from an exchange	That under-occupation is permitted, but this is limited to one bedroom.	Mutual Exchanges should be permitted where the under-occupancy rate is not worsened in SCDC properties overall (including like for like swaps)
2	Overcrowding	No overcrowding is permitted.	That overcrowding is only permitted in very specific cases linked to the lack of larger accommodation (i.e. where a tenant has a 4 bedroom requirement and wishes to swap to a 3 bedroom property where that property has an additional room that can be used as a bedroom)	Overcrowding by 1 bedroom should be permitted across all property sizes
3	Staffing	Mutual exchanges are dealt with by generic housing officers (note: this is practice not policy)	Mutual exchanges are dealt with by generic housing officers (but the situation is monitored)	That an additional officer is appointed for mutual exchanges (full time or part time)
4	Incentives to downsize	Incentives are offered to transfer tenants who are in receipt of housing benefit and are subject to the 'bedroom tax'.	Incentives are offered to all people who downsize through mutual exchange. This will be linked to the number of bedrooms freed up as an incentive to downsize fully.	Agreed with Officer Recommendation. Any incentive should also cover removal costs.

5	Mutual Exchange Service	Applicants have access to mutual exchange service (Exchange Locata) free of charge to find suitable matches	Subscription to additional mutual exchange service (HomeSwapper) to provide improved access to greater number of potential matches free of cost to tenants.	Agreed with Officer Recommendation
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8. It is also recommended that Scrutiny and Overview Committee notes that, should Cabinet approve the above recommendations, then Cabinet will be asked to approve the final version of the mutual exchange policy at Appendix A (subject to any amendments relating to paragraph 7 above) and that the Lead Member for Housing is given delegated authority to make minor amendments and any subsequent changes relating to the value of the financial incentive.

Reasons for Recommendations

9. To provide direction on the mutual exchange policy. The policy will demonstrate that the Council has a robust and transparent process in place that meets legislative requirements and has taken into account tenants' views.

Details

Mutual Exchange

10. The Housing Act 1985 and Localism Act 2011 allow social housing tenants on qualifying tenancies to exchange homes. Mutual Exchange is a tenant-led process. It provides a range of benefits including social mobility, improved wellbeing and the opportunity to move closer to work, services and family. It also provides a quicker route for transfer tenants on the housing register to find alternative accommodation to solve their own housing pressures. In addition, moves through Mutual Exchange help make financial savings on void costs and reduce pressure on the Housing Register.

Mutual Exchange Policy Review

11. As part of the review officers looked at the top performing councils, as well as sending out questionnaires to housing associations and tenants who had completed a mutual exchange since January 2020.
12. The tenant representatives of HEB have been actively involved in helping to shape and influence the revised policy.

Options

12. Whilst officers and the tenant representatives of the HEB are broadly in agreement with the proposed policy changes recommended in the review, the key differences of opinion are focussed on the following:

- (a) the level of **under-occupancy** that should be permitted under Mutual Exchange, and
- (b) the level of **overcrowding** that should be permitted under Mutual Exchange
- (c) staffing resources to implement the revised policy.

Under-Occupancy

13. Grounds for refusal of a mutual exchange are set out in legislation. In terms of size of property, landlords can withhold consent if:

The accommodation afforded by the dwelling-house is substantially more extensive than is reasonably required by the proposed assignee. (Ground 3 of Schedule 3 Housing Act 1985 and Ground 7 of Schedule 14 Localism Act 2012)

14. There is no statutory guidance on what constitutes *substantially more extensive than is reasonably required*. It is up to the landlord as to how this is interpreted. The Council's current policy does not allow any mutual exchange if it means that a tenant would be under-occupying a property they are swapping to.
15. Under revised proposals, officers are recommending that tenants can mutually exchange to a property with one more bedroom than their bedroom entitlement. This is felt to fit in with reasonableness whilst having regard to overall housing pressures and the need for the Council to make best use of its stock. This recommendation is in line with the review findings which identified that the majority of landlords permit under-occupation through mutual exchange by one bedroom.
16. The tenant representatives have asked that the policy be more flexible in this respect and have asked that tenants should be able to swap 'like for like' regardless of how many bedrooms were under-occupied, so long as there was no overall increase in under-occupation. They felt that as nobody gains and nobody loses that this should be considered reasonable and that the proposal put forward by officers was too restrictive.
17. Through officer research, one local authority was identified as having such a flexible policy on under-occupation. Tenant representatives have asked that the Council be '*leaders of the way, rather than followers of other councils*'.

Overcrowding

18. The Council's current policy is not to allow any overcrowding through mutual exchange.
19. Officers have a responsibility to avoid overcrowding where possible and should not be seen to actively encourage this. However, officers have conceded that in the following circumstances a mutual exchange should be permitted.

20. Where a tenant wishes to mutual exchange and has a four-bedroom requirement, they will be able to swap to a three bedroom property where that property has an additional room (such as an old style parlour house) that can be used as a bedroom. Given the availability of four-bedroom properties in the District (which make up only 2% of the Council's stock), officers felt this was a reasonable compromise.
21. The tenant representatives felt that this recommendation did not go far enough and wanted the flexibility to allow tenants mutually exchanging to over-occupy by one bedroom across all property sizes.

Staffing resources to implement the revised policy

22. The tenant representatives requested that an additional officer should be appointed to oversee the mutual exchange process and suggested that a full-time post could be considered to also support the work of the housing officers. Unfortunately officers were unable to agree to this request due to budget constraints and other pressures that would take priority. However, it was agreed to monitor the situation.

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 mutual exchange policy can be administered within existing budgets.
25. It is anticipated that the revised mutual exchange policy will attract more tenants to mutually exchange rather than waiting for a transfer. One of the benefits for the Council is that there are no void works undertaken for a mutual exchange.
26. Whilst there are some financial implications to the subscription to a national online service and financial incentives to downsize through mutual exchange, these can be off-set by any financial savings made through reduced void costs.

Equality and Diversity

24. An Equality Impact Assessment has been carried out. Any issues with access to online Mutual Exchange Services provided by the Council and/or applicants unable to manage the mutual exchange process independently will be provided with reasonable support.

Consultation responses

25. The tenant representatives of the HEB were consulted on their views to improving the policy and have been involved in the review process. Tenants who completed a mutual exchange since January 2020 were also invited to complete a questionnaire regarding their experiences.
26. Attached at Appendix B are the minutes of the Housing Engagement Board Special Meeting to discuss the mutual exchange policy held on 2nd May 2023.

Alignment with Council Priority Areas

Housing that is truly affordable for everyone to live in

27. Mutual Exchange enables mobility and help tenants move closer to work, family, services and amenities. This also improves health and well-being.

Appendices

Appendix A: Draft Mutual Exchange Policy

Appendix B: Minutes of the Housing Engagement Board Special Meeting – 2nd May 2023

Report Author:

Julie Fletcher – Service Manager – Housing Strategy



South Cambridgeshire District Council

Mutual Exchange Policy

Appendix A

Version	2.0
Ownership	Geoff Clark, Service Manager - Housing Neighbourhood
Approved by	xx
Policy Contact	Julie Fletcher – Service Manager – Housing Strategy
Approval date	[insert date/month] 2023
Publication date	[insert date/month] 2023
Date of next review	[insert month] 2025



Version Control

Date	Version	Details of Review
January 2020	1.0	New Policy
Sept 2023	2.0	<p>Full policy review and update to reflect government consultation on revised directions to the Social Housing Regulator on Mutual Exchange.</p> <p>Update in line with the Council's decision to end use of Fixed-Term Tenancies.</p> <p>New provisions due to policy review including:</p> <ul style="list-style-type: none">- Definition of grounds of refusals 3 & 7 and 7 & 11 under Housing Act 1985 Schedule 3 and Localism Act 2011 Schedule 14 respectively.- Incentives for downsizing- Requirement to give 7 working day notice for sign-up. <p>Details and clarifications on roles and responsibilities and other aspects of Mutual Exchange.</p>



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1. Introduction

- 1.1 The process by which social housing tenants can swap their homes is called Mutual Exchange. More than two households can be involved in a chain of swaps. The exchange can only take place with the written permission from their respective landlords.
- 1.2 Exchange partners transfer tenancies and move into each other's properties 'as seen' and take on all the rights and responsibilities set out in the tenancy agreement for the property they move into.
- 1.3 South Cambridgeshire District Council (SCDC) recognises that Mutual Exchange provides a host of benefits for tenants and the Council alike. The process helps tenants to meet their housing needs, move closer to work, family members and/or specific services. For many tenants, Mutual Exchange provides the only realistic opportunity for them to move from their current home. It also provides a quicker way of finding alternative accommodation especially for housing applicants who are on low priority or in need of accommodation for which there is high demand.
- 1.4 This policy outlines SCDC's approach to Mutual Exchange and applies to:
 - SCDC tenants applying for Mutual Exchange;
 - External social housing tenants seeking to exchange with SCDC tenants;
 - Transfer Applicants on the SCDC Housing Register;
 - Members of SCDC staff; and
 - Internal and external partners such as Housing Associations, Tenancy Support services, Health and Community Care services.



2. Policy Aim and Objectives

- 2.1 The aim of this Policy is to deliver the Council's Mutual Exchange scheme in line with government legislations and the relevant guidelines, and to apply the conditions for Mutual Exchange fairly and consistently across the board.

The SCDC Mutual Exchange Policy has the following objectives:

- 2.2 To inform SCDC staff, residents and partners on how the scheme will operate, the eligibility criteria and grounds for refusal;
- 2.3 To promote Mutual Exchange as an effective housing option for meeting housing needs;
- 2.4 To improve mobility for social housing tenants in the district;
- 2.5 To contribute to the Greater Cambridge Housing Strategy priority for *Promoting Health and Wellbeing through housing*; and
- 2.6 To ensure effective use of the Council's housing stock by enabling tenants to move to accommodation suitable for their needs. This will help:
- ▶ Address over-crowding and under-occupation in the Council's existing stock;
 - ▶ Address needs for adaptations and help release adapted homes;
 - ▶ Relieve pressure on the Council's Housing Register; and
 - ▶ Relieve pressure on health and care services.



3. Legal Framework

3.1 The Housing Act 1985 and Localism Act 2011 outline the framework within which Mutual Exchange schemes must operate.

3.2 Section 92 of the Housing Act 1985:

- I. Grants tenants with lifetime (secure and assured) tenancies the right to exchange their social homes with other tenants. In order to carry out an exchange, tenants must transfer their tenancies by Assignment.
- II. Requires Landlords to provide a written decision within 42-days of receiving completed applications from all exchange partners;
- III. Sets out the grounds (Schedule 3 of the Act) based on which, landlords can refuse applications for Mutual Exchange; and
- IV. Allows landlords to give consent to a Mutual Exchange to go ahead subject to certain conditions being met such as, payment of rent arrears.

3.3 Sections 158 of the Localism Act 2011 sets out additional provisions including:

- I. Protection of security of tenure for lifetime tenancies that predate 1 April 2012. This allows tenants to keep similar security of tenure when exchanging with tenants who are on flexible or fixed term tenancies. Tenancies can be transferred by way of Surrender and Re-grant;
- II. Grounds on which landlords may refuse an application for Mutual Exchange where Section 158 applies;
- III. Tenants' right to enforce decisions via County Court injunction if landlords fail to provide written decisions within 42-days of receiving applications for Mutual Exchange (S.159); and



- IV. Landlords may not use the grounds for refusal of a Mutual Exchange application if they fail to provide a written decision within 42-days of receiving such an application. (S.159)
- 3.4 SCDC will also rely on the following legislations for definitions and interpretations of terms set out in the Housing Acts mentioned above:
- ▶ Housing and Planning Act 1986
 - ▶ Housing Act 1988
 - ▶ Housing Act 1996
 - ▶ Crime and Disorder Act 1998
 - ▶ Anti-Social Behaviour Act 2003
 - ▶ Housing and Regeneration Act 2008

Tenancy Standard, Regulator of Social Housing

- 3.5 SCDC will endeavour to meet the standards set out in the Tenancy Standard by -
- I. Offering a Mutual Exchange service which allows tenants to easily access details of all (or the greatest practicable number of) available matches without payment of a fee,
 - II. Taking steps to publicise the availability of the Mutual Exchange service(s) the Council offers to tenants, and
 - III. Providing support for accessing Mutual Exchange service(s) to tenants who may otherwise be unable to use them.



4. Right to Exchange

- 4.1 SCDC tenants who are on Secure or Fixed Term Flexible Tenancy are eligible for Mutual Exchange.
- 4.2 External tenants seeking to exchange with SCDC tenants must be on lifetime tenancy (secure or assured) or Fixed Term/Flexible Tenancy.
- 4.3 Applicants can exchange with tenants of any private registered providers of social housing anywhere in the country, including:
- ▶ Other Local Authorities;
 - ▶ Arms Length Management Organisations (ALMO);
 - ▶ Housing Associations; and
 - ▶ Housing Trust which is a charity.
- 4.4 Tenants on Introductory Tenancies will not be considered for Mutual Exchange until such time that they have successfully completed the probation period.

Planning Agreements

- 4.5 Social housing properties which are subject to S106 planning agreements have restrictions on how they are let based on factors such as local connection. However, SCDC will not withhold consent for mutual exchange if an incoming tenant lacks a local connection. This is because the Housing Act 1985 does not specify this as a reason to refuse an exchange. The Housing Act is a primary legislation and therefore overrides restrictions set out in a planning agreement.



5. Types of Exchange

- 5.1 Tenants can only exchange properties with written consents from their landlords. The exchange can be carried out by transferring tenancies using either of the 2 methods described below. Please refer to [Appendix 01: Methods of Exchange](#) for the type of tenancy applicants can expect to receive due to Mutual Exchange.

Assignment

- 5.2 This applies when exchange partners hold tenancies with similar security of tenure. They will be asked to sign a 'Deed of Assignment' which will allow the incoming tenant to take on the rights and responsibilities of the outgoing tenant, with whom they have exchanged their property. In effect, exchange partners step into each other's tenancies.

Surrender & Re-grant

- 5.3 Surrender and re-grant is where tenants surrender their current tenancy and are issued a new tenancy with similar level of security of tenure as their current tenancy. This is applicable when tenants on lifetime/secure tenancies that predate 1 April 2012, who have their security of tenure protected by law, seek to exchange with tenants on flexible or fixed-term tenancies.
- 5.4 For the protection to apply, the following criteria must be met:
- I. One must be a lifetime/secure tenancy that predates 1 April 2012 and the other must be a flexible or assured shorthold tenancy with a fixed term of at least two years;
 - II. Rent payable under the fixed term tenancy must be at social rent; and



- III. The exchange does not fall within the list of grounds in Schedule 14 of the Localism Act 2011 based on which, a landlord may refuse an application for Mutual Exchange.

Flexible Tenancies

- 5.5 SCDC no longer issues Flexible Fixed Term Tenancies for Council housing tenants.
- 5.6 For the purpose of Mutual Exchange, the transfer of tenancies will be carried out as described in **paragraphs 5.2 and 5.3**. However, SCDC tenants who are currently on a flexible fixed term tenancy will be offered a secure tenancy prior to exchange being completed provided that, there are no tenancy breaches by the tenant. The incoming tenant will then be assigned to the secure tenancy.

Please refer to [Appendix 01: Methods of Exchange](#) for guidance.

6. Information, Guidance and Support

Information, Advice and Guidance

- 6.1 This policy provides detailed information about the procedures and processes for assessing applications for Mutual Exchange.
- 6.2 Information about the scheme will also be made available via appropriate SCDC communication channels including SCDC website [here](#).
- 6.3 Tenants may also contact their Housing Service Officers for more information and guidance.



Support for most vulnerable tenants

- 6.4 Mutual Exchange schemes are tenant-led. Those seeking to exchange are responsible for finding their potential exchange partners, carry out checks to the property they would like to move to and make the arrangements for the actual move.
- 6.5 SCDC will provide reasonable support to tenants who do not have access to the internet.
- 6.6 SCDC will also provide additional and reasonable support to tenants who are unable to manage independently with using any Mutual Exchange service the Council provides. Support will be based on individual need and on a case-by-case basis. This may include:
- ▶ Access to a computer
 - ▶ Explaining how the mutual exchange service works
 - ▶ Assistance to navigate the online mutual exchange service
 - ▶ Registering and searching for matches on behalf of a tenant

Support with downsizing

- 6.7 To incentivise tenants to downsize through Mutual Exchange, SCDC will provide financial incentives based on the number of bedrooms released. For every bedroom released, £1,000 will be payable upon successful exchange. Where those in receipt of the financial incentive to downsize, then go on to move again within a year, the financial incentive will be repayable.



- 6.8 The incentive is aimed to help with any removal costs and any associated costs for moving.

Financial Assessments

- 6.9 Tenants who are seeking to exchange into properties that will lead to under-occupation will be offered a financial assessment. This is to help them establish if the potential move is affordable and if there are any financial implications such as reductions in their housing benefit entitlement or the housing element of their Universal Credit and/or access to Discretionary Hardship Payment (DHP). Tenants will also be informed regarding the implications of not keeping a clear rent account.
- 6.10 Mutual Exchange Applicants will also be required to sign a disclaimer stating that they fully understand any financial implications of exchanging into a property that will result in under-occupation.

7. How to find a Mutual Exchange Partner

- 7.1 SCDC subscribes to a nationwide mutual exchange service which Council tenants may use free of charge. Tenants will be required to register on the website to advertise their property and to find potential mutual exchange partners, both locally and nationally.
- 7.2 Tenants may also use other avenues to find Mutual Exchange partners, such as advertise in local shops, newspapers and on social media. They may also use other Mutual Exchange websites which may require a fee.



8. Before applying

8.1 Before applying for a Mutual Exchange, tenants must ensure that they are satisfied with the property they wish to move into. Applicants are encouraged to read - [Appendix 02: List of items tenants should consider before deciding to move](#), including:

- ▶ Potential changes in tenancy terms;
- ▶ Costs and affordability; and
- ▶ Repairs, property condition and the living environment

8.2 Please refer to [Appendix 03: Mutual Exchange Process and Timeframe](#) which briefly outlines the process for Mutual Exchange.

9. How to Apply

9.1 Although Mutual Exchanges usually involve 2-way swaps, SCDC will accept applications for multiple swaps involving 3 or more parties.

9.2 All mutual exchange partners **must** complete and submit SCDC Mutual Exchange Application forms separately. To apply online, applicants must register with the SCDC website. They will be able to follow the progress of their applications and provide additional information required.

9.3 Tenants who are unable to access application forms online can request one from the Housing Service or download the form from the SCDC website.

9.4 Tenants must provide all the necessary information and documents requested on the form and by the Housing Services Officer to help assess their application.



- 9.5 All named tenants on a joint tenancy must sign the Mutual Exchange application form. If for any reason, this is not possible, tenants must contact their Housing Services Officer for advice.

10. Assessment

- 10.1 Applications for Mutual Exchange will not be assessed unless all parties involved have submitted fully completed application forms separately.
- 10.2 The date for receipt of application will be counted from the day the latest fully completed application for Mutual Exchange has been received.
- 10.3 The assessment process will be based on the following:
- ▶ Property inspections;
 - ▶ Breaches of tenancy, if any;
 - ▶ Landlord references if an external tenant is involved; and
 - ▶ Rent arrears; if any.

Property Inspections

- 10.4 All mutual exchanges will be subject to property inspections by a Housing Services Officer (HSO) and Property Surveyor to ensure that the property is in a good condition for exchange.
- 10.5 During the visit officers will:
- ▶ notify the tenant of any items including repairs that need to be addressed before the exchange can take place,
 - ▶ make a note of the decorative state of the property,



- ▶ make a list of items being gifted by the outgoing tenant to the incoming tenant,
 - ▶ take photographs of any (outstanding) repairs, damage and unauthorised improvements, and
 - ▶ Note any other breaches of tenancy present at the time of the inspection.
- 10.6 Both exchange partners will be provided with copies of the property inspection report including any lists of gifted items and works (including photos) that are of the tenants' responsibility.
- 10.7 Repairs that are the responsibility of SCDC must be reported in the usual way. Repairs will be carried out within the SCDC contractor standard timescales.
- 10.8 Repairs that are the responsibility of the tenant, will need to be carried out prior to the date of exchange, or the incoming tenant will need to agree to take the property 'as seen'.
- 10.9 Depending on the circumstances the HSO may invite the incoming tenant to attend a property inspection at the new property with them. However, the date for inspections will be agreed between the HSO and the outgoing tenants as the Council has a statutory duty to provide a written decision within 42-days of receiving applications for mutual exchange.
- 10.10 In the following circumstances applications will not be considered and tenants may re-apply once essential and/or remedial work have been completed:
- i. Items have been identified and deemed as 'major repairs' and/or as health and safety hazards caused by tenant's misuse or neglect,
 - ii. Unauthorised improvements made to the property by the tenant which is unsafe and/or the improvements would not have been permitted by SCDC.



Subject to the nature of unauthorised improvements and/or any health and safety risks, SCDC may:

- ▶ require tenant(s) to make safe and/or reinstate the property to its original form; and/or
- ▶ undertake the work and recharge the tenant; and/or
- ▶ consider serving a Notice of Seeking Possession (NoSP) for a breach of tenancy for unauthorised alterations.

10.11 If a tenant has carried out improvements with permission from SCDC, they may qualify for compensation. For further details, please see *Compensation for improvements* [here](#).

Tenancy breaches

10.12 As part of the assessment process, the HSO will also check to see if there have been any other breaches of tenancy conditions including any notices that have been served on the tenant or any court order pending.

References

10.13 Where the exchange is between an SCDC tenant and a non-SCDC tenant, all landlords involved will provide and request references on outgoing and incoming tenants respectively. In providing the reference, SCDC will share any breaches in tenancy by the outgoing tenant including:

- ▶ any tenancy management issues;
- ▶ all complaints of ASB and tenancy breaches;
- ▶ all known criminal activity related to the property or neighbourhood;
- ▶ any known child protection issues; and



- ▶ If any succession has already taken place.

