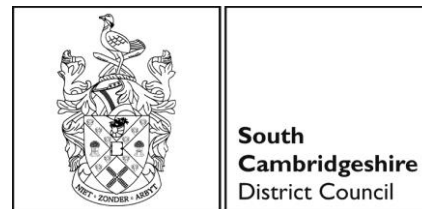


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 01954 713000
f: 01954 713149

www.scambs.gov.uk



8 November 2023

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

Quorum: 4

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

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

Dear Councillor

You are invited to attend the next meeting of **Scrutiny and Overview Committee**, which will be held in the **Council Chamber - South Cambs Hall** on **Thursday, 16 November 2023 at 5.30 p.m.**

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

Yours faithfully
Liz Watts
Chief Executive

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

Agenda

1. **Apologies for absence**

Pages

Councillor Sally Ann Hart has sent apologies. To receive apologies for absence from other committee members.

2. **Declarations of Interest**
3. **Minutes of Previous Meeting** **7 - 10**
To authorise the Chairman to sign the Minutes of the meeting held on 19 October 2023 as a correct record.
4. **Public Questions**
If you would like to ask a question or make a statement, then please refer to the

[Document called Public Speaking Scheme \(Physical Meetings\)](#)

and contact the Scrutiny and Governance Adviser in Democratic Services by no later than 11.59pm on Friday 10 November.
5. **2023-24 Quarter Two Performance Report** **11 - 56**
6. **Health & Wellbeing Strategy Refresh 2024-2028** **57 - 82**
7. **General Fund Revenue Bids & Savings** **83 - 92**
8. **Work Programme** **93 - 104**
9. **To Note the Date of the next meeting**
Thursday 18 January 2024 at 5.30pm

Exclusion of Press and Public

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

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

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

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

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

Security

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

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

Emergency and Evacuation

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

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

First Aid

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

Access for People with Disabilities

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

Toilets

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

Recording of Business and Use of Mobile Phones

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

Banners, Placards and similar items

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

Disturbance by Public

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

Smoking

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

Food and Drink

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

DECLARATIONS OF INTEREST

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

Disclosable pecuniary interests

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

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

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

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

It is a criminal offence to:

fail to notify the monitoring officer of any disclosable pecuniary interest within 28 days of election
fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register
fail to notify the Monitoring Officer within 28 days of a disclosable pecuniary interest that is not on the register that you have disclosed to a meeting
participate in any discussion or vote on a matter in which you have a disclosable pecuniary interest
knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a disclosable pecuniary interest or in disclosing such interest to a meeting.

Other registerable interests

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

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

Disclosure of non-registerable interests

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

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

Where a matter arises at a meeting which affects – a. your own financial interest or well-being; b. a financial interest or well-being of a relative or close associate; or c. a financial interest or wellbeing of a body included under Other Registrable 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 3

South Cambridgeshire District Council

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 19 October 2023 at 5.30 p.m.

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

Councillors: Paul Bearpark (substitute) Anna Bradnam
Dr. Martin Cahn Libby Earle
Peter Fane James Hobro
Helene Leeming Richard Stobart
Dr. Aidan Van de Weyer

Officers in attendance for all or part of the meeting:

Anne Ainsworth (Chief Operating Officer), Gareth Bell (Communications and Communities Service Manager), Peter Campbell (Head of Housing), Aaron Clarke (Democratic Services Technical Officer), Kirstin Donaldson (Service Manager - Acquisitions and Development), Bode Esan (Head of Climate, Environment & Waste), Clare Gibbons (Northstowe Healthy New Town Programme Lead), John Murphy (Monitoring Officer), Chris Riches (Project Officer (Cost of Living)), Ian Senior (Scrutiny and Governance Adviser) and Pippa Turvey (Democratic Services Team Leader)

Councillor Bill Handley (Lead Cabinet Member for Communities) was in attendance in the Chamber, by invitation.

1. Apologies for absence

Councillors Tom Bygott, Sue Ellington, Sally Ann Hart and Judith Rippeth sent apologies. Councillor Paul Bearpark substituted for Councillor Hart.

Councillor Ellington had been present in the Chamber but was summoned away before the meeting started.

2. Declarations of Interest

In connection with Minute 5 (Northstowe Community Facilities Update):

- Councillor Anna Bradnam declared an interest as a substitute for Planning Committee and would refrain from contributing to the Scrutiny and Overview Committee review.
- Councillor Dr. Martin Cahn declared an interest as Chair of the Planning Committee and would withdraw from the Chamber during consideration of the report before Scrutiny and Overview Committee.
- Councillor Peter Fane declared an interest as Vice-Chair of the Planning Committee and would refrain from contributing to the Scrutiny and Overview Committee review.

- Councillor Bill Handley declared an interest as a member of Planning Committee but said he would not be present at the meeting at which the planning application for the Civic Hub would be determined.
- Councillor Helene Leeming declared an interest as a substitute for Planning Committee.

3. Minutes of Previous Meeting

The Committee authorised the Chair to sign, as a correct record, the Minutes of the meeting held on 7 September 2023.

In response to a query about the final report from the Young People Task & Finish Group (Minute 8), the Chair confirmed that the word 'instructs' where it appears in the recommendation from the Scrutiny and Overview Committee to Cabinet had been changed to 'asks' by Cabinet at its meeting on 28 September 2023 before making its recommendation to Full Council.

4. Public Questions

There were no public questions or statements.

5. Northstowe - Community Facilities Update

The Scrutiny and Overview Committee received and reviewed a progress report on the planning and delivery of community facilities at Northstowe, acknowledging the additional investment provided by South Cambridgeshire District Council and the Shared Prosperity Fund. The Committee noted how lessons learned from previous strategic sites had helped inform the current project.

With reference to paragraph 39 of the report, the Lead Cabinet Member for Communities assured the Scrutiny and Overview Committee that the District Council continued to work closely with its partners but needed Homes England to identify a location for the Civic Hub within the plot reserved for it before a detailed design could be finalised for the building. Committee members agreed with the Lead Cabinet Member for Communities that regular consultation with, and feedback from, the community would remain essential for many years to come. For that reason, they welcomed the news that funding had been agreed for the continued provision of community development workers to support the development of Phases 3A and 3B.

Members made it clear that learning from the past and using that knowledge to improve matters in future was really important. While the Committee welcomed efforts by the Council to cover the shortfall in funding from the Legal Agreement negotiated under Section 106 of the Town and Country Planning Act 1990, it also welcomed an assurance from the Lead Cabinet Member for Communities that future such agreements would be negotiated in a way that removed or limited the Council's financial liability.

6. Cost-of-living support update

The Scrutiny and Overview Committee received and reviewed the draft Cabinet report that provided an updated analysis of the cost-of-living schemes agreed at Cabinet on 20 March 2023 and an evaluation of work undertaken during the first phase of this project, from 14 November 2022 to 31 March 2023.

The Lead Cabinet Member for Communities outlined how it was envisaged cost-of-living support would be provided during the coming few months.

Councillor Helene Leeming thanked all those, including volunteers, who had worked so hard to make the network of warm hubs (now community hubs) such a success. The Lead Cabinet Member for Communities was confident that the change of emphasis from somewhere to keep warm to somewhere to socialise would help to break down barriers and lessen any stigma felt by those whom this element of cost-of-living support was intended to help. The Committee urged the Cabinet to recognise and address the potential impact on local businesses such as cafes when setting up community hubs offering similar services but at no cost to consumers. Councillor Peter Fane said that learning lessons from the scheme's first year would be crucial in making sure that best value could be achieved and that those in real need could be identified.

Committee members and the Lead Cabinet Member for Communities briefly discussed the concept of Community Vegetable Gardens.

On behalf of Councillor Sue Ellington, Councillor Anna Bradnam asked officers to ensure that so-called village agents would not duplicate services already being provided by others within communities.

The Lead Cabinet Member for Communities undertook to consider how social value could be assessed.

7. Work Programme

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

8. To Note the Date of the next meeting

Members noted that the next scheduled Scrutiny and Overview Committee meeting would be on Thursday 16 November 2023 starting at 5.30pm.

The Meeting ended at 7.00 p.m.

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Agenda Item 5



South
Cambridgeshire
District Council

Report to:	Scrutiny and Overview Committee	16 November 2023
Lead Cabinet Member:	Cllr John Williams	
Lead Officer:	Anne Ainsworth	

2023-24 Quarter Two Performance Report

Executive Summary

1. This report presents Informal Cabinet with the Council's Quarter Two (Q2) position regarding its operational Key Performance Indicators (KPIs) and 2020-25 Business Plan actions, for consideration, comment and onward submission to Cabinet.

Key Decision

2. No

Recommendations

3. It is recommended that Scrutiny and Overview Committee:
 - a) Review the KPI results and comments at **Appendix A** and progress against Business Plan actions at the draft **Appendix B**
 - b) Recommend, where appropriate, any actions required to address issues identified.

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

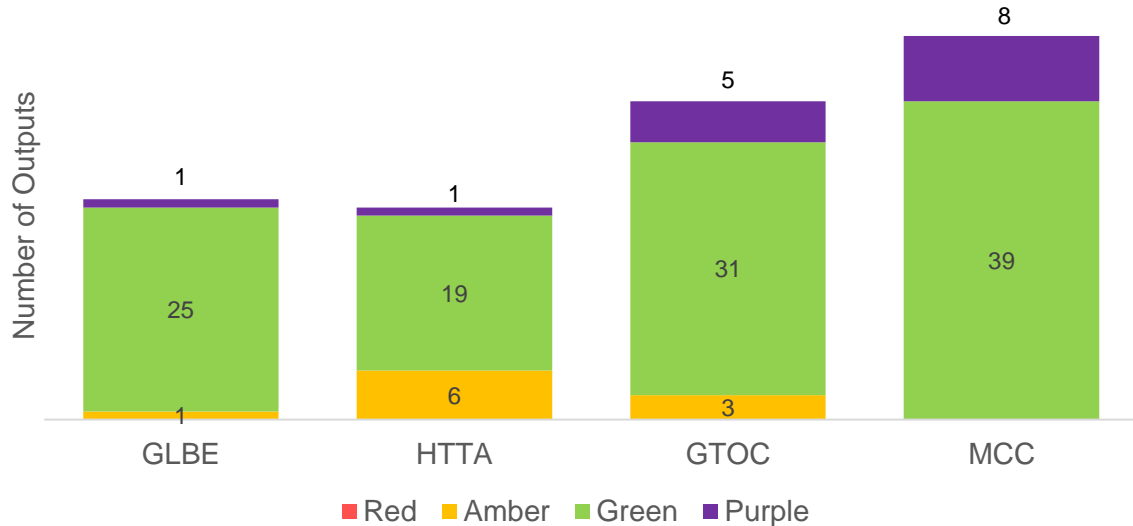
5. The data in **Appendix A** shows actual performance against target and intervention levels and accompanying comments. The Council uses a 'traffic light' system to denote performance, using the following definitions:
 - **Green** - target has been met or surpassed.
 - **Amber** - performance is below 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.
6. This report also contains a column labelled '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

7. **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.
8. A colour-coding system is applied to this element of the report as follows:
 - **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.
9. 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.

10. The number of Purple, Green, Amber and Red Business Plan measures (see paragraph 8 for definitions) at end of quarter two, broken down by each Business Plan priority, is shown below.

Business Plan Outputs by Status at End of Quarter



GLBE = Growing Local Businesses and Economies

HTTA = Housing That's Truly Affordable for Everyone to Live in

GTOC = Being Green to Our Core

MCC = Modern and Caring Council

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

Being Green to our Core

- 5ai) Award £125k of Zero Carbon Communities funding to eligible projects (for carbon reduction and community engagement on climate and nature).
- 8ai) Secure Bronze status as a Carbon Literate Organisation.
- 8bi) Share carbon impact assessment tool with service areas and put guidance in place to utilise during bids/savings MTFs process.

Modern and Caring Council

- 5bi) Launch an internal SCDC consultation toolkit to achieve a consistent approach to consultation.
- 6bvi) Run a workshop to promote the Mobile Wardens scheme and plan the development of the new scheme which will run from 2024-27

- 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.
- 6gii) Role out and promotion of a network of Domestic Abuse Champions across the organisation
- 7ai) Phase 1 Sports Pavilion delivery (at Northstowe).

12. There are 10 outputs that are outside of tolerance (amber) at the end of quarter two (see **Appendix B** for full details). Of these, 7 are outputs that will be delivered by aspects of the new Greater Cambridge Local Plan being produced jointly with Cambridge City Council, and so are all impacted by the same broader sub-regional issues that are outside of our control and which are being discussed and worked through. In particular, there has been ongoing uncertainty about how much sustainable water supply will be available to support growth to 2041 and beyond, given delays to Cambridge Water's Water Resource Management Plan and subsequent objections from the Environment Agency to both the water plan and to planning applications for some of the major sites allocated in the 2018 adopted Local Plans that are otherwise ready to be approved. We continue to engage with all relevant bodies to seek clarity and a way forward so that we can update the timetable for our new Local Plan.

13. The remaining amber outputs relate to:

Growing Local Businesses and Economies

- 4aiv) Develop and adopt the Good Employer Charter as an employer.

Homes That Are Truly Affordable for Everyone to Live In

- 1ai) 75 new homes completed for rent and / or shared ownership.

Being Green to Our Core

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

(Please see **Appendix B** for full details).

Implications

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

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

Consultation responses

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

Alignment with Council Priority Areas

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

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

Background Papers

South Cambridgeshire District Council Business Plan 2020-25

Appendices

Appendix A: Key Performance Indicator Report

Appendix B: Business Plan Update Report

Report Author:

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

Loretta Curtis – Policy and Performance Officer

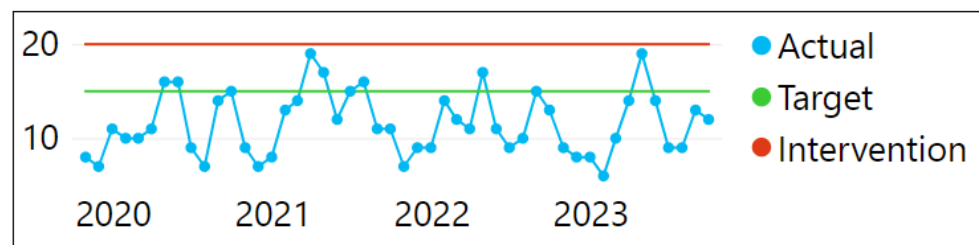
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Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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Benefits

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

Dawn Graham

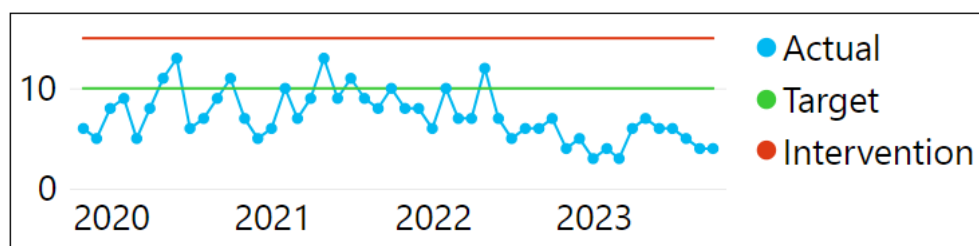


Jul	9	15	20	
Aug	13	15	20	
Sep	12	15	20	Green

Top quartile performance for English district councils across the 2023-24 financial year was 15 days.

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

Dawn Graham



Jul	5	10	15	
Aug	4	10	15	
Sep	4	10	15	Green

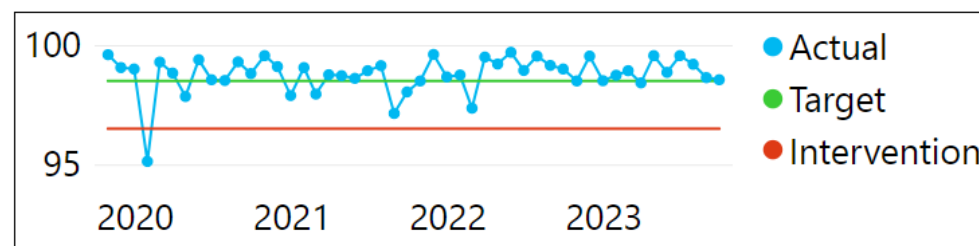
Top quartile performance for English district councils during the 2023-24 financial year was 3 days, with a median of 5 days.

Page 17

Finance

FS109 % undisputed invoices paid in 30 days

Sean Missin



Jul	99.20	98.5	96.5	
Aug	98.64	98.5	96.5	
Sep	98.55	98.5	96.5	Green

Research recently released by 'Good Business Pays' shows that between June 2022 and Jan 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/

Key Performance Indicator and Owner, organised by Directorate and Service Area				Actual	Target	Intervention	Outlook RAG	Comments	
Revenues									
FS102 % Housing Rent collected									
Colin Jones									
Line chart not included for this PI - chart scale means result is indistinguishable from the target.				Jul	94.78	95.40	93.49	Green	Although marginally below target, each of the monthly results in Q2 were an improvement (by 0.39%, 0.45% and 0.43% respectively) on the same periods last year. Q2 has also been impacted by server migration activity and a vacancy within the team, which will be filled in the coming weeks.
				Aug	95.83	96.00	94.08		
				Sep	96.29	97.10	95.16		
FS104 % Business Rates collected (year to date)									
Colin Jones									
Line chart not included for this PI - chart scale means result is indistinguishable from the target.				Jul	42.1	40.98	40.16	Green	
				Aug	51.7	50.20	49.2		
				Sep	64.8	59.78	58.58		
FS105 % Council Tax collected (year to date)									
Colin Jones									
Line chart not included for this PI - chart scale means result is indistinguishable from the target.				Jul	39.4	39.76	38.96	Green	Collection rate at the end of the quarter was 0.06% below target. This is a positive result given that some issues were experienced due to server replacement activity. The Outlook RAG is green on that basis that performance is expected to return to target levels in Q3.
				Aug	49.2	48.96	47.98		
				Sep	58.5	58.56	57.39		

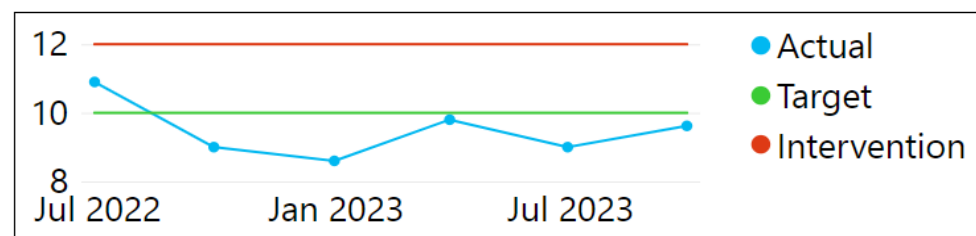
Report continues on the following page.

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

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

Toby Williams

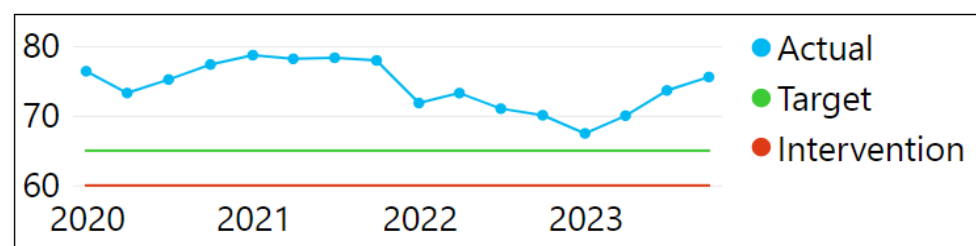


Jun	9	10	12	
Sep	9.62	10	12	Green

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, SCDC only)

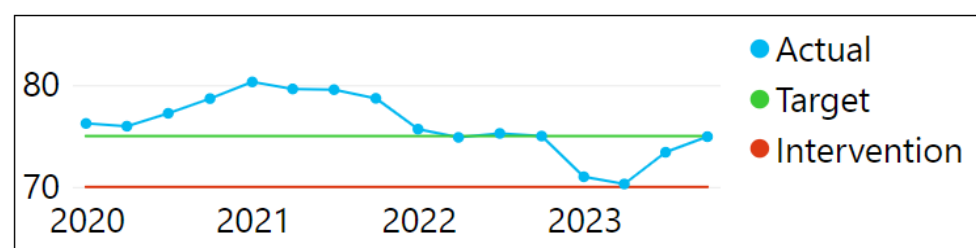
Philippa Kelly



Jun	73.64	65	60	
Sep	75.57	65	60	Green

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

Rebecca Smith



Jun	73.41	75	70	
Sep	74.94	75	70	Amber

September was the final period in the 2-year cumulative reporting period used by government. The target set by central government is 70%, and the Sep result shows that we exceeded this at the end of the 2-year reporting period.

Although we were marginally (0.06%) below our own internal target, the line chart to the left shows that there has been a continued trend of improvement over the past 3 quarters.

The Q3 result will be the first from the new 2-year reporting period (taking into account results from Oct 2022 to end of Sep 2024). This is also the case for PN510 (above), which also exceeded the government set target at the end of the 2-year monitoring period.

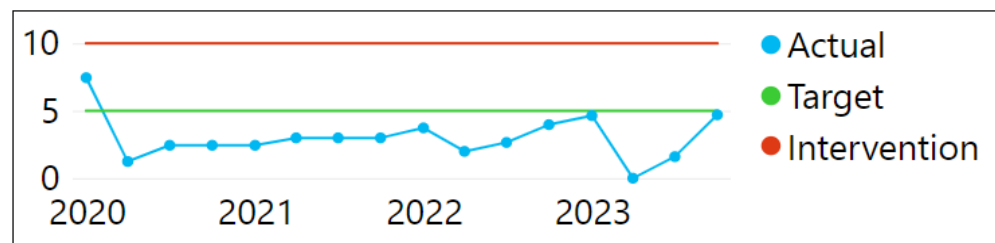
The Outlook RAG has been set to amber while we continue work to increase the proportion of applications determined within 8 weeks or agreed timescale.

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

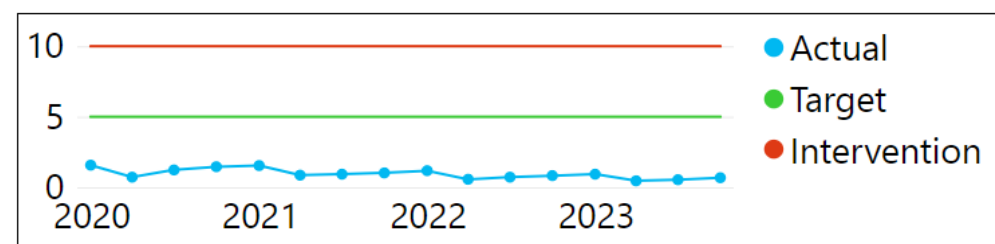
Philippa Kelly



Jun	1.6	5	10	
Sep	4.7	5	10	Green

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

Rebecca Smith



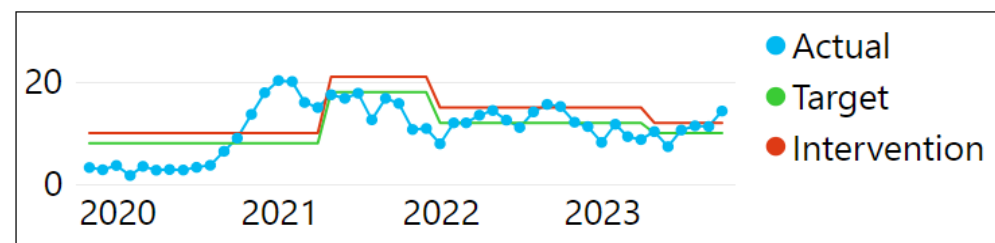
Jun	0.54	5	10	
Sep	0.68	5	10	Green

Page 20

Land Charges

SX025 Average Land Charges search response days

Charlene Harper



Jul	11.42	10	12	
Aug	11.29	10	12	
Sep	14.32	10	12	Green

There was an increase in search response days in Sep meaning the intervention level was exceeded.

This was due to long term sickness within the team. We have since recovered and are now back to processing requests within target, which will be shown in results for Oct. This expected improvement is reflected in the green Outlook RAG.

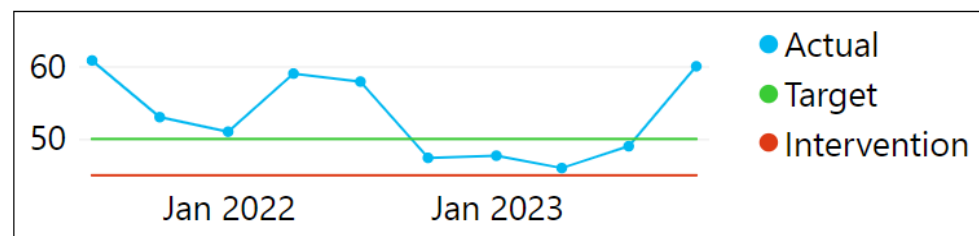
Report continues on the following page.

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

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

Sue Carter



Jun	49	50	45	
Sep	60	50	45	Green

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.

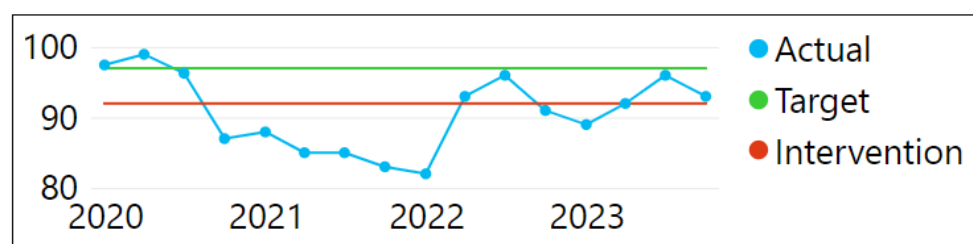
Jun	0	0	1	
Sep	0	0	1	Green

Page 21

Housing and Property Services

AH204 % tenants satisfied with responsive repairs

Eddie Spicer



Jun	96	97	92	
Sep	93	97	92	Amber

Although amber, Q2 performance is within top quartile (93% and above) for 171 social housing providers participating in Housemark monthly pulse benchmarking.

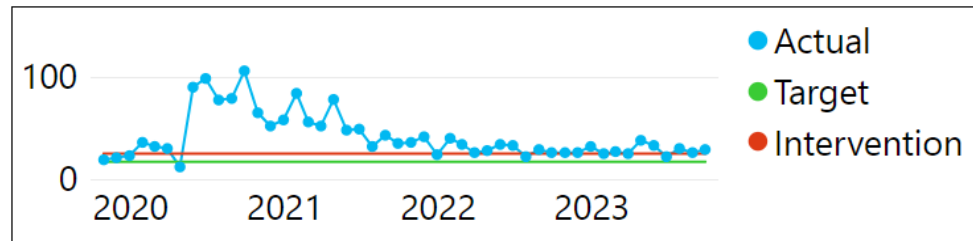
During Q2 there was a short period of missed appointments due to staff sickness. We have however maintained performance significantly above the national average of 86.4%.

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.

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



Jul	30	17	25	
Aug	26	17	25	
Sep	29	17	25	Amber

We continue to receive a high number of properties returned to us for re-let in a poor condition. This is due to various factors, including mistreatment, refusals of renewal works, and general ageing 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 HRS 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	1	1	
Sep	0.93	1	2	Green

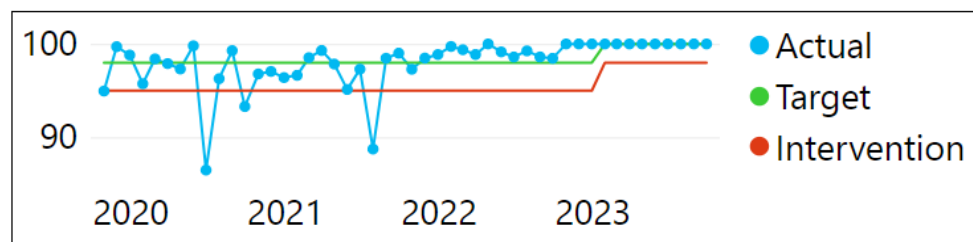
We are proactively surveying for damp and mould through the current programme of Stock Condition Surveys.

50 Category 1 damp and mould cases are currently active. Of these there are 6 where we are struggling to gain access to carry out remedial works. There are also 2 cases that have led to welfare visits being arranged.

National estimates within the regulator report from June 2023 are that "while the picture is incomplete, our best estimate is that 1-2% [of social homes] have serious damp and mould problems, and a further 3-4% have notable damp and mould."

SH332 % emergency repairs in 24 hours

Eddie Spicer



Jul	100	100	98	
Aug	100	100	98	
Sep	100	100	98	Green

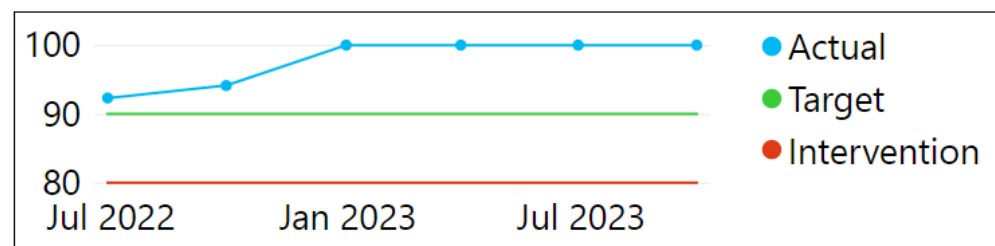
Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)

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



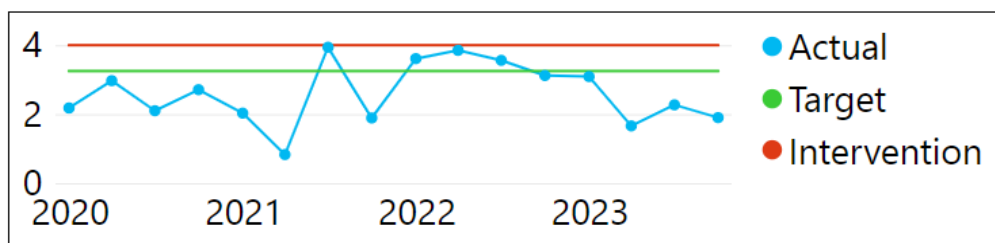
Jun	100	90	80	
Sep	100	90	80	Green

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

HR

FS117 % Staff turnover

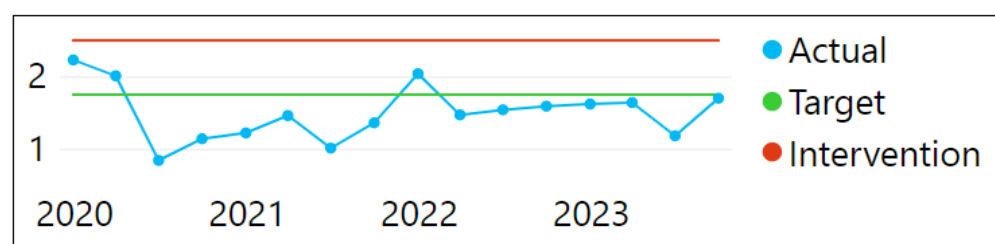
Jeff Membery



Jun	2.27	3.25	4	
Sep	1.90	3.25	4	Green

FS125 Staff sickness days per FTE excluding Shared Waste Service

Jeff Membery



Jun	1.18	1.75	2.5	
Sep	1.70	1.75	2.5	Amber

The Outlook RAG has been set as amber due to the upcoming cold and flu season.

Page 23

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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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.

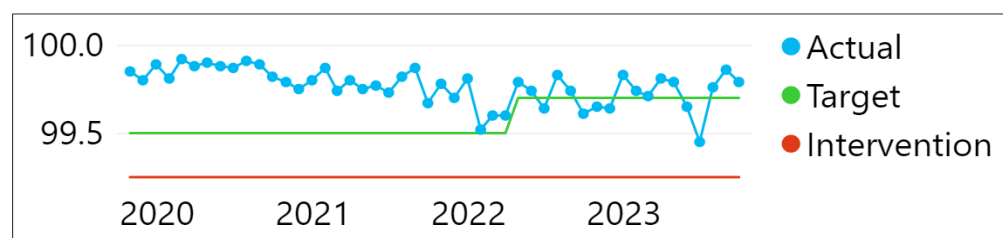
Jun	94	85	80	
Sep	95	85	80	Green

This is a new KPI for the 2023-24 financial year, 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



Jul	99.76	99.7	99.25	
Aug	99.86	99.7	99.25	
Sep	99.79	99.7	99.25	Green

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.

Jul	133.70	142	149	
Aug	166.99	177	186	
Sep	200.42	213	223	Green

This is a new KPI, introduced for the 2023-24 financial year. It aligns with the ambition to reduce the amount of black bin (non-recyclable) waste that is collected per household.

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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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.

Jul	307.53	305.26	325.26
Aug	385.11	374.09	399.09
Sep	457.30	451.06	481.06

Amber

This is a new KPI for the 23-24 year, reflecting the ambition to reduce overall amounts of household waste collected.

The amber results in Q2 act as a reminder that although we are meeting targets in terms of reducing black bin waste (ES412) and maintaining healthy recycling and composting rates (ES418), we need to continue to consider how we can best influence an overall reduction in household waste production.

To date we have done this through promotion of waste reduction campaigns, including 'Love food Hate waste', plastic free campaigns, reusable nappy scheme, and promotion of home composting. Most recently, Fight Food Waste behavioural change campaign was launched in July and we have launched a pilot scheme offering free period cups to those on low incomes, as an alternative to disposable products. We are also signposting to organisations that can take bulky waste and supporting the repair café network who encourage reuse and repair of items.

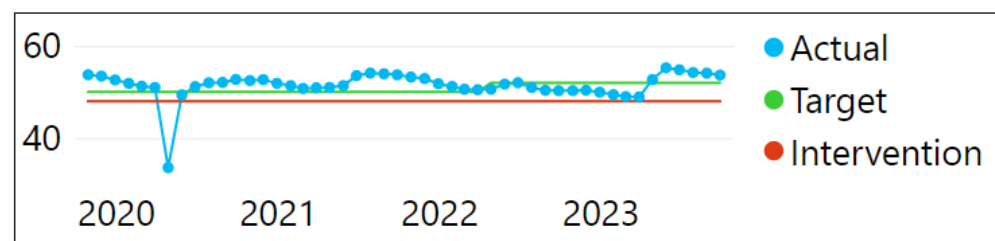
It's also worth noting that the amber results reflect an increase in the quantity of garden waste that was collected over the summer, in comparison with last year's incredibly dry and hot weather.

The Outlook RAG is set as amber while we continue to make efforts to influence a reduction in household waste quantities.

Page 25

ES418 % of household waste sent for reuse, recycling and composting (year to date)

Rebecca Weymouth Wood

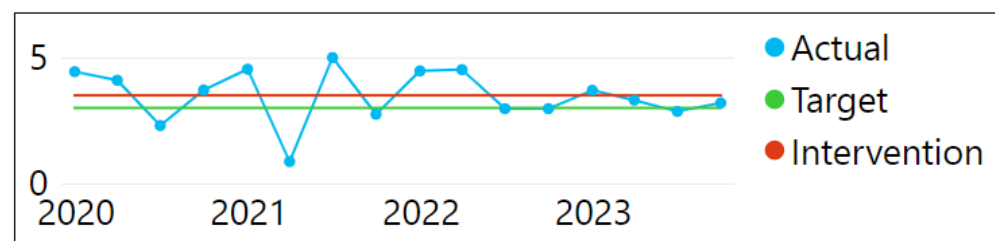


Jul	54.23	52	48
Aug	54.09	52	48
Sep	53.68	52	48

Green

SF786a Staff sickness days per FTE - Shared Waste Service Only

Bode Esan



Jun	2.86	3	3.5
Sep	3.20	3	3.5

Amber

September's Amber result is due to 4 long term sickness cases which were supported and managed. Two of these cases were due to post operation recovery and all four individuals have now returned to work.

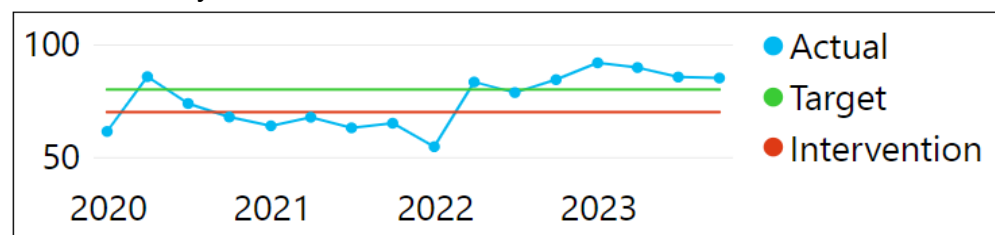
The Outlook RAG has been set as amber due to the upcoming cold and flu season.

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 SDC)

Jeff Membery

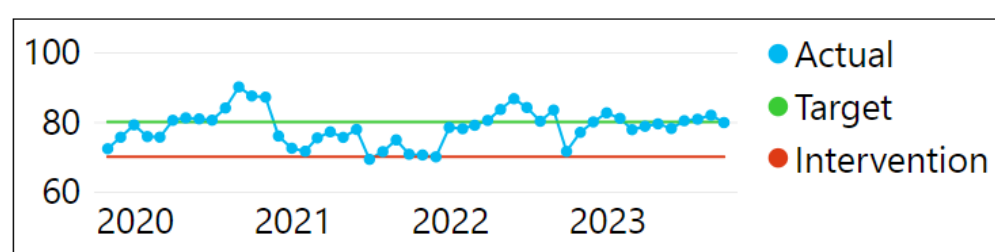


Jun	85.54	80	70	
Sep	85.11	80	70	Green

Contact Centre

CC302 % calls to the Contact Centre resolved first time

Phil Bird

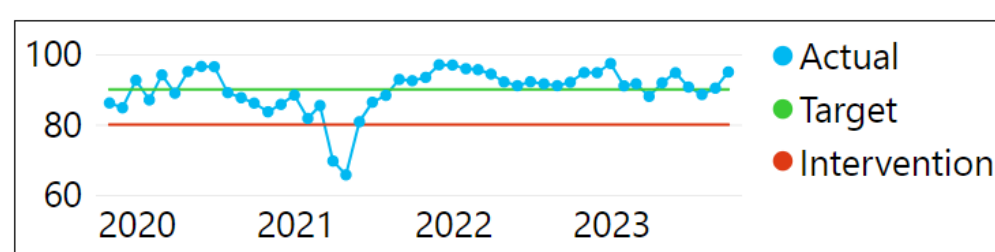


Jul	80.79	80	70	
Aug	81.93	80	70	
Sep	79.82	80	70	Amber

Performance remains consistently close to the 80% target and exceeded this in July and August. The Team is currently fully staffed but with additional training required to ensure that all new staff can answer all types of queries. This will take place in Nov and Dec, avoiding busy periods. The Outlook RAG has been set to Amber on the basis that we expect performance to be similarly close to target during Q3.