11. Decision

- 11.1 SCDC is required by law to provide a written decision within 42-days of receiving completed applications for Mutual Exchange.
- 11.2 Tenants have the right to enforce a decision by applying for an injunction in the County Court, should SCDC fail to provide a decision within the statutory 42-days. In this situation, the Council will no longer be able to refuse an application based on the grounds for refusals set out in law. However, any failure to meet the statutory target by SCDC must not be treated as consent to exchange.
- 11.3 SCDC will not unreasonably withhold consent for a Mutual Exchange and will rely on grounds for refusals set out in **Schedule 3 of the Housing Act 1985**.
- 11.4 Where Section 158 applies (please see paragraphs 3.3, 5.3 and 5.4), SCDC will rely on grounds set out in **Schedule 14 of Localism Act 2011**, which is closely based on those set out in the Housing Act 1985, in addition to the following:
- ▶ the tenant is in rent arrears, and
 - ▶ the tenant is otherwise in breach of a term of the tenancy agreement.
- 11.5 SCDC will also refuse applications if any grounds in the **Housing Act 2004 (chapter 6, part 1)** apply. List of grounds for refusal can be found in [Appendix 04: Grounds for refusal](#).
- 11.6 Written decisions from SCDC will state any of the following outcomes based on the HSO's assessment:



- ▶ Approval;
- ▶ Approval with condition(s); or
- ▶ Refusal.

Approval

11.7 An application for Mutual Exchange will be approved where, the applicants are compliant of all grounds for refusal and/or there are no conditions to be met.

Approval with conditions

11.8 Approval is subject to condition(s) that tenants must meet prior to the exchange taking place. This is applied when the tenant is in rent arrears and/or in breach of tenancy. Examples of conditions include -

- ▶ Clearing any rent arrears;
- ▶ Completing repairs that are tenants' responsibility;
- ▶ Remediating any unauthorised home improvements;
- ▶ Reinstating the property back to a reasonable standard;
- ▶ Performing an obligation of the tenancy agreement e.g. removal and disposal of rubbish from the garden; and
- ▶ Making payments for any rechargeable repairs.

Refusal

11.9 SCDC may refuse applications for Mutual Exchange on grounds set out in Schedule 3 of Housing Act 1985, Schedule 14 of Localism Act 2011 and Housing Act 2004 (chapter 6, part 1). Please refer to [Appendix 04: Grounds for refusal](#) for a list of grounds based on which applications for mutual exchange may be refused. The grounds focus on court proceedings, the accommodation, landlord, rent arrears and breach of tenancy agreement.



Grounds for Refusals – Considerations

- 11.10 SCDC will establish bedroom entitlement in accordance with its Lettings Policy. A property will be considered to be *substantially more extensive than is reasonably required* if under-occupation occurs in an SCDC property by more than 1-bedroom.
- 11.11 Where under-occupation is likely to occur, applicants will be offered financial assessment to help make an informed decision. Applicants will be required to sign declaration(s) that they fully understand any financial implications of under-occupying the new home.
- 11.12 Overcrowding will only be permitted in very specific cases linked to the lack of larger accommodation. This is where a tenant has been assessed as having a 4 bedroom requirement and wishes to swap to a 3 bedroom property where that property has an additional room that can be used as a bedroom.
- 11.13 SCDC will consider *the property has been substantially adapted* as major adaptations, in line with its Aids and Adaptations Policy.

Discretions

- 11.14 There may be reasonable grounds for SCDC to refuse a Mutual Exchange application however, the Council may choose to exercise discretion in certain circumstances. SCDC cannot legally refuse a Mutual Exchange for rent arrears unless Schedule 14 grounds apply. Rent arrears will usually be made a condition for approval.



- 11.15 This may apply, if a tenant is in rent arrears and/or are affected by changes to housing benefit/universal credit and the Mutual Exchange may help the tenant to reduce rental outgoings (e.g. if they are downsizing). This will help prevent further debt and enable the tenant to begin reducing their rent arrears. HSOs should always discuss with their line manager for advice and approval to grant discretion (where applicable).
- 11.16 The Services Manager – Tenancy & Estates may approve a Mutual Exchange where the household does not meet the criteria set out in the mutual exchange policy. This will only be considered where there are extenuating circumstances and it is considered that the exchange would benefit the health and wellbeing of the tenant or a member of their household. To consider such requests, the HSO must provide a written report covering the reasons for referral to the Service Manager. Any request must include supporting evidence: this evidence can be provided by the applicant, by the HSO or sourced from a third party. A record will be kept on the number of referrals and decisions taken for audit purposes. There is no further right to appeal. However, if the applicant remain unsatisfied with the decision, they will need to follow the Council's complaints process. Please refer to [Section 23](#).

12. Right to review and the appeals procedures

- 12.1 If a Mutual Exchange application is not approved, the tenant(s) will be advised of the decision and the grounds for refusal in writing.
- 12.2 Tenants can request a review of a decision if they find the reasons for refusal unsatisfactory. To request a review, they must write to the Service Manager - Tenancy and Estates at **duty.housing@scambs.gov.uk** within **14 days** of receiving their decision letter. Tenants will be advised of the outcome of the review in writing **within 28 days**.



- 12.3 If the refusal is upheld following the review and the tenant remains dissatisfied with the decision and its reasoning, they can write to the Head of Housing Services for an appeal **within 14 days** of receiving their decision letter. Tenants will be advised of the outcome of the appeal in writing **within 28 days**. The outcome of the appeal will be the final decision on the application. If the tenant still feels that their application has not followed due process, they will need to follow the Council's complaints process. Please refer to [Section 23](#).
- 12.4 Where an external landlord is involved and rejects the application for an exchange, it is the responsibility of their tenant to appeal the decision.

13. Gas and Electrical Safety Checks

Gas Safety

- 13.1 Under the Gas Safety (Installation and Use) Regulations 1998 (GSR), SCDC has a statutory duty to ensure that any SCDC owned gas appliances are safe to use before the incoming tenant moves in and that, the removal of any tenant owned appliances do not create unsafe conditions. SCDC will therefore undertake the following actions which primarily deals with the visual aspects of gas safety to minimise and manage potential risks:
- 13.2 SCDC will ensure that all Council properties involved in an exchange have valid gas certificates, known as Landlord Gas Safety Record (LGSR).
- 13.3 On the day of the exchange the contractor will visit the relevant properties twice to **Cap & Reinstall** any gas supply. Any tenant's own gas fire or cooking appliance present at the time of contractor cap off visit, will be disconnected from the supply bayonet removed and capped for safety. **Exceptions will be made if both exchanging tenants have gas cookers compliant with current standards and have mutually agreed to leave these in the properties.**



- 13.4 During the first visit in the morning the contractor will:
- ▶ Disc off the meter inlet,
 - ▶ Disconnect any gas appliances that do not belong to SCDC,
 - ▶ Seal any disconnection points with an appropriate fitting,
 - ▶ Remove bayonet and cap off if there is a gas cooker
 - ▶ Cut back pipework to prevent fire being connected if tenant has own gas fire
- 13.5 The contractor will agree a time slot with both tenants for a second visit later on the same day to commission the gas installations at their new property. Upon the re-visit later in the day the contractor will:
- ▶ Remove the disc from meter inlet; and
 - ▶ Carry out a tightness test of the installation.
- 13.6 Where tenants agree to exchange over a weekend in winter months, gas will be capped on a Friday and reinstated on a Monday as usual. Temporary electric heater(s) will be provided at the time of the cap off and will be collected upon reinstate of gas supply.
- 13.7 It is the responsibility of the incoming tenant to instruct and pay for a Gas Safe Registered engineer to connect, test and certify any gas for both new or used cooker installation (including any necessary pipework alterations). Or make arrangements to have a qualified electrician to connect an electric cooking appliance.
- 13.8 If there is no live gas cooker point or connection present, it is the responsibility of the incoming tenant to appoint a Gas Safe Registered engineer to supply and fit any necessary pipework and appropriate fittings to facilitate the safe



cooker installation and provide certificate upon completion. The tenant will be responsible for paying the costs.

13.9 Where tenant has a gas appliance connected they must provide the Council with a copy of an Installation certificate generated by a Gas Safe Registered engineer.

13.10 Please refer to [Appendix 05: Gas Safety Check Process](#) which briefly outlines the process for gas safety.

Electrical Testing

13.11 The property must have a full electrical safety inspection carried out by SCDC's repairs contractor before the exchange takes place. Any Category 1 or Category 2 defects found during the inspection must also be corrected prior to the exchange.

13.12 Any items that are the responsibility of the council and require attention must be attended to by the repairs contractor prior to the exchange taking place and should be completed as soon as practically possible.



14. Responsibilities of SCDC

- 14.1 SCDC will subscribe to an internet based Mutual Exchange service to help tenants find suitable properties for exchange.
- 14.2 SCDC will provide written decisions within 42-days of receiving completed applications from all exchange partners.
- 14.3 SCDC will ensure that the Council properties have valid gas safety certificates and for safety purposes will cap and re-instate any gas supply to a property during the exchange.
- 14.4 SCDC will carry out full electrical safety inspection of Council properties.
- 14.5 SCDC will carry out inspections of Council properties and list any repairs, damage and/or alterations that are the responsibility of the tenant to make good.
- 14.6 SCDC will carry out repairs that are of the Council's responsibility within the standard repair timescales, when reported by tenants.
- 14.7 SCDC may recharge the outgoing tenant for undertaking works that are of the tenant's responsibility. This may include works due to damage, neglect, unauthorised alterations and health and safety hazards.



15. Responsibilities of Mutual Exchange Applicants

Application process

- 15.1 Applicants should read the Mutual Exchange Policies and processes published by all landlords involved.
- 15.2 Ensure all exchange partners have submitted completed application forms and have signed relevant declarations.
- 15.3 Provide any additional information and clarifications requested by HSOs.
- 15.4 Allow access to SCDC officers and contractors to undertake necessary property inspections and safety checks.
- 15.5 Undertake financial assessment to ensure the exchange is financially sustainable and consider any potential implications of exchange in terms of changes in tenancy, cost and living conditions. Please refer to [Appendix 02: List of items tenants should consider before deciding to move.](#)

Property Condition and Repairs

- 15.6 Tenants will be agreeing to move into properties 'as seen'. It is important that all exchange partners do the necessary inspections and checks. It is recommended that exchange partners visit each other's' properties at least twice.
- 15.7 It is up to the incoming tenant to respond to any invitation from the HSO to attend property inspection(s) at the new property with them. The date for inspection(s) will be agreed between the HSO and the outgoing tenant.



- 15.8 Agree with their exchange partner regarding the condition they will be leaving the property in and who will be responsible for any outstanding repairs or rubbish removal.
- 15.9 Any repairs identified as the Council's responsibility should be reported in the usual way before the move. The contractor will carry out the repairs in line with standard timescales for completing repairs.
- 15.10 If the current tenant has installed their own bathroom, kitchen, conservatory or other fixture or fitting, this must be discussed with the incoming tenant to ensure they are happy to take over responsibility for the maintenance of the item(s). If any guarantees exist for new installations, these will need to be assigned to the incoming tenant.
- 15.11 It is the responsibility of the outgoing tenant to ensure that the property has basic electrical fittings as was provided when the property was let to them, should they wish to remove any electrical items installed by them such as decorative light fittings, Chrome or otherwise switches and sockets and outside lights. Replacement of any electrical fittings must meet SCDC approved specifications for electrical work. Tenants should contact their HSOs for information.
- 15.12 It is the responsibility of the outgoing tenant to reinstate property into its former state if the tenant has made unauthorised alterations. **Please see paragraph 10.10 for more details.**

Gas and Electrical Safety

- 15.13 Tenants must privately commission a Gas Safe engineer (can be found [here](#)) and/or a qualified electrician registered under the [Competent Person Scheme](#)



for (dis)connections and reconnections of gas and electrical appliances, and provide HSOs with copies of certificates upon completion.

Moving Home

- 15.14 Agree and inform the HSO of the dates for Sign-up and move-in giving them at least 7 working day notice to make necessary arrangements for Sign-up.
- 15.15 Agree a list of items that will be gifted and/or removed from the property.
- 15.16 Tenants must leave their property in good condition. All rubbish and belongings from the property, garden and outbuildings must be removed prior to the exchange.
- 15.17 Tenants to handover the keys to incoming tenants. SCDC will not provide any spare keys for the property.
- 15.18 Tenants to take pictures of meter readings on leaving and arriving at exchanged properties and contact the utility suppliers with current meter readings as soon as possible after moving.
- 15.19 Incoming tenants needing adaptations, must not set a date for exchange until the required assessment, approval and funding has been obtained first.

16. After the move

- 16.1 HSO will visit tenants at their new SCDC properties 6-weeks after the move:
- ▶ to find out how tenants are settling into their new property;
 - ▶ to discuss and answer any questions re their tenancy;



- ▶ to discuss any problems experienced by tenants such as debt, anti-social behaviour or other housing management issues;
 - ▶ to check if the property is being kept in good condition; and
 - ▶ to check if they have set up accounts with gas and electricity supplier.
- 16.2 SCDC will not adjudicate on any dispute between exchange partners. The Council will expect tenants to resolve any disputes amongst themselves.
- 16.3 The incoming tenant will maintain any improvements/alterations made by the outgoing tenant.
- 16.4 The incoming tenant will be responsible for any outstanding repairs including clearing the garden and any rubbish removal.
- 16.5 The incoming tenant will carry out any internal decorating and re-connection of appliances at their own expense.
- 16.6 Request for any fixtures or fittings that are the responsibility of the Council, will be replaced with standard items SCDC uses for its housing stock.
- 16.7 There are no restrictions on the number of times tenants can apply for Mutual Exchange. New tenants can also apply to be on the SCDC Housing Register and their application will be assessed in accordance with the Council's Lettings Policy. The Council's website contains information on various housing options available to residents.

17. Recharge

- 17.1 SCDC may recharge outgoing tenant(s), if the Council inevitably undertakes any outstanding repairs, rectifies damages and removes rubbish that would have been the responsibility of the outgoing tenant.



18. Succession

- 18.1 SCDC tenancies granted after 1st April 2012 will only grant succession rights to spouses or civil partners therefore allowing only one succession. Succession rights stay with the person and not with the tenancy. Therefore, a Mutual Exchange applicant who is currently a successor, will remain a successor in their new property. No new succession rights are created through mutual exchange.
- 18.2 If an external tenant has not succeeded to their tenancy, they will retain their succession rights when they move into an SCDC property through mutual exchange. Where an external landlord is involved, SCDC will request and share information on whether successions have taken place.

19. Pets

- 19.1 SCDC allows one domestic pet in Council properties and requires tenants to seek permission if they wish to have additional pets. Permission to keep pets may be restricted to property type. Details on conditions for keeping pets can be found [here](#).

20. Safeguarding

- 20.1 SCDC is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. Child protection involves taking steps to safeguard children and young people at risk or suffering from physical, emotional or sexual abuse. Safeguarding adults involve, as explained by the Care Act 2014 as "protecting an adult's right to live in safety, free from abuse and neglect."



20.2 Where applicable, SCDC will use relevant grounds to refuse applications for Mutual Exchange if there are any safeguarding concerns including any risks to residents in the area and SCDC staff.

21. Unauthorised Mutual Exchanges and Unlawful Inducements

21.1 Both, mutual exchanges without written permission from landlords and receiving or offering any payment or other premium as an inducement to carry out an exchange are against the law. In such circumstances SCDC will take necessary actions such as requiring tenants to return to their properties and serve notice to seek possession.

22. Monitoring and Review

22.1 Regular monitoring of the Mutual Exchange scheme will be undertaken to ensure the policy and its processes are effectively delivering the policy aim and objectives.

22.2 This policy and its procedures will be reviewed 2 years after the effective date, and thereafter once every five years. However, any changes in operations, legislation, regulations and guidelines may require reviews ahead of schedule.

23. Complaints

23.1 SCDC Complaints Policy can be found [here](#). Any complaints can be reported via My South Cambs [online](#), or by using any of the following methods:

- ▶ Email at feedback@scams.gov.uk;



- ▶ Letter to South Cambridgeshire Hall, Cambourne Business Park, Cambourne, Cambridge, CB23 6EA; and
- ▶ Over the telephone - Contact Centre on 01954 713 000

24. Data Protection

- 24.1 Personal information collected as part of Mutual Exchange application will be used and stored in line with SCDC Customer Privacy Notice, which can be found [here](#).



Appendix 01: Methods of Exchange

Scenario	Tenancy before Mutual Exchange		Mutual Exchange by	Tenancy after Mutual Exchange	
	Tenant 1 (outgoing tenant)	Tenant 2 (incoming tenant)		Tenant 1 (outgoing tenant)	Tenant 2 (incoming tenant)
1	Secure	Secure	Assignment	Secure	Secure
2	Secure	Assured	Assignment	Assured	Secure
Page 54 3	Secure Tenancy predates 1 April 2012 S.158 applies	Flexible/Fixed on Social Rent	Surrender & Re-grant By Assignment, if Tenant 2 is an SCDC tenant and changes to Secure Tenancy prior exchange	Secure/Assured Loses s158 protection if seeks mutual exchange in the future with tenants on flexible tenancies.	Flexible/Fixed as per Localism Act 2011 However, the Tenant will be granted Secure Tenancy as soon as practicable. This is subject to no breaches of tenancy.
	Secure Tenancy predates 1 April 2012 S.158 does not apply	Flexible/Fixed on Affordable Rent	Assignment	Flexible/Fixed as per Localism Act 2011	
	Secure Tenancy started after 1 April 2012 S.158 does not apply	Flexible/Fixed	Assignment	However, the Tenant will be offered Secure Tenancy as soon as practicable if seeking an exchange with an SCDC tenant. This is subject to no breaches of tenancy.	
	Flexible Will be offered Secure tenancy prior exchange	Flexible/Fixed	Assignment		



Appendix 02: List of items tenants should consider before deciding to move

The list below is not exhaustive. It should be used as a guide by tenants wishing to exchange their homes to ensure that they have considered and are satisfied with various aspects associated with the move.

1. Changes in Tenancy Agreement

Tenants should check if the exchange will lead to any changes in terms and conditions of their existing tenancy agreement. Such as –

- ▶ Tenants with secure tenancy that started on or after 1 April 2012 who want to exchange with a tenant with flexible tenancy could lose their lifetime tenancy.
- ▶ Tenants who had their security of tenure protected by S158 Localism Act will be issued with a new tenancy and date after 1 April 2012. If they wish to exchange again in the future, they could lose their secure tenancy.
- ▶ If secure tenant, check whether will be able to retain the right to buy or gain right to acquire if moving to a Housing Association property.
- ▶ No of years left on tenancy agreement, if transferring to flexible or fixed term tenancy.
- ▶ If on flexible tenancy and under-occupying new home, may be required to downsize by landlord during tenancy review.
- ▶ Succession rights for family members except spouse or partner.
- ▶ Tenancies in new developments may not allow applications for residents parking permits.
- ▶ Terms regarding keeping pets may vary.



2. Potential financial implications associated with the move

One-off costs

- ▶ Certificates to prove any gas and electric appliances have been dis/connected by Registered Gas Safe Engineer (can be found [here](#)) and/or an electrician registered under the [Competent Person Scheme](#).
- ▶ Removal
- ▶ Mail redirection
- ▶ New school uniform, if have children
- ▶ Outstanding repairs that are of tenants' responsibility
- ▶ Decorations
- ▶ Replacement of fittings and fixtures installed by outgoing tenant should they wish to remove them
- ▶ Copy of / replacement keys
- ▶ Garden clearance
- ▶ Recharge by SCDC for undertaking any works that are the responsibility of outgoing tenants
- ▶ Cost to outgoing tenant to bring any unauthorised alterations to lettable standard

On-going Costs

Potential increase in:

- ▶ Rent and/or service charge including any financial implication of the spare room subsidy. Tenants under-occupying new property will not be eligible for SCDC Housing Discretionary Payments
- ▶ Utilities and Council Tax
- ▶ Travel



3. Property Condition, maintenance, and local services

- ▶ Condition of fittings and fixtures
- ▶ Decorative state of the property
- ▶ Any outstanding repairs or damage that will become responsibility of the incoming tenant
- ▶ Responsibility for the maintenance of any improvements/alterations made by outgoing tenant
- ▶ Immediate environment, neighbourhood, schools and services in the area

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APPENDIX 03 – Mutual Exchange Process and Timeframe

Application Assessment Decision Appeal Move

	Applicants / SCDC / Contractor	Activity	Timeframe
1	All Mutual Exchange Partners (applicants)	Submit completed application forms separately	Not applicable
2	Housing Services Officer (HSO)	<ul style="list-style-type: none"> ▶ Contact applicants and explain Mutual Exchange Process. Request/provide additional information ▶ Advise applicants of the implications and requirements if seeking to under-occupy new property. Send self-financial assessment form and declaration for applicant to complete, sign and return. 	<p>42 Days</p> <p>Within 42 days of receiving completed applications from all parties involved.</p> <p>42-days will start from the day the latest application received from exchange partners involved in a swap</p>
3	Applicants	Provide any additional information requested by HSO	
4	HSO	Arrange appointments for Property Inspections and Electrical Safety Checks.	
		May invite incoming tenant to property inspections however, the dates will be agreed between HSO and outgoing tenant to ensure statutory target is met.	