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

Phil Bird



Jul	88.55	90	80	
Aug	90.37	90	80	
Sep	94.96	90	80	Green

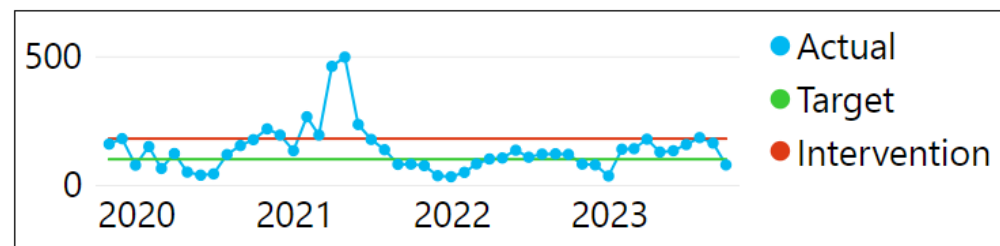
This KPI was better than target in Aug and Sep following a small reduction in July. The improvement in Aug and Sep reflects the reduction in waiting times shown below (CC307).

In addition to handling calls our Contact Centre also responded to 602 webchats during Q2 following the launch of this new function on 20th July.

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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CC307 Average call answer time (seconds)

Phil Bird



Jul	184	100	180	
Aug	163	100	180	
Sep	78	100	180	Amber

The July result was 4 seconds above intervention level and is therefore shown as red. The end of month result for July was impacted by three days when call answer time exceeded 5 mins, due to sickness and pre-arranged training.

Daily monitoring was introduced in Aug and this led to an improvement in the second half of Aug and throughout Sep, with only one daily result above 5 mins during this period (following the sending of summons and reminders, which generates additional calls).

September saw further improvement, and the result of 78 seconds was comfortably better than our ambitious target of 100 seconds.

The Outlook RAG has been set to Amber to continue to reflect the ambitious target for this KPI.

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 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	<p>Currently 234 businesses and activity providers and 80 local events are listed on Visit South Cambs Website. We expect a natural decline in events listings during Q3 and Q4 as we head into winter.</p> <p>We plan for business engagement officers to promote listing with Visit South Cambs when they are out and about and we also have the option of contacting businesses and create listings for them where they are happy with this.</p>	Green
1) - see above	1a) - see above	1aii) Through social media engagement, monthly visits to Visit South Cambs website exceeds 1500	Q4	<p>Q2 2023 saw an average of 2581 users. This is more than double the number of users (1021) in Q2 of 2022. The result also includes a short period of down time in July as the Visit South Cambs website was migrated.</p>	Green
1) - see above	1a) - see above	1aiii) Create topical content to increase our reach through social media by 50%	Q4	<p>We have seen some mixed results relating to our social media reach during Q2 compared to the same period last year, however plans are in place to increase reach through some additional marketing efforts over coming months.</p> <p>In Q2:</p> <ul style="list-style-type: none"> - Visit South Cambs (VSC) Facebook saw a decline in reach compared to last year. - VSC Instagram remains strong at 42% growth. - Business Support and Development (BSD) Facebook showed 2% growth - BSD Instagram saw a decline of 33% for Instagram. <p>We created 34 posts on Visit South Cambs and 36 on Business Support for the quarter.</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>3 webinars have taken place in Q2 with a total of 43 registrations, bringing the total number of webinars delivered so far this financial year to 7. One of the webinars was on about mental health and a further two were about how to do business with the council.</p> <p>Procurement webinars remain popular, and the team will be supporting an in-person procurement event (organised by the County Council) taking place in Nov in St Ives. This will address barriers and create opportunities for local SME's to help stimulate economic growth and local innovation. It will also foster meaningful connections with procurement teams across the county.</p> <p>For Q3 we have 'Demystifying Apprenticeships' as a new addition to our webinar schedule. We will also host three sessions as part of the governments Levelling Up Shared Prosperity Funds supporting a 'Jumpstart' programme for new start-ups on 'Why Carbon Footprint matters'.</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	<p>We continue to review and update business support webpages to help businesses meet economic challenges. This includes links to promote government's Levelling Up UK shared prosperity grant schemes. There will be a complete refresh of our pages with the launch of the new SCDC website later in the year (see Modern and Caring Council 4bi)</p>	Green

Page 29

*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 Q2	Q2 RAG*
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	This work started in late July. Since then 32 in depth conversations have taken place with businesses (as of end of Sept) to understand the issues they face and how they interact with the council. This work will help form the work the team delivers to support businesses in meeting challenges.	Green
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	Newsletter subscriptions are at 1209, which is 6.5% growth on this time last year. Our business engagement survey work is helping to grow subscriptions - 21 of 32 businesses surveyed said they would like to receive the newsletter.	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	We are promoting UK Shared Prosperity Fund (UKSPF) grant schemes as they launch. The Business and IP Centre (BIPC) Jumpstart Scheme launched in early September and was promoted through the South Cambs magazine and through our newsletter and social media channels. Our Green Grants programme (which is being administered by Allia, and in partnership with Cambridge City Council and Huntingdonshire District Council) is expected to launch early Q3 and will see businesses in South Cambs receiving advice and potential match funding of up to £5,000 to implement measures to help reduce their carbon footprint.	Green
2) We will support start-ups and small businesses to set up and grow	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	Work is well underway on conversation of the ground floor at South Cambs Hall to provide spaces for small businesses. The space has been cleared of all items that were previously in storage. Contractors are currently on site to paint, decorate, install new carpets and floor boxes. We are still on track to have the space open in Q4	Green
2) - see above	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	Leases at both 270 Cambridge Science Park and Colmworth will be completed by year end, leaving 1 suite still on the market. 95% occupancy by year end is expected.	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	Plans are underway to help support a trading event at the Wilford Furlong sheltered scheme on 4 December. This will provide trading opportunity for 7 small businesses. The 'Stalls in the Hall' is now a regular item on the Councils events plan. 14 traders have taken up the opportunity to trade at South Cambs Hall. We are also inviting Food Vans to trade on Cambourne Business Park to attract increased footfall. The South Cambs Christmas Market 2023 has been given the go ahead and we are in the process of planning the event. We have already been overwhelmed by applications to trade and will have 70 traders at the event.	Green

Page 35

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 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	The Business and IP Centre Jumpstart scheme launched in September. Further grants of up to £5,000 will be available to support new start up business from end of Q4/Q1 2024 through a new scheme.	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	We will promote a series of webinars taking place in October and November to support new start-ups as part of Business & IP Centre JumpStart schedule.	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	Webinars will be promoted to support Allia with the UK Shared Prosperity Fund Green Grants programme to help businesses harness funding and advice to support them on their journey to become Net Zero. See also GLBE 1bi where we will support Business and IP Centre with webinars for new or recent start-up businesses on 'Why measuring Carbon Footprint in important'.	Green
3) - see above	3a) - see above	3aiii) Provide thermal imaging camera loans to help businesses assess heat loss	Ongoing	We will promote the use of the councils' thermal imagery cameras throughout autumn and winter (the best time of year to ensure accurate results). There will be content in the South Cambs magazine promoting use and this will be supported through face-to-face conversations and social media.	Green
3) - see above	3a) - see above	3aiv) Run social media campaigns encouraging businesses to recycle using the Commercial Waste Service	Q2	We anticipate that social media promotion of the Commercial Waste service will take place in Q3/Q4. In the meantime we have promoted 'Zero Waste Week' which ran from 4-8 September.	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 was shared through our 'Open for Business Newsletter' in Q2 and we anticipate supporting our Commercial waste team with further content through Q3. We will also be attending Cambs B2B event in November where will help promote commercial waste services to businesses.	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	A delivery partner (Allia) has been appointed for this scheme. Programme launch is planned for end of Q2/ beginning Q3.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
4) We work with partners to promoted 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	Following discussions with skills stakeholders, we will host an event in Sep 24. This is to avoid clashing with Apprenticeship week (Feb 24) and avoiding Mar-July time where young people are preparing for exams.	Green
4) - see above	4a) - see above	4aii) Apprenticeships focussed communications campaign to businesses	Q2	We are hosting a webinar with Growth Works in early October to help businesses understand how apprenticeships work and how to access the apprenticeship levy.	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, with input from SCDC in relation to how this is implemented and where it is targeted. Further information is 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	The Good Employer Charter was part of a DWP supported piece of work within the Cambridgeshire and Peterborough Work, Health and Wellbeing strategy. The actions within this strategy have evolved since the inclusion of 4aiv) in the business plan and it is now unlikely to include the Good Employer Charter. We continue to work closely with our external partners on the Work, Health and Wellbeing strategy and are currently exploring alternative ways to support the original objectives of the good employer charter proposal. We will provide a further update to Members as soon as we have clarity on the alternative proposals.	Amber
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 expected to be open for applications in Q3.	Green

Page 32

*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 Q2	Q2 RAG*
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 in Q1. Further promotion is planned to promote featured high streets through Visit South Cambs Social media channels.	Green
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	<p>Since Dec 2022 we have supported the establishment of 6 new markets. These are Cottenham Community Market, Hauxton Food and Craft Market, Marleigh Market, The Gransdens Farmers Market, Great Shelford Village Market, Histon Farmers Fayre and Northstowe Market. Overall the team has been able to help create 450 additional trading opportunities.</p> <p>We are also in conversation and providing early support for the set up of further new markets.</p>	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

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 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	11 new builds were completed by end of Q2. The New Build team are anticipating a further 35 acquisitions by end of Q4. Although numbers this year are below the target, this is because of the way s106 Housing is developed, whereby developers tend to complete large numbers of properties at the same time. This is particularly the case when acquiring apartment block properties, where it is usual practice to take handover of entire blocks. We have a healthy pipeline of schemes being developed and any shortfall this year will be met by higher numbers in future years. Please note that the target of 75 new homes completed for the year does not include 66 properties that the Council have acquired for refugees under the LAHF scheme (as detailed at 1di)	Amber
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 continue to explore options and feasibility in relation to how SCDC can reduce the carbon impact of new homes that are delivered directly on Council-owned land. This has included exploring Modern Methods of Construction (MMC) options that might be suitable on our difficult sites (usually small, constrained brownfield sites, often former garages).	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	A Planning Application has been submitted for 256 new low carbon homes in Cambourne through the South Cambs Investment Partnership (SCIP).	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	A total of 66 properties will be purchased before the end of the year, made possible by successful applications for funding.	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 6 Community Forums and 7 Liaison meetings are working as intended. Dates for 2024 now confirmed for each meeting and these will be publicised as part of our winter residents' magazine.	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 once there is greater clarity on the water supply position. An Amber status has been set for this output due to broader sub-regional issues that are outside of our control and which are being discussed and worked through (see covering report para 12 for further detail).	Amber

Page 34

*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 Q2	Q2 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	We are currently working through feedback received from the Council's Leadership Teams to inform the development of the draft Housing Strategy for consultation. The draft strategy will be approved by Lead Member prior to consultation, in line with Council's constitution. We are on track for public consultation from January 2024.	Green
3) We will improve the energy efficiency of existing Council housing to reduce carbon impact an 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. Currently we are well ahead of schedule by approx. 1000 properties, and results due by end of Q4. During Q1 2024-25 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	Department for Energy Security and Net Zero (DESNZ) has awarded HUG2 (Home Upgrade Grant) funding in Q2. A framework has been established with five installers (across Cambridgeshire). Work is ongoing to identify eligible properties and communicate to the target audiences about HUG2.	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	There are regular communications relating to Action on Energy through the Council's website and through social media channels, including a retrofit guide that has been added to the website. As above (at 4ai) focus is currently on eligible applicants through HUG2. There is an Action on Energy workshop planned for 11 October to discuss how to engage this group and all residents on energy efficiency and renewable energy generation.	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	Meetings have taken place with internal and external colleagues to discuss approaches to MEES enforcement and letters are being finalised ready to be sent to landlords.	Green

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Page 35

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 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	The landlord forum will be scheduled to take place in Q3. Our Landlord database is currently being updated ready for invites to be sent out.	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	As per update for HTTA 2bi)	Amber
	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	As per update for HTTA 2bi)	Amber
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	As per update for HTTA 2bi)	Amber
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 (CSET and C2C) 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	As per update for HTTA 2bi)	Amber
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, 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 Q2	Q2 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	A contractor has been procured to identify and assist in delivery of improvements to 6 green spaces. Each project will involve the local community. Initial meetings scheduled for October 2023.	Green
5) - see above	5d) - see above	5dii) Develop a toolkit to help parish councils provide more allotments with better facilities	Q4	A draft version of the Allotments Toolkit has been created and is in the process of internal review before launch.	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	Planning compliance reporting and monitoring systems are in place for the start of Q3 so will increase reporting and monitoring capabilities moving forward. Four out of five Planning KPIs are above target, with the fifth on an improvement trend and just 0.06% below 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	We are on target for completion by Q4. 84 properties have been given a priority classification of high, medium, low 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	Currently we are ahead of target. 15 properties have been brought back into use up to the end of Q2.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 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 once there is greater clarity on the water supply position. An Amber status has been set for this output due to broader sub-regional issues that are outside of our control and which are being discussed and worked through (see covering report para 12 for further detail).	Amber
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 update for GTOC 1ai).	Amber
Page 38 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	Training has now been given to planners and is scheduled for Planning Committees. The Biodiversity Net Gain Pre-application service for applicants / agents is under development.	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 have submitted our bid to the HLF (Heritage Lottery Fund) with supporting information from County and the Wildlife Trust. A decision is expected November 2023. If successful, this will support the appointment project officer to work with Parish Councils.	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	A briefing on Biodiversity Net Gain is included in the agenda for the next Parish Liaison meeting and Agents Forum. We are also reviewing and updating our webpages. The engagement programme will be developed once we know the outcome of HLF bid (as detailed above at 1biii))	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 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	Cambridge Water published a revised draft Water Resource Management Plan in September. Work is underway liaising with Cambridge Water and Environment Agency to understand the supply position. Water Scarcity Group, including DEFRA and the Department for Levelling Up, Housing and Communities (DLUHC) representatives, are exploring mitigation measures.	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	The review project has commenced with a pilot of 2 parishes (Harston & Boxworth). The pilot is programmed to take place in January 2024.	Green
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	Following the planting of 34 new standard trees and 228 whips last quarter, evidence was submitted to the Forestry Commission and funding has now been received. The trees on these two sites are being cared for via regular inspections by our grounds maintenance contractor through an agreed programme.	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 pilot sites (at West Wickham, Coton, Fen Ditton and Guilden Morden) have been well received by local residents. There has been a request to plant additional trees on one site. We will review progress with our grounds maintenance contractor in Q3 and consider opportunities to extend the program in the next growing season.	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	Now that we have procured a new grounds maintenance contract, we will review options for introducing a pilot programme to use alternative measures to control weed growth in Q3.	Green
3) - see above	3b) - see above	3biv) Engage with communities on sustainable agriculture and food production	Q4	A Sustainable Food article was published in the South Cambs Magazine. This included signposts to Community Chest support to help food growing groups get started; food waste campaigns including Fight Food Waste campaign; and plans to develop a network of food banks and community vegetable gardens as part of cost of living support.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 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	1 application was received in Q2 and a grant of £2,000 was approved at Sep Grants Advisory Committee. The grant will be used to help enhance the natural environment on a wooded piece of land in Meldreth, which attracts muntjacs, rabbits, bats, frogs, dragonflies, bees and a variety of birds. The vision for the site involves planting native hedges and trees, aquatic plants and a wildflower meadow. There is also a pond and stream on the site and in addition to the grant, our watercourse team and their equipment have also been offered to assist.	Green
3) - see above	3c) - see above	3cii) Deliver trees to at least 50 parish councils through our '6 Free Trees' initiative	Q4	Preparations are underway to launch this year's Six Free Trees scheme in 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	Preparations for the Local Action Climate Conference on 28 November are underway and speakers will focus on 'doubling nature' topics. A film is planned to show Zero Carbon Communities grant recipients and at least one of the case studies will show case a 'doubling nature' project.	Green
4) We will decarbonise the Council's estate and operations	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	In addition to the 3 electric refuse trucks there is a further one currently on order and due to be delivered in March 2024. The service is currently running 14 vehicles on Hydrated Vegetable Oil (HVO) which means that we are avoiding a third of our diesel usage, and reducing carbon emissions accordingly.	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	Due to risks associated with contractor delivery and final design information delays, the decision was taken to change main contractor and procure a new Principal Designer and Principal Contractor. Whilst this introduces delay from the original timescale, it manages the risk of further delay or under performance during project delivery. The revised timeline to award contracts in Q2 2024/25 has been approved by Cambridgeshire and Peterborough Combined Authority (CPCA), one of the main project funders, and the Grant Funding Agreement is expected to be issued by the CPCA in Q3.	Green
4) - see above	4b) - see above	4bii) Start on-site	Q2	As reported in Q1, preliminary works have been completed to enable the solar site development including an access road and site clearance prior to solar build out. Main works are now planned to start from Q2 2024/25, as detailed above at 4bi.	Green
4) - see above	4b) - see above	4biii) Finalise installation and commissioning	Q4	As detailed above (4bi and 4bii), the planned installations and commissioning is now scheduled to start in Q2 2024/25 and complete in Q3 2025/26, following an approved change in project timescales.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	<p>Delays in the completion of the Greening South Cambs Hall project mean that full year-1 cost and emissions reduction benefits will not be realised by end of Q4. A breakdown of the status of each measure is detailed below.</p> <ul style="list-style-type: none"> - Building Management System (BMS) - awaiting completion and testing. - Chiller efficiencies - complete subject to resolution of issue with power supply. - LED Lighting - 95% complete. Awaiting completion and testing. - Solar carports - complete and in use. - EV charging points - complete and in use. - Ground Source Heat Pump - complete subject to testing of heating and cooling modes. - Air Handling Unit upgrade - complete subject to testing. - Additional works covering Fire Alarm and hot water system, replacements / adaptations are complete and in use. <p>Before the project can be completed, practical completion needs to take place in relation to all of the above measures (including provision of manuals). To facilitate the completion of the project and address outstanding issues we have bought in technical project management support, including employers agents and a clerk of works. A new timeline will be provided by this team.</p>	Amber
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)).	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	There has been a slight delay due to design constraints of the technology to achieve the specification. Assuming the specification is agreed the works should continue on schedule within Q3/Q4.	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 are being undertaken and results and analysis will be available during Q3 to be included in the repairs and maintenance plan for each building.	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	Along with EPC improvements, further greening/biodiversity work will take place in planting shrubs at 270 Cambridge Science Park and to also make improvements to the lakes at Cambourne Business Park.	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	Communications have been provided to staff about the Tusker green car scheme in the HR newsletter and also a webinar held on 27th September. A meeting has been arranged to consider other opportunities to reduce carbon emissions through business travel and current schemes.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	<p>In July 2023 the Grants Advisory Committee approved a total grant award value of £124,900 to 10 projects across South Cambridgeshire through two funding categories (carbon reduction and community engagement on climate and nature).</p> <p>Projects funded in 2023 include a new electric van for Hope Against Poverty's mobile foodbank; Cambridge Carbon Footprint's repair café network, thermal camera scheme and Open Eco Homes work; solar PV for 3 community buildings.</p> <p>This Business Plan action is now complete and the on-going work to support grant recipients and capture the outcomes will continue.</p>	Purple
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	We have awarded £15k in grant funding for community EV chargers so far in 2023/24, for chargers in Shepreth, Milton and Over.	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	<p>The Zero Carbon Communities (ZCC) Newsletter was sent in September and a questionnaire was sent to ZCC groups for feedback on future Green Connect sessions. As per responses, Green Connect will focus on funding/grants on 27 September.</p> <p>Two webinars to promote the Electric Vehicle Charging Point grant and to introduce EV charging, are scheduled for 27 September (Green Connect) and 12 October with Cambs ACRE.</p> <p>Local Climate Conference scheduled for 28 November with guest speakers on local issues (biodiversity, flooding, community energy, EV charging)</p>	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	There have been some technical issues with the Zephyr equipment including the installation on lampposts owned by County Council. We are still on track for 6 targeted areas for the Zephyrs.	Green
6) - see above	6a) - see above	6aii) Communications campaign highlighting the impacts of air quality, to coincide with Clean Air Day	Q1	<p>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.</p> <p>An article idea promoting air quality has been submitted to South Cambs magazine board for the Winter edition of magazine.</p>	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	Remains on course. New Scientific Officer who will lead on IPPC now in place. During Q3 an internal meeting is due to take place to allocate inspections and invoice for subsistence fees.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	Partnership work has focussed on responding to the proposed implementation of the Environment Bill. 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
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	<p>To tackle the largest waste component of black bins, the Fight Food Waste campaign was launched in July (running up to end of Dec), asking residents to pledge to reduce food waste for 30 days. They then receive short emails with tips each week (e.g. plan meals, increase freezer use etc). Each month there is a £60 food shop voucher prize draw (the average amount wasted on uneaten food each month by a family).</p> <p>As part of our work to foster a circular economy we have launched a pilot scheme offering free period cups to those on low incomes as an alternative to disposable period products, which along with other sanitary waste make up around 7% of black bin waste. Participants receive a free Moon cup menstrual cup to keep, and are asked for feedback after 3 months on whether they are using it and whether they would recommend to a friend. This is also a way to tackle period poverty. Foodbank users and students are among those to take part in the scheme so far.</p> <p>We also continue to support Repair Cafes by promoting them on our social channels, providing printing services for posters, providing waste statistics, collecting e-waste from events and grant funding through the Zero Carbon Communities fund</p>	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	<p>Significant communications have taken place this quarter has been relating to route optimisation work, which is now reaching its conclusion.</p> <p>Metals matters social media campaign has been successfully delivered. It's aim was to increase the amount of metal packaging recycled in blue bins. This was carried out on Facebook and Instagram, with the following observations being made. Engagement and recall rates were even better than forecast and the impact of metal capture is to be confirmed in Q3.</p> <p>See also campaigns detailed above at 7aii).</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
8) We will build carbon reduction and nature recovery perspectives into decision making across the Council	8a) Work towards becoming a carbon literate organisation	8ai) Secure Bronze status as a Carbon Literate Organisation	Q2	A further 2 Carbon Literacy courses have been delivered in Q2 – bringing the total to 35 colleagues participating in the course. Our certification application was approved on 26 September 2023 and we are now a Bronze certified Carbon Literate Organisation.	Purple
8) - see above	8a) - see above	8aii) Develop reporting on our Scope 3 (supply chain) carbon emissions reporting	Q4	Our focus for the development of supply chain (Scope 3) carbon emissions reporting is on our highest value contracts, including the housing maintenance contract. The setting of the annual reporting on net zero and social value is underway with measures including a road map to carbon neutrality in delivery of the repairs service.	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	All Managers submitting a financial bid or saving with a value of +£20k completed a Climate Impact Assessment and a RAG status was issued. This information will be included within the financial review process over the next two quarters.	Purple
9) Our Councillors will act as climate and environment advocates to promote action by organisations and stakeholders beyond South Cambs	9a) Promoting action on climate change mitigation and environment, including showcasing good practice	9ai) Articles and presentations promoting action on climate change mitigation and environment, including showcasing good practice	Q4	Councillors have attended local events sharing best practice. In Q3 this included attendance at West Wickham's 'Gardening with Climate Change' event, where the Climate and Environment Advisory Committee Chair provided the closing address. This follows attendance and chairing of the speaker panel at Histon and Impington Eco Fest in Q1. Further promotion activities will take place throughout the remainder of the year.	Green
9) - see above	9a) - see above	9aii) Representation at key regional, national and international events relating to climate change and environment	Q4	The Climate and Environment Advisory Committee Chair has represented South Cambridgeshire in the Combined Authority areas meeting regarding Locally Determined Contributions (LDCs) for carbon reduction. There was also attendance at the Oxford-Cambridge Pan-Regional Partnership Environmental Sub Group. In Q3, plans are also in place for attendance at further Oxford-Cambridge events and at the LGA Parliamentary Drop-in on climate change.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 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 Revenues and Benefits Phase 2 service reviews are on target for completion in Q3. System Admin Review commenced and Waste & Environment Services in the pipeline.	Green
1) - see above	1a) - see above	1aii) Service Review recommendations implemented	Q4	Management restructure completed by Revenues and Benefits Manager. This means the Revenues and Benefits Manager now has a management team in place to oversee the delivery of project benefits, including cost savings. The recommendations from the Executive Assistant review have been implemented and completed. We now have a team of Executive Assistants in place along with a team leader with clearly defined roles and responsibilities to support the Council's Leadership Team. Implementation of further recommendations will be subject to the completion of the service reviews details at output 1ai above.	Green
1) - 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. It was also agreed that a 3-month trial would commence in September 2023 for the Shared Waste service. This commenced for domestic collections on 19th September. A report will be produced 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	1ci) 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	Repair surveys underway, surveys are undertaken on a monthly basis – July & August completed. Results to be shared with Housing Performance Panel. Working with tenant reps to development the tenant satisfaction survey which is due to go out during Q3 to a random selection of 25% of tenants.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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). We are currently exploring options for the most effective route for the review of customer survey data to ensure this is acted upon, with the aim to have an agreed approach in place by end Q3.	Green
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	6 colleagues have started their apprenticeships in Q2. We have also appointed 9 new apprentices - across HR, Planning, Communications and Housing. We had a meeting in July with Growthworks to explore developing apprenticeship opportunities going forward.	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. Two remaining mop up sessions to be booked in for Q3, after which this output will be complete. The programme has been a success and the Council's Leadership Team have approved concept and structure of a phase 2 programme.	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)	

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	<p>In Q1 we attended a careers fair at Cambridge Jobcentre – approx. 25 potential candidates signposted to potential roles across the Council. The Shared Planning Service also attended Long Road Sixth Form Careers Fair (Cambridge) in May 2023 to promote opportunities within SPS</p> <p>We are in the process of confirming our attendance at a further careers fair on 17th October, with another in the pipeline (date to be confirmed).</p> <p>1 work experience placement was completed in Q1. Further work experience placements will be considered for June/July 2024, to coincide with schools timetables.</p>	Green
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	We have gained 35 new customers over the summer, this brings our current total to 79 new customers for the financial year to date. This is a chargeable service and therefore represents increased revenue for the Council.	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	Q2 monitoring has again pointed to improved cost recovery through Planning Performance Agreements (PPA) and the pre-application process. The PPA process for more complex development proposals has been successfully reviewed this quarter, with recommendations agreed by the Shared Planning Service's Operational Management Team. Officer training has been undertaken, with website update planned for Q3.	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)	
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)	

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	<p>Three more services are now online - Historic Planning File Request form (paid service), a new booking facility enabled the Book a Duty Planning eform and Mutual Exchange in Housing). This brings the current total to 6 (previous form delivered in Q1 were Elected Tenant Enquiry form, Council Tax Payment form, and Council Tax and Benefits forms).</p> <p>The new forms are easy for customers to fill out and we are receiving better quality data as a result.</p> <p>Six further services are underway with the aim of completing in Q3.</p>	Green
4) - see above	4a) - see above	4aii) Provide an integrated portal for businesses to access SCDC online services	Q4	We are looking at a CRM system for the business team use that aligns with those of our neighbouring authorities. This will help with comparative and consistent data across the region	Green
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 the 3C Digital team and will have further enhancements, including improved look and feel, and signposting to 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	A supplier has been appointed to support the delivery of our new website and initial designs have been created for agreement.	Green
5) We will work with communities and individuals to tackle issues that are affecting them locally	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 the Community Led Plan Toolkit and the support available to pursue a Community Led Plan, including the availability of officer support.	Green
5) - see above	5a) - see above	5aii) Continued support for the creation of neighbourhood plans and village design guides	Q4	We continue to support Parishes preparing plans including Linton & Hildersham, Pampisford, Harston and Shelford and Stapleford. The Neighbourhood Plan Toolkit review is underway and work has started on the toolkit for Village Design Guides which will be ready by Q4.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	We have worked with The Consultation Institute (TCI) to develop a toolkit for all officers to refer to. The toolkit is now live on the Council's intranet. Council officers from key service areas have attended up to three in-person training events run by TCI to support how we can improve consultation. Work will now be undertaken internally to raise awareness and embed new practices.	Purple
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	Draft Statement of Community Involvement (SCI) outlining how we will engage with communities on planning related matters is to be considered by Cabinet 28 September, prior to public consultation by end of Q3, and adoption anticipated in Q4.	Green
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 has been circulated to District Councillors to establish the scope the Council should be considering for work on arts and culture. This will be assessed and a plan for next steps this autumn.	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 are working with Cambridgeshire County Council to ensure the communications plans are in place so that 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. A parish, district and county member briefing session is being planned for before the scheme launches.	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 were carried out with the support of tenant reps during the summer months. These have helped to ensure our estates are kept clean and tidy. Any issues identified are recorded and taken forward as actions. A new programme will be looked at for the following year in the next quarter.	Green
5) - see above	5f) Take action to minimise fly tipping	5fii) Deploy additional cameras at new locations to deter fly tipping	Q4	A new covert camera system has been purchased and received, ready for deployment to take place. The covert camera is a single camera that will make guest appearances to combat fly tipping at high profile sites. This covert camera is in addition to the 12 already purchased cameras.	Green
5) - see above	5f) - see above	5fiii) Prompt clearance of fly tips to reduce further occurrences at the same site	Q4	Fly tip removal response times (Within 10 days) for Q2 were 95% against a target of 85%.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
5) - see above	5f) - see above	5fiii) Deter criminal activity through development and use of 'fly tip under investigation sticker' highlighting ongoing investigations	Q4	We are awaiting delivery of the 'fly tip under investigation' stickers to highlight where ongoing investigations are taking place.	Green
5) - see above	5f) - see above	5fiv) Undertake joint roadside checks initiatives with the Police, HMRC and other partners	Q4	On 18 September our Environmental Enforcement team joined with police officers and other agencies from Cambridgeshire, Hertfordshire, Essex, Environment Agency, East Herts Council, National Vehicle Crime Intelligence Police Service and the Joint Unit for Waste Crime at Stansted Airport in disrupting criminality across the road network in rural and cross border locations. This followed Operation Chambers - attended on 25th April at Duxford. This exercise has further strengthened our ties with local enforcement partners / agencies which allows greater benefits for SCDC through collaborative working and the sharing of intelligence on criminal activities.	Green
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 Q2:</p> <ul style="list-style-type: none"> - Gas Compliance is 100% - Electrical Compliance with our new policy of 5 year cycle is 89% (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). - This year's cycle of Fire Risk Assessments has started, the results of which will be prioritised and actioned where needed. Procurement for outstanding issues has been completed and works started on site. - 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. We also have 810 garage blocks being resurveyed each year and are 100% compliant on these. <p>Q3 will see the ongoing 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 Q2 (up to 26/9/2023) the Visiting Support Service had supported 136 clients. Below is a summary of some of the support needs of clients:</p> <ul style="list-style-type: none"> - 22 with mental health issues and 16 with dementia. - 70 with Physical disabilities and 71 with mobility issues. - 9 clients with Hoarding issues. - 16 clients with their home care needs. - 35 saw an improvement in self-confidence and 30 felt less isolated. 	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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 up to the end of Q2 = £233,613 - Committed Spend so far this year - £482,016 - Pipeline spend identified so far this year - £231,250 	Green
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	<p>A damp and mould article was included in the spring edition of the South Cambs magazine.</p> <p>Information on damp and mould and advice on renting housing in poor conditions has also been made available on the SCDC website.</p>	Green
6) - see above	6b) - see above	6bv) Undertake inspection visits to all caravan sites to ensure that residents have suitable housing provision	Q4	<p>All additional sites that need inspecting have been identified. Almost all remaining sites have been visited to ascertain if there are caravans still present.</p> <p>The next stage is to ensure that all sites are correctly licenced, which will commence in Q3/Q4.</p>	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	<p>A review of the schemes has been carried out and a report taken to Grants Advisory Committee (GAC) in August 2023. Following GAC recommendations, the Lead Cabinet Member for Resources approved a £100,000 one-year extension in funding for Mobile Warden Schemes (MWS) for 2024-25. This will enable further development work with schemes to take place to find a more sustainable and long-term funding model. Although this particular element of the work has been marked as Purple (complete), the next phase of development work will be reflected in the Business Plan for the next financial year.</p>	Purple
6) - see above	6b) - see above	6bvii) Support tenants facing mental health issues to maintain their tenancies and prevent homelessness	Ongoing	<p>The recruitment of our mental health worker has been a real success. Since the turn of the year 40 referrals have been made. Our new officer has been able to work with residents we have previously struggled to engage with via regular contact and support. Multiple bids for external funding have been applied for with lots of positive results. We will produce a report providing more detailed information in the next quarter.</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	<p>The programme at Milton Country Park (MCP) that was set to begin on 10th Sept has been postponed due to lack of referrals. Officers have been working to improve the referral process with health partners, including YOUNited. Cambridgeshire and Peterborough NHS Foundation Trust contacted to see how the programme could be embedded into the referral pathway.</p> <p>Feedback on the programme remains very positive but the number of referrals must be addressed which is the priority.</p>	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	<p>The service support grant process for 2023-2026 has been reviewed and allocations are complete, including support for the Citizens Advice Bureau, voluntary organisations that provide local transport and CCVS to support the voluntary sector).</p> <p>Let's Get South Cambs Active grant is now complete and all 29 grants totalling £8,664 have been awarded.</p> <p>The Exercise4Fun scheme was launched in Sawston in August 2023, and further programmes have started at Melbourn and Linton. A contract is due to be signed for a programme in Cambourne to be launched in October.</p> <p>All programmes are running well with participants reporting positive outcomes and one participant reporting 9kgs weight loss.</p>	Purple
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 continues to be a fall in the number of new arrivals under the Homes for Ukraine scheme. However, all processes continue to be in place to ensure a safe and secure arrival with hosts. These processes are working effectively and are fully resourced. We currently have around 300 Ukrainians living in South Cambridgeshire under the scheme.</p> <p>A suite of options provided to hosts and guests has helped 246 groups in South Cambridgeshire to move on from being hosted so far. 167 hosts currently still have guests and further arrivals are still possible. Events have been held to support people to move on and now videos are being commissioned to explain the options to people and ensure they seek further support where needed. Difficulty accessing the private rented sector was highlighted by guests and a landlord incentive scheme to try and secure more homes was agreed by Cabinet at the meeting on 28 September.</p>	Green

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
6) - see above	6d) - see above	6dii) Support further requests to aid and support refugees, should they be located in the district	Q4	<p>The Housing Advice officers based within the Homes For Ukraine team have focussed on preventing homelessness and have assisted 26 families since June. This includes supporting 8 households to move into the private rented sector, re-matching 5 families with new hosts and supporting 13 households into social housing.</p> <p>In addition, the Housing Advice team have supported one household from Afghanistan who moved out of a bridging hotel. The team continue to liaise closely with Housing Development and Ermine Street Housing colleagues about the Local Authority Housing Fund (LAHF) funding for new homes and potential nominees.</p>	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>All initiatives on Cost-of-Living support are on track. The Mobile Food Hub is visiting 6 locations across South Cambridgeshire and a stop at Shepreth has now been added to that list. All foodbanks in the district have now formed a network with the help of SCDC Officers.</p> <p>A contract has been awarded to Cambridgeshire ACRE to deliver Community Hubs and Village Agents (who will be employed by ACRE to engage with a wider sector of the community and bring outreach services into the hubs).</p> <p>A contract has also been awarded for the delivery of electric blankets this winter. A Council Tax support leaflet has been distributed amongst local community groups and further outreach is taking place. A full update report will be taken to Cabinet on 7 November.</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	<p>Our lead officer has been working with Police, county, and parish councils to establish which ATMs are still in situ and, of those, which are at risk. During this time, the Cambourne ATM was ram-raided, and the Town Council and Co-op shop are keen to replace and protect it. Some parishes are content ATMs in their areas do not need additional protection from this one-off project. In some locations the measures to protect the ATM would involve pavement widening and road adaptations which are unlikely to be deliverable within the scope and budget for this project.</p>	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	<p>A one hour domestic abuse awareness session was arranged and delivered by County Council Domestic Abuse specialists. There were approximately 30 attendees at the session from across the council. A second round of Mandatory Safeguarding training has also been delivered to staff in specific roles.</p> <p>Reminders have been issued via Safeguarding Vlogs and via Management Brief that the Domestic Abuse training is mandatory.</p>	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 have now been identified and trained. A second round of Domestic Abuse Champions training took place on 6th and 13th September with a follow-up meeting planned with Champions to allocate actions.</p>	Purple

Page 53

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 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	Practical completion was delivered 11th October. Tender for an operator has returned and a successful bidder has been identified	Purple
7) - see above	7a) - see above	7aii) Start land transfer process for Phase 2 Sports Pavilion	Q4	<p>We are engaged in discussion with Homes England (HE) regarding the location of the Phase 2 Sports Pavilion. HE has submitted a planning application for groundworks for the pitches on the site which will impact on the pavilion Land Transfer.</p> <p>The SCDC New Build team have commented on the planning application and shared further details with Homes England directly. We continue to have further discussions with Homes England in order to find a joint solution to this challenge.</p>	Green
see above	7b) Delivery of Community Centre (including the delivery of an Interim Community facility)	7bi) Delivery of the Interim Community facility	Q1	<p>The Interim Community Facility was officially opened on 17/07/23.</p> <p>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:</p> <ul style="list-style-type: none"> - 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	Planning application was submitted September 2023. Determination is expected in Q3.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	<p>Working group with key stakeholders has been established and first meeting held.</p> <p>The plans for Northstowe Town Centre have been impacted by Homes England (HE) decision not to deliver with the initially anticipated contractor, and decision that HE will now directly deliver key elements of the town centre infrastructure. This will have an impact on the precise location of Civic Hub and the Land Transfer of allocated land. We are working with HE to plan accordingly and have also engaged with Greater Cambridge Shared Planning to ensure plans are in accordance with the wider vision for Northstowe, as laid-out in approved planning documents.</p>	Green

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Agenda Item 6



Report to:	Scrutiny and Overview Committee	16 November 2023
Lead Cabinet Member:	Cllr Bill Handley (Lead Cabinet Member for Communities)	
Lead Officer:	Peter Campbell	

Health & Wellbeing Strategy Refresh 2024-2028

Executive Summary

1. The Health & Wellbeing Strategy was previously agreed by Cabinet in July 2019 for the period 2019-2024. However, shortly thereafter followed the COVID-19 pandemic, a cost-of-living crisis and the formation of the Cambridgeshire and Peterborough Integrated Care System (CPICS). Cumulatively, these factors influenced our priorities and the way we deliver our services.
2. It was agreed that an up-to-date Strategy was required to reflect the environment in which we now work, to cover the period 2024-2028.