Steps	Tenants/SCDC/Contractor	Activity	Timeframe
5	HSO and Property Surveyor	<p>Property Inspection</p> <p>Note: Application for mutual exchange may be cancelled if major repairs and/or health and safety hazards identified in the property of outgoing tenant which, need to be completed prior to any exchange taking place.</p> <p>In such circumstances, tenants will be advised to re-apply once conditions are satisfactory</p>	<p>42 Days</p> <p>Within 42 days of receiving completed applications from all parties involved.</p> <p>42-days will start from the day the latest application received from exchange partners involved in a swap</p>
6	SCDC Contractor	Electrical Safety Check	
7	HSO	Request/provide landlord reference if applicable	
8	HSO	Written decision to all parties involved	
9	SCDC Applicant	If find HSO's decision unsatisfactory, request Neighbourhood Services Manager for a review of the decision.	Within 14 days of written decision received
10	Neighbourhood Services Manager	Review decision and conclusion	Within 28 days of receiving a request for review
11	SCDC Applicant	Appeal to Head of Housing if decision remains unsatisfactory	Within 14 days of receiving a request for an Appeal
12	Head of Housing Services	Review and make a final decision on the application.	Within 28 days of receiving a request for an Appeal



Steps	Tenants/SCDC/Contractor	Activity	Timeframe
13	SCDC Applicants	<ul style="list-style-type: none"> ▶ Agree dates for move in and sign-up and inform HSO ▶ Give HSO minimum 7 working day notice for Sign-up 	
15	HSO	Prepare legal documents for Sign-up	
16		Arrange Gas Safety Check appointment. Give at least 5-day notice to Gas Safety Check team	Minimum 5-days' notice
	Applicants/HSO	Attend Sign-up meeting to legally transfer tenancies	
17	Gas Engineer	Cap and reinstate gas supply	On the day of the move. If exchange takes place during the weekend, cap gas supply on Friday & re-instate on Monday.
18	Applicants move into SCDC property	<ul style="list-style-type: none"> ▶ Privately commission Gas Safe Registered Engineer to gas dis/(re)connect any personally owned gas fire or cooking appliances and provide HSO with a copy of certificate. ▶ Privately commission registered electricians to dis/(re)connect electrical appliances and provide HSO with a copy of certificate. ▶ Links to help find traders: <ul style="list-style-type: none"> - Gas Safe Registered Engineers - Registered Electricians 	
19	HSO	6-week visit	6-week after move-in date



APPENDIX 04: Grounds for Refusals

Schedule 3 of the Housing Act 1985	Schedule 14 of the Localism Act 2011	Grounds for refusing consent to the exchange
-	Ground 1	When any rent lawfully due from a tenant under one of the existing tenancies has not been paid
-	Ground 2	When an obligation under one of the existing tenancies has been broken or not performed.
Ground 1	Ground 3	A court order for possession or a suspended possession order has been made for either property.
Ground 2	Grounds 4 & 5	The landlord has served a notice of seeking possession and the notice is still in force, or possession proceedings have commenced.
Ground 3	Ground 7	The property is substantially more extensive than is reasonably required by the proposed assignee.
Ground 4	Ground 8	The property is not reasonably suitable to the needs of the proposed assignee and their household.
Ground 5	Ground 9	The property is part of or close to a building that is held for non-housing purposes, or it is situated in a cemetery and was let in connection with employment with the landlord or with a local authority, a new town corporation, housing action trust, an urban development corporation, or the governors of a grant-aided school.
Ground 6	Ground 10	The landlord is a charity and the proposed assignee's occupation of the property would conflict with the objects of the charity.
Ground 7	Ground 11	The property has been substantially adapted for occupation by a physically disabled person, and if the assignment went ahead a physically disabled person would not be living there.



Schedule 3 of the Housing Act 1985	Schedule 14 of the Localism Act 2011	Grounds for refusing consent to the exchange
Ground 8	Ground 12	The landlord lets properties to people in difficult circumstances (other than merely financial circumstances) and the proposed assignee would not fulfil these criteria.
Ground 9	Ground 13	The property is let to people with special needs and there is a social service or special facility nearby to the properties to assist people with those special needs, and if the assignment was to go ahead no person with those special needs would be living there.
Ground 10	Ground 14	The dwelling is the subject of a management agreement where the manager is a housing association of which at least half the members are tenants subject to the agreement and at least half of the tenants of the dwellings are members of the association, and also that the proposed assignee is not such a member nor is willing to become one
Additional Ground (Housing Act 2004)	Ground 6	Any of the following are in force, or an application is pending either against the tenant, the proposed assignee or a person who resides with either of them: <ul style="list-style-type: none">▶ an injunction order under section 153 of the Housing Act 1996▶ an anti-social behaviour order▶ a Demotion Order or▶ a possession order under Ground 2 for secure tenancies or Ground 14 for assured tenancies



APPENDIX 05: Gas Safety Check Process

Ref	Item	Responsibility of	Action Detail
1	LGSR	HSO	Request contractor for certificates to include in tenant sign-up packs
2		Contractor Admin	Check to ascertain if properties have a valid LGSR and e-mail current copy to the HSO If no current landlord gas safety record form is available, generate a manual LGSR to leave with the tenant at recommission. Send an electronic version to SCDC Contracts Administrator once safety check is completed.
3	a. Gas Safety Check Appointment	HSO	Request the contractor to undertake a mutual exchange cap off and reinstate visit by giving 5 days-notice . Request to be made via email at: HeatingServices.Contract@mearsgroup.co.uk with copy to Asset&Compliance@scamb.gov.uk The email must state the date of the exchange and the properties involved.
	b. Request Electric Heater		If an exchange taking place over a weekend during winter months, advise contractor to provide tenants with electric heaters during the 1st call on the day of move.



Ref	Item	Responsibility of	Action Detail
4	Cap & Reinstall Visit	Contractor	<ul style="list-style-type: none">▶ If a request has been made to raise a manual LGSR, a full service and safety check of SCDC appliances must be undertaken, including a visual check of any tenant owned appliances, and a hard copy landlord gas safety record form must be completed and left with the tenant▶ If there is no request to raise a manual LGSR, a safety check of SCDC appliances must be undertaken, including a visual check of tenant owned appliances.▶ Instruct the tenant on the correct use of the appliances and give advice on efficient energy use in the property.▶ Post electronic copy of the landlord gas safety record form to the tenant within 10 working days of completing Gas Safety checks
5	Record Keeping	Contractor Admin	Scan hard copies of manually raised LGSR's and send to SCDC Contracts Administrator within 5 working days of completed Gas Safety Check.
6		SCDC Contracts Administrator	Electronically file up to date/new LGSR against the property on Orchard Asset data base.



Housing Engagement Board Special Meeting to discuss the Mutual Exchange Policy

Held on Tuesday, 2nd May 2023 at 12.00 pm via Zoom

Attendees: Cllr John Batchelor – Chair
Dave Kelleway – Vice Chair
Les Rolfe
Margaret Wilson
Peter Tye
Peter Campbell (SCDC – Head of Housing)
Julie Fletcher (SCDC – Service Manager – Housing Strategy)
Geoff Clark (SCDC – Service Manager – Tenancy & Estates)
Dave Armitage (SCDC – Resident Involvement Team Leader)
Abida Ruma (SCDC – Interim Housing Policy Officer)

Apologies: Jim Watson

[Note: Councillors Jose Hales and Mark Howell were not invited to this special meeting as they had not been party to previous discussions relating to the mutual exchange policy]

1. Introduction

As part of the review of the mutual exchange policy, this meeting was arranged to discuss key points of the policy where there was a difference of opinion between the tenant reps and officers.

2. Ability to mutual exchange with 'like for like'

Abida Ruma, Interim Policy Officer, referred the meeting to her research in producing the draft policy where she has looked at the authorities who offered most mutual exchanges. From this research all authorities that allowed under-occupation, overwhelmingly permitted under-occupation by one bedroom only, the exception to this was Sheffield who allowed 'like for like' exchanges for existing tenants only.

Julie Fletcher explained that the existing mutual exchange policy did not allow for any under-occupation of properties being exchanged. Officer's recommendation in the revised policy was to allow under-occupation by one bedroom.

Peter Tye felt that this was reasonable.

Dave Kelleway felt that tenants should be able to swap 'like for like' regardless of how many bedrooms were under-occupied, so long as there was no overall increase in under-occupation. He felt this was reasonable as nobody gains and nobody loses. He felt that the proposed policy as it stands was too restrictive and prevented tenants from moving.

Peter Campbell explained that we were not saying people can't move but we had to consider the policy within the context of the legislation and had a responsibility to make best use of the housing stock.

The legislation states that landlords can withhold consent if the property is substantially more extensive than is reasonably required. Dave Kelleway pointed out that the legislation was worded in such a way that it was not a requirement to refuse on these grounds but an option and that the Council should be leaders of the way rather than followers of other councils and should be taking a more flexible position.

Margaret Wilson agreed with Dave Kelleway and felt that there should be discretion to allow under-occupation by more than one bedroom on a case by case basis.

Julie Fletcher stated that the policy had to be fair and transparent in the decision process and applying discretion on a case by case basis did not lend itself to a

consistent approach. However, Margaret Wilson felt that the process should be recorded and that dealing with it on a case by case basis would not prevent consistency but being 'consistently fair' better describes how discretion can have different outcomes for different cases. Margaret felt that inflexible rules have unforeseen consequences. It was also stated that allowing under-occupation could result in housing benefit not covering the rent if a tenant's circumstances changed.

Margaret Wilson felt this was an unfair statement as it assumed that all tenants were likely to be on housing benefit. Les Rolfe agreed with Margaret and felt that when discussing financial stability as part of the mutual exchange process, tenants should be allowed to consider the financial risks themselves and that the Council should not make the assumption that all tenants may at some stage claim housing benefit.

Les Rolfe was also in support of the comments made by Dave Kelleway.

Cllr Batchelor clarified that a report would be taken to Cabinet to make the final decision, where both views would be presented for Cabinet to make the final decision.

Tenant Rep Recommendation: Any proposed mutual exchange where the under-occupancy rate is not worsened in SCDC properties overall (including like for like swaps) will be allowed.

3. Ability to allow households to mutual exchange where there would still be overcrowding

The current policy position is that no-one can mutually exchange if they are still considered to be overcrowded. Officer's recommendation is to allow overcrowding in a three bedroom property where there is a four bedroom need but very unlikely that a four bedroom house will become available. This will only be considered if the property being exchanged has an additional room (such as an old style parlour house) that could be used as a bedroom.

For the same reasons as for under-occupancy, Dave Kelleway felt that people should be allowed to over-occupy by way of mutual exchange as a tenants' choice.

Peter Campbell explained that the Council has a statutory obligation not to allow overcrowding wherever possible.

Julie Fletcher stated that the rationale for this proposal was that there was more availability of 2-3 bedroom properties within the Council's housing stock, as opposed to 4 bedroom properties which make up only 2% of the stock. Where families are overcrowded, they would be entitled to additional priority on the housing register to help find a more suitable property. Housing Officer experience highlights an increase in housing management issues where families are living in overcrowded homes.

Peter Tye said he was supportive of allowing an additional room to be considered as a bedroom, as proposed.

Margaret Wilson stated that she felt that the inflexibility for over and under-occupation was social engineering and that tenants should have the choice to over/under-occupy by way of mutual exchange if they wished.

Les Rolfe also supported the majority view of the tenant reps.

Abida Ruma made reference to her research. She found a very small no (3 to 4) landlords allowed Mutual Exchanges which resulted in overcrowding. However, this is restricted to moves to 3-beds by tenants in 4-bed need only.

Tenant Rep Recommendation: Over occupation by one bedroom should be permitted across all bedroom sizes for mutual exchange.

4. Dedicated Officer to oversee the mutual exchange process

Within the current policy, Housing Officers were all responsible for overseeing the mutual exchange process. The proposal was not to change this but ensure that

all officers were fully trained with the new mutual exchange system and updated on the mutual exchange policy. This would ensure that all officers are giving consistent advice. Officers felt that even if the number of mutual exchanges increased, this would be insufficient to justify a dedicated person for mutual exchange purposes.

The tenant reps all felt that additional resources should be put into mutual exchange with one person overseeing the process.

Peter Tye argued the case for an additional person, perhaps to support housing officers as well as taking on responsibility for mutual exchange.

Peter Campbell explained there was no real evidence for the need for an additional person to support the process and that a dedicated person could not be justified given competing priorities within the Housing Service. However, it was suggested that a questionnaire could be introduced for those enquiring about mutual exchanges to evidence additional resources, etc. as part of the process. This would then be reviewed once sufficient data had been collected. Tenant reps would be invited to help draft the questionnaire.

Tenant Reps Recommendation: Agreed to review, although still felt that an additional person to support housing officers would be appropriate.

5. Financial Incentives to downsize through mutual exchange

The current policy position is that only transfer tenants impacted by the benefit changes based on number of bedrooms may qualify for a financial incentive. The tenant reps felt that the Council should be offering an incentive to anyone downsizing by way of a mutual exchange. In considering these views, Officers are recommending that a financial incentive would be made available to those wishing to mutual exchange to help cover the costs of removal based on the number of bedrooms they are downsizing from.

Tenant Reps Recommendation: Agreed

6. Next steps

A report would go to Cabinet on 27th June putting forward both the Officer and Tenant Rep recommendations. It would be up to Cabinet Members to make the final decision.

Dave Kelleway felt that the Housing Engagement Board should vote on the recommendations put forward by the tenant reps. However, as Councillor Batchelor would be part of the Cabinet decision, it was not considered appropriate. The recommendations put forward by the tenant reps would be considered formally as part of Cabinet's decision process.

Dave Kelleway asked that the decision-making process and the role of HEB be explored further as part of the Resident Involvement Framework review.

7. Any other Business

Margaret Wilson asked Officers to review the wording on page 16 of the draft mutual exchange policy from 'may invite' to 'will invite'. Abida Ruma confirmed that it was not always appropriate that the incoming person mutually exchanging should be invited to the property inspection as there may be tenancy matters and sensitive issues that need to be discussed with the outgoing tenant. As part of the process incoming and outgoing tenants can arrange to visit each other's property. Invite to property inspections may be considered where it is beneficial for both exchange partners.

Agenda Item 7



South
Cambridgeshire
District Council

Report to:	Scrutiny and Overview Committee	7 September 2023
Lead Cabinet Member:	Cllr John Williams (Lead Cabinet Member for Resources)	
Lead Officer:	Jeff Membery (Head of Transformation, HR and Corporate Services)	

2023-24 Quarter One Performance Report

Executive Summary

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

Key Decision

2. No

Recommendations

3. It is recommended that Scrutiny and Overview Committee:
 - a) Review the KPI results and comments at **Appendix A** and the progress in delivery 2023-24 Business Plan outputs 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

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

Details

Key Performance Indicator (KPI) Report

5. This report presents Key Performance Indicator (KPI) results that are aligned to high-level, business-as-usual activities that underpin the successful delivery of the Council's services.

6. The data in **Appendix A** shows actual performance against target and intervention levels and accompanying comments. The Council uses a 'traffic light' system to denote performance, using the following definitions:
- **Green** - target has been met or surpassed.
 - **Amber** - performance is 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** - performance is below the intervention level. This represents underperformance of concern and should prompt interventions and may involve the reallocation of resources or proposals to redesign how services are provided.
7. 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 using the same traffic light system. 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.

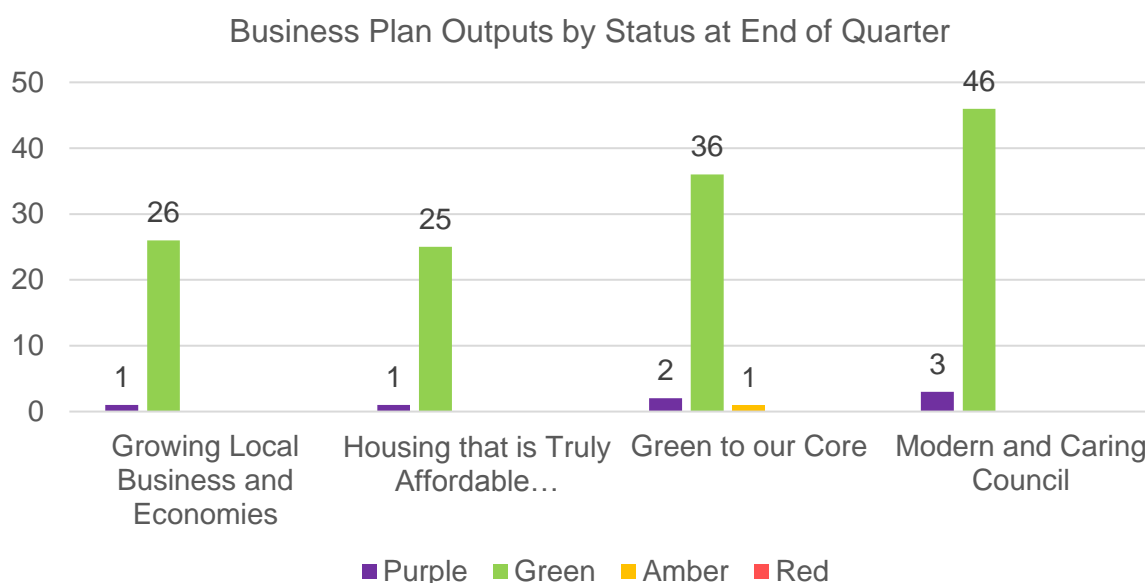
Business Plan Update Report

8. **Appendix B** provides updates in relation to the 2020-25 Business Plan actions and timescales. This report presents progress towards the 2023-24 iteration of the Business Plan Action Plan for the first time.
9. A colour-coding system is applied to this element of the report whereby:
- **Purple** - the output has been delivered.
 - **Green** - the output is on target for completion within target timescale or tolerance.
 - **Amber** - the output has been delayed beyond tolerance but is on track to be delivered by a revised delivery date.
 - **Red** - the output will not be delivered, or a delivery plan is needed.
10. In addition to the above, in instances where the originally anticipated target timescale is no longer likely to be met, entries in the 'Target Timescale' column have been highlighted.

Business Plan Progress Report Summary

11. The following table shows the number of Purple, Green, Amber and Red Business Plan measures at end of the quarter, broken down by each Business Plan priority:

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	1	1	2	3	7
Green	26	25	36	46	133
Amber	0	0	1	0	1
Red	0	0	0	0	0
Grey	0	0	0	0	0
Total	27	26	39	49	141



*Please see colour coding definitions at paragraph 9 above.

12. Newly completed (purple) outputs this quarter (see **Appendix B** for full details):

Growing Local Businesses and Economies

- 5di) Publish economic forecasts associated with the Joint Local Plan as part of the evidence base to the Greater Cambridge Local Plan.

Housing That is Affordable for Everyone to Live in

- 6ai) Finalise the Council's Empty Homes Database.

Being Green to our Core

- 3bi) Plant 35 tree across two sites on our own estate, as part of the Treescapes fund.
- 3bii) Create wildflower areas on four sites located across the district on our own estate.

Modern and Caring Council

- 1bi), 1ci) and 2bi) Report produced assessing the findings from the 3-month 4 Day week trial.
- 2aiv) Assess the outcomes of the 'Essential Tools for Managers' training pilot for new and first line managers.
- 7bi) Delivery of the Northstowe Interim Community facility

13. Outputs outside of tolerance (amber) at the end of this quarter (see **Appendix B** for full details):

Being Green to Our Core

- 4ci) Realisation of year 1 benefits (reduced energy costs and carbon emissions) from Greening of South Cambs Hall project.

14. In addition to the updates provided at **Appendix B**, the following outstanding action from the 2022-23 business plan has now been completed:

- Install energy saving LED fittings in remainder of council owned streetlights (ornate lights) to bring them in line with standard lights already upgraded.

Update - The main work packages for our ornate and Housing lights have now reached practical completion, with minor variations being finalised.

Implications

15. 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

16. 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

17. The KPI report (**Appendix A**) allows business-as-usual performance to be monitored and managed across the Council's range of activities. The Business Plan Update report

(**Appendix B**) provides a view of progress towards each of the outputs within the within the 2020-25 Business Plan priority areas.

Background Papers

[South Cambridgeshire District Council 2023 to 2024 Business Plan Actions \(scambs.gov.uk\)](https://scambs.gov.uk)

Appendices

Appendix A: Key Performance Indicator Report

Appendix B: Business Plan Progress Report

Report Author:

Kevin Ledger – Senior Policy and Performance Officer
Telephone: (01954) 713018

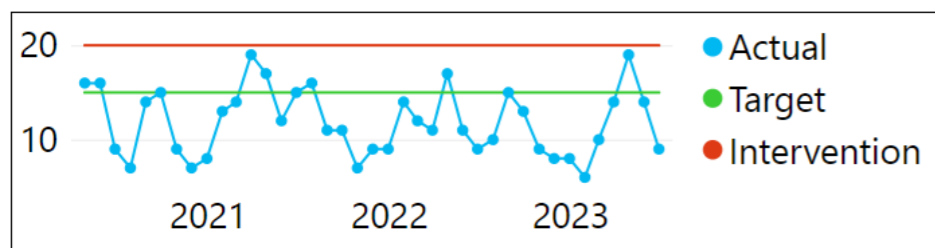
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Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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Benefits

FS112 Average number of days to process new HB/CTS claims

Dawn Graham



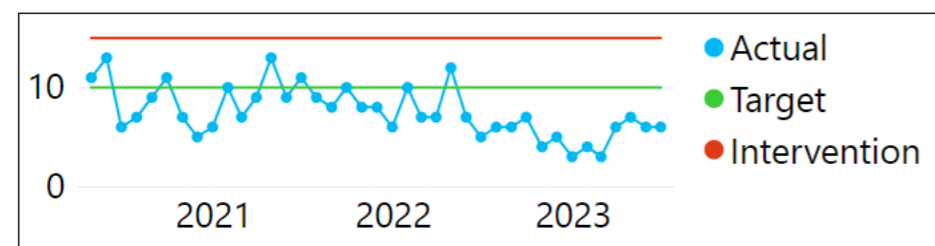
Apr	19	15	20
May	14	15	20
Jun	9	15	20

Performance in April was affected by annual processing as well as Easter Holidays. Performance is now back on target and it is expected that processing times will continue to be at or better than target.

The latest benchmarking data available for Q3 of 22-23 shows our performance of 8 days to process new claims during this quarter was 12th nationally for District Councils, placing us easily within top quartile in terms of performance. For change of circumstances we placed comfortably within 2nd from top quartile (better than median).