Key Decision

3. No. There is no key decision.

Recommendations

4. It is recommended that the Scrutiny and Overview Committee reviews and comments upon the Strategy and its appendices in advance of Cabinet making a decision on 5 December 2023.

Reasons for Recommendations

5. Health and Wellbeing covers work we do across the whole Council.
6. To help shape the updated strategy, a workshop was first held with members of Scrutiny and Overview in June 2023 to gain Member input. Their views have been incorporated into the refreshed strategy.
7. Members raised matters relating to the following:
 - a. lessons learned from covid;

- b. a greater need for closer collaboration amongst other organisations, particularly Cambridgeshire County Council to avoid duplication of resources;
 - c. the need to address isolation and loneliness across all age groups within new communities as a key priority;
 - d. Continued investment in existing good schemes e.g. mobile wardens (as opposed to creating new schemes); and
 - e. Access to culture, heritage and the arts to play a greater role in health and wellbeing, particularly in new communities.
8. A further workshop was held with key officers across the Council to ensure the draft strategy was representative of all our work and priorities and that we are collaborating on projects, policies and strategies to join forces and provide specialist input where needed.
9. Following approval by Cabinet, a more accessible version of the Strategy is planned for external stakeholders.

Implications

10. 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

11. No additional budget is required to deliver the actions outlined in this Strategy.

Legal

12. There are no significant implications.

Staffing

13. There are no significant implications.

Risks / Opportunities

14. The activities outlined in this strategy have the potential to improve health and wellbeing outcomes for residents across the District using a wide range of interventions. However, health outcomes are multi-factorial and not the sole influence of Council activities.
15. There are no planned budget increases over the term of this strategy, there may be future reductions which could lead to the discontinuation of some

activities funded by SCDC outlined in the actions. Where programmes receive external funding, these may also be subject to ongoing review.

Equality and Diversity

16. An Equality Impact Assessment (EqIA) is undertaken routinely on individual activity and project areas resulting from the strategy as per the Council's policy.

Climate Change

17. Climate change is strongly linked to health outcomes. Numerous projects and activities from across the Council are linked to the Zero Carbon strategy including those in this Strategy.

Health & Wellbeing

18. The health impacts associated with poor housing condition, local community, access to good education and work, financial hardship, are well evidenced. This strategy aims to deliver numerous positive health impacts from across the Council by working in collaboration with partners both from within the Council and the Integrated Care System.

Consultation responses

19. Workshops were undertaken with Councillors and officers from across the Council as well as elected members from the Scrutiny and Overview Committee.

Alignment with Council Priority Areas

Growing local businesses and economies

20. This strategy involves working closely to deliver projects via the voluntary sector and local business. This creates positive impacts by supporting hyper local organisations to develop their business models, provide employment for local people and build social value through the creation of increased volunteering roles and quality job opportunities across the district.

Housing that is truly affordable for everyone to live in

21. This strategy highlights our strong links with housing and debt advice services to work with those in need of financial support through a wide range of support from provision of grants to adaptations to homes to improve energy efficiencies.

Being green to our core

22. There are many activities and projects resulting from the strategy which will help the Council achieve its net zero targets. Through planning and housing policy, our work towards creating a sustainable food network, and grants to deliver local improvements to buildings, nature and biodiversity.

A modern and caring Council

23. The breadth and depth of the strategy addresses the wider determinants as it aims to address matters relating to housing, income, jobs, social and community cohesion and access to health services.

Appendices

Appendix A: Health & Wellbeing Strategy

Appendix B: Activities and actions to deliver the strategy.

Appendix C: Lessons learned from Covid

Report Author:

Lesley McFarlane, Development Officer, Health Specialist

Telephone: (01954) 713443

HEALTH & WELLBEING STRATEGY REFRESH

2024-2028

Contents

Strategy refresh.....	3
Foreword.....	4
Introduction	5
The Business Plan.....	6
The national context.....	7
Lessons learned from Covid-19 Pandemic	8
Climate change and health	8
An evidence based strategy	9
Overview of South Cambridgeshire	9
South Cambridgeshire Priorities	10
How we will measure success	11
Conclusions.....	12
References.....	13

South Cambridgeshire is one of the least deprived Districts in England, ranked 301/317 districts (ONS, 2021). Many residents lead healthy and prosperous lives, however, there are also many people who face challenges. There are numerous factors which can affect this, such as the lived environment, housing security and affordability, access to services, amenities and education, and financial income which in turn can influence lifestyle choices and health and wellbeing outcomes.

Policies at a national, county, and local level play an important role and by implementing strategies which target specific health challenges, there is an opportunity for the District Council to influence longevity and the length of time spent in good health.

Strategy refresh

The original Health & Wellbeing Strategy was developed in July 2019 prior to the Covid-19 pandemic, prior to the Health and Care Act July 2022 (which saw the formation of 42 Integrated Care Systems across England) and prior to the cost-of-living crisis, and it no longer reflects the environment in which we now live, work and age.

The Covid Pandemic created greater inequalities in education, jobs, living standards, mental health and wealth in the UK. In a report published by the [Institute for Fiscal Studies](#) (IFS) the gap between the best and worst off has widened considerably, most notably affecting those already in marginalised groups. The restrictions designed to mitigate the spread of the virus negatively influenced mental health and wellbeing, and for those with pre-existing poor mental health, this was exacerbated.

Throughout 2022 and early 2023 there were sharp rises in inflation and energy prices creating sharp falls in household living standards at a time when families were still recovering from the knock-backs created by the Covid-19 pandemic. Inflation hit lower-income households harder, with increasing food, gas and electricity prices absorbing a greater portion of their income.

In July 2022 the Cambridgeshire and Peterborough Integrated Care System (CPICS) was formed to which all partners in health, social care, local authority and the voluntary sector became signatories. From this, a [Joint Health and Wellbeing Integrated Care Strategy](#) was published for the County (December, 2022) which agreed 3 main shared goals:

- increase the number of years people spend in good health
- reduce inequalities in preventable deaths before the age of 75
- achieve better outcomes for our children

To achieve these goals, 4 core priorities were identified, which commit partners to:

- a. ensuring our children are ready to enter education and exit, prepared for the next phase of their lives.
- b. creating an environment that gives people the opportunities to be as healthy as they can be
- c. reducing poverty through better housing, employment and skills
- d. promoting early intervention and prevention measures to improve mental health and wellbeing

The services we deliver have also adjusted in response to the changing environmental and economic conditions outlined above and as a result a refresh of the SCDC Health & Wellbeing strategy has been undertaken to reflect the wider environmental and economic context, and the need for synergy with our partners in the delivery of our services.

Foreword

Written by Bridget Smith, Leader South Cambridgeshire District Council

The importance of the role played by District Councils in ensuring people live healthy lives in decent homes with access to clean air and open spaces is becoming ever more apparent.

It is District Councils that can stop things going wrong. We have huge influence on public health and preventative services through our teams in housing, planning, economic development, welfare, leisure and environmental health. We take every opportunity to tackle the root cause of poor health to reduce the burden on the NHS and social care system. Some things we can do alone and much else we must do in partnership with both the statutory and voluntary sectors.

Our work to tackle the cost-of-living crisis is a great example and continues to be critical as energy costs and inflation remain high. Reducing the cost of people's heating bills by giving people electric blankets, encouraging them to eat warm food by using slow cookers, by providing Warm Hubs which support physical and mental wellbeing and through mobile warden schemes which focus on keeping people happy and healthy in their own homes.

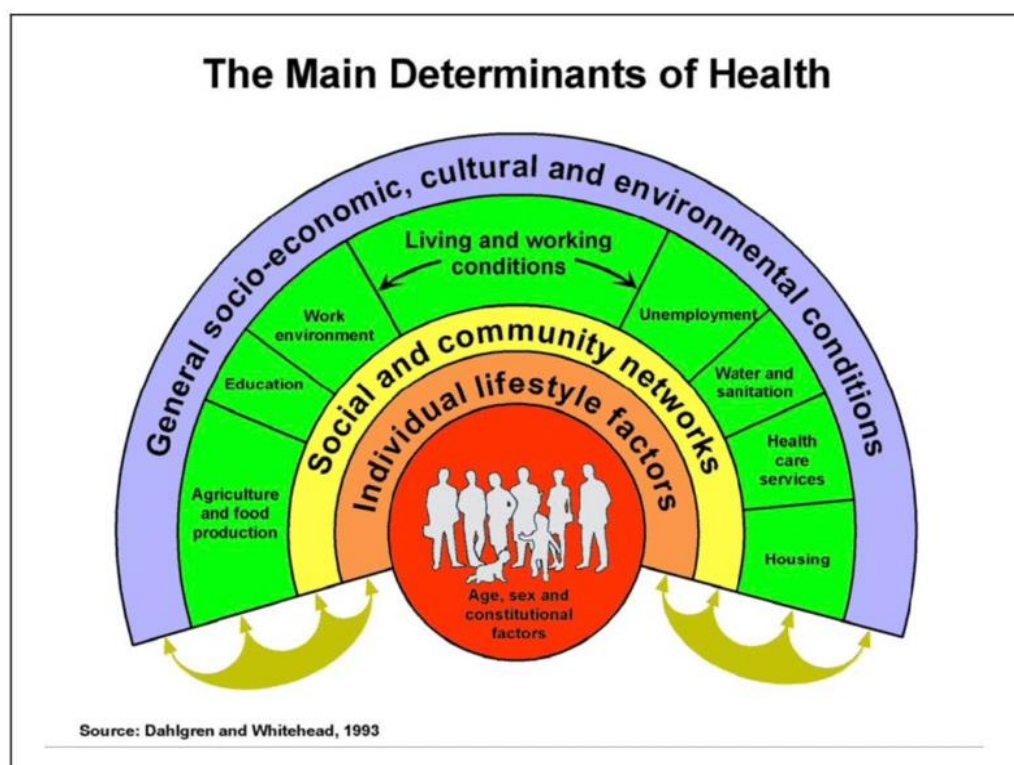
But it's not all about older people. Health and wellbeing impacts on our economic success too. We know that poor education and poor health negatively affects productivity and by providing our young with aspirations to fulfil their potential regardless of socio-economic background we deliver better outcomes for the individual and society.

We are fully committed to maximising the role of South Cambridgeshire District Council in the prevention of ill health and the promotion of good health for every one of our residents.

Introduction

Our health and wellbeing is an outcome of the circumstances in which we are born, grow, live and work and the personal and social connections we make along the way⁽¹⁾. These wider environmental and social factors influence our ability to flourish and do well and make the most of the opportunities that are presented to us throughout life, making for a compelling case that responsibility for the health of the public goes beyond the health and social care system. Illustrated clearly in figure 1, The Main Determinants of Health by Dahlgren & Whitehead, 1991)

Figure 1



South Cambridgeshire is already a great place to live, work, grow and prosper, in fact it's one of the least deprived Districts nationally, where people on the whole consider themselves to be well and have lower levels of chronic illness and obesity than is seen in other parts of the County and nationally. However, the District faces the challenge of high economic growth coupled with an increasing number of older people more of whom will need physical and financial support, and fewer people of working age able to fund services. It is therefore an imperative that as a population we retain good health into older age not only to ensure we can work productively until retirement but to enjoy a good quality of life and to continue to contribute to society well into retirement.

The Council is, therefore, committed to continuing to improve health outcomes for all residents by focusing on these wider determinants of health. We hope that by taking a holistic, long-term approach, we will deliver sustained interventions which help our residents start well and live well, regardless of who they are, where they live or how much they earn.

The District Council has identified its health and wellbeing priorities to support delivery of our business plan, using data from [Cambridgeshire Insight](#). A shared knowledge base bringing

together data from a wide range of sources, to identify local needs and views in order to support local strategy and service planning.

The priorities of the CPICS Integrated Health Care Strategy have also been incorporated into this Health and Wellbeing Strategy. Appendix B illustrates how the projects delivered by SCDC meet the 4 priorities outlined by CPICS Strategy and demonstrates how we are working to deliver our mutual goals.

There are other delivery partners working on a range of South Cambridgeshire based projects which will deliver health and wellbeing outcomes for its residents, such as the Greater Cambridge Partnership (GCP), the Cambridgeshire and Peterborough Combined Authority (CPCA), CPICS, Cambridgeshire County Council and the Voluntary Sector. However, these projects will not be monitored within the scope of our action plan.

The Business Plan

The Business plan 2020-2025 focuses on 4 key areas of priority:

1. Growing local businesses and economies

Good health and wellbeing are fundamental to support a thriving economy. Security of income is fundamental to good health and wellbeing. Both enable individuals and families to plan for their future, pay for the necessities and have income left over to secure an enhanced quality of life. In the face of high economic and housing growth, the Council's aim will be to at least maintain our excellent current levels of air quality and health and wellbeing.

2. Housing that is truly affordable for everyone to live in

Having a secure, affordable home in which to live and raise a family with easy access to all services and amenities is another key determinant of good health; stable and affordable housing supports mental health by limiting stressors related to financial burden, long commutes and moving frequently. Within these priorities there is a firm commitment to encourage more people to participate in active and healthy lifestyles.

3. Being Green to our core

Reducing emissions of greenhouse gases through improved transport, energy efficient housing stock, food and energy-use choices can result in improved physical and mental health. The more homes and workplaces the district hosts the more important this is, especially around air quality; this will be mitigated for example through well-designed communities, improving access to green space and increased tree planting in every parish.

4. A modern and caring council

Supporting local community and voluntary groups and local businesses to help carry out projects which benefit people and the community, especially the most vulnerable; to enhance sustainable, healthy, connected communities.

The national context

In 2023 there were unprecedented pressures on health and social care services and widening inequalities resulting from the Covid-19 pandemic. There is a growing burden of mental illness, and rapid growth of the ageing population, relative to the working-age population. Health inequalities persist, particularly for preventable illnesses and meeting these challenges will mean a greater focus is needed on the promotion of health and prevention of disease.

As a District Council we are members of Cambridgeshire and Peterborough Integrated Care System (CPICS). Our collective focus is “*All together for healthier futures – working to improve the health and wellbeing of our local people throughout their lives*”.

For the first time, all organisations involved in keeping people healthy and well are working towards the same priorities together. This includes health organisations, local authorities, voluntary, community and social enterprises, and representatives from the wider community.

The health needs of populations vary across the Country, and in fact the County. People living in Peterborough will have very different needs to those living in Cambridge who will have very different needs to those living in South Cambridgeshire for example Cambridge, a densely populated urban environment, well served with public transport is made up of 75% 15-64 year olds, with a very high number of young people aged 20-34 years and only 11% of the population aged 65+. In contrast to South Cambridgeshire, a rural district made up of 106 individual parishes, poorly served by public transport and limited access to amenities, where 62% of the population is made up of 16-64 year olds and a larger proportion of the population (20%) aged 65+.

To help address these differences, CPICS has been split into two ‘places’: North and South.

North: Peterborough, Huntingdonshire and Fenland (pop: 575,000)

South: Cambridge, East Cambridgeshire and South Cambridgeshire (pop: 375,000)

One of the core principles of CPICS is that care should be delivered as close to a person’s home as possible. To address this each ‘place’ has been divided into Integrated Neighbourhood Teams (INTs). These are clusters of GP practices (Primary Care Networks or PCNs) within a given locality working together with local authorities and the voluntary sector to address the needs of the population at a hyper-local level.

In South Cambridgeshire there are three Integrated Neighbourhood teams which include most of our GP practices. These are as follows:

- ⇒ **Granta PCN:** Shelford, Sawston, Linton, Barley and Royston Surgeries in Hertfordshire
- ⇒ **Meridian PCN:** Harston, Comberton, Monkfield (Cambourne), Bourn, Orchard (Royston), Royston and Roysia surgeries
- ⇒ **Cambridge North Villages PCN:** Firs House (Histon), Milton, Willingham, Over, Cottenham, Swavesey, Maple (Bar Hill) and Waterbeach (and planned Northstowe) Surgeries
- ⇒ Papworth Surgery is part of the Huntingdon Central PCN
- ⇒ Greensands Medical Practice (Gamlingay) is part of a Bedfordshire PCN

Where a surgery is connected to a PCN outside of South Cambridgeshire, they will follow the health priorities of that particular PCN.

Much of the work we do as a District Council is already aligned to the priorities set out in the CPICS Integrated Health and Care Strategy. This is demonstrated within Appendix B, attached.

There is a greater need for closer collaboration amongst partner organisations, and with the formation of the CPICS, this is now being achieved.

Lessons learned from Covid-19 Pandemic

In March 2019 the country was faced with the challenges presented by the Covid-19 pandemic. In a very short space of time, SCDC had re-organised almost its entire staffing resource with the aim of supporting residents, communities and the NHS. Our approach was to reach out to community groups as a facilitator and enabler to offer support and guidance to residents, and to let the community groups and volunteers lead local support activity. The result was support to residents at a hyper-local level. From SCDC's perspective it is important to understand what worked well and what lessons we can learn from delivering a project at scale, at short notice and where the national guidance was changing on a daily basis. (Appendix C contains a brief summary of our approach within Communities).

Climate change and health

Climate change is linked to health in multiple ways. Excess heat places additional pressure on the heart, brain and lungs, increasing the risk of death from circulatory diseases such as heart attack and stroke. The elderly and the very young are at greater risk of dehydration. There is also significantly greater risk to those who work outdoors with longer exposure to extreme heat, cold or flooding. As a Council we are taking proactive measures to ensure we lead from the front as well as introduce initiatives and community projects to facilitate local action. Our [Zero Carbon Strategy](#) brings together our plan to reduce carbon emissions.

An evidence based strategy

The health and wellbeing activities undertaken by the Council are evidence based and collaborative. To do this, data is referenced from [Cambridgeshire Insight](#).

Overview of South Cambridgeshire

Beyond the Covid-19 pandemic, the broader health issues specific to South Cambridgeshire have not altered since 2019:

- Demand for health and education services will continue to increase significantly as a result of the particularly strong local housing growth and the general aging of the population.
- The Census 2021 illustrates the increase in population of South Cambridgeshire from around 148,800 in 2011 to 162,000 in 2021 an increase of 8.9%.
- South Cambridgeshire is predicted to have the highest level of growth in absolute numbers and proportional growth of any Cambridgeshire district between 2016-2036. With the population forecast to rise to 200,480 by 2036.
- Recent growth has primarily been driven by natural change, rather than migration. However, our planned new housing sites and the numbers of dwellings expected in South Cambridgeshire also contribute to the expected population growth.
- In South Cambridgeshire, as with most Cambridgeshire districts, the White British group comprises around 90% of the population. Travellers represent 0.4% of the population and have some of the poorest health outcomes. And migrants and asylum seekers make up 0.2% of the population.
- The proportion of people from the Asian: Indian/Pakistani/ Bangladeshi group in South Cambridgeshire is smaller than the proportion found nationally (5.8% compared to 9.6%).
- The population has also continued to age, with an increase of 28.7% in people aged 65 years and over within the district in 2021.
- The greatest population growth is expected in the over 75 age group across Cambridgeshire. People aged 90+ is predicted to increase by 137% by 2036.
- South Cambridgeshire has a significantly higher birth rate than the Cambridgeshire average due in part to the number of new communities which attract young and growing families.
- South Cambridgeshire is a rural district made up of 106 parishes, which are poorly served by public transport.
- The high cost of housing in South Cambridgeshire means that young families and individuals are at greater risk of housing poverty.
- South Cambridgeshire is markedly the least deprived district in Cambridgeshire, and none of its population live in the most deprived fifth (20%) of areas nationally. Although deprivation does exist across the District, it is dispersed within smaller communities and largely hidden.