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

Dawn Graham



Apr	7	10	15
May	6	10	15
Jun	6	10	15

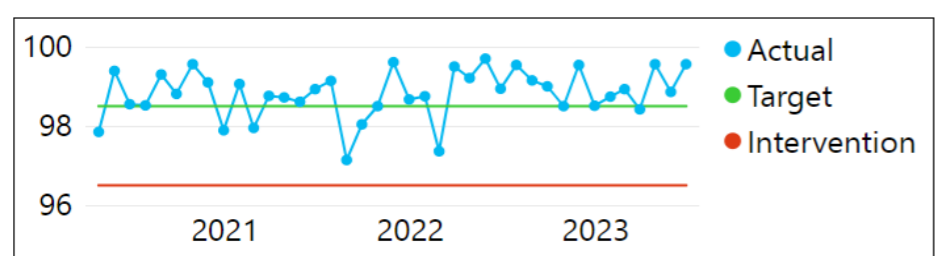
Green

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Finance

FS109 % undisputed invoices paid in 30 days

Sean Missin



Apr	99.56	98.5	96.5
May	98.86	98.5	96.5
Jun	99.56	98.5	96.5

Research recently released by 'Good Business Pays' shows that between June 2022 and January 2023, we were one of only 38 Councils (out of 347 where data was available) to achieve a payment rate of 99% or above within 30 days. www.goodbusinesspays.com/la-payments/

Green

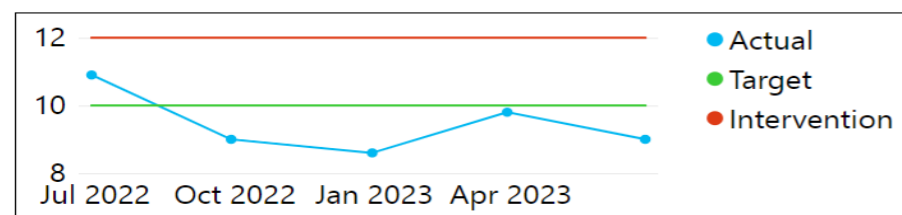
Key Performance Indicator and Owner, organised by Directorate and Service Area				Actual	Target	Intervention	Outlook RAG	Comments
Revenues								
FS102 % Housing Rent collected								
Colin Jones								
		Apr	82.99	82.6	80.95			
		May	89.64	89.5	87.71			
	Line chart not included for this PI - chart scale means result is indistinguishable from the target.	Jun	93.22	92.8	90.94	Green		
FS104 % Business Rates collected (year to date)								
Colin Jones								
		Apr	13.1	13.00	12.74			
		May	22.0	22.69	22.24			Collection rate was slightly below the forecast in May due to the delay in payments hitting the accounts over the bank holiday periods. This is not a cause for concern, with July hitting the target. Therefore the Outlook Rag for Q2 is green.
	Line chart not included for this PI - chart scale means result is indistinguishable from the target.	Jun	32.3	31.73	31.10	Green		For 22-23 our Business Rates collection was comfortably better than the median for all District Councils.
FS105 % Council Tax collected (year to date)								
Colin Jones								
		Apr	11.0	11.0	10.78			
		May	20.7	21.0	20.58			Collection rate was slightly below the forecast in May due to the delay in payments hitting the accounts over the bank holiday periods. This is not a cause for concern, with July hitting the target. Therefore the Outlook Rag for Q2 is green.
	Line chart not included for this PI - chart scale means result is indistinguishable from the target.	Jun	30.1	30.0	29.40	Green		For 22-23 we were the joint top performing District Council in the country for Council Tax collection.

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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Dev. Management

PN519 Average time to determine validated householder Planning applications (weeks)

Toby Williams

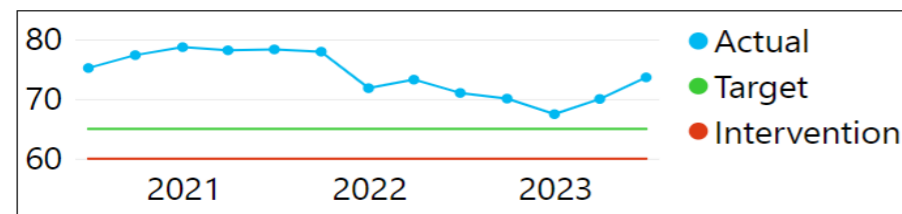


Mar	9.80	10	12	
Jun	9.00	10	12	Green

The line chart for this KPI shows performance since Q1 2022-23, when this KPI was introduced.

PN510 % of major applications determined within 13 weeks or agreed timeline (2 year reporting period - government KPI)

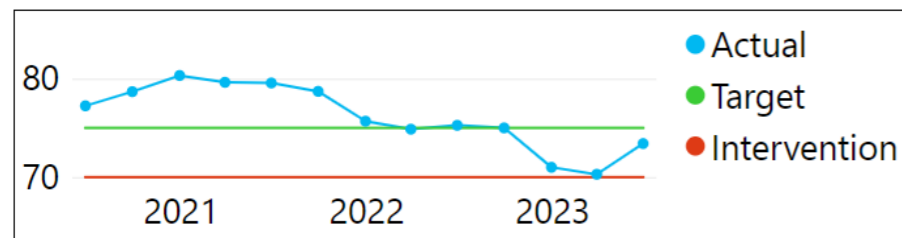
Philippa Kelly



Mar	70.02	65	60	
Jun	73.64	65	60	Green

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

Rebecca Smith



Mar	70.29	75	70	
Jun	73.41	75	70	Amber

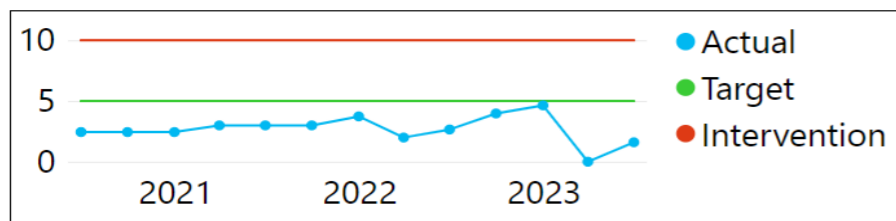
The trend is showing an improvement from the Q4 (March) result and sits just below the 75% target. Non-major applications make up the vast majority of the volume of applications received. We are still working through a cumulative 2 year reporting period where performance has fluctuated and is still influencing our overall results each quarter.

A change in the service's approach to extensions of time should have a positive impact on performance regarding applications that have gone beyond their statutory determination period, some of which are historical. Team members are committed to improving performance overall to 2nd quartile this year.

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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PN512 % of appeals against major planning permissions refusal allowed (2 year reporting period - government KPI)

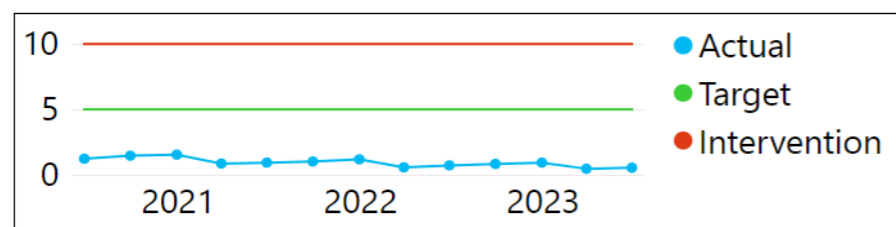
Philippa Kelly



Mar	0.00	5	10	
Jun	1.60	5	10	Green

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

Rebecca Smith



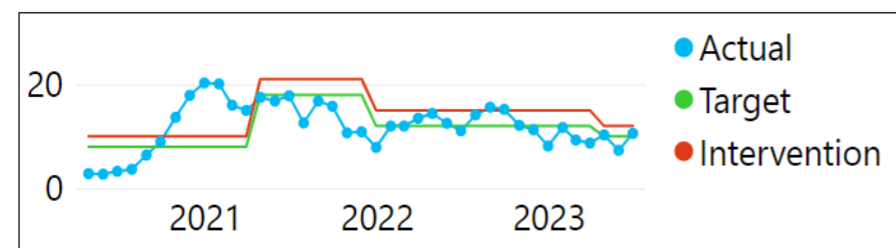
Mar	0.46	5	10	
Jun	0.54	5	10	Green

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Land Charges

SX025 Average Land Charges search response days

Charlene Harper



Apr	10.29	10	12	
May	7.34	10	12	
Jun	10.59	10	12	Amber

During April there was a delay in processing due to the changes in fees, which required time to be spent testing and updating of the system.

May was a very good month and wait times were below the target. June waiting times increased slightly due to long term sickness within the small team.

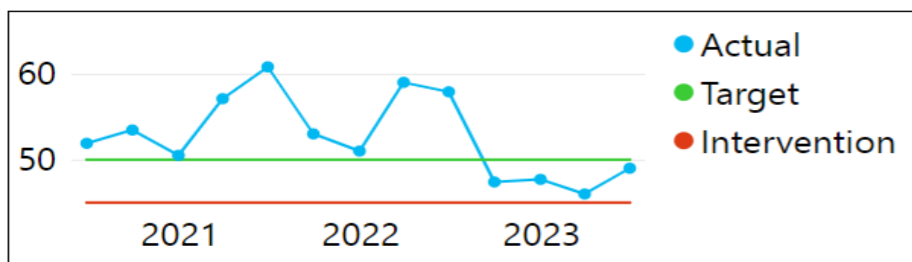
An amber Outlook RAG has been applied as reduced staffing levels are expected to continue into Q2.

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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Housing Advice

AH215 % successful homeless preventions as a proportion of all homeless cases closed

Sue Carter



Mar	46	50	45
Jun	49	50	45

Amber

This is a new addition to the KPI report for the 23-24 financial year (although reported through Business Plan Progress Report throughout 22-23).

Across 22-23 homelessness was prevented in 49.4% of cases. In Q1 52 homeless cases were prevented. This is consistent with the prevention numbers that were seen in 2022-23, where between 51 and 54 preventions were achieved each quarter.

Whilst homeless prevention numbers remain stable, it remains difficult to access affordable private rented accommodation for families on a low income. To improve this, we are continuing to grow Shire Homes Lettings (our private sector leasing company), and to promote the services it offers.

The Outlook RAG has been set to amber as we expect next quarter's performance to be similar, in recognition of the increasing pressure on the private rented sector and the growing demand for social housing.

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.

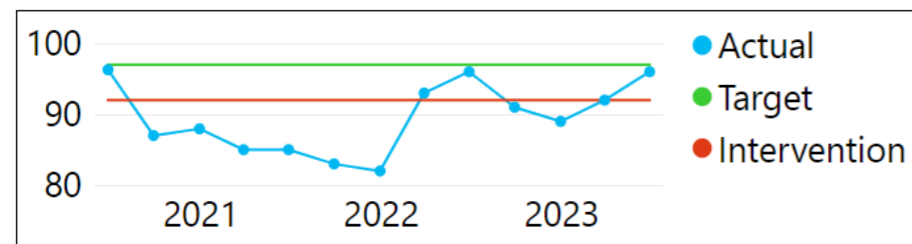
Mar	0	0	1
Jun	0	0	1

Green

Housing and Property Services

AH204 % tenants satisfied with responsive repairs

Eddie Spicer



Mar	92	97	92
Jun	96	97	92

Amber

Although Amber, Q1 performance is within top quartile performance (93% and above) for 171 social housing providers participating in Housemark monthly pulse benchmarking.

During Q1 there was a short period of missed appointments due to staff sickness. We have however maintained performance significantly above the national average of 86.4%, and close to our sector leading stretch target of 97%.

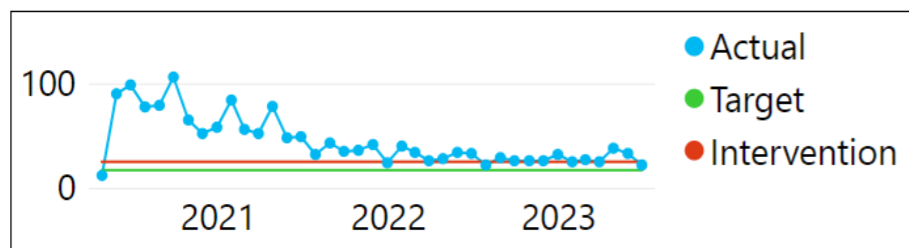
The Outlook RAG has been set as amber while we embed a new app for collecting satisfaction data and continue to strive to meet our ambitious target.

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
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AH211 Average days to re-let all housing stock

Eddie Spicer



Apr	38	17	25	
May	33	17	25	
Jun	22	17	25	Amber

We continue to receive a high number of properties returned to us for re-let in an aging and poor condition. This is due to various factors, including mistreatment, refusals of renewal works, and general aging of stock. The result is an increase in the volume of work required to bring properties back to a standard that meets expectations of proposed residents.

Work continues to analyse data on relets for efficiencies within the whole re let process, from 'key-to-key'.

Housemark benchmarking statistics show that within our peer group of similar providers, the upper quartile for re-let times is 32.6 days (excluding major refurbishments) which mirrors our reporting. As such, while we continue to investigate opportunities for improvement, our results are consistently within, or close to the upper quartile of similar providers, whilst our target of 17 can be considered as a sector leading stretch target.

AH245 % of SCDC homes with active HHRS Category 1 or 2 damp and mould cases

Eddie Spicer

This is a new KPI for the 23-24 financial year - line chart will be provided once additional results gained.

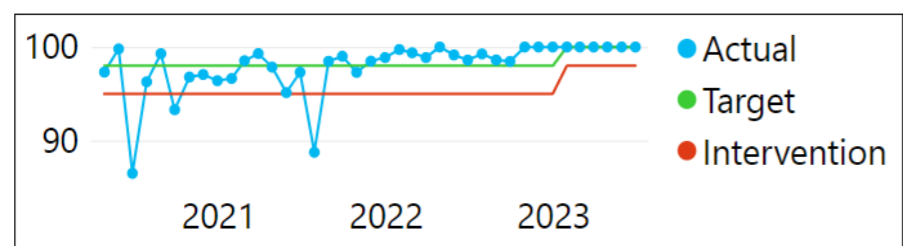
Jun	1.38	0.99	1	Amber
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This is a new KPI that has been introduced to ensure an increased focus on damp and mould in our housing, following the tragic death of Awaab Ishak in Rochdale and the subsequent coroner's report which found damp and mould contributed to his death.

We are currently collecting data from our surveyors who are completing a stock condition survey, along with current completions. This is turning up some cases of damp and mould that have not been previously reported by the tenant, and the majority of these issues can be dealt with quickly. The result for June does not reflect the reduction in numbers as a consequence of action by the council.

SH332 % emergency repairs in 24 hours

Eddie Spicer



Apr	100	100	98	
May	100	100	98	
Jun	100	100	98	Green

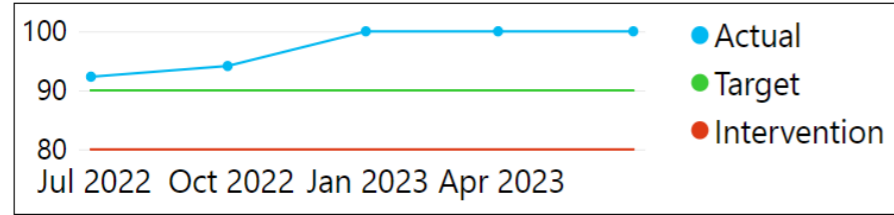
Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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Democratic Services

CC314 % of public hybrid meetings run without issues causing downtime exceeding 5 minutes

Andrew Francis



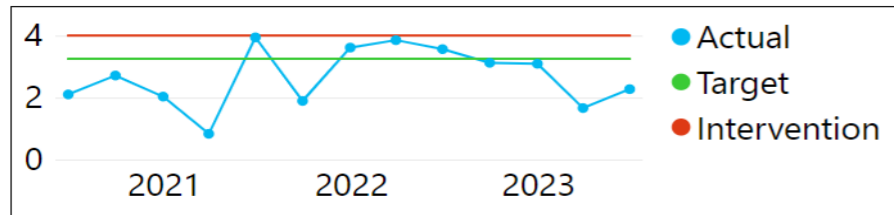
Mar	100	90	80	
Jun	100	90	80	Green

The line chart for this KPI shows performance since Q1 2022-23, when this KPI was introduced.

HR

FS117 % Staff turnover

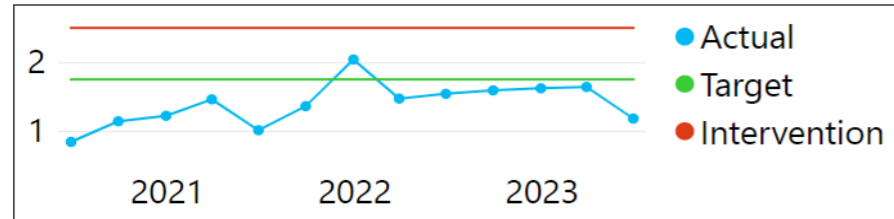
Jeff Membery



Mar	1.66	3.25	4	
Jun	2.27	3.25	4	Green

FS125 Staff sickness days per FTE excluding Shared Waste Service

Jeff Membery



Mar	1.64	1.75	2.5	
Jun	1.18	1.75	2.5	Green

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

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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Environ. Health & Licensing

ES430 % of fly tips cleared within 10 working days

Lee Hillam

This is a new KPI for the 23-24 financial year - line chart will be provided once additional results gained.

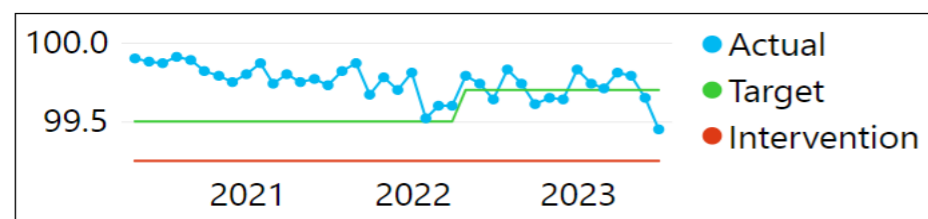
Mar	92	85	80	
Jun	94	85	80	Green

This is a new KPI reflecting the inclusion of the 10 working days clearance target within the SCDC 23-24 Business Plan.

Shared Waste Service

ES408 % of bins collected on schedule

Rebecca Weymouth Wood



Apr	99.79	99.7	99.25	
May	99.65	99.7	99.25	
Jun	99.45	99.7	99.25	Green

May and June results were marginally below target due to the impact of ongoing road work delays on operations.

The Outlook RAG has been set to green on the basis that we expect performance to return to target levels in Q2.

New bin collection schedules will start to be implemented from 18/09, with potential for an increase in missed bins in Q3 while new schedules bed in. Next quarter's Outlook RAG (within the Q2 performance report) is likely to be set to Amber to reflect this.

ES412 Kgs of residual (black bin) waste per household (year to date)

Rebecca Weymouth Wood

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

Apr	31.66	35	38	
May	65.82	71	74	
Jun	101.74	106	112	Green

This is a new KPI for Q1 2023-24. It aligns with the ambition to reduce the amount of black bin waste that is collected per household.

ES414 Kgs total waste collected per household (year to date)

Rebecca Weymouth Wood

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

Apr	70.23	76.44	81.44	
May	155.18	156.01	166.01	
Jun	237.40	235.94	250.94	Green

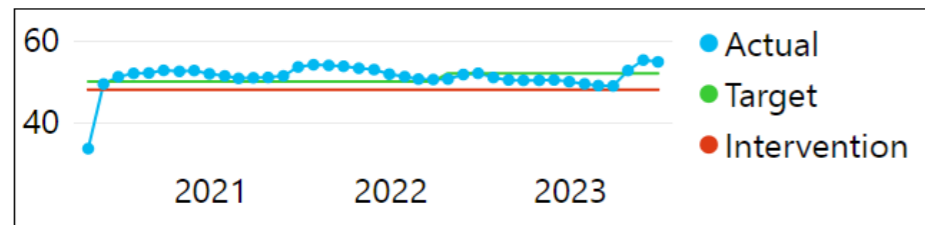
This is a new KPI for Q1 2023-24 reflecting the ambition to reduce the overall amount of waste that is collected. The KPI target and intervention has been set based on 2022-23 results. 2022 saw a particularly hot and dry summer resulting in reduced garden waste. This year's wetter summer by comparison is evident in June's Amber result, which is a result of the increased garden waste that has been collected.

The Outlook RAG is set at Green on the basis that we expect target to met in Q2.

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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ES418 % of household waste sent for reuse, recycling and composting (year to date)

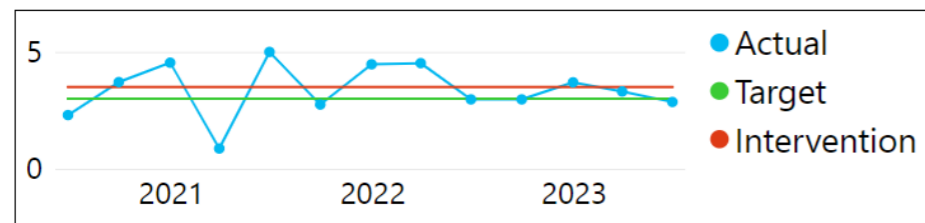
Rebecca Weymouth Wood



Apr	52.69	52	48	
May	55.25	52	48	
Jun	54.81	52	48	Green

SF786a Staff sickness days per FTE - Shared Waste Service Only

Bode Esan



Mar	3.31	3	3.5	
Jun	2.86	3	3.5	Green

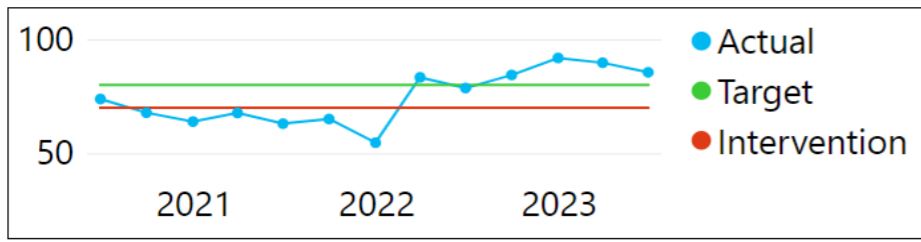
Report continues on the following page.

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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Complaints

CC305 % of formal complaints resolved within timescale (all SDCC)

Jeff Membery

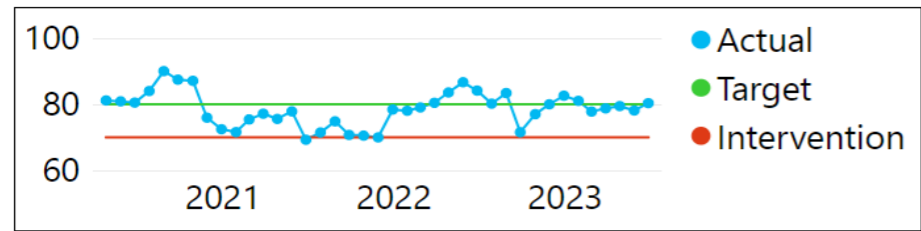


Mar	89.74	80	70	
Jun	85.54	80	70	Green

Contact Centre

CC302 % calls to the Contact Centre resolved first time

Phil Bird



Apr	79.45	80	70	
May	78.12	80	70	
Jun	80.34	80	70	Amber

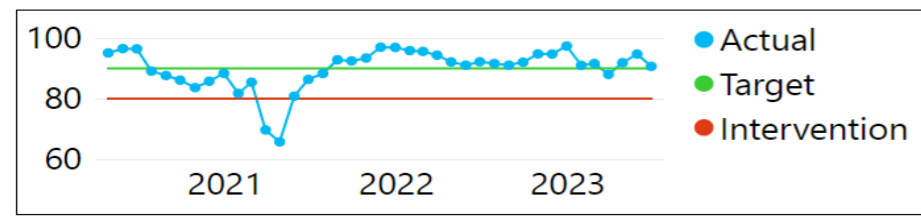
Performance has remained at or very close to 80% despite the first part of Q1 being within our busiest period of the year.