- Where poverty does exist the percentage of children achieving a good level of development at the end of reception is significantly worse than the England average for local children with free school meal status
- South Cambridgeshire's educational attainment and employment rates are statistically significantly better than the England average.
- However, the number of people economically inactive has risen to 34.8% in 2021 from 23.8% in 2011 (largely attributed to growth in the numbers of people retiring).
- Health outcomes in South Cambridgeshire are broadly very good and often statistically significantly better than national averages.
- Cambridgeshire has high levels of hospital admissions among 10-24 year olds due to self-harm (almost twice as high as reported across the East of England and 1.5 times higher than found nationally).
- In South Cambridgeshire approximately a quarter of adults are physically inactive, not meeting the recommended 150 minutes of moderate intensity activity each week.
- Over half of all adults across the district are classified as overweight or obese.

South Cambridgeshire Priorities

The preceding SCDC Health and Wellbeing Strategy highlighted 4 priority areas, outlined below. These are now aligned to the CPICS priorities to create greater synergy. The activities we are undertaking to address them are outlined in appendix B.

1. Children and Young People

Aligned to CPICS priority 1: Helping Children to enter/exit education prepared for the next stage of their lives

- Promote inclusive activity for children
- Support vulnerable families with children
- Early identification of children at risk

2. Healthy Behaviours and Lifestyles

Aligned to CPICS priority 2: Create environments to give people the opportunity to be as healthy as they can be and

Aligned to CPICS priority 3: Reducing poverty through housing, employment and skills

- Promote activity for the aging population
- Design health and wellbeing into our strategic sites e.g access to green space, and opportunities for active travel
- Provide opportunities to help people manage their weight
- Deliver a range of healthy lifestyle interventions for all ages
- Support residents facing food, fuel poverty and homelessness
- Deliver improved air quality
- Deliver a range of support to help people into high quality employment

3. Mental Health

Aligned to CPICS priority 4: Promote early intervention to improve mental health and wellbeing)

- Actively building community cohesion in our strategic sites
- Plan environments which promote positive mental wellbeing
- Early identification of risk signs and counselling service provision to people and families at risk
- Address isolation and loneliness across all age groups, within new communities as a key priority
- Timely delivery of community facilities which help bring people of all ages together.

4. Ageing Well

Aligned to CPICS priority 2: Create environments to give people the opportunity to be as healthy as they can be.

- Support elderly residents to live independently at home
- Invest in services to reduce loneliness and isolation
- Use opportunities to educate as a means to prevent ill-health
- Ensure provision of suitable housing choice for aging population
- Plan inclusive environments which enable residents to age well

To demonstrate more precisely how we will work as a partner within CPICS to meet the priorities set out in the Integrated Health Care Strategy and our own strategic priorities and objectives, all the activities and actions are outlined in Appendix B and grouped under the four ICS priority headings to illustrate how our approaches are aligned.

Some of the objectives are delivered directly; others are delivered indirectly or in partnership, with SCDC providing funding or capability to other organisations.

It is important to note that the Healthy Behaviours and Lifestyles Contract funded by Public Health delivers a 3-tier service for residents.

Tier 1; Delivered by the District Councils. Healthy You, lifestyles programme. A first line intervention for adults wishing to pursue light activity such as health walks.

Tier-2 is delivered by Everyone Health, which includes weight management, health coaching, stop smoking and alcohol reduction interventions.

Tier-3 a more intense weight management support provided by Cambridge University Hospital.

How we will measure success

An effective public health approach recognises that it is only through actively working together on these many factors, that we can make inroads into improving health for the whole population¹. Actions will need to be monitored and outcomes evaluated where possible, using a range of methods. By evidencing these broader benefits, we can begin to highlight the impacts our activities have on measures such as falls reductions in the elderly, or early discharge or delayed hospital admissions. However, changes to population health often take many years to achieve. Therefore, it is important to recognise that whilst we cannot directly influence individual health outcomes, we can make a significant positive contribution to health and wellbeing at a population level through the actions outlined in the strategy.

Conclusions

This Strategy aims to address the Health and Wellbeing needs of a population who on the whole report good health but where there is continuing high housing growth and ambitious economic growth in the face of an increasingly ageing population where more people will need physical and financial support, with fewer people of working age able to fund services. The role we play in the wider determinants of health will ensure our populations are physically and mentally fit and therefore more resilient in the face of any future pandemics; contribute to, and benefit from, the economic growth across the region; and continue to positively contribute to society and live full lives well beyond retirement. Providing for health and wellbeing is an essential element to place making, building strong and resilient communities engaged in addressing wider environmental challenges; and is complementary to a supportive built environment designed to promote health and wellbeing.

The health priorities for this Council will be to promote optimum health through the wider determinants where we can use our influence. Health cannot be achieved alone through the built environment; spaces need to be animated and activities supported by the Council. Providing the opportunities for young people to participate in activity acts to embed activity into their lifestyles at the outset which stays with them as they mature and grow; so being active becomes part of their lifestyle. Helping adults to regain activity helps demonstrate a good role model to young people and helps to create a culture of physical activity. A holistic approach to health and wellbeing is required to maximise every opportunity available to influence, support and encourage health and wellbeing leading to a virtuous circle of mutually reinforcing interventions.

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- (3) HOPSR: <https://www4.shu.ac.uk/research/cresr/news/housing-older-people-supply-recommendations-hopsr>
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Health & Wellbeing Project Update and Future Targets

Update: July 2023

1. Priority 1 helping Children enter exit education prepared for the next stage of their lives								
Action:	Business as usual or Specific project?	Why we're doing it	Project Update/Future Targets	Delivery model	Cost	Owner	RAG	Officers
Home Start Grant Funding for new parents	Business as usual	A child's future is determined before they are born. The Home Start programme is targeted to parents with young children under the age of 4 living in the most disadvantaged areas of the District and supports the Countywide priority of giving children the best start in life.	Delivered through the Service Support Grant agreements 2023-2026. Ongoing delivery with annual reports submitted to SCDC's Grants Advisory Committee (GAC)	Funding provided for Home Start via the Service Support Grants.	£4,000 over 3 years	LMC		LMC - Lesley McIrvine HS - Helen Sherry BT - Ben Truitt HT - Heather Wood CS - Claire Spencer RS - Robin Ledger JC - Jay Carter LD - Liz Day CC - Catherine Coughlin KH - Kathryn Hawkes CC - Charles Clay RJ - Rachel Jackson TS - Tracy Blackman CC - Orla Gibbons
Holiday Sports Camps	Business as usual	To provide opportunities for children from all backgrounds to participate in sport activity to build confidence, improve educational attainment (direct link between children who play sport and educational attainment), social and community cohesion. These events are supported by volunteers from the young leader programme via School Sports Partnership.	These courses continue to be popular and offer an affordable alternative to privately run holiday schemes which are self-funding. Plans to continue to deliver throughout the course of this strategy.	Sport camps Disability school athletic sport.	Self funded	LMC / HS		
Mini Olympics for year 4 pupils	Business as usual	Promoting sport in schools. 44 schools across South Cambridgeshire attending with 1600 pupils introduced to a wide range of sports and making 128 volunteers from the 8 secondary schools. Children who engage in sports early adopt healthy lifestyle habits which are more likely to continue into adulthood. There is a strong correlation between sporting activity and educational attainment.	Successfully delivered in 2023. Plans to continue to deliver throughout the course of this strategy.	South Cambs Schools Sports Partnership	£500 (Total event cost £4300)	LMC / HS		Business as usual - This may relate to a statutory service or to a discretionary one that has come to be seen as BAU. This is not a guarantee of ongoing delivery where the service is not statutory but may instead denote an intention to continue, subject to the availability of resources e.g. grant funding.
Nature Based Programmes Including Wild Minds at Milton Country Park for young people aged 12-17 years	Specific project	Working in partnership with Milton Country Park and a psychological therapist to provide a series of 8 week courses for young people (aged 12-17) with poor mental health unable to access mental health services via primary care.	This scheme is under review. Previous participants report positive outcomes, there is a continual challenge to fill the course with many running under capacity in the past 2 years. A meeting has been requested with the Cambridgeshire Peterborough Foundation Trust (an NHS organisation who lead on mental health provision across the County) to address referrals with the aim of embedding programmes into a routine referral process. A report will be submitted to Cabinet by March 2024 on the future of the scheme.	Central Gov via County Council Covid Recovery Funding	£3200 per course	LMC / BT		Project - This denotes a time-limited project to meet a specific need. Specific projects may develop into BAU where they demonstrate good outcomes and where ongoing funding allows.
Forest school programme for Ukrainian refugees	Specific project	2 programmes have been delivered to young people from Ukrainian families settling in the District. 1 course was held at Wandborough Country Park and another delivered by Milton Country Park.	Demand to be assessed in October 2023 to review if and how many future programmes are to be provided.	Grant funding from Central Government to support Homes for Ukraine families	£3,740 (including translation fees)	ED/AP		
Breadfeeding friendly award (FreeBFood)	Specific project now business as usual	A campaign to encourage and normalise breadfeeding in public. To help those who breastfeed and/or pump to feel relaxed and increase in confidence. Delivered in partnership with the Cambridgeshire & Peterborough Healthy Child Programme, working with Environmental Health Officers.	83 venues signed up in the first year and the project is ongoing. This has now moved beyond pilot and is being delivered as business as usual via the Environmental Health team. The scheme is now being adopted by East Cambs & Peterborough.	Funded by PH through the Healthy Weight grant 2022/23	£1000 in year 1. Ongoing cost approx £400 pa	LMC		
Nutritional Wellbeing in Schools	Specific project	New funding from Public Health providing access to schools to provide nutritional wellbeing together with measures such as Whole School Approach to Health and Wellbeing. Being delivered as part of the Healthy You programme.	Ongoing delivery in primary schools across the region by the physical activity coordinator delivered through the Healthy You contract funded by Public Health to 2025.	Healthy Lifestyle Contract Public Health (formerly LGM)	£External funding	LMC/BT		
ExerciseFun family programme	Specific project	12-week free active lifestyles programme for young people aged 11-17 including free 12 week membership to leisure centres	The first programme is planned to be delivered as a pilot in Sawston in November 2023	Funded by PH Health Weight grant 2023/24	£3,000	LMC/BT		
2. Priority 2: Create environments to give people the opportunities to be as healthy as they can be								
Action:	Business as usual or Specific project?	Why we're doing it	Project Update/Future Targets	Delivery model	Cost	Owner	RAG	Officers
The Active Travel Toolkit	Specific project now business as usual	To guide planners, developers and officers in creating truly active environments in new communities to encourage residents to adopt more active, healthier lifestyle behaviours as soon as they move in. Encouraging more people to travel by cycle or on foot will not only create safer, more sustainable environments in which children can play, it will improve population-based activity levels, increase community cohesion and improve air quality.	The toolkit was initiated by SCDC but later adopted by the County Highway Team. To be adopted across the County linked to the Active Travel Strategy. For completion Oct 23	Planning, policy, S106	£Officer time	LMC/CS		
Health Impact Assessments (HIA)	Business as usual	Using the Health Impact Assessment tool to work with developers and planners to ensure new settlements promote health and wellbeing through good quality housing, equitable access to local amenities, open green space and play areas.	HIA continues to be used to raise awareness of impacts to health and wellbeing in new developments. Emerging national guidance from the Dept for Levelling Up states that from 2024 all Supplementary Planning Documents will be supported by Local Plans	Communities Team officers	£Officer time	LMC		
New community development: Learning from the issues relating to mental health in the early development of Cambourne and applying this learning to all new developments	Business as usual	To ensure all new communities offer early residents the opportunities to meet and connect with each other, employing community development workers to bring people together and ensuring that their infrastructure is provided through S106 funding.	An ongoing workstream: Policy WSPF (Community, sports, and leisure facilities) in the Greater Cambridge Local Plan First Proposal includes the proposal that in large scale developments and new communities, community development strategies will be required, to explore how places will become communities, and how early residents will be supported	Officers	£Officer time	LMC		
Develop a Council owned external scheme of age-exclusive apartments in Northwode.	Specific project	To ensure that the Council is at the forefront of developing the next generation of affordable rented homes specifically targeted at older people, that promotes an active lifestyle and supporting residents to live safely and independently for as long as possible.	The Council stepped back from being on the shortlist for homes within Phase 2A, of which the older people's apartments were a part. Subsequently the housing developer, Hoxse by Urban Splash went into receivership and Homes England will need to secure a new development partner to progress the scheme, which may be subject to public consultation	Council newbuild programme	£ TBA	CG		
Active and Healthy 4 Life (Exercise on referral)	Business as usual	Exercise Referral scheme for adults with a medical condition. Delivered at sports centres across the district. Continue to work with Primary Care Networks to improve and increase referral rates across the District.	£200K National Leisure Recovery funding was secured from Central Gov/Sport England in March 2021 to help mitigate the financial impacts of Covid on the leisure industry. We successfully secured funding for 3 centres from this pot. An additional £20K central government funding for covid mitigation was secured as grant funding to help our dual use leisure facilities to upgrade their facilities and equipment and innovate new activity programmes to stimulate the return of existing and new participants as lockdown measures eased. Funds awarded in July 2021. Further funding via grants has been distributed to the leisure centres to improve facilities, increase activities and participation rates. Membership levels are now back to numbers seen pre-covid. Through various health meetings, the ExerciseReferral programmes continue to be promoted as we integrated our prevention services better into the health agenda. Additional £3K funding has been allocated to continue to support our programme at Centris in Alton.	Local Sports Centres Sports co-ordinator contractor	£22,000	HS		
ExerciseFun adult programme	Specific project	12-week free active lifestyles programme for inactive adults with a BMI >25 including free 12 week membership to leisure centres: Sawston, Linton & Meldour initially. A programme will also be piloted for adults with disabilities from Sept 2023 at Sawston	Delivery began in August 2023. Linton and Meldour and Cambourne and latterly in Sawston. Delivery beyond 2023 will be dependent on future grant availability from Public Health.	Public Health funded	£50,000	LMC/BT		
Grants for specialist groups offering activity programmes for people living with Long Term Conditions	Specific project	A grant fund has been created for the voluntary sector and specialist groups to provide physical activity programmes to help support people living with specific long term health conditions, for example parkinsons, chronic pain, dementia.	£13K has been set aside to support groups who offer physical activity programmes for people living with LTC's. The plan is to continue to offer grants to improve participation uptake for people living with specific conditions.	Physical activity budget	£13,000	HS/BT		
Healthy You Lifestyles Contract	Business as usual	A Public Health funded programme 'Healthy You' aimed at those most in need to encourage participation in physical activity. Participating in physical activity improves physical health, e.g. can help reduce obesity, reduce risk of developing diabetes, heart disease and other chronic illnesses and positively impacts mental wellbeing. This funding has been used to set up a series of Wellbeing Walks which continues to be expanded as well as community led initiatives such as Kurling and Walking Football.	Wellbeing walks have been set up across the District and 13 volunteer walk leaders trained. The Social Prescribers are referring patients directly to these schemes. In addition we are increasing the number of walking sports programmes across the District, including walking football, cricket and netball. New Age Kurling groups have also increased. The existing Public Health Contract expires in 2025.	Funded by Public Health and hosted by SCDC, promoted by Project Officer post.	Funded in full by CCC	LMC/BT		
Active New Communities Network	Business as usual	Healthy New Town programme/Sport England funded 2-year programme to support physical activities in new communities including Northwode and Heaton.	The programme was extended to ensure the funding could be used to best effect, following the pause imposed by the pandemic. The programme has now concluded but the network continues, with a focus on supporting activity in new communities.	Coordinated by Living Sport, making a partnership of local authorities.	Funded by NHS HNT & Sport England	LMC/HS		
Community Hubs; meeting places across the District which will bring agencies together and provide outreach services to residents in rural communities, including digital connection to services where needed. This builds on the success of the Warm Hubs in Winter 2022/23.	Specific project	This is part of a series of activities to address the Cost of Living Crisis and address inequality, bringing financial and practical support for those in need. These Hubs also provide opportunities for people to connect socially and have been a real success in addressing isolation and loneliness.	A Cost of Living strategy has been created and signed off by Members. The work is funded to 2025, and we will be working with stakeholders throughout this time to ensure these hubs become sustainable local community assets.	Communities Team officers	£Officer time	LMC/CR		
Homes for Ukraine	Specific project	Supporting hosts and refugees to settle in the UK and move onto to other housing options	Delivery ongoing throughout 2023/24	Project officer	£Officer time	BT/AP		
Asylum Seekers at Bar Hill	Specific project	Providing a range of support to asylum seekers to help settle and support whilst awaiting application processing	Physical activity programmes, wellbeing walks, games, clothes, places to worship	Project officer	£Officer time	AP		
Community Safety Partnership	Business as usual	Supporting priority places and people, through stakeholder meetings and problem-solving groups, to reduce crime and anti-social behaviour and improve the lives of those living in South Cambs.	Delivery is ongoing for 2023-24 with current date-led priority areas being Cambourne, Orchard Park, Northwode and, more recently, the west of Milton and Waterbeach.	Partnership working through the CSP	Officer time (SCDC); officer time (CPCC funded)	KH		
Provide support to Parishes and Community Groups to develop local initiatives which benefit the wider community	Business as usual	Helping groups and parishes set up locally driven initiatives which support local people via the Community Chest grant.	An ongoing project. Community Chest Grant has been set up to support any communities with officer support to facilitate.	SCDC Grant funding	£45,780 grants	ED		
Invest in community transport schemes and continue to produce the transport directory.	Business as usual	Lack of community transport negatively affects the most vulnerable people in our society including the elderly, and those on low incomes. Continued investment will enable independence and social connection to those that would otherwise not have the means to travel beyond their village and access healthcare and other necessary amenities	Grant agreements in place with local providers of Community Transport funded through the Service Support Grant Agreements to 2026.	Service Support Grant funding	£7000 per RDCT £5000 VN £5000 Dual use cab £7000 Care Network	LMC		
Promote the Community Rail Partnership	Business as usual	To encourage modal shift to more active travel by promoting cycling and walking routes and public transport options to and from stations, and promoting rail use as a key part of sustainable and healthy journeys.	Ongoing work includes commenting on E1VA, delivering by a train trips, a volunteer gardening project at Sheppon	Project officer	£ Officer time	JC		
State clear health and wellbeing objectives in the Local Plan	Business as usual	To make clear to those seeking to develop and build, that only developments which address our criteria will meet planning approval.	The Greater Cambridge Local Plan First Proposal document includes policy WSHD which proposes that Healthy New Town principles are embedded across the plan. HAs are expected to include Cambridge and the region of the food premises is explored. Research and evidence gathering on the latter element is in progress and will be considered at Draft Plan stage.	Planning policy	£Officer time	LMC		