We currently have 2 vacancies within the service and one long term sickness case, and are recruiting both permanent and temporary members of staff to ensure good standards of service are delivered.

The Outlook RAG is set to Amber whilst this recruitment takes place.

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

Phil Bird

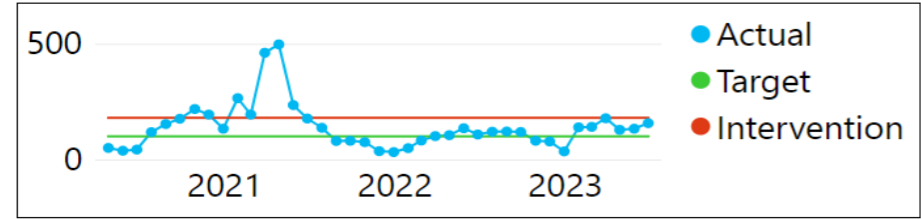


Apr	91.88	90	80	
May	94.73	90	80	
Jun	90.67	90	80	Amber

As is the case in relation to CC302 (above), the Outlook RAG has been set as amber to reflect expected performance in Q2 whilst we recruit additional staff.

CC307 Average call answer time (seconds)

Phil Bird



Apr	128	100	180	
May	133	100	180	
Jun	157	100	180	Amber

We continue to aim towards our ambitious target of 100 seconds average call answer time. With this in mind, we monitor this KPI closely with weekly reports to our Leadership Team, allowing up to date review of daily performance results and discussion of opportunities for further improvement.

April and May each had one day where average call answer time exceeded 5 minutes (300 seconds), while in June this occurred on 3 days.

As is the case in relation to CC302 (above), the Outlook RAG has been set as amber to reflect expected performance in Q2 whilst we recruit additional staff.

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)

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
1) We will support businesses in meeting economic challenges	1a) Run communication and marketing campaigns promoting local independent businesses	1ai) Number of local independent businesses promoted through the Visit South Cambs website reaches over 400	Q4	Currently 230 businesses and activity providers and 94 local events listed on the Visit South Cambs Website.	Green
1) - see above	1a) - see above	1aii) Through social media engagement, monthly visits to Visit South Cambs website exceeds 1500	Q4	In Q1 2023, we achieved an average of 2122 monthly visits, in comparison to an average of 963 Q1 2022.	Green
1) - see above	1a) - see above	1aiii) Create topical content to increase our reach through social media by 50%	Q4	<p>In comparison with Q1 2022-23 our reach in Q1 2023-24 has increased as follows:</p> <ul style="list-style-type: none"> - Business Support and Development Facebook +46%, Instagram +3%. - Visit South Cambs Facebook +11%, Instagram +14%. <p>We continue to create more engaging social media content such as promoting our local markets and also sharing successes for our businesses who are nominated for awards.</p> <p>Using hashtags effectively is helping to increase reach. An example of this would be 'Muddy Stiletto' awards where several of our local businesses were nominated. A Facebook post on congratulating our local nominees had a reach of over 4200.</p>	Green
1) - see above	1b) Deliver a series of business support resources to help businesses meet economic challenges	1bi) Deliver 10 business support and resilience webinars and/or workshops, helping businesses to meet economic challenges	Q4	<p>4 webinars have been delivered during Q1 with a total of 56 registrations. Three were on mental health and wellbeing support for businesses, and one on 'Doing business with the council'.</p> <p>Further topical webinar delivery will come forward from responses to the survey work from GLBE 1ci</p>	Green
1) - see above	1b) - see above	1bii) Work with partners to launch business resilience webpages in order to provide a comprehensive online guide to resources to help businesses meet economic challenges	Q1	We have increased content on our webpages for business resilience on cost-of-living crisis. Additional work is ongoing to refresh the business support content in line with the SCDC website refresh and other market factors. This is expected to be completed in Q3.	Green
1) - see above	1c) Develop tailored support for Businesses and strengthen our relationships with local companies to better understand their specific challenges and tailor support accordingly	1ci) 240 conversations with businesses to collate data to help inform planned interventions and identify support required	Q4	A survey has been devised to take out to business to conduct 1-2-1 conversations. This work will commence July 2023.	Green

*Purple = Completed, Green = On target for completion within target timescale or tolerance, Amber = Delayed beyond timescale or tolerance, but on target for revised timescale, Red = Not going to be delivered or delivery plan needed

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
1) - see above	1c) - see above	1cii) Increase Business newsletter subscriptions by 20% and introduce monthly topical themed content to encourage open/click throughs	Q3	<p>Newsletter subscribers are 1194 which is 8% growth on this time last year.</p> <p>Responses gathered from the survey referred to under 1ci) will help inform newsletter content plans.</p>	Green
1) - see above	1d) Identify funding opportunities to help businesses meet economic challenges	1di) Signpost/deliver any funding that comes forwards in helping businesses meet economic challenges	Q4	<p>Through our social media and in person engagements, businesses have been encouraged to apply for remaining European Regional Development Fund (ERDF) and Local Growth Fund (LGF) funding, administered through Combined Authority to help with costs for projects to improve efficiencies and marketing, skills and training.</p>	Green
2) We will support start-ups and small businesses to set up and grow Page 88	2a) Provide space for start-ups and small businesses via the provision of space at our South Cambs Hall office building	2ai) Space rented to start-ups or small businesses at our South Cambs Hall office building	Q3	<p>Project governance is in place and plans are well underway to convert ground floor space at South Cambs Hall into a collaborative space for businesses and community groups to use.</p> <p>The project team is working closely with Facilities Management to clear the space, as it is currently in use as a storage space. Once clear, the space will be painted, and have new carpeting and floor boxes installed.</p> <p>Work is also in progress looking at how best to manage the space once open for use by businesses. Target date for opening will be Q4.</p>	Green
	2b) Provide space for small businesses and start-ups at our commercial premises	2bi) Increase and maintain occupancy at our commercial premises	Q4 and ongoing	<p>Currently around 90% occupancy as two suites are empty at 270 Cambridge Science Park, however this is currently under review and progress should be made toward occupying these by the end of Q2. We are hopefully that we will be able to maintain above 90%, achieving 100% occupancy most of the time.</p>	Green
2) - see above	2c) Identify and provide pop-up or market trading opportunities for small businesses	2ci) Create 100 pop-up and market trading opportunities for small business	Q3	<p>Work is underway to create pop-up / market trading opportunities within sheltered housing schemes.</p> <p>Work is also underway to reimplement small traders at South Cambs Hall from July 23 onwards. 30 pop-up opportunities will take place between July and December.</p> <p>Plans are also underway to deliver another South Cambs Christmas Market which will deliver another 70 opportunities to businesses in Q3.</p> <p>The team have also worked to implement a local food van delivering sandwiches and snacks to Cambourne Business Park on a daily basis.</p>	Green

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
2) - see above	2d) Identify funding opportunities specifically to help start-ups and small businesses to grow	2di) £200k Shared Prosperity funding administered to help start-up and small businesses to grow over two years	2023-25	As part of Shared Prosperity Funding (SPF), £100,000 has been allocated to work with the Business and IP Centre (BIPC) to provide a program of events and support for pre/new start-ups. This programme includes a £25,000 Jumpstart grant scheme, which will launch in September 2023. This will be followed in 24/25 with a further £100,000 funding administered by SCDC offering grants of up to £5000 to support new start-up businesses.	Green
2) - see above	2e) Deliver a series of business support resources to help new business to start up or grow	2ei) Deliver 2 webinars and/or workshops alongside delivery partners, helping businesses to start up or grow	Q3	Work will commence alongside Shared Prosperity Funding (SPF) programme delivery - see point 2di.	Green
3) We will support local businesses to become more environmentally sustainable	3a) Provide advice and resources to help businesses to understand what they can do to become greener	3ai) Conduct 120 1-2-1 direct business conversations helping businesses to reduce their carbon emissions	Q4	This strand of work is part of the Shared Prosperity Fund (SPF). As such, there are no notable updates to provide at present, as work will align with the SPF Green grants programme from Q3.	Green
3) - see above	3a) - see above	3aii) Provide 4 webinars with internal and sector experts to inform business on how to make their businesses greener	Q4	This work will commence to align timing of the Shared Prosperity Funding green grant programme, launching in Q3.	Green
3) - see above	3a) - see above	3aiii) Provide thermal imaging camera loans to help businesses assess heat loss	Ongoing	Thermal imaging cameras are available, however the current time of year is not suitable for accurate results. During Q3, thermal cameras will be promoted throughout our social media to encourage uptake.	Green
3) - see above	3a) - see above	3aiv) Run social media campaigns encouraging businesses to recycle using the Commercial Waste Service	Q2	Action will come forward in promoting Commercial Shared Waste recycling in Q2. In the meantime, we have promoted 'plastic free July', which aims to tackle plastic pollution by making businesses more mindful of their plastic usage. Monitoring the engagement with this campaign can be begin from the end of July.	Green
3) - see above	3b) Identify funding opportunities to help businesses meet economic challenges specifically to help businesses to be greener	3bi) Promote services of our Commercial Shared waste team to businesses	Q2	Content promoting the Shared Waste service has been shared through our 'Open for Business Newsletter'. We are reviewing our content within the newsletter and will take forward plans to run 'feature' type articles by the end of Q3. The first of these will be on out shared waste service and recycling.	Green
3) - see above	3b) - see above	3bii) Deliver £170,000 Shared Prosperity Fund Green Business Grant funding to 53 businesses over two years	2023-25	Working with colleagues in Cambridge City and Huntingdon District Councils, we are undertaking a procurement process (expected completion in Q2) to appoint a delivery partner to manage this program. This will include a business support consultancy program to help advise businesses on how to reduce carbon. The program will launch in September 2023.	Green

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
4) We work with partners to promote skills development opportunities to businesses	4a) Promote skills development opportunities through the implementation of the South Cambs specific actions within the CPCA Employment and Skills Strategy, including by: Promoting and contributing to employer and skills events	4ai) Host a skills event in conjunction with partners at South Cambs Hall showcasing in house and partner skills and career pathways	Q3	Conversations are underway with external partners to jointly deliver a skills event – likely to be Q3 or Q4 once completion of glazing works at front of South Cambs Hall is completed.	Green
4) - see above	4a) - see above	4aii) Apprenticeships focussed communications campaign to businesses	Q2	This will be progressed in Q4, to align with apprenticeship week.	Green
4) - see above	4a) - see above	4aiii) South Cambs Region of Learning career specific digital badge pathway developed and launched (subject to funding)	Subject to funding	SCDC have provided a portion of the Shared Prosperity Funding (£268,348) to support this piece of work. Cambridgeshire and Peterborough Combined Authority (CPCA) have presented the high level CPCA-wide UK Shared Prosperity Fund (SPF) Skills and People project plan. This includes 3 key elements, including 'Skills Brokerage' which covers the Region of Learning digital badge pathway. The CPCA will lead on the delivery of this with input from SCDC in relation to how this is implemented and where its targeted. Further information is currently awaited from the CPCA.	Green
4) - see above	4a) - see above	4aiv) Develop and adopt the Good Employer Charter as an employer (subject to funding)	Subject to funding	This work is being led by Cambridgeshire County Council (CCC), as part of the DWP backed Cambridgeshire and Peterborough Work, Health and Wellbeing strategy. We will continue to feed into this work over the coming months as required.	Green
5) We will work to promote the vibrancy and health of South Cambridgeshire high streets and commercial areas	5a) Delivery of funding for the improvement of existing and fledgling high streets	5ai) £200,000 allocated through the Shared Prosperity Fund over two years (2023-25) to local communities and businesses to enhance the look, desirability and safety of existing and fledgling high streets	2023-25	Grant criteria is in development and estimated to be open for applications in Q3.	Green
5) - see above	5b) Run communication and marketing campaigns promoting high streets within the district	5bi) 8 high streets featured in communication and marketing campaigns run throughout the year	Q4	South Cambs magazine submission featured Histon and Impington High Street. Further features are planned for Winter Edition of the magazine	Green

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
5) - see above	5c) Provide support for the set-up of new markets within the district	5ci) Provided support leading to the set-up of 6 new markets in the district	Q4	We are currently working with 3 potential new market organisers in Over, Comberton and Bar Hill to support the establishment of new markets in these areas.	Green
5) - see above	5d) Take evidence-based land use planning decisions to ensure appropriate employment provision, in the right place, to meet business needs	5di) Publish economic forecasts associated with the Joint Local Plan as part of the evidence base to the Greater Cambridge Local Plan	Q1	Reports were presented to Cabinet in February 2023.	Purple

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
1) We will continue to deliver new, high quality Council homes	1a) Maintain the rate of new Council homes delivery having doubled this from 2019 levels	1ai) 75 new homes completed for rent and / or shared ownership	Q4	No completions in Q1 however this was as expected, with the target to complete 75 new homes by end of Q4.	Green
1) - see above	1b) Introduce higher standards for carbon reduction for properties we develop ourselves	1bi) Agree new carbon reduction standards for properties we develop ourselves and incorporate into new developments	Q4	We are exploring options and feasibility in relation to carbon standards for properties. This includes discussing lessons from other local authorities, including Norwich City Council (NCC), who we met with elected members in June.	Green
1) - see above	1c) Use our SCIP partnership to deliver an exemplar site with net zero / passive house (agreed standards tbc)	1ci) Achieve planning permission for the first SCIP housing scheme	Q4	South Cambridgeshire Investment Partnership (SCIP) currently has planning permission undergoing scrutiny, with a decision expected at the end of Q2/beginning of Q3 at the earliest.	Green
1) - see above	1d) Deliver additional housing for refugees above the levels detailed at 1a) and 1ai) as part of the Local Authority Housing Fund (LAHF)	1di) Delivery of new homes for refugees (quantity and timescales to be confirmed subject to additional funding details)	Q4	Total of 40 acquisitions agreed with a 20/20 split between new build (NB) and existing market (EM). Total of 10 completed in Q1, made up of 3 NB and 7 EM.	Green
2) We will engage with local people to set out where and how new homes and communities are built, to minimise disruption and to help new residents settle in	2a) Run community liaison meetings and forums where significant new developments are planned	2ai) Community forums are run where significant new developments are planned, allowing issues to be raised and discussions about how developments are moving forward	Q4	All the agreed community forums and liaison meetings are operating fully and providing effective two-way engagement with the local communities	Green
2) - see above	2b) Consult communities on the development of a Joint Local Development Plan for the Greater Cambridge area identifying the quantity and location of new homes across the district	2bi) Publish draft Local Plan for public consultation with our communities	Q3	Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members at the end of Q2	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
2) - see above	2c) Produce a Housing Strategy setting out how we will meet housing challenges in the district, including ensuring we have the right homes in right places – by June 2024	2ci) Consult on a Housing Strategy to shape our Housing activity	Q1	High level consultation on aims and objectives of the strategy has been held with key staff, members and stakeholders. This was followed by individual meetings with key stakeholders and staff and a briefing session for staff on affordable housing requirements was held 28/06/23. As such, the initial consultation has now taken place as per the business plan output. Further consultation will take place with officers and Members before the draft is considered by Cabinet in December, prior to public consultation from January 2024.	Green
3) We will improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	3a) Produce a plan for the improved energy efficiency of Council Housing	3ai) Use EPC and stock data to create a costed 5-, 10- and 15-year plan for the improved energy efficiency of Council housing	Q3	Stock condition surveys are underway, due for completion Q3 and results due by end of Q4. During Q1 2023-24 work will start on the long term plan for retrofit and planned programmes for the next 5, 10 and 15 years.	Green
3) - see above	3a) - see above	3aii) Carry out a stock condition survey on all stock	Q4	Stock condition survey work started on site in May 2023 and is due to be complete on site in Dec 2023 with subsequent analysis carried out in Q4.	Green
3) - see above	3b) Continue to identify and implement opportunities for energy efficiency improvement works as part of relet works, as properties become vacant	3bi) Completion of energy efficiency improvement works as part of relet works on empty properties	Ongoing	While stock condition surveys are underway (which will go on to inform a longer term retrofit plan - as detailed at 3ai and 3aii), we continue to consider and undertake retrofit works, such as the installation of heating systems, insulation, windows etc on empty properties during the re-let period.	Green
4) We will support energy efficiency improvements in private sector housing	4a) With partners and under the 'Action on Energy Cambridgeshire' branding: Deliver government-funded energy improvements to homes occupied by eligible households	4ai) Delivery of HUG2 (Home Upgrade Grant) scheme to upgrade off-gas properties	Q4	Preparatory work to deliver HUG2 (Homes Upgrade Grant) has taken place, including initial meetings with contractors and surveys of the first batch of properties. The funding application for these is due to be submitted to government imminently.	Green
4) - see above	4a) - see above	4aii) All necessary processes (including marketing) in place for households to access self-funded work through Action on Energy Cambridgeshire	Q4	An Action on Energy website has been launched, setting out how households can access the Cambs local authorities' framework of installers. Further work to develop, promote, and deliver the retrofit offer for the self-funding market will be prioritised once HUG2 scheme is established (see 4ai above).	Green
4) - see above	4b) Ensure Private Rental Sector meets legislative requirements in relation to energy efficiency	4bi) Run Minimum Energy Efficiency Standards (MEES) project to identify Private Rental Sector properties which fall below minimum standards and actions required	Q4	The Minimum Energy Efficiency Standards project has started. Initial steps are to gather data from ONS and our own database. We will also be meeting with a neighbouring authority to gain an understanding of the process they have followed.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
4) - see above	4b) - see above	4bii) Establish a private-rented sector landlord forum to share best practise and advise on support for improvement measures	Q4	We are in the early stages of planning the landlord forum, which is due to be held by the end of this financial year.	Green
5) We will work to create healthy and connected communities	5a) Through the development of the Greater Cambridge area Local Plan: Seek to create diverse and connected neighbourhoods where people can live close to where they work, play and access health providers and education	5ai) Publication for consultation the Regulation 18 Joint Local Plan preferred options capturing spatial and local planning policy considerations	Q3	Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members at the end of Q2.	Green
	5a) - see above	5aii) Create a policy framework to ensure significant future development proposals are connected to cycle and walking networks, including support for the GCP Greenways programme	Q3	Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members at the end of Q2.	Green
5) - see above	5b) Through the development of the Greater Cambridge area Local Plan: Review approaches to open space and recreation provision, to underpin the delivery of healthy places and sustainable ways of living	5bi) Work with the health community on the development of a contemporary open spaces policy for the Joint Local Plan that places wellbeing as a central policy objective	Q3	Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members at the end of Q2.	Green
5) - see above	5c) Work with partners to influence the delivery of significant improvements in public transportation to our villages	5ci) Support the GCP and Cambridgeshire County Council's delivery of Cambridgeshire Southeast Transport (CSET) and Cambourne to Cambridge through to Transport and Works Act order	Ongoing	Engagement continues during scheme development stages of both projects via the Planning Policy, Strategy & Economy team. The formal TWAO (Transport and Works Act Orders) stages will be dealt with by the Strategic Sites team.	Green
5) - see above	5c) - see above	5cii) Support the implementation of Cambridgeshire County Council's Transport Strategy, that aims to reduce private car use and congestion, and accompanies the adopted Local Plan	Ongoing	Work on the Local Plan is progressing with an aim that the development strategy minimises use of the private car.	Green
5) - see above	5c) - see above	5ciii) Work with partners to influence improved links between villages in the north of the district to existing transport routes (e.g., guided bus ways)	Ongoing	Engagement with partners continues as required to seek active transport schemes to improve links.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
5) - see above	5d) Support improved access to green spaces that provide health and wellbeing benefits to our residents	5di) Allocate £150k of Shared Prosperity Funding over two years (2023-25) for projects that bring about improvements to green spaces to bring about improvement to the health and wellbeing of our residents	Q4	Procurement is in progress for a company with relevant expertise who will support site identification and work with residents and groups to deliver green space improvements	Green
5) - see above	5d) - see above	5dii) Develop a toolkit to help parish councils provide more allotments with better facilities	Q4	Project initiated and on track. Draft of toolkit underway.	Green
5) - see above	5e) Continue to meet annual housing delivery targets identified in the 2018 South Cambridgeshire Local Plan	5ei) Deal with applications for appropriate new residential development effectively and promptly, meeting national targets for speed and quality of decision making	Ongoing	Performance is now monitored utilising live data on an internal performance dashboard. Four out of five KPIs are above target, with the fifth on an improvement trend towards our own internal target and remaining above the national target (see appendix A).	Green
6) We will take action to bring empty homes back into use	6a) Identify and prioritise empty homes across the district that need to be brought back into use	6ai) Finalise the Council's Empty Homes Database	Q1	Empty Homes Database has been completed. The database is live and up to date, with empty properties to be added/removed over time. Now that this is in place properties are regularly selected to be worked on by the Empty Homes Officer.	Purple
6) - see above	6a) - see above	6aii) Assign 200 empty homes a priority classification using the scoring and rating system against agreed criteria	Q4	On target for completion by Q4. 60 properties have been classified as a priority so far.	Green
6) - see above	6b) Engage and correspond with empty homeowners and take appropriate action, where necessary	6bi) Bring 20 empty homes back into use which have been empty for longer than 6 months	Q4	On target. Four brought back into use in Q1 but many more are expected back in use within the Q2.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
1) We will create and implement planning policies that address climate and ecological emergencies (including working towards net zero by 2050)	1a) Create policies that will help us to achieve net zero carbon as part of work on the Greater Cambridge Local Plan and North East Cambridge Area Action Plan	1ai) Publish the preferred option (regulation 18) draft of the Joint Local Plan (Q3) (as part of the process to create policies that will help us to achieve net zero carbon as part of work on the Greater Cambridge Local Plan and North East Cambridge Area Action Plan)	Q3	Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members at the end of Q2.	Green
1) - see above	1b) Create processes and policies that will help us to double nature as part of wider work on green infrastructure and the Greater Cambridge Local Plan	1bi) Publish the preferred option (regulation 18) draft of the Joint Local Plan (Q3) (as part of the process to create policies that will help us to double nature as part of wider work on green infrastructure and the Greater Cambridge Local Plan)	Q3	As per 1ai)	Green
1) - see above	1b) - see above	1bii) We will plan and prepare processes for the examination of Biodiversity Net Gain obligations on developers (timescale subject to further announcements from DEFRA)	Subject to DEFRA	The project to prepare process for the examination of Biodiversity Net Gain obligations on developers has been highlighted as a priority, and the team have commenced conversations	Green
1) - see above	1b) - see above	1biii) Subject to successful funding bid to Heritage Lottery Fund (HLF), assist parish councils to identify locations within their areas that could be improved	Q4	We expect to submit the Heritage Lottery Fund (HLF) application by end of Aug, which would then see notification of whether this has been successful received in about October.	Green
1) - see above	1c) Implement and communicate to all stakeholders the Council's agreed hierarchy for achieving Biodiversity Net Gain ahead of formal regulation in Autumn 2023	1ci) Develop and deliver an engagement programme with the development community, stakeholders and Parish Councils to explain the opportunities around Biodiversity Net Gain	Q4	This output is closely related to 1bii) - see update for this output above.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
2) We will work with the City Council, water industry and stakeholders to address water scarcity in the Greater Cambridge area	2a) Engage with the Environment Agency, Water Industry, Lead Local Flood Authority and local stakeholders [including the Cam Valley Forum] to develop a response to water scarcity challenges caused by development in the district	2ai) A strategy for managing new development alongside new water supply and demand management measures set out in approved Water Resource Management Plans for the area	Q3	Responded to the Cambridge Water draft Water Resource Management Plan consultation in May 2023.	Green
3) We will support nature recovery as part of our 'doubling nature' agenda	3a) Review arrangements for the protection of Trees and Hedgerows across the District, including commencing a programme of work with Parish Councils to review and update the register of Tree Protection Orders (TPOs)	3ai) A review of the process to designate and record TPOs across the District	Q4	Project has been highlighted as a priority, team have commenced conversations	Green
Page 97 3) see above	3b) Identify and deliver new opportunities to plant trees, establish wildflower strips and in other ways enhance nature, in consultation with residents	3bi) Plant 35 trees across two sites on our own estate, as part of the Treescapes fund	Q4	With the support of our grounds maintenance contractor, 34 new standard trees and 228 whips were planted across both sites in March / April. We also have a 3 year maintenance programme in place. A final claim is being prepared to submit to draw down the Treescapes funding.	Purple
3) - see above	3b) - see above	3bii) Create wildflower areas on four sites located across the district on our own estate	Q2	The 4 sites (at West Wickham, Coton, Fen Ditton and Guilden Morden) now have a new grass cutting regime that has allowed wildflowers and grasses to flourish.	Purple
3) - see above	3b) - see above	3biii) Undertake a pilot using alternative methods to control weed growth, avoiding harmful environmental impacts	To be confirmed	We will start a pilot project in conjunction with the launch of our new grounds maintenance contract later this year. We are in conversation on this subject with residents in Cottenham.	Green
3) - see above	3b) - see above	3biv) Engage with communities on sustainable agriculture and food production	Q4	An article will be included in the South Cambs magazine, which will be delivered to all residents in the autumn. This will explain what is meant by sustainable food, how they can eat more sustainably, and highlights how SCDC supports and promotes sustainable food in communities and businesses.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*	
3) - see above	3c) Support local communities to plant trees and help deliver 'doubling nature' at the parish level	3ci) Provide grants to villages to plant trees and help biodiversity projects to deliver 'doubling nature' at the parish level	Q4	No grants were awarded for this purpose during Q1, however an application has been received which will be considered during Q2.	Green	
3) - see above	3c) - see above	3cii) Deliver trees to at least 50 parish councils through our '6 Free Trees' initiative	Q4	The 6 Free Trees Scheme will open in Q2/Q3	Green	
3) - see above	3d) Share information and local case studies through our Zero Carbon Communities programme of events, e-bulletins and webpages	3di) Deliver conference sessions, webinars and visit two case studies	Q4	A Climate and Environment conference is proposed for parish councils and community groups is proposed, to take place during the UN Climate conference COP28 30 Nov - 12 Dec. This would be to share good practice, network and get inspired.	Green	
4) We will decarbonise the Council's estate and operations Page 98	4a) Procure low emissions vehicles or alternative fuels (e.g., HVO biofuel) as replacements for our existing fleet	4ai) Deployment of at least 20% alternative fuels as proportion of total fuel usage by refuse fleet	Q4	Fuel for the Council's fleet accounts for over two thirds of greenhouse gas emissions. We are addressing this by switching a proportion of the fleet to using sustainably sourced Hydrotreated Vegetable Oil (HVO). This is a fossil-free paraffinic diesel which can be used as a direct replacement for mineral diesel fuel. Procurement for HVO has been completed and contract awarded.	Green	
	4) - see above	4b) Deliver the Waterbeach Renewable Energy Network (WREN) project - to deliver solar PV, battery storage and electric vehicle charging at the Council's Waterbeach depot	4bi) Complete design and implementation review and finalise contracts for the WREN project	Q1	Final design changes are scheduled to complete in Q2. These changes have been made to absorb inflationary pressures and maintain project costs within budget. Enabling works have also been progressed.	Green
	4) - see above	4b) - see above	4bii) Start on-site	Q2	Start on-site has commenced with access road. Full start on site for the solar array and micro grid due to take place in Q3.	Green
	4) - see above	4b) - see above	4bii) Finalise installation and commissioning	Q4	Due to the reprofiling of prior milestones, the install and commissioning is now expected to take place in Q1 of 2024. Although the project completion will be slightly delayed from the original timescale, this will not directly impact on the overall goal of our net zero targets.	Green
	4) - see above	4c) Increase the energy efficiency of our South Cambs Hall office building	4ci) Realisation of year 1 benefits (reduced energy costs and carbon emissions) from Greening of South Cambs Hall project	Q4	Due to delays in the completion of the Greening South Cambs Hall project (to install a number of green energy and energy efficiency measures), full year-1 benefits (energy costs and carbon emissions reduction) will not be fully realised by end of Q4. Work continues with project completions now expected by end of Q2 / beginning of Q3.	Amber