Apply the 10 principles from the Healthy New Town Network and the best innovations from our work at Northflow Healthy New Town and apply the learning to new planning applications.	Business as usual	Work in progress. We are evaluating options to strengthen the Health & Wellbeing messages in the next Local Plan.	The integration of the 10 principles has been proposed for inclusion in the Greater Cambridge Local Plan. More detail will be worked up for the Draft Plan Stage, working towards the adoption of these principles as policy in the next LP.	Planning policy	EO/Officer time	CG/LMC	
Update Health Impact Assessment SPD (2011)	Specific project	The existing Supplementary Planning Document (SPD) was published in 2011 and needs to be updated to reflect new Local Plan policy with up-to-date evidence.	The Dept for Levelling Up are proposing significant changes to the Planning process. SPDs are due to be replaced by Supplementary Plans. Once a new LPA has been adopted the old SPD will cease to have effect regarding the need to undertake this particular activity. This change will take effect from 2024.	Planning policy	EO/Officer time	LMc	
Secure from major developers \$100 funding for the phasing arrangements for early delivery of community spaces such as parks, green spaces, orchards and allotments in new communities.	Business as usual	To ensure that new developments promote health and wellbeing from the outset giving opportunities for the early residents to have access to quality open green space, parks to promote mental and physical wellbeing.	Ongoing. An internal document was produced to provide guidance for Development Officers commenting on planning applications. Working with planning policy to include a swimming pool strategy for the Greater Cambridge area.	Planning policy	EO/Officer time	LMc	
Working as Integrated Neighbourhood teams to address the wider determinants of health in managing patient conditions, taking an 'up-stream' approach in reducing demand on primary and secondary care services. This will involve looking at opportunities for activities for health prevention based at a 'neighbourhood' level addressing local health needs.	Business as usual	To create more seamless access to services for our residents, prevent escalation of symptoms leading to crisis and support independent funding/delayed transfer of care into hospital or social care. This is a multi-agency approach working with health and social care partners and the voluntary sector.	Ongoing. We are working closely with the Integrated Neighbourhood teams in a more joined up approach to how we address health priorities at a neighbourhood level. This work stream will continue to build over the term of this strategy.	Officers	EO/Officer time	LMc	
Develop a Health in All Policies Approach (HAP)	Specific project	A toolkit is being developed by Cambridgeshire County Council which is being piloted at Peterborough City Council to eventually become adopted at Districts level.	Once the pilot stage is complete, the toolkit will be adopted by the Districts to ensure consistency across the County. This is likely to happen in 2024.	Officers	EO/Officer time	LMc/NG	
Support Mobile Warden Scheme delivery	Business as usual	To provide support at home for older people to retain independence and address social isolation and loneliness.	Workshops organised with elected members and stakeholders. Funding from SCDC agreed for 1 year from April 2024 and further development work with schemes during the 2024-25 financial year, with a view to funding with public sector partners from 2025-26. Additional seed funding of £20,500 secured from the Care Together fund and distributed. A toolkit for how to set up a new scheme is live on the SCDC website.	Parish Councils, Age UK, Grant Funding	£100,000 for 2024-25	ED	
Advice Services	Business as usual	To provide debt counselling and advice services such as Citizens Advice and Disability Cambridgeshire to families in need of additional support	Ongoing - annual update reports are received and submitted to Grants Advisory Committee. Increases have been reported in advice for debt and money - namely fuel poverty and council tax arrears, plus employment and welfare rights.	Funding provided for voluntary sector organisations via the Service Support Grants.	£100,000pa CAB £8,730pa DSH £5,000pa Reach	ED	
Work with the Falls Prevention teams	Business as usual	To identify and refer those at risk of falling to the Falls teams at Cambridgeshire and Peterborough Foundation Trust and promote strength and balance classes and community based activities. Additional funding will be received from Public Health in 2024 to extend the number of strength and balance classes currently on offer across the District.	Ongoing - Housing Officers referring residents they feel are at higher risk of falls to falls referral team at CPTT. Training for sheltered support housing officers in how to identify those at higher risk. This will be embedded as business as usual for housing officers and continue through the term of the Strategy. Additional Strength and Balance classes will be developed based on community need, and delivered for the period 2024-2025.	Housing officers	EO/Officer time		
Investment via service support grants to provide community-based art-therapy groups	Business as usual	Arts play an important role within mental health care supporting the positive mental health of individuals. Offering residents suffering with poor mental health alternative therapies to managing mood	Ongoing - Covid has impacted the number of referrals but the service have been working to strengthen links to the Primary Care Networks and are already beginning to see an increase in uptake of South Cambridgeshire residents. The work is funded by the Service Support Grants to 2026 and annual activity updates submitted to SAC.	Delivered by Arts & Minds Grant Funding	£4,000 pa	LMc	
Creating a designated bathing site specifically for Sheep Green on the river Cam in the City	Specific project	This is to encourage outdoor swimming activity and provide reassurance to bathers of improved water quality	Application made to Debra by Camb Valley forum and supported by SCDC	Delivered Camb Valley Forum	£9,000	OG	
Invest in digital care within our new communities	Business as usual	Tech-enabled care together with services such as the Lifeline enable residents to be monitored to detect early signs of deterioration in health plus more immediate connectivity to carers, families and health professionals should something go wrong.	Ongoing - older residents receive regular care scrutiny being encouraged to consider the Lifeline service, especially users of Mobile Warden Schemes (see above). We are also working with the Tech Enable team at Cambridgeshire County Council (CCC) to explore adoption of tech to be integrated into new builds, this is being explored at Haverhill. CCC through their Lifeline service have linked with a number of community projects across the District to help improve access to IT throughout Covid. A number of community based digital support projects have been delivered since 2020-2021.	Housing - new communities	EO/Officer time	LMc/CG	
Manage 43 sheltered housing schemes in 30 villages throughout South Cambridgeshire	Business as usual	An affordable housing option for those over the age of 60 or those aged below 60 with a physical or other disability. Offers independent living with the support of dedicated Sheltered Estate Officers. Communal rooms are provided as part of the scheme to encourage community activities.	Allocations through the HomeLink scheme based on housing need and eligibility. This is ongoing.	Sheltered Housing	Funded through the Housing Revenue Account	MC	
Provide a visiting support service to residents of South Cambridgeshire	Business as usual	To promote independent living in the community. The visiting support service is available to residents aged over 65. This is a short term support service providing confidential, emotional, financial and practical support.	Business Plan objective to support 200 new clients during 2023/24 - at 20/2023 the service has supported 138 clients this financial year. Signposting to local MVS where appropriate.	Housing	EO/Officer time	Debbie George	
8 free trees scheme	Specific project	An annual scheme for applications from parishes, to increase tree density in 5 Cambs villages	Ongoing delivery	C&E Team	EO/Officer time	OG	
3. Reducing Poverty through housing employment & Skills							
What we're doing now		Why we're doing it	Project Update/Future Targets	Delivery model	Cost	Owner	RAG
Support and promotion of Apprenticeship events	Specific project	Working in partnership with skills providers, from the Future and a Growth Work Skills to host, support and promote events aimed at increasing exposure of young people to future careers and apprenticeship opportunities	Ongoing - event held Sep 2023 to coincide with National Apprenticeship week. Future events planned	Economic Development	EO/Officer time + £900 school transport	LD	
Cost of living projects	Specific project	1. Emergency food parcel delivery. Food aid delivered to anyone anywhere in the District in need of urgent supplies. 2. Mobile Food Hub truck, initially to deliver to communities across the District with the aim of creating self-sustaining food hubs (Papaerth, Duxford, Luton, Fulbourn, Orchard Park & Willingham) 3. Create a Food Hub network, linking all the existing food hubs to share produce and support each other and residents in improving access. A longer term aim is to link in local food growers and supermarkets to reduce food waste. 4. Deliver warm blankets to targeted residents in Winter 2023/24 following success of previous winter. 5. Community presentations to raise awareness of the wide range of support and grants available to people struggling financially. 6. Cost of Living resource developed and distributed to targeted group who have missed Council Tax payments.	Delivery ongoing throughout 2023/24	Project officer	EO/Officer time	LMC/CR	
Investment in the Handyperson scheme	Business as usual	Secure neutral scheme enabling residents to apply for minor works/jobs to keep their homes functioning, enabling them to live comfortably and longer in their own homes for as long as possible avoiding earlier hospital or care admission	Delivery on going	Grant funding	£20,000 pa	LMc	
Introduction and delivery of a County-wide Repairs and Adaptations Policy	Business as usual	Providing home adaptations, improving housing conditions and delivering housing, health and social care outcomes	Delivered - to be reviewed Winter 2023	Housing policy		JF	
Home Improvement Agency	Business as usual	Using funding from the Disabled Facilities grants, to undertake housing adaptations to enable people to remain in their own homes for longer.	Ongoing delivery	HA team	external funding through the Better Care Fund	JS	
Zero Carbon Community grants	Business as usual	Projects funded have co-benefits for environment and health, including retro-fitting community buildings, electric vehicle for food hubs and repair cafes (which address isolation and mental health) and thermal imaging and home energy officers. (max £15k per application)	Annual grant (Apr-Jun)	C&E Team		OG	
Income maximisation officers	Business as usual	1 x officer in Revenues and Benefits 2 x additional officers in Housing. Signposting residents to advice support on a range of financial issues. Supports the Cost of Living Project	These posts are delivering important first line support to residents struggling with their finances. These posts fit well with the Cost of Living Project work. Early signposting to a range of financial support and food aid.	Revenues and Benefits and Housing	EO/Officer time	LH (R&B) and ST (Housing)	
Future Plans		Why we're doing it	Project Update/Future Targets	Delivery model	Cost	Owner	RAG
Development of an Employment and Skills Brokerage policy for Strategic Sites for inclusion in the emerging Local Plan	Business as usual	To ensure that all grant sites provide opportunities for skills development and upskilling of local people. The Policy would place requirements on developers to employ % of local people, apprenticeships, educational engagement and outreach with schools, colleges, Dept for Work & Pensions (DWP), long term unemployed and NEETS (young people Not in Education, Employment or Training).	The Greater Cambridge Local Plan First Proposals includes a proposed Policy W5/10. Creating inclusive employment and business opportunities through new developments. Economic Development to work with Planning Policy to develop a detailed policy.	Planning Policy	Officer time	EC Dev/JD	
Consider SCDC participation in Region of Learning Programme	Specific project	Region of Learning is a Digital Platform, providing skills building support through digital badges, CV and application writing and interview skills, mentoring and coaching. Digital platform developed by Cambridge City Council with Form the Future enables a digital passport to track and demonstrate preparation for employment	Awaiting outcome of discussions with Combined Authority regarding potential for Shared Prosperity Funding to extend this to the districts.	Economic Development	Officer time/ SPF Funding	KS	
Place Dept Work & Pensions outreach employment support into community	Specific project	Develop a pilot model for DWP outreach into community settings to support people with long term health conditions and disabilities into employment where appropriate. This is an action arising from the CPICs Health and Care Strategy under Priority 3. With an emphasis on good employment. A Good Work charter to be an outcome of this work.	Funding secured by Public Health to run pilots across the County, one of which will be in South Cambs. Work being undertaken to identify most appropriate location and model for delivery. Project launch early 2024.	Economic Development/ Communities	Officer time	LDV/LMc	
Consider SCDC participation in Form the Future Antisocial Programme	Specific project	This is an Outreach programme enabling employees to go into schools to showcase their role. To increase awareness of opportunities available to young people in local government and the various career pathways available to them.	Discussions ongoing with HR team to begin in 2024.	TBC	Officer time	LDV/HR Team	
Environmental Health Officers to work with landlords to improve Energy Performance Certificate ratings on private rental properties	Business as usual	Info pack to be sent with letters to Landlords to highlight energy rating and risks to tenants with grants available for landlords	Due to launch by the end of 2023.	EHO	Officer time	LB & PG	

As part of Cambridgeshire Energy Retrofit Partnership (CERP), deliver Home Upgrade Grant (HUG) home retrofits in the District and facilitate ECOM Flex scheme (Energy Company Obligation).	Specific project	CERP is working under the brand name Action on Energy to raise the profile of home retrofit in the District, increase uptake and build confidence by establishing a trusted avenue to retrofit, including Dept for Energy and Security Net Zero (DESD) grant-funded work. To reach our Net Zero by 2050 vision, improving energy efficiency in housing is essential, and grant-funded retrofit can help alleviate energy costs for households who don't have the resources to self-fund home improvements. The ECOM Flex/Green Deal Innovation scheme also target those whose health is detrimentally affected by living in a cold home, as per NICE guidelines.	Ongoing delivery, two year period July 2023-2025. Target of 600 (approx) properties across the county via HUG2 funding.	Climate and Environment Project Officer and Development Officers partnership between 6 Cambridgeshire LAs.	Officer time, additional staff resource bc with HUG2 funding.	OC/CAE Team	
Deliver the Council's Housing Asset Management Strategy relating to Council owned properties	Business as usual	To ensure our council properties remain fit for purpose and are energy efficient to meet the net zero carbon targets of 2050.	Housing Stock Condition Survey underway - to be completed by December 2023 which will then inform planned works.	Housing	Funded through the Housing Revenue Account	Housing Assets Team	
Increased scrutiny of health & safety and tenant satisfaction measures	Business as usual	Implemented through the Social Housing Regulation Act, increased regulatory role for the Social Housing Regulator, including publication of performance measures relating to health and safety as well as tenant satisfaction	In the process of setting up systems to collect the information for publication in 2024.	Housing	Funded through the Housing Revenue Account	Housing Assets Team	
Tenancy Information review	Business as usual	To review and update the information held on council tenants with a particular focus on those with disabilities and to identify any special requirements	Review to commence in Q4 of 2023	Housing	Funded through the Housing Revenue Account	LB & PG	
Identifying homes in poor condition.	Specific project	A checklist for frontline workers has been produced, currently trialed in Cambridge City with the aim of identifying residents who live in cold/damp or mouldy homes to establish an appropriate referral mechanism to enable action to be taken through environmental health teams. Providing greater identification, support and protection for people in private homes or private rental sector.	Pilot stage. To be rolled out across the District and the rest of the County in 2024	Environmental Health	BAU	EHD	
4. Promote early intervention to improve Mental Health & Wellbeing							
What we're doing now		Why we're doing it	Project Update/Future Targets	Delivery model	Cost	Owner	RAG
Support the publication of COPE (Cambridgeshire Older People's Enterprise), the newsletter aimed at keeping local older people connected and in touch with the outside world.	Business as usual	To keep older people connected. Many older house-bound people who do not have or want access to the internet rely on this form of newsletter as a source of information on what's going on locally.	COPE have also introduced a new telephone service called "talking together" which invites people with the same interests to join a group conversation. This has been very popular and helped older housebound people stay connected and interested throughout lockdown. Annual progress reports submitted to GAC. Funding to continue for the duration of the Service Support Grant agreement.	COPE	£2,000 pa	LMc	
Specialist advice for voluntary sector	Business as usual	To provide specialist advice for the voluntary sector in terms of access to various sources of grant funding, training and general support	Ongoing as part of the Service Support Grants. Annual progress reports submitted to GAC. Namely they are providing ongoing support to start up orgs, signposting to grant funding, guiding on governance etc.	Delivered by CCVS (Cambridgeshire Council for Voluntary Services)	£11,400 pa	LMc	
Mental wellbeing practitioner (Housing and Environmental Health)	Specific project	The role was filled in January 2023 as a pilot to support tenants with complex needs to help sustain tenancies and link in with the wider health care system.	The post was already covering specialist early support, addressing inequalities and engaging with families and individuals that are typically "hard to reach", developing trust and supporting change as a piece that is very much dictated by the individuals who are in return receiving holistic support on a whole range of complex issues. The post was secured as a fixed term contract. Ongoing funding will be dependent on outcomes and budget beyond 2024.	Housing and EH	Officer time	CG	
Mental Health Support for Businesses	Business as usual	Economic Development team provide information and signposting to support services to local businesses through the Newsletter and Social Media. Regular Webinars are hosted for businesses to find out about the support that is available to them and for their staff. Webinars hosted by Public Health.	Ongoing	Economic Development	Officer time	TB	
Training for all front-line staff in MECC (Making Every Contact Count)	Specific project	To aid richer conversations with residents to help problem solve and signpost	Delivery in July 2023. Training to new cohorts will be continued indefinitely.	Everyone Health	(Officer time training)	LMc	
Training for staff on Domestic Abuse	Specific project	To raise awareness of domestic abuse and signpost to support	Domestic Abuse Champions identified and trained. Further training arranged for September 2023.	Housing	Officer time	Heather Wood	
Future Plans		Why we're doing it	Project Update/Future Targets	Delivery model	Cost	Owner	RAG
Consider the development of a Heritage Arts & Culture strategy	Specific project	Arts and culture play an important role in placemaking and wellbeing and health. This is an area of activity to be strengthened to improve access to creative past-times across the District and share our heritage more widely.	Elected Members to be surveyed and asked for their views on the scope of a Culture Strategy.	bc	bc	KH	
Mental health early intervention project at Northwold using Phase 2-100 funding	Specific project	Given the association between new housing developments and an increased incidence of low level anxiety and depression, the project would aim to support residents through targeted support and community led activity.	Project in early stages of development, to be led by the Integrated Neighbourhood Manager (South Cambridgeshire and Royston).	Commissioning by Cambridgeshire County Council to secure a VCSE (Voluntary Community and Social Enterprise) partner to coordinate delivery	Officer time	CG	

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Lessons Learnt from Covid

What were we trying to achieve?

- Minimise the spread of Covid.
- Identify the most vulnerable people and keep them safe.
- Encourage communities to lead the hyperlocal approach, whilst SCDC support and facilitate.
- Work with communities to ensure they were helping each other and sharing best practice.
- Provide a flow of information to communities and people that was swift, accurate, confidential and understandable.
- Ensure we acted as a caring and responsible landlord to reassure and support our housing tenants.

What went well?

- Communities led the approach which meant support was as close to those who needed it as possible.
- Clear officer/member leadership structures, with operational lead identified at the start, which led to quicker decision making.
- A one-team approach was taken at the Council to ensure departments and teams worked as a collective.
- The patch/geographic area approach to supporting parishes with dedicated officer resource.
- Relationships built between patch lead and parishes/community groups.
- Collation of datasets from across the Council and sharing of sensitive data to parishes and community groups to identify and target those most in need – even though data protection issues were initially unresolved.
- Partnership working and collaboration with many other organisations (Cambridgeshire LA's, Voluntary Sector, NHS, Public Health, Police, Fire, local groups)
- Provision of food and clothing for those in most need.
- Helping people to receive furlough support.

- Discretionary funding for those most in need.
- Reassurance from housing officers to tenants.

What did we learn?

- Communities know their residents well and are keen to support in crisis.
- A community led approach is far more effective than a Council-led approach in our area and demographic.
- When needed, organisations should share data responsibly for the best outcomes of the people they are trying to help and support.
- Data sets were initially quite different, and a lot of work was involved in cleansing and processing the data before release. If SCDC had a better understanding of its data across departments, this task would be made easier in the future and add many other benefits.
- In crisis, having the right staff with a flexible attitude, is important, to deliver and adapt well to constantly evolving and changing priorities.
- The majority of volunteer and community groups disbanded as soon as the immediate crisis was over.

What didn't work well?

- Many dedicated officers and councillors taking on too much and burning out due to juggling multiple workstreams and home priorities (including home schooling) during this period.
- Initially departments stepped into action in isolation, though the Senior Responsible Officer (Chief Executive) and Communities Team lead officers quickly brought departments together to work in partnership with a shared understanding and management of work undertaken.

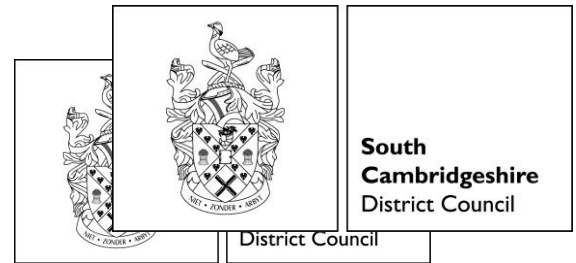
How do we apply the lessons learnt?

- Need a better understanding of the numerous sources of organisational data for early identification of target groups/areas.
- Data should be accurate and clean.

- Projects requiring cross-departmental working should include regular input from team/service leads to determine officer roles with regular meetings to pre-empt issues and take prompt action.
- Be mindful of staff burnout by being clear about expectation of the role and the additional demands placed upon an employee to ensure the right support is in place.

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Agenda Item 7



Report to:	Scrutiny & Overview Committee	16 November 2023
Lead Cabinet Member:	Councillor John Williams - Lead Cabinet Member for Resources	
Lead Officer:	Peter Maddock - Head of Finance	

General Fund Revenue Bids & Savings

Executive Summary

1. This report presents Scrutiny & Overview Committee with the Councils new Revenue bids and savings for 2024/2025 enabling the Committee to review, comment and approve onward submission to Cabinet.

Recommendations

2. It is recommended that Scrutiny & Overview Committee consider the report and:
 - a. Review the growth bids put forward (both one off and ongoing), detailed at Appendix A and B and consider whether those for 2024/2025 should be included in the Budget to be proposed in February 2024.
 - b. Review the proposed range of service efficiency savings/additional income detailed in Appendix C and consider whether those for 2024/2025 should be included in the Budget to be proposed in February 2024.

Details

New Scheme Bids

3. It is appropriate for Scrutiny & Overview Committee to consider and review, all new bids and savings for the General Fund before making recommendations and onward submission to Cabinet for inclusion in the draft budget.

4. Included within the appendices are the climate impact assessment results and associated comments. The traffic light system is explained as below:

Positive impact	Green
Neutral i.e., no negative and no positive	Amber
Possible mitigation measures required, and more thought needed to lessen an impact	Red

- 5. Spending pressures are, inevitable as the Council responds effectively to the needs of the service and customer expectations and, in this regard, Service Areas have been tasked to identify the existing budget pressures that need to be managed, and to prepare growth bids where existing resources and budgets need to be strengthened. The proposed schedule of these bids is attached at Appendix A and B and these will be subject to further refinement as part of the 2024/2025 budget setting process. Service Areas are also continuing to identify efficiency/savings opportunities across the Council’s services that are realistic, achievable, and sustainable (including possible ‘invest to save’ initiatives and income generation opportunities). These are attached at Appendix C.
- 6. The Medium-Term Financial Strategy (MTFS) projects a budget gap of around £5.5m over the forecast period to 2028/29. This figure does include the savings expected from the service transformation programme.

Reasons for Recommendations

7. The Scrutiny & Overview Committee is asked to review the report and has the option to provide additional feedback to officers and Cabinet to further refine the Councils new Revenue bids and savings for 2024/2025 prior to inclusion in the Budget to be proposed in February 2024.

Options

8. The option exists of not approving new revenue funding bids and savings.

Implications

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

Financial and Fraud Risk

10. The lists represent additions to or reductions from the current 2023/24 budget.

11. The main risk is that the financial settlement will be worse than expected and will increase the budget gap in 2026/2027. This risk is present during every budget cycle and having a robust MTFS adopted in advance of the budget process helps mitigate against this risk materialising.

12. There are no fraud risks identified as a result of this report.

Consultation responses

13. Leadership Team, Budget Holders and Lead Cabinet Members.

Background Papers

- General Fund Medium Term Financial Strategy – Cabinet: 12 December 2022
- Budget Reports – Report to Cabinet: 06 February 2023
- Budget Reports – Report to Council: 21 February 2023

Appendices

Appendix A: Revenue Bids Ongoing 2024/25

Appendix B: Revenue Bids One Off 2024/25

Appendix C: Revenue Savings and Income Ongoing 2024/25

Report Author:

Farzana Ahmed – Deputy Head of Finance

E-mail: farzana.ahmed@scambs.gov.uk

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General Fund Revenue Bids Ongoing - 2024/25 Budget

Directorate	Service	Title	Description	2024/25	2025/26	2026/27	2027/28	2028/29	Climate Impact Traffic Light Assessment	Climate Impact Assessment Comments
				£'000	£'000	£'000	£'000	£'000		
Climate, Environment & Waste	Shared Waste	Additional RefuseTeam Leader (50%)	To enable the refuse team managers to have a more reasonable number of staff to Line manage ensuring that the both the welfare of staff and supervision is kept at the expected standards in line with the organisational values and visions, ensuring the service meets its KPIs.	25						No significant negative or positive impact and considered mitigation measures.
Climate, Environment & Waste	Shared Waste	Additional Refuse crews x2 for growth (50%)	To enable growth of the service over the last three years of 15000 properties. Additional staff (2 x Drivers & 4 x Loaders) are now need to ensure additional vehicles for growth are crewed permanently.	90						No significant negative or positive impact and considered mitigation measures.
Climate, Environment & Waste	Shared Waste (Waste Minimisation)	Electrical Recycling (50%)	Continue the collection and recycling of small electrical appliances via external contract beyond the current temporary contract.	20						Significant positive impact due to recycling focus to avoid impacts of landfilling this material type.
Climate, Environment & Waste	Shared Waste (Policy Team)	Waste Service Planning officer (whole service cost - £48k, £16k income to offset) - (50%)	To ensure that there is sufficient expert input in the planning application process from a waste perspective and improve response levels. Income could be generated developer contributions from larger strategic sites.	16						No significant negative or positive impact and considered mitigation measures.
Climate, Environment & Waste	Housing Standards	Empty Homes Officer Post	Make the 2 yr fixed term Empty Homes Officer post, permanent to enable Empty Homes to be brought back into use	24	24					Significant positive impact due to this post due to the focus on bringing homes back in to use and negating the carbon required to build a new home.
Climate, Environment & Waste	Green to our Core	Fixed Term Project Officer Post, Permanent	Making the fixed term post in the current base budget, permanent. Maximising capacity to deliver net zero targets.		35					Significant positive impact from this post due to the carbon reduction and doubling nature focus.
Transformation	Contact Centre	PA Team Leader	Team leader to newly created role for PA's	47						No significant negative or positive impact and considered mitigation measures.
Transformation	Communications	Web team growth	Web Team growth to support technology strategy	39						No significant positive or negative impacts
Transformation	3CICT	Expansion of Cybersecurity team	Expanding the Cyber Security Team to reduce the risk	22						No significant negative or positive impact and considered mitigation measures.
Transformation	3CICT	Microsoft Licence increase	Microsoft Licence increase	24						No significant positive or negative impacts
Transformation	3CICT	New Digital phone lines	P0187 Public Switched Telephone Network (PTSN) Switch-off	10						Confirm if this project involves removal of existing hardware to accommodate this digital solution - please consider disposal strategy to redeploy/repurpose and recycle as last resort. Consider the additional data centre energy demand will be and how this is sourced from renewable sources.
Transformation	Transformation	Introduction of Data Team	Creation of new internal data team - 2 posts (G7 & G5)	111						No significant positive or negative impacts
Transformation	HR	Learning & Development Officer	To make the Learning & Development Officer post permanent from fixed term	51						No significant positive or negative impacts
			Total Net Bids / (Savings)	479	59	0	0	0		
			HRA SHARE	61	0	0	0	0		
			Earmarked Reserves							
			General Fund	418	59	0	0	0		

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General Fund Revenue Bids One Off - 2024/25 Budget

Directorate	Service	Title	Description	2024/25	2025/26	2026/27	2027/28	2028/29	Climate Impact Traffic Light Assessment	Climate Impact Assessment Comments
				£'000	£'000	£'000	£'000	£'000		
Climate, Environment & Waste	Green to our Core	Zero Carbon Community Grants	To confirm the commitment to the existing grant scheme.	104	104	104				Significant positive impact from this capital bid to directly achieve carbon reduction through the projects that are funded.
Transformation	3CICT	2 Fixed terms posts	2 additional developers within the 3CICT digital team but solely working on SCDC projects.	100	100					No significant positive or negative impacts
Transformation	3CICT	Additional Information Governance resource	Additional Temporary Information Governance resource - 12 month extension	12						No significant positive or negative impacts
Transformation	HR	System Analyst Post	12 month extension	42						No significant positive or negative impacts
Transformation	HR	Learning & Development Apprentice	A new apprentice post assist the Learning & Development officer	25						No significant positive or negative impacts
			Total Net Bids / (Savings)	283	204	104	0	0		
			HRA SHARE	36	20	0	0	0		
			Earmarked Reserves	184	184	104	0	0		
			General Fund	63	0	0	0	0		

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General Fund Savings and Income Ongoing - 2024/25 Budget

Directorate	Service	Title	Description	2024/25	2025/26	2026/27	2027/28	2028/29	Climate Impact Traffic Light Assessment	Climate Impact Assessment Comments
				£'000	£'000	£'000	£'000	£'000		
All	Various	Underspend	Removal of consistent underspend within services.	(250)						Significant potential for this income or savings to support core services and further investment in climate action.
Climate, Environment & Waste	Departmental Support	Agency Costs	Reduce the budget required for backfilling posts on agency contracts.	(10)						Significant potential for this income or savings to support core services and further investment in climate and environmental schemes.
Finance	Treasury	Investments	Additional Income from Investment Interest.	(400)						Significant potential for this income or savings to support core services and further investment in climate action.
Housing	Housing Strategy	Employee Costs	Increased charges to HRA resulting in a saving to the general fund.	(21)						Significant potential for this income or savings to support core services and further investment in climate action.
Planning	Application Fees	Fees & Charges	Additional Income from the increase in planning fees agreed by Central Government.							Significant potential for this income or savings to support core services and further investment in climate action.
			Total Net Bids / (Savings)	(681)	0	0	0	0		
			HRA SHARE	(80)	0	0	0	0		
			Earmarked Reserves							
			General Fund	(601)	0	0	0	0		

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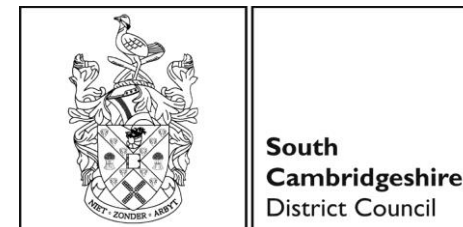
Scrutiny Work Programme

Date of Scrutiny and Overview Committee meeting	Scrutiny and Overview Committee agenda / work programme
18 January 2024	General Fund Budget 24-25 Local Council Tax Support MTFS
15 February 2024	2023/2024 Revenue and Capital Budget Monitoring (Quarter 3) Homelessness Strategy Q3 Performance [key]
21 March 2024	-
16 May 2024 (not a pre-scrutiny meeting)	-
6 June 2024 (Calendar of Meetings to be agreed)	-
September 2024	-
To be allocated	Civil Parking Enforcement Planning engagement with town and parish councils

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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 November 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

Page 9
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 December 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>Part 1: Key Decisions</p> <p>A key decision is a decision by the Cabinet, or an individual Cabinet Member or officer, which is likely either to incur significant expenditure or make significant savings, or to have a significant impact on those living or working in two or more wards.</p> <p>The South Cambridgeshire District Council Constitution defines a significant decision as being one to:</p> <ul style="list-style-type: none"> • incur expenditure or savings in excess of £200,000; or • acquire or dispose of land or property with a value in excess of £1,000,000. <p>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.</p>						
Fees & Charges Key	Annual review and determination of fees and charges to be set by the Council from April 24.	Cabinet	05 December 2023		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 27 November 2023
Quarter 2 Performance report Key	To consider Council performance during July, August and September 2023	Cabinet	05 December 2023		Lead Cabinet member for Resources Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected on 27 November 2023
Greater Cambridge Local Development	The Local Development Scheme	Cabinet	Not before 06 February 2024		Lead Cabinet member for	Cabinet report publication

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

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Scheme interim update Key	(LDS) is a timetable for the production of new or revised documents that set out the planning policy framework for Greater Cambridge. The latest LDS was agreed by the Councils in 2022. The Councils are required to keep it up to date.				Planning Caroline Hunt, Strategy and Economy Manager, Jonathan Dixon, Planning Policy Manager	expected five clear working days before the meeting
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
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
Quarter 3 Performance report	To consider Council performance during October, November	Cabinet	12 March 2024		Lead Cabinet member for Resources	Cabinet report publication expected on 4

Key and non-key decisions expected to be made from 1 December 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	and December 2023				Kevin Ledger, Senior Policy and Performance Officer	March 2024
Greater Cambridge Housing Strategy Key	To approve the Greater Cambridge Housing Strategy following public consultation.	Cabinet	June 2024		Lead Cabinet member for Housing Julie Fletcher, Service Manager – Housing Strategy	Cabinet report publication expected five clear working days before the meeting.
Part 2: Non-Key Decisions						
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
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 December 2023

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Capital programme Update & New Bids Non-Key	Report Council's Capital Programme and new Capital bids from 2024/25	Cabinet	05 December 2023		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 27 November 2023
Health & Wellbeing Strategy Refresh Non-Key	To agree the refresh and direction of strategy, updated to reflect ICS strategy	Cabinet	05 December 2023		Lead Cabinet Member for Communities Gareth Bell, Communications and Communities Service Manager	Cabinet report publication expected on 27 November 2023
Shire Homes Lettings Scheme Non-Key	To note the spend-to-save benefit of Shire Homes Lettings and its role in reducing temporary accommodation costs.	Cabinet	05 December 2023		Lead Cabinet member for Housing Susan Carter, Service Manager - Housing Advice and Options	Cabinet report publication expected on 27 November 2023
Uttlesford Draft Local Plan (Regulation 18) consultation response	To agree a joint response with Cambridge City Council to the Uttlesford Draft Local Plan	Cabinet	05 December 2023		Lead Cabinet member for Planning Caroline Hunt, Strategy and	Cabinet report publication expected on 27 November 2023

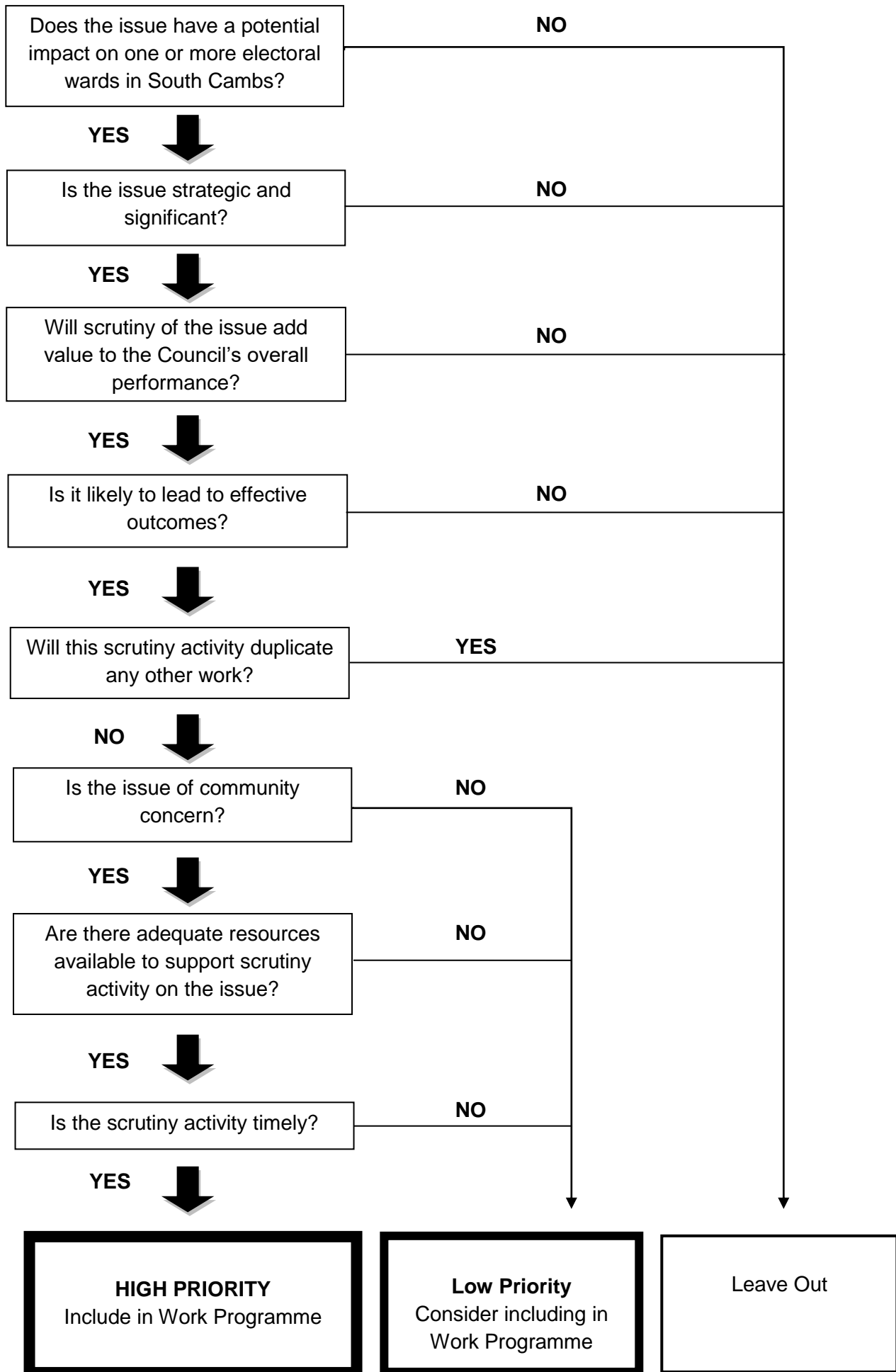
Key and non-key decisions expected to be made from 1 December 2023

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	(Regulation 18) consultation.				Economy Manager	
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
Ermine Street Housing Business Plan Non-Key	For Cabinet to approve the new iteration of Ermine Street Housing Business Plan, which is refreshed annually. The report is public but the Business Plan is confidential as it contains commercially sensitive information (Local Government Act 1972 as amended, Schedule 12A paragraph 3).	Cabinet	12 March 2024	Appendix contains commercially sensitive information	Lead Cabinet member for Housing Duncan Vessey, Head of Ermine Street Housing	Report publication expected on 4 March 2024
Waste Collection Changes - Update Non-Key	To extend the four-day-week collection changes until July 2024	Cabinet	12 March 2024		Lead Cabinet member for Environment Bode Esan, Head of Climate, Environment &	Cabinet report publication expected on 4 March 2024

Key and non-key decisions expected to be made from 1 December 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
					Waste	
Part 3: General Exception Notices						
None						
Part 4: Special Urgency Notices						
None						

Scrutiny Work Programme Prioritisation Tool



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