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
4) - see above	4c) - see above	4cii) Explore opportunities to further decarbonise our office building	Q4	Opportunities to further decarbonise our office building will be considered following the completion of the Greening South Cambs Hall project (as detailed above - 4ci)), which is expected to be completed by the end of Q2/beginning of Q3.	Green
4) - see above	4d) Increase the energy efficiency of our sheltered housing communal rooms	4di) Install solar PV array at Elm Court sheltered housing scheme, Over	Q4	We are due to agree a final specification in Q2 and start work on site in Q3.	Green
4) - see above	4d) - see above	4dii) Complete energy retrofit assessments of communal rooms, identify feasible improvements and agree delivery plan	Q1	Energy retrofit assessments of communal rooms will be carried out during Q2.	Green
4) - see above	4e) Improved energy performance of our Commercial buildings	4ei) Review Asset Register for commercial assets and schedule opportunities for energy efficiency improvements at tenant breaks	Q4	Our Commercial Investments, Procurement and Climate and Environment teams are working together to explore further opportunities for energy efficiency improvements on our commercial assets. It is expected that this work will be completed in Q1 2024. Efficiency improvements have been completed at 270 Cambridge Science Park and the EPC improved to A rating (20).	Green
4) - see above	4f) Reduce carbon emissions from SCDC business travel by reducing mileage and promoting low carbon alternatives	4fi) Communications to help reduce carbon emissions through business travel	Q4	We continue to provide communications promoting the Tusker Green car scheme to staff, alongside other approaches that seek to reduce emissions from business travel. including the Council's pool car and the CamShare car sharing scheme. Mileage continues to be monitored as part of the Council's annual carbon reporting.	Green
5) We will support parish councils and local communities to respond to the climate emergency	5a) Award Zero Carbon Communities grants to community projects that support carbon reduction and community engagement around climate change	5ai) Funding of £125k (up from £100k during 21-22) awarded to eligible projects	Q4	Zero Carbon Communities (ZCC) applications have been scored and a proposal will go to the Grants Advisory Committee in July to agree the final grant allocations to successful applicants.	Green

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
5) - see above	5b) Promote delivery of EVCPs in Parishes via Electric Vehicle Charge Point Grants Programme	5bi) Award up to £50k funding via Electric Vehicle Charge Point Grants Programme to eligible applicants	Q4	In Q1, three applicants have been awarded £5k each, totalling £15k grant award to install EV charge points at Milton, Over, and Shepreth.	Green
5) - see above	5c) Provide a programme of networking and information sharing (Zero Carbon Communities and Green Connect)	5ci) Deliver at least four webinars, four e-bulletins and a one-day conference, covering subjects including carbon-friendly diets, community energy and behavioural change	Q4	Two E-bulletins (Zero Carbon Communities (ZCC) newsletters) were sent out in April and June respectively, with an Autumn newsletter set to be sent out in September. Surveys are being developed in order to gain feedback from ZCC contacts and social media followers to gain a better understanding of what webinar content would be useful. The first webinar is set to be delivered in Autumn. A one-day conference is due to take place in November, in line with COP28.	Green
6) We will work to promote and protect air quality in the district	6a) Run communications to promote and educate on air quality within the district	6ai) Monitor and publish reports on air quality in at least 6 targeted areas utilising portable equipment (Zephyrs)	Ongoing	Work has been undertaken and Zephyr equipment has been deployed to report on air quality in 3 new locations (Girton, Waterbeach and Barton), with a further location identified.	Green
Page 100 6) - see above	6a) - see above	6aii) Communications campaign highlighting the impacts of air quality, to coincide with Clean Air Day	Q1	Clean Air Day (15th June) was promoted via our Facebook, Instagram and Twitter social media channels, generating 3,400 impressions. Further air quality promotion is due to take place in Q3.	Green
6) - see above	6b) Undertake Environmental Permit inspections in line with our new regime, to ensure compliance	6bi) Undertake all Environmental Permit processes in accordance with programmed inspection	Ongoing	A scheduled inspection programme is in place for Environmental Permits, with inspections due to be complete in the last two quarters of the year.	Green
6) - see above	6c) Ensure compliance with the Taxi Licencing Policy with regard to emissions standards (Euro 6 compliance, zero or ultra-low emissions category from 1 December 2023 for new licences or renewals)	6ci) Compliance of taxi fleet with current taxi policy	Ongoing	Taxi fleet compliance monitoring is ongoing, with good levels of compliance currently evident. There have been no notable breaches in terms of inappropriate vehicles being used; thus ensuring emission standards are being met.	Green
7) We will reduce consumption of resources and waste	7a) Identify and implement strategies for overall waste / materials reduction, decreased residual waste and increased recycling	7ai) Work with RECAP partners on new Joint Waste Municipal Strategy setting out how authorities across Cambridgeshire and Peterborough will collect and dispose of waste over the next 10-20 years	Q4	The current strategy will remain in place while conversations with DEFRA continue and we await further guidance from DEFRA. It is unclear as to when the DEFRA guidance will be provided.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
7) - see above	7a) - see above	7aii) Provide support for schemes (such as repair cafes, reuse, refill, kit hire and food waste redistribution schemes) that help the transition to a circular economy	Ongoing	The updated circular economy strategy is now finalised and in action, with the schedule for the year currently being developed. We also continue to support report cafes and other community work via the Zero Carbon Communities (ZCC) grants (see 5ai).	Green
7) - see above	7a) - see above	7aiii) Carry out communications campaigns focussed on increasing recycling rates and reducing non-recyclable waste from Circular Resource Plan	Ongoing	Metal matters campaign concluded at the beginning of July and an evaluation meeting is scheduled for 15th August. The outcomes from this evaluation can be included in the Q2 update. The current phase of the food waste prevention campaign concludes at the end of December.	Green
8) We will build carbon reduction and nature recovery perspectives into decision making across the Council 09101	8a) Work towards becoming a carbon literate organisation	8ai) Secure Bronze status as a Carbon Literate Organisation	Q2	Two courses have been completed with 10 employees completing pledges and receiving certification, with a further course taking place 26th July. Due to scheduling of Carbon Literacy courses and availability of key colleagues – meeting the requirements of bronze status needs to be reprofiled to Q3, however this remains within tolerance.	Green
	8a) - see above	8aii) Develop reporting on our Scope 3 (supply chain) carbon emissions reporting	Q4	Work has started to explore what reporting of supply chain carbon emissions currently takes place through our existing procurement activities. We are focusing on the housing maintenance contract as our largest contract. This will allow us to identify how this can be built upon.	Green
8) - see above	8b) Undertake carbon impact assessments in relation to all new budget bids exceeding £20k	8bi) Share carbon impact assessment tool with service areas and put guidance in place to utilise during bids/savings MTFS process	Q2	A draft template for the carbon impact assessment process has been produced following discussions about how to integrate the tool into the bids/savings process.	Green

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
<p>9) Our Councillors will act as climate and environment advocates to promote action by organisations and stakeholders beyond South Cambs</p>	<p>9a) Promoting action on climate change mitigation and environment, including showcasing good practice</p>	<p>9ai) Articles and presentations promoting action on climate change mitigation and environment, including showcasing good practice</p>	<p>Q4</p>	<p>Climate and Environment Advisory Committee Chair attended and chaired the speaker panel at Histon and Impington Eco Fest.</p> <p>A number of articles have been published in the Summer 2023 edition of the South Cambs Magazine relating to climate change mitigation and environment, including on the subject of:</p> <ul style="list-style-type: none"> - Work to retrofit Council homes - Habitat awareness training for watercourse team - Promotion of reuse, repair and recycling for bulky items - Home composting. - Local Plans (helping to protect local environment) - Electric Vehicle Charing Point grants <p>An article was also published in the Cambridge Evening News detailing our green support for local businesses.</p> <p>Further promotion activities will take place throughout the remainder of the year.</p>	<p>Green</p>
<p>Page 102 9) - see above</p>	<p>9a) - see above</p>	<p>9aii) Representation at key regional, national and international events relating to climate change and environment</p>	<p>Q4</p>	<p>Member and Senior Officer attendance at the Oxford to Cambridge Pan-Regional Partnership.</p> <p>Our Head of Climate and Environment is a member of the Selection Committee for the Zayed Sustainability Prize in the Climate Action Category (https://www.zayedsustainabilityprize.com/apply/committee).</p> <p>This is a global prize that recognises non-profit organisations, small and medium sized businesses and high schools for their impactful, innovative and inspiring sustainable solutions across a range of categories.</p> <p>The 2023 award cycle is underway and the Prize Award ceremony and events will be held at COP 28 in December 2023.</p> <p>Representation at further regional, national and international events relating to climate change and the environment will be reported on throughout the year.</p>	<p>Green</p>

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
1) We will ensure the Council is structured and appropriately resourced to deliver efficient and effective services	1a) Complete reviews of all services, identifying and implementing opportunities for improved efficiency and service delivery by the end of 2023.	1ai) 3 service reviews completed and recommendations made	Q4	Corporate Admin and Revs and Bens Phase 2 service reviews are on target for completion in Q3. Dem Services review completed and findings being implemented.	Green
1) - see above	1a) - see above	1aii) Service Review recommendations implemented	Q4	The recommendations from the Revs and Bens phase 1 service review are currently being implemented, including a management restructure. The recommendations from the Executive Assistant review are in process. The Team Leader role has been recruited to. Implementation of further recommendations will be subject to the completion of the service reviews details at output 1ai above.	Green
Page 10 see above	1b) Assess the impact of the initial 4 Day Week trial on the efficiency and quality of service delivery and the health and wellbeing of colleagues	1bi), 1ci) and 2bi) Report produced assessing the findings from the 3-month 4 Day week trial	Q1	A report was produced at the end of the 3-month trial, with a review of the KPI's. The overall conclusion was these had been maintained. Data from the Robertson Cooper staff survey was also included in this report and showed the results were overwhelming positive. The recommendation was to extend the trial until March 2024, which was approved. A 3-month trial will commence in September 2023 for the Shared Waste service. A report will be produced in Q3 once the initial Shared Waste trial has been completed.	Purple
1) - see above	1c) Secure approval and undertake a further trial in the Shared Waste Service	1c) As per 1bi) (Approvals for Shared Waste trial)	Q1	As per 1bi)	
1) - see above	1d) Implement approach for the ongoing review of customer feedback in relation to all council services, identifying and acting upon opportunities for improved service delivery	1di) Introduction of annual tenant satisfaction survey to allow implementation of new performance monitoring under new requirements by the Social Housing Regulator	Q1	Consultants appointed to undertake annual survey in October. In the process of implementing repair satisfaction surveys on a monthly basis. First surveys to go out in August to those that had a repair undertaken during July 2023.	Green
1) - see above	1d) - see above	1dii) Implementation of new approaches to the collection and review of customer feedback	Q2	The Council is receiving feedback data through its Customer Feedback Survey (available through our website). From Q2 onwards, key findings from this feedback will be reviewed at regular Digital Programme board meetings.	Green

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
2) We will attract and retain the best talent and ensure we are an employer of choice	2a) Offer a wide range of development initiatives to ensure we're growing our own talent and providing development opportunities for staff	2ai) 10 apprenticeship courses completed by SCDC staff during the 2023-24 year	Q4	We have 10 apprentices completing courses at Levels 2-7 who are on track to complete their apprenticeships by April 2024. Apprenticeships represent a key opportunity for us to develop colleagues and to bring in new talent.	Green
2) - see above	2a) - see above	2aii) Promotion of apprenticeships as a development route for SCDC staff and recruit a new intake of apprentices (internally or externally) to commence their courses during the year	Q4	Meeting with Growthworks to discuss apprenticeship development opportunities w/c 24/7/23. 6 colleagues are starting apprenticeships in Q2, 4 new hire apprentices joined SCDC in Q1 and we have 9 apprentice roles open, with a view to them joining SCDC in Q2.	Green
2) see above	2a) - see above	2aiii) Complete the delivery of a modular leadership development program for 49 managers	Q2	Leadership Academy provided SCDC's leaders with an opportunity to develop their skills and awareness of self, others, change management, critical thinking and performance management. Sessions on financial management, motivation, resilience and negotiation skills were also offered. There are two sessions remaining, which will be delivered in Q2.	Green
2) - see above	2a) - see above	2aiv) Assess the outcomes of the 'Essential Tools for Managers' training pilot for new and first line managers	Q1	This pilot programme has been assessed and was deemed successful. We are developing further plans for line manager training, to be launched in Q3.	Purple
2) - see above	2b) Assess the impact of the initial 4 Day Week trial on our ability to attract and retain talent and consider a longer trial to enable better data collection and analysis	2b) As per 1di) (Ability to attract and retain talent)	Q1	As per 1bi)	
2) - see above	2c) Promote SCDC as an employer of choice	2ci) Attend 3 careers fairs to develop better relationships with schools and colleges and encourage SCDC as a realistic local employment opportunity, including the provision of work experience opportunities	Q4	1 careers fair attended at Cambridge Jobcentre during Q1 – approx. 25 potential candidates signposted to potential roles across the Council. Continuing to liaise and partner with Jobcentre to provide information for potential candidates on South Cambs roles. Shared Planning Service attended Long Road Sixth Form Careers Fair (Cambridge) in May 2023 to promote opportunities within SPS 1 work experience completed. Review of work experience programme started to ensure we are offering the best experience to students, promoting us as an employer of choice and to encourage future apprenticeship applications by raising the profile of the Council and the opportunities for employment.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
3) We will generate additional income through our services and commercial activities	3a) Explore and pursue ways of increasing income generation through our services	3ai) Increase Greater Cambridge Commercial Waste Service customers by 150 over the course of the year	Q4	44 total new customers at the end of Q1.	Green
3) - see above	3a) - see above	3aii) Improve cost recovery for discretionary services provided within the Shared Planning Service through the effective use of Planning Performance Agreement and pre-application charging regimes and appropriate partnership working arrangements where possible	Q4	Review of Planning Performance Agreements (PPA) completed and improved invoicing process in place. Training rolled out to service. Q1 monitoring indicates improved cost recovery through PPA's and pre-application process. BNE service developing new service offer to key partners to improve cost recovery and enhance service delivery.	Green
3) - see above	3b) Generate rental income from our office space	3bi) Lease office space at our South Cambs Hall office	Q3	As per GLBE 2ai) (Green)	Green
3) - see above	3c) Maximise returns from commercial space owned by the Council	3ci) Lease office space at our 270 Science Park premises	Q4	As per GLBE 2aii) (Green)	Green
4) We will make it easier for customers to access and carry out transactions online	4a) Make it easier for customer to access and complete services online	4ai) 12 services made easier for customers to access online, via self-service, online	Q4	Three services are now easier to access online and complete via self-service - Elected Tenant Enquiry form, Council Tax Payment form, and Council Tax and Benefits form. These are all being advertised to make customers aware. Nine more services are underway with the aim of making it easier for customers to self-serve. These services are expect to be online by end of Q2.	Green
4) - see above	4a) - see above	4aii) Provide an integrated portal for businesses to access SCDC online services	Q4	Project launch meeting is scheduled for Sept. In advance of this a user requirement document has been created and we are in discussions with IEG4 (supplier) re the creation of a demo. We also continue to explore alternative delivery options.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*	
4) - see above	4a) - see above	4aiii) Launch of web-chat functionality	Q4	<p>Webchat 'iteration 1' went live 20th July. This allows customers to interact with us within business hours, have a free-text conversation with a member of the Contact Centre and have a transcript of their conversation emailed to them.</p> <p>Webchat iteration 2 is being developed with 3C Digital and will have further enhancements, such as the look and feel, offer signposts to call actions based on the page web chat started from.</p>	Green	
4) - see above	4b) Make it easier for customer to find information on our webpages	4bi) Design and implement new websites for SCDC and Greater Cambridge Shared Planning	Q4	Stakeholder workshops have been organised for both SCDC and GCSP websites and early conversations are taking place with management teams to set the vision for the websites.	Green	
5) We will work with communities and individuals to tackle issues that are affecting them locally Page 106	5a) Support communities to consider and address the local initiatives that matter to them using our Community Led Plan framework.	5ai) Carry out a review to consider best way to support communities to consider issues that are affecting them locally beyond existing Community Led Plan work	Q4	Review to take place in Q3. In the meantime, parishes have been made aware of our toolkit and the support that is available for them to pursue a Community Led Plan. Officer support is available where communities choose to take up this opportunity	Green	
	5) - see above	5a) - see above	5aii) Continued support for the creation of neighbourhood plans and village design guides	Q4	Ongoing support is being provided to communities for the creation of neighbourhood plans. 8 neighbourhood plans have now been made and adopted. Programme for village design guides has concluded - further guidance will be subject to further funding and officer capacity	Green
	5) - see above	5b) Ensure a consistent approach to consultation, providing all groups with opportunities to make their views known	5bi) Launch an internal SCDC consultation toolkit to achieve a consistent approach to consultation	Q2	<p>We are working with The Consultation Institute to develop a toolkit which colleagues from across the organisation will be able to refer to. This toolkit is complete and ready for internal distribution / publication this summer.</p> <p>Alongside this, relevant officers are receiving in-person training. Session 1 (preparing for a consultation) and session 2 (carrying out a consultation) have both taken place. There will be a third in-person session (training on the toolkit) on Thursday 6 July. Following this training session, the toolkit will be made live and shorter process training will be made available to a wider pool of staff</p>	Green
5) - see above	5b) - see above	5bii) Carry out a review of the Greater Cambridge Statement of Community Involvement (SCI) which outlines how communities are engaged on planning related matters	Q4	Review has commenced, with a programme leading to public consultation on a draft Statement of Community Involvement (SCI) in Q3 2023.	Green	

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
5) - see above	5c) Work with partners to produce an agreed cultural strategy for South Cambridgeshire	5ci) Release an action plan and toolkit for the delivery of a cultural strategy	Q4	A survey is being created to understand the aspirations, to help guide the establishment of a possible 'Arts & Culture' strategy. Survey to be circulated to Councillors by the end of this summer.	Green
5) - see above	5d) In partnership with Cambridgeshire County Council and the Greater Cambridge Partnership deliver a civil parking enforcement scheme for South Cambridgeshire.	5di) Launch the civil parking enforcement scheme	Q3	Cambridgeshire County Council (CCC) has submitted the Civil Parking Enforcement (CPE) application to the Department for Transport. The timescale for this application being determined is set by Government, but we are expecting a decision to allow the scheme to launch before the end of 2023 as planned. SCDC officers working with CCC to ensure the communications plans are in place to ensure communities, and those who have become accustomed to parking illegally due to reduced Police capacity to enforce, have sufficient warning and understanding of the change.	Green
5) - see above	5e) Establish mechanisms for council tenants to have an input into wider estate management issues	5ei) Complete at least 86 estate inspections (note inspections take place over an 8-month period)	Q4	Formal Estate inspections carried out by officers and supported by tenant reps have commenced and will continue through the summer months. 6 formal estate inspections have been completed in the first quarter.	Green
5) - see above	5f) Take action to minimise fly tipping	5fi) Deploy additional cameras at new locations to deter fly tipping	Q4	12 additional cameras have been purchased, two new locations have been fitted with cameras, poles, and accompanying deterrent signage: Washpit lane (Girton) and Caxton Gibbet.	Green
5) - see above	5f) - see above	5fii) Prompt clearance of fly tips to reduce further occurrences at the same site	Q4	Fly tips are currently being cleared within 10 days with the Q1 KPI report showing that 94% of fly tips are being cleared within 10 days, which is above the 85% target.	Green
5) - see above	5f) - see above	5fiii) Deter criminal activity through development and use of 'fly tip under investigation sticker' highlighting ongoing investigations	Q4	The task of producing stickers has been assigned to the Envirocrime Support Officer. Currently, a design has been drawn up and is ready for printing.	Green
5) - see above	5f) - see above	5fiv) Undertake joint roadside checks initiatives with the Police, HMRC and other partners	Q4	Operation Chambers was attended on 25th April 2023 at Duxford (A505). This multi-agency action day was attended by the enforcement officer from SCDC.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
6) We create places where people feel safe and communities thrive	6a) Undertake all landlord safety checks (including electrical safety, gas installations and where appropriate fire risk assessments and water safety tests).	6ai) 100% compliance with landlord safety checks to council housing (including, electrical safety, gas installations and where appropriate fire risk assessments and water safety tests)	Q4	<p>As of the end of Q1:</p> <ul style="list-style-type: none"> - Gas Compliance is 100% - Electrical Compliance with our new policy of 5 year cycle is 88% (there are 573 properties to bring into the 5 year plan during the next year from the previous 10 year cycle. There are no properties certificated longer than 10 years ago). - All required fire risk assessments are complete. Some actions remain outstanding where a procurement exercise has been required. - Water Hygiene is 100% with no outstanding actions. - Our regulatory responsibilities relating to asbestos inspections is 100% compliant across 98 public access spaces. - We have 100% coverage on asbestos reports on dwellings falling outside of regulatory requirements, however we have identified that some are older than we would like and have a programme of resurveying ahead of any major works within dwellings. We also have 810 garage blocks being resurveyed each year and are 100% compliant on these. <p>Q2 will see a full review of compliance actions and of the corporate fire strategy for HRA stock communal areas and Sheltered schemes following changes in regulations in 2019/2020 and 2022.</p>	Green
6) - see above	6b) Provide support to help people to live safely in their homes	6bi) Support 200 new clients through the housing department's visiting support service (Q4)	Q4	<p>In Q1 the Visiting Support Service supported 139 clients and is currently working with 107 so far in July. The service provides elderly residents in the district with wide-ranging practical support to help, for example, manage their finances and housing costs, loneliness and access to specialist services. These are some of the outcomes achieved by the service in the quarter:</p> <ul style="list-style-type: none"> - Supported 22 clients to move into sheltered or supported accommodation and 12 clients with home adaptations. - Supported 30 clients with technology enabled care. - Accessed health professionals for 41 clients. - Assisted 36 clients to participate in leisure or social activities - Supported 109 to improve the safety of their homes. - Supported 132 clients to claim benefits and 24 clients to manage debts 	Green
6) - see above	6b) - see above	6bii) Spend disabled facilities grant and repairs grant to allow people to live independently and safely in their homes	Q4	<p>Better Care Fund Allocation received from County 2023/24 - £787,473. Grants are available to qualifying applicants (in line with the Cambridgeshire Adaptations & Repairs Policy 2019) in the private sector or in housing association properties across the District.</p> <ul style="list-style-type: none"> - Spend within Q1 - £72,285 - Committed Spend this year so far – £338,412 - Pipeline spend identified so far this year - £323,886 	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
6) - see above	6b) - see above	6biv) Run a communications campaign promoting the reporting of concerns about private rental housing conditions to the Council	Q4	A damp and mould article was included in the spring edition of the South Cambs magazine. Information on damp and mould and advice on renting housing in poor conditions has also been made available on the SCDC website.	Green
6) - see above	6b) - see above	6bv) Undertake inspection visits to all caravan sites to ensure that residents have suitable housing provision	Q4	20 sites have been risk assessed and 20 more sites are on record as having a licence. The next stage is to ensure that all sites are correctly licenced, which will commenced in Q3/Q4.	Green
6) - see above	6b) - see above	6bvi) Run a workshop to promote the Mobile Wardens scheme and plan the development of the new scheme which will run from 2024-27 (Q2)	Q2	The review of schemes is in progress to understand how the Council could support schemes over the next 3 years. A workshop was held in June, with parishes and Mobile Warden Schemes, to ensure a full understanding of the local benefits these schemes deliver and financial sustainability.	Green
6) - see above	6b) - see above	6bvii) Support tenants facing mental health issues to maintain their tenancies and prevent homelessness	Ongoing	We employed a mental health worker on a 2 year fixed term contract in January. This officer is now working intensively with a number of identified cases, providing support and enhancing life skills through innovate solutions tailored to each client.	Green
6) - see above	6c) Target support to improve health and wellbeing outcomes for vulnerable residents	6ci) Run a series of outdoor activity events to support young people to improve their mental health	Q4	Two programmes have been held at Milton Country Park this year. The second is currently ongoing. There will be a summer break before with a third programme starts at Milton in September. Programmes at Wandlebury have been suspended due to low uptake. Instead, we have provided a bespoke programme at Cambourne Village College. We are currently awaiting feedback on the success of this and whether this could be replicated at other schools.	Green
6) - see above	6c) - see above	6cii) Provide funding to support activities that benefit the health and wellbeing of our residents, in the form of Service Support Community Chest and Let's Get South Cambridgeshire Active grants	Q4	Service support grant process for 2023-2026 reviewed and allocations complete. A total £167,400 of funds was allocated to the voluntary sector to help deliver support to residents on a range of issues from Debt advice services to voluntary car schemes. Let's Get South Cambridgeshire Active grant is now closed. £9,000 of funding allocated to set up 30 new physical activity schemes. .	Green

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
6) - see above	6d) Assist in the relocation and support for refugees and asylum seekers in the district	6di) Coordinate the Homes for Ukraine scheme to ensure support for hosts and guests, and to help guests to transfer from hosted to more independent living where required	Q4	<p>There has been a steady decrease in Ukrainian arrivals over the past months, however the current processes and workflow are robust and working effectively and will continue to do so as the scheme continues.</p> <p>A suite of moving on options have been provided to hosts and guests to support the next phase of guest's journeys to more independent living. Two moving on events have been held to help answer queries and a further event will take place this summer. The SCDC moving on team has a process to ensure each guest is contacted 60 days in advance of when they might be asked to move on by their host to minimise emergency support requests and homelessness.</p>	Green
6) - see above	6d) - see above	6dii) Support further requests to aid and support refugees, should they be located in the district	Q4	We continue to support applications and requests as required, including provision of support to Uttlesford District Council to respond to arrivals from Sudan by loaning Housing Advice staff for two days.	Green
6) - see above	6e) Provide support to residents through the cost-of-living crisis	6ei) Review (Q1) and implement the cost-of-living support package for the 2023-24 financial year	Q4	<p>Councillors at a Cabinet meeting in March 2023 agreed the projects the Council will focus on to support communities.</p> <p>Projects include setting up a mobile food hub (July); facilitating the set up of a sustainable food network (July); talks to parishes to connect residents with the various sources of help and support (Sept); procuring and distributing warm blankets (Aug); devising an info leaflet to be sent to residents who have missed a CT payment to signpost to additional support (May). All of the above projects are being delivered on time.</p>	Green
6) - see above	6f) Work as part of the South Cambridgeshire Community Safety Partnership to identify and take action to combat local crime and anti-social behaviour issues	6fi) Plan the delivery of a £100k Shared Prosperity Fund project to prevent ram raids against ATM machines	Physical measures to be delivered in 2024-25	Parish Councils and local district councillors with cashpoints in their area have been contacted with the relevant information about this scheme and the concept will be discussed at Parish Council meetings. Once feedback is received work will commence with those that are keen to proceed.	Green
6) - see above	6g) Build on Domestic Abuse Housing Alliance accreditation to ensure best practice and fully embedded response to domestic abuse	6gi) All staff complete mandatory domestic abuse training and targeted training updated for roll out to specific roles	Q1	Work is underway with the HR team to review the mandatory safeguarding training, including Domestic Abuse (DA) training. Initial focus is on delivering Safeguarding training (Mandatory training related to Adults with Care and Support needs delivered in June 2023). Work on targeted DA training scheduled for Qs 3&4.	Green
6) - see above	6g) - see above	6gii) Role out and promotion of a network of Domestic Abuse Champions across the organisation	Q1	<p>Domestic Abuse Champions identified and trained. Ongoing work to embed their role is now required.</p> <p>Further awareness training and Domestic Abuse champions training booked for Sept 2023</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
7) We will deliver a range of community buildings at Northstowe	7a) Delivery of two Sports Pavilions	7ai) Phase 1 Sports Pavilion delivery	Q1	Phase 1 of the Sports Pavilion delivery is due to complete at the end of August 2023. Tender has been issued for an operator. We hope to open to the public soon after completion and on-boarding of the operator.	Green
7) - see above	7a) - see above	7aii) Start land transfer process for Phase 2 Sports Pavilion	Q4	Only the land owner can instigate the land transfer process, however we are scheduled to discuss this among other items with Homes England in August. The trigger for this facility is 2500 homes, but there is an ambition to deliver as soon as possible.	Green
7) - see above	7b) Delivery of Community Centre (including the delivery of an Interim Community facility)	7bi) Delivery of the Interim Community facility	Q1	The Interim Community Facility was officially opened on 17/07/23. The single-storey building includes a generous lobby with kitchenette and toilets, storage, and contains space for three offices, an NHS room, and two large community rooms which can be used for a wide range of activities for all ages including: - Community cafes and pantry - Baby and toddler groups - Private hire for events such as birthday parties - Children and youth activities - Art workshops and events - Meeting spaces for sport and activity groups	Purple
7) - see above	7b) - see above	7bii) Submit Planning application for delivery of Phase 1 Community Centre	Q2	Extensive public consultation has been very positive. Pre-application meetings held with the Local Planning Authority and the Highways Authority. The Design Review Panel were exceptionally positive, especially about our sustainability ambitions. Application to be submitted late July/early August with anticipated Planning Committee date of November.	Green
7) - see above	7c) Delivery of Civic Hub (containing health, library and community facilities)	7ci) Full stakeholder consultation prior to submission of planning application for the Civic Hub	Q3	There have been discussions with stakeholders looking at what they would like to see at the Civic Hub and what space they require. Ongoing discussions are taking place with Homes England about the site and transfer of the land. Civic Hub is due to be delivered in 2028. A working group / board is due to be re-established with the stakeholders involved in the development of the Civic Hub. The first meeting is due in Q3.	Green

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Report to:	Scrutiny & Overview Committee	7 September 2023
Lead Officer:	Communications and Communities Service Manager	
From:	The Chair and members of the Young People Task & Finish Group	

Final report from the Young People Task & Finish Group

Executive Summary

1. The purpose of this report is to summarise the work carried out and conclusions reached by the Young People Task & Finish Group and to present its recommendations to the Scrutiny and Overview Committee for adoption and forward presentation to Cabinet.
2. The aim should be to seek opportunities to create or develop effective youth engagement. To this end, communication is key using methods and platforms with which young people are most comfortable and familiar.

Recommendations

3. The Young People Task & Finish Group recommends that the Scrutiny and Overview Committee
 - (a) endorses this report; and
 - (b) recommends that Cabinet endorses the investigation carried out by the Young People Task & Finish Group and recommends that Full Council.
 - instructs officers to share the general feedback received from young people during the Task & Finish Group's work with local authorities and educational providers so they can take this into account when providing their services.

- notes the successful youth engagement programme currently run by the Greater Cambridge Shared Planning Service and supports the provision of appropriate coaching to enable officers in other priority areas such as housing and local business to find ways of similarly involving young people.
- Instructs officers to investigate the feasibility of holding, within the next 12 months, a scheduled meeting of the Climate and Environment Advisory Committee at a local educational establishment, to which students and other young people should be invited.
- Asks officers to write a letter to the Mayor of the Cambridgeshire and Peterborough Combined Authority highlighting the feedback from young people on the limitations of public transport and urging him to take into account their views when developing proposals for bus franchising.
- invites young people, including from the groups approached as part of the Task & Finish exercise (**Appendix 1**), to contribute evidence to officers involved in developing a new Equality Policy embracing generational differences.
- instructs officers to incorporate into an updated Statement of Community Involvement a specific and easily understood statement of intent relating to young people.
- encourages all Members of South Cambridgeshire District Council to commit to engaging with young people and representative organisations in their wards by establishing regular visits to local schools, colleges, youth clubs and other locations as appropriate. In the longer term, a more structured form of dialogue might be appropriate.

Reasons for Recommendations

4. The Young People Task & Finish Group was detailed by the Scrutiny and Overview Committee to undertake a wide ranging review of Council engagement with young people, and the recommendations above are intended to guide the Committee in developing its own recommendations to Cabinet.

Details

5. At its meeting in July 2022, Full Council unanimously approved the following Motion:

“South Cambs is a major growth area. We know that many of these new homes will attract young families and the number of young people in the District will rise. It is therefore hugely important that the voice of young people is heard in the development of the Council’s policies for the future of the District. This Council encourages youth engagement in local politics and supports the greater involvement of young people in decision-making at the Council and requests Cabinet to establish a cross-party Members’ Task & Finish Group to consider options for delivering this.”

6. The Leader of the Council asked the Scrutiny and Overview Committee to set up a Task & Finish Group, and that Committee appointed five Members to the Group on 6 September 2022, namely Councillors Graham Cone, Stephen Drew, Sue Ellington, Helene Leeming, and Richard Stobart.
7. The Scrutiny and Overview Committee approved Terms of Reference for the Task and Finish Group as attached at **Appendix 2** to this report.
8. The Task & Finish Group identified several factors that would be essential in guiding its work. These were:
 - a sense of place and inclusion
 - the importance of community involvement
 - influence
 - giving young people a voice
 - listening to what young people have to say so that they know that they have been heard
 - understanding that young people already engage but just differently, and accepting that if they are to be expected to engage in some other way, young people must truly believe that alternative to be worthwhile
9. From the beginning of January 2023, Task & Finish Group members met with young people aged between 11 and 25. These came from several different backgrounds: schools, colleges, university, youth groups and children in care. The Task & Finish Group has held regular meetings at which Members and officers have been able to discuss key points and plans. It was originally hoped that this information gathering part of the exercise would be completed by the end of March but, in the event, circumstances necessitated extension of the timeline.
10. The diversity and small number of young people interviewed made it possible to identify only the broadest trends. Task & Finish Group members were able to draw upon several pieces of anecdotal evidence to give an idea of how young people see themselves in the context of the world around them to build on some of the ways in which South Cambridgeshire District Council already engages with

young people. As an example, feedback from a group of students aged between 14 and 18 at Impington Village College indicated the following:

- Such an age group is no more or less knowledgeable about local government structures than adults
- 14-18 year-olds understand how Council activity can affect them, such as planning
- most are aware of who empties black, blue, and green bins
- they tend not to engage with councils because they don't consider it to be necessary
- their preferred methods of communication are often not available
- they are aware that sometimes it is necessary to use the telephone
- they like the layout and usability of the South Cambridgeshire District Council website
- they know who their MPs are (Lucy Fraser MP often visits the College) but aren't so aware of their local Councillors
- there is an inclination not to vote

11. One challenge facing the Task & Finish Group was the age-range they wanted to look at – from 11 to 25. The two separate meetings with 'younger' and 'older' members of Waterbeach Action for Youth revealed that those two groups at least had vastly different aspirations.

12. The Task & Finish Group had the benefit of data from the 2021 Census (**Appendix 3**) and specially designed boards showing the responsibilities of Parish, District and County Councils (see **Appendix 4**). These boards were used to guide discussion but, even so, some concerns of the young people engaged related to areas not directly the responsibility of South Cambridgeshire District Council. The principal one of these was transport where this Council is a stakeholder but not a provider. There was however recognition of the part played by this Council in the provision of housing, both directly and through the planning process. A notable comment made at the meeting with the Children in Care Council was that houses should not be built if water resources were scarce or on 'nature reserves' (green space). A recurring theme seemed to be that there was a need for spaces for young people to 'hang out'. While young people were aware of the environment around them, and disappointed when they see litter, it is surprising perhaps that no specific reference was made to climate change.

13. The Task & Finish Group considered it important that all local Members should commit themselves to improving youth engagement in their respective areas. Parish and Town Councils also have a role to play.

14. The Greater Cambridge Shared Planning Service was recognised as having a high profile in terms of youth engagement. Task & Finish Group members considered that the methods employed there could be invaluable in developing youth engagement in other aspects of the Council's work. Members noted in passing the Statement of Community Involvement that sets out the kind of things that members of the public could expect from South Cambridgeshire District Council. They also noted some of the measures adopted in engaging with young people as part of consultation about the Greater Cambridge Local Plan. These

included events designed to identify things that had not been covered up to that stage. The Task & Finish Group recognised the importance of being aware of “not knowing what we don’t know” and making sure that processes are kept up-to-date and relevant.

Options

15. The Scrutiny and Overview Committee can

- adopt the recommendations set out in paragraph 3 either in full or in part and forward them to Cabinet; or
- amend some or all of the recommendations, delete recommendations and add new ones before presenting them to Cabinet; or
- reject the findings of the Young People Task & Finish Group and decline to make any recommendations to Cabinet

Implications

16. 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

17. There will be cost implications, but these have not been assessed yet.

Legal

18. None

Staffing

19. There will be staffing implications, but these have not been assessed yet.

Risks/Opportunities

20. There will be opportunities, but these have not been assessed yet.

Equality and Diversity

21. There will be implications, but these have not been assessed yet.

Climate Change

22. None

Health & Wellbeing

23. There will be health and wellbeing implications, but these have not been assessed yet.

Consultation responses

24. Consultation took the form of meetings with several different groups of young people. It was not possible to speak with some groups either because of confidentiality or safeguarding reasons or because relevant young people could not be identified.

Alignment with Council Priority Areas

Housing that is truly affordable for everyone to live in

25. Affordability is a concern to those wishing to live and work in South Cambridgeshire.

Being green to our core

26. Young people value the environment in which they live.

A modern and caring Council

27. Young people represent the District's future, and it is important that they should be given an opportunity to shape that future while recognising the needs of other groups in the community.

Lessons learned

28. The Young People Task & Finish Group experienced difficulty in engaging with some young people whose input would have been invaluable. Foremost among these were young employees and charities. The Task & Finish Group was also unsuccessful in engaging with young council house tenants.

29. Possible reasons for this include

- economic factors making it difficult for employers to give employees time to meet as a group with Members.

- a lack of understanding of why the Task & Finish Group had been established.
- a general reluctance to engage.
- the need to safeguard those deemed most vulnerable.

Backgro und Papers

- Notes of Young People Task & Finish Group meetings (October 2022 to July 2023)
- Notes of meetings with young people helping to inform this report

Appendices

- Appendix 1: List of Groups interviewed.
- Appendix 2: Terms of Reference for the Young People Task & Finish Group
- Appendix 3: Young people in South Cambridgeshire (Source: 2021 Census)
- Appendix 4: Foamex boards

Report Author:

Ian Senior – Scrutiny and Governance Adviser
Telephone: (01954) 713000

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Groups of young people interviewed

- Cambourne Village College
- Cambridge Regional College
- Children in Care Council
- Coulson
- Girton College
- Impington Village College
- Long Road Sixth Form College
- Sawston Village College
- Waterbeach Action for Youth

The Task & Finish Group also met with officers from the Greater Cambridge Shared Planning Service to discuss current examples of South Cambridgeshire District Council's youth engagement programmes.

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Young People in South Cambridgeshire Scrutiny Task and Finish Group

Terms of Reference

Purpose

1. The purpose of the group is to investigate and make recommendations to the Scrutiny and Overview Committee on ensuring that the voice of youth in South Cambridgeshire is sought and heard.

Scope

2. The Task and Finish Group will review and examine South Cambridgeshire District Council policy to understand:
 - how the Council interprets the term 'young people'.
 - approximately how many individuals fall within that definition and where they live, study or work within South Cambridgeshire.
 - how can SCDC ensure that young people can
 - readily access District Council services such as housing, homelessness, and welfare support.
 - Engage fully in the democratic process.
 - provide rich input into appropriate Council policies.

Group membership

3. The Group will consist of five members appointed by the Scrutiny and Overview Committee. A Chair of the group will be appointed by the Task and Finish Group. Other Scrutiny and Overview Committee members and non-executive Members may input as needed. Executive members may be invited to contribute in an advisory capacity. The Task and Finish Group may co-opt additional members from non-executive Councillors or from outside the Council.

Lead officer

4. This will be the Communications & Communities Service Manager.

Frequency of meetings

5. The Group will meet on a monthly basis or at such other frequency as is deemed practical.

Public access

6. Meetings shall not be open to the press and public. However, stakeholders shall be invited to attend and to contribute to the Group's work programmes, including co-option to the group, as appropriate.
7. Formal minutes will not be taken. However, action notes will be compiled by the allocated lead officer and reviewed from meeting to meeting. These will not be published but will usually be made available to the public on request after publication of the final report.

Reporting

8. The Task and Finish Group will report its findings to the Scrutiny and Overview Committee.

Young people in South Cambridgeshire (Source: 2021 Census)

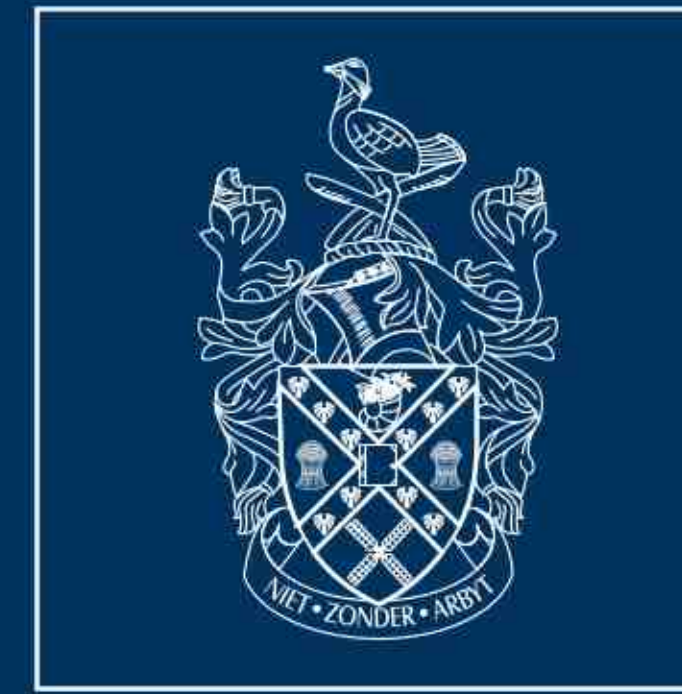
The following table contains data in five-year age bands. It includes young people aged ten but not 25-year-olds. This is slightly different from the Task & Finish Group’s definition of young people (11-25). There were 25,400 young people (ages 10 – 24) in South Cambs in 2021. (This is 15.83% of the population of South Cambridgeshire).

All persons, of ages:	2021 Census estimate	2021 Census count	2011 Census estimate	2011 Census count	ABPE v2 2020	ABPE v3 2020	Mid-year estimate 2020	Response rate
0-4	8,800	8,500	9,300	8,700	8,900	7,700	8,900	97%
5-9	10,400	10,400	9,100	8,500	10,200	10,100	10,600	100%
10-14	10,600	10,600	9,100	8,500	10,500	10,100	10,800	100%
15-19	8,700	8,600	8,700	8,100	8,900	8,200	9,000	99%
20-24	6,300	6,200	7,100	6,400	6,900	6,300	6,300	99%
25-29	8,300	8,200	8,100	7,500	9,100	8,300	7,300	99%
30-34	10,100	10,000	9,400	8,800	10,200	9,500	9,200	99%
35-39	11,100	11,000	10,800	10,200	11,300	10,500	10,600	99%
40-44	11,800	11,700	11,700	11,200	11,800	11,000	11,700	99%
45-49	11,900	11,800	11,800	11,300	12,200	11,300	12,200	99%
50-54	11,800	11,700	10,200	10,000	11,900	11,000	11,900	99%
55-59	11,200	11,100	8,900	8,800	11,200	10,200	11,200	99%
60-64	9,300	9,200	9,800	9,500	9,200	8,600	9,200	99%
65-69	8,100	8,000	7,500	7,400	8,000	8,000	8,100	100%
70-74	8,500	8,500	5,600	5,500	8,400	8,500	8,600	100%
75-79	6,400	6,400	4,600	4,500	6,100	6,200	6,200	100%
80-84	4,400	4,400	3,600	3,400	4,400	4,500	4,400	99%
85-89	2,700	2,700	2,200	2,100	2,700	2,800	2,800	98%
90	1,700	1,600	1,200	1,100	1,700	1,700	1,700	97%
All persons	162,000	160,600	148,800	141,500	163,600	154,400	160,900	99%

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District Council

Local services for South Cambridgeshire's residents, businesses and visitors.



South
Cambridgeshire
District Council



Bin Collections

Collecting waste and helping people recycle more.



Benefits

Helping people claim what they are entitled to.



Business Support

Helping local companies set up, grow or diversify.



Climate and Environment

Monitoring air pollution, tree planting initiatives, grants for local green projects like electric vehicle charging points.



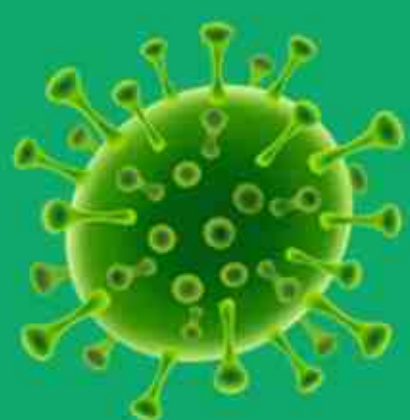
Collecting Council Tax

This money funds local council services and other public services like Police and Fire crew.



Communities

Supporting refugees, cost of living support, grants for local projects, helping people become active and ensuring facilities people need are planned for.



Environmental Health

Rating take-aways for hygiene, anti-social behaviour like loud dog barking, dumping rubbish and noise from loud parties.



Housing

We have 5,000 Council homes.



Licensing

Regulating things like late night events at pubs, taxi drivers, checking dog breeders are acting responsibly.

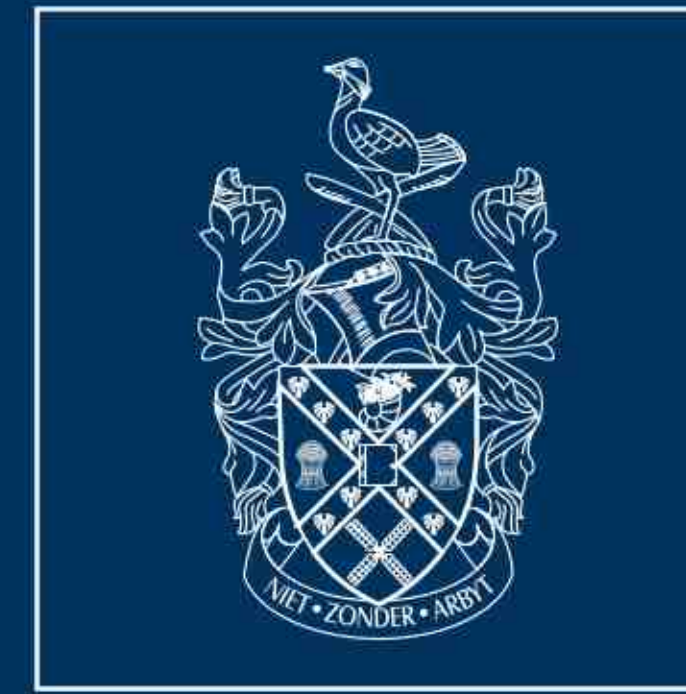


Planning

Permission for homes and planning the future of our communities eg should new estates, skate parks or nightclubs be allowed?

County Council

Services for the whole county of Cambridgeshire



South Cambridgeshire District Council



Blue Badges
(disabled parking permits)



Foster care for young people



Household recycling centres



Libraries



Registering births, deaths and marriages



Roads and paths
including sorting potholes and signs



Schools and learning



Social care for young and old people
eg care homes



Street lighting



Trading Standards

Parish Councils and Town Councils

Localised services in villages and towns



South
Cambridgeshire
District Council



Allotments



**Bus
Shelters**



**Location of
public bins**



**Looking after
community
buildings**
Like village halls



**Mowing
grass in
public
spaces**



**Open
spaces**
Eg village
recreation
grounds



Play areas



**Village
Events**
Like Remembrance
Day and Christmas
lights switch-on

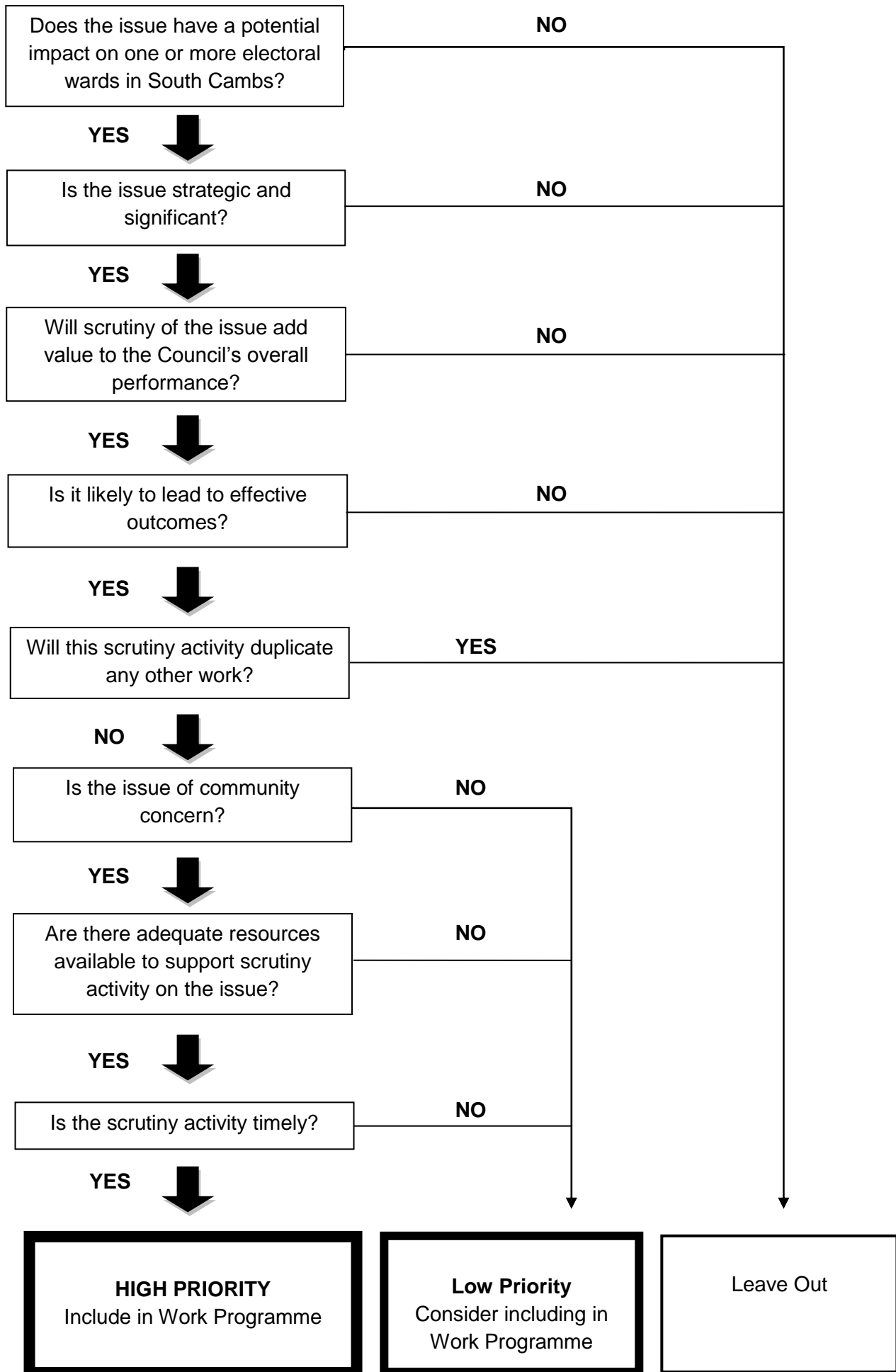
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Scrutiny and Overview Committee Work Programme 2023-24

Meeting date	Potential Agenda item (subject to prioritisation by Chair and Vice Chair)		
	Pre-Scrutiny	Scrutiny review by Committee	Task and Finish Groups
19 October 2023	<ul style="list-style-type: none"> • Community Facilities at Northstowe (at the earliest) • 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 • MTFS 	-	-
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 	-
	-	<ul style="list-style-type: none"> • Planning engagement with Town and Parish Councils 	-

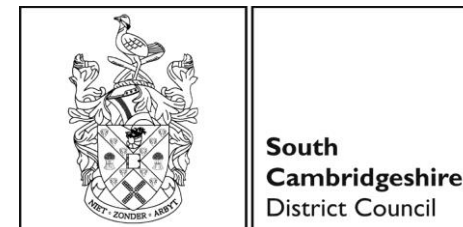
Scrutiny Work Programme Prioritisation Tool



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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 September 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
Councillor Brian Milnes
Councillor Henry Batchelor
Councillor John Batchelor
Councillor Bill Handley
Councillor Tumi Hawkins
Councillor Peter McDonald
Councillor Brian Milnes
Councillor John Williams

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

Key and non-key decisions expected to be made from 1 September 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
<p>Acquisition of Western Park Sports Pitches in Northstowe and procurement of an external operator (General Exception Notice published 30/6/23 - follow this link)</p> <p>Key</p>	<p>Urgent key decision to be taken by the CEO, having consulted with the Leader: acceptance of a land transfer at nil consideration; the red book valuation (recently received) requires a key decision (not previously considered necessary), in order to proceed with the operational management and maintenance of the facilities.</p>	<p>Chief Executive</p>	<p>Not before 10 July 2023</p>	<p>Report contains commercially sensitive information.</p>	<p>Lead Cabinet Member for Communities</p> <p>Anne Ainsworth, Chief Operating Officer</p>	<p>Cabinet report publication expected on 18 September 2023</p>
<p>Local Impact Report for the Cambridge Waste Water Treatment Plant Relocation Development Consent Order</p> <p>Key</p>	<p>The decision relates to the Council's Local Impact Report to be submitted for the Cambridge Waste Water Treatment Plant Relocation DCO.</p>	<p>Cabinet</p>	<p>26 September 2023</p>		<p>Lead Cabinet Member for Economic Development</p> <p>Philippa Kelly, Strategic Sites Manager, Chenge Taruvinga, Senior Planning Officer</p>	<p>Cabinet report publication expected on 18 September 2023</p>
<p>Strategic Risks Report</p>	<p>Review the Strategic Risks</p>	<p>Cabinet</p>	<p>26 September 2023</p>		<p>Lead Cabinet member for</p>	<p>Cabinet report publication</p>

Key and non-key decisions expected to be made from 1 September 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
Non-Key					Resources Kevin Ledger, Senior Policy and Performance Officer	expected on 18 September 2023
Modern slavery statement Non-Key	Approval for the Modern Slavery Statement	Cabinet	Not before 26 September 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 18 September 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
Northstowe Enterprise Zone - Option Agreement on Parcel 5	Option Agreement on Parcel 5	Cabinet	26 September 2023	Report contains commercially sensitive information.	Lead Cabinet Member for Communities Anne Ainsworth,	Cabinet report publication expected 18 September 2023

Key and non-key decisions expected to be made from 1 September 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
Key					Chief Operating Officer, Kate Swan, Project Officer - Commercial Development & Investment	
Acquisition of 33 Affordable Homes in Fulbourn Key Page 139	To consider a confidential report which contains commercially sensitive information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).	Cabinet	26 September 2023	Report contains commercially sensitive information.	Lead Cabinet member for Housing Kirstin Donaldson, Service Manager - Acquisitions and Development	Cabinet report publication expected on 18 September 2023;
Acquisition of 43 Affordable Homes in Northstowe Key	To consider a confidential report which contains commercially sensitive information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).	Cabinet	26 September 2023	Report contains commercially sensitive information.	Lead Cabinet member for Housing Kirstin Donaldson, Service Manager - Acquisitions and Development	Cabinet report publication expected on 18 September 2023

Key and non-key decisions expected to be made from 1 September 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
<p>Northstowe - Acquisition of Western Park Sports Pitches, governance arrangements for the Western Park facility and procurement of an external operator.</p> <p>Key</p>	<p>Update to Cabinet following urgent key decision taken by the CEO, having consulted with the Leader: acceptance of a land transfer at nil consideration; in order to proceed with the operational management and maintenance of the facilities.</p>	<p>Cabinet</p>	<p>26 September 2023</p>	<p>Report contains commercially sensitive information.</p>	<p>Lead Cabinet Member for Communities</p> <p>Clare Gibbons, Northstowe Healthy New Town Programme Lead</p>	<p>Cabinet report publication expected on 18 September 2023</p>
<p>Local Heritage List</p> <p>Key</p>	<p>That a process for a Local List of Buildings of Local Interest (BLIs) is adopted; that consultation with owners on the inclusion of buildings identified is carried out; that inclusion in/changes to the Local List be delegated to the Director of Planning.</p>	<p>Cabinet</p>	<p>26 September 2023</p>		<p>Lead Cabinet member for Planning</p> <p>Christian Brady, Historic Environment Team Leader</p>	<p>Cabinet report publication expected on 18 September 2023</p>
<p>Greater Cambridge Local Development Scheme interim update</p> <p>Key</p>	<p>The Local Development Scheme (LDS) is a timetable for the production of new or revised documents that set out the planning policy framework for</p>	<p>Cabinet</p>	<p>Not before 26 September 2023</p>		<p>Lead Cabinet member for Planning</p> <p>Caroline Hunt, Strategy and Economy Manager,</p>	<p>Cabinet report publication expected on 18 September 2023</p>

Key and non-key decisions expected to be made from 1 September 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
	Greater Cambridge. The latest LDS was agreed by the Councils in 2022. The Councils are required to keep it up to date. This decision is to agree an interim update to the LDS.				Jonathan Dixon, Planning Policy Manager	
Response to consultation on implementation of plan-making reforms Non-Key	To agree the Council's response to government's consultation on the implementation of plan-making reforms	Cabinet	26 September 2023		Lead Cabinet member for Planning Jonathan Dixon, Planning Policy Manager, Caroline Hunt, Strategy and Economy Manager	Cabinet report publication expected on 18 September 2023
Greater Cambridge Statement of Community Involvement Key	To agree an updated draft Statement of Community Involvement for consultation.	Cabinet	26 September 2023		Lead Cabinet member for Planning Jonathan Dixon, Planning Policy Manager	Cabinet report publication expected on 18 September 2023
2023/2024 Revenue and Capital Budget Monitoring (Quarter 1)	Consider the	Cabinet	26 September 2023		Lead Cabinet member for Resources Peter Maddock,	Report publication expected on 18 September 2024

Key and non-key decisions expected to be made from 1 September 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
Non-Key	monitoring data and trends in respect of the 2023/24 budgets and issues.				Head of Finance	
2022/23 Provisional General Fund Revenue and Capital Outturn Page 143	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
2023/23 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
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
Rural Shared Prosperity Fund	Review, approve or amend the policy, application criteria	Cabinet	Not before 07 November 2023		Lead Cabinet Member for	Cabinet report publication

Key and non-key decisions expected to be made from 1 September 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
Non-Key	and determination process for the Rural Shared Prosperity grant scheme				Economic Development Katherine Southwood, Business Support Projects Team Leader	expected on 30 October 2023
Damp and mould policy Key Page 143	Members to approve a Damp & Mould Policy relating to council owned properties	Cabinet	07 November 2023		Lead Cabinet member for Housing Julie Fletcher, Service Manager – Housing Strategy	Cabinet report publication expected on 30 October 2023
Aids & Adaptation Policy relating to council tenants Key	To approve the Aids & Adaptation Policy	Cabinet	07 November 2023		Lead Cabinet member for Housing Julie Fletcher, Service Manager – Housing Strategy	Cabinet report publication expected on 30 October 2023
Medium Term Financial Strategy (First Submission) Non-Key	Review and ensure that Council is aware of the financial challenges over the medium-term.	Cabinet	07 November 2023		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Cabinet report publication expected on 30 October 2023

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

Key and non-key decisions expected to be made from 1 September 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
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 Page 145	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
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	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	Report publication expected on 29 January 2024

Key and non-key decisions expected to be made from 1 September 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
					Peter Maddock, Head of Finance	
Local Council Tax Support Page 146	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	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
Treasury Management Strategy	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

Key and non-key decisions expected to be made from 1 September 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 2024/25 - 2028/29	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	Consider the Housing Revenue Account 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
Council Tax Resolution 2024-25	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
Pay Policy Statement		Council	27 February 2024		Lead Cabinet member for	Report publication expected on 19

Key and non-key decisions expected to be made from 1 September 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
					Resources Jeff Membery, Head of Transformation, HR and Corporate Services	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 Scheme Update and Progress Report Key	To consider an update	Cabinet	12 March 2024		Lead Cabinet member for Resources Kevin Ledger, Senior Policy and Performance Officer	Cabinet report 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

Key and non-key decisions expected to be made from 1 September 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
Homelessness Strategy Key	To consider a revised Strategy.	Cabinet	12 March 2024		Lead Cabinet member for Housing Susan Carter, Service Manager - Housing Advice and Options	Cabinet report publication expected on 4 March 2024

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