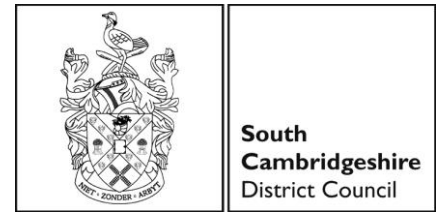


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 01954 713000
democratic.services@scambs.gov.uk
www.scambs.gov.uk



10 January 2024

To: Chair – Councillor Graham Cone
Vice-Chair – Councillor Stephen Drew
Members of the Scrutiny and Overview Committee – Councillors
Paul Bearpark, Anna Bradnam, Tom Bygott, Dr. Martin Cahn, Libby Earle,
Sue Ellington, Peter Fane, Sally Ann Hart, James Hobro, Helene Leeming,
Judith Rippeth, Richard Stobart, Dr. Aidan Van de Weyer,
Heather Williams, Dr. Richard Williams, Bunty Waters, Mark Howell,
Lina Nieto, Annika Osborne, Carla Hofman, Dr Lisa Redrup and
William Jackson-Wood

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
--------------	---

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, 18 January 2024 at 5.30 p.m.**

Yours faithfully
Liz Watts
Chief Executive

Agenda

	Pages
1. Apologies for absence To receive apologies for absence from committee members.	
2. Declarations of Interest	
3. Minutes of Previous Meeting To authorise the Chairman to sign the Minutes of the meeting held on 16 November 2023 as a correct record.	5 - 10
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 12 January 2024.

5.	Draft 2024-25 Business Plan Action Plan	11 - 34
6.	Detailed Directorate Draft Budgets 2024/25	35 - 102
7.	General Fund Medium Term Financial Strategy	103 - 134
8.	Ermine Street Housing - Additional Growth	135 - 142
9.	Work Programme	143 - 156

The Council is committed to improving access to its agendas and minutes for all members of the community. We try to take all circumstances into account, but if you have any specific needs we will do what we can to help you. Please contact Democratic Services on 01954 713 000 or email democratic.services@scambs.gov.uk.

Further information for members of the public can be found at the below link.
[Link to further information for members of the public attending South Cambridgeshire District Council meetings.](#)

If you wish to ask a question or make a statement at a meeting, please refer to the Public Speaking Scheme at the below link.
[Link to the Public Speaking Scheme](#)

Further information for Councillors
[Declarations of Interest – Link to Declarations of Interest - Information for Councillors](#)

Councillors are reminded that Democratic Services must be advised of substitutions in advance of meetings. It is not possible to accept a substitute once the meeting has started.

Agenda Item 3

South Cambridgeshire District Council

Minutes of a meeting of the Scrutiny and Overview Committee held on
Thursday, 16 November 2023 at 5.30 p.m.

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

Councillors:	Anna Bradnam	Tom Bygott
	Dr. Martin Cahn	Libby Earle
	Sue Ellington	Judith Rippeth
	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), Bode Esan (Head of Climate, Environment & Waste), Heather Jones (Deputy Director of Planning & Building Quality), Stephen Kelly (Joint Director of Planning and Economic Development), Kevin Ledger (Senior Policy and Performance Officer), Peter Maddock (Head of Finance), Lesley McFarlane (Development Officer - Health Specialist), Jeff Membery (Head of Transformation, HR and Corporate Services), John Murphy (Monitoring Officer), Ian Senior (Scrutiny and Governance Adviser) and Eddie Spicer (Service Manager – Housing Assets)

Councillors Bill Handley (Lead Cabinet Member for Communities), Heather Williams, Bridget Smith (Leader of the Council) and John Williams (Lead Cabinet Member for Resources) were in attendance, by invitation.

Councillors Henry Batchelor (Lead Cabinet Member for Environment), John Batchelor (Lead Cabinet Member for Housing), Peter Fane (Committee member), Carla Hofman and Cllr Brian Milnes (Deputy Leader) joined the meeting remotely.

1. Apologies for absence

Councillors Sally Ann Hart, James Hobro and Helene Leeming sent apologies.

2. Declarations of Interest

Councillor Richard Stobart declared an interest as a Director of the South Cambridgeshire Investment Partnership LLP.

3. Minutes of Previous Meeting

The Committee authorised the Chair to sign, as a correct record, the Minutes of the meeting held on 19 October 2023, subject to the following

Minute 6 – Cost-of-Living Support Update

In the second line of the paragraph beginning “Councillor Helene Leeming thanked...” the phrase “warn hubs” should be “warm hubs”.

Councillor Judith Rippeth had not been at the previous meeting and asked that it be noted that she would not be affirming the minutes of that meeting.

4. Public Questions

There were no public questions or statements.

5. 2023-24 Quarter Two Performance Report

The Scrutiny and Overview Committee reviewed a report analysing the Council's Quarter Two (Q2) operational Key Performance Indicators (KPIs) and 2020-25 Business Plan.

The scrutiny review focussed on the following Key Performance Indicators and aspects of the Business Plan:

AH215 – Successful homeless preventions as a proportion of all homeless cases closed

The Committee welcomed the significant improvement in this KPI.

AH245 – Percentage of SCDC homes with active HHR Category 1 or 2 damp and mould cases

The Committee noted that this was a new KPI and that it was still too soon to identify trends. The Leader of the Council reminded Members that the provision and maintenance of high standard housing was one of the Council's strategic priorities.

CC307 – Average call answer time

In response to a comment, the Leader of the Council described the Contact Centre as the Council's 'shop window.' She thanked Contact Centre staff for their hard work and commended the pride they had in undertaking their responsibilities.

ES414 and ES418 – Household waste

In response to enthusiasm for the recent food waste trial in the Milton and Waterbeach ward, the Lead Cabinet Member for Environment assured Committee members that the Council was already preparing for the mandating of separate food waste collections and was confident that behavioural change among residents was achievable. With particular reference to ES418 (Percentage of household waste sent for re-use, recycling and composting) the Head of Climate, Environment and Waste said that results were best considered on an annual basis because of the impact made by weather on the composting element of the KPI at various times of the year.

PN519 – Average time to determine validated householder planning applications in weeks

In response to a comment about this KPI, the Joint Director of Planning and Economic Development said that ten weeks was the total for determining an application rather than simply validating the application. He reminded Members that this was not a Government target and the important thing for the Greater Cambridge Shared Planning Service was to gauge the overall householder experience.

SH332 – Percentage of emergency repairs in 24 hours

The Committee noted the incredible success of this KPI.

Business Plan Objective 1a – delivery of new high quality Council homes

The Lead Cabinet Member for Housing was confident that the Council would be able to compensate in future years for any shortfall in the number of new homes delivered in

2023-24. The Leader of the Council reminded Members that the Council was not itself a landowner but welcomed a reversal of the recent decline in the availability of exception sites.

Business Plan Objective 1bii – Planning policies that address climate and ecological emergencies

The Leader of the Council agreed that training around Biodiversity Net Gain should be as wide-ranging as possible and include all South Cambridgeshire District Councillors and partner organisations such as Parish Councils.

Business Plan Objective 2a – Supporting start-ups and small businesses to set up and grow

The Leader of the Council updated the Committee on progress towards providing space at South Cambs Hall. In terms of timescale, the Chief Operating Officer said the aim was to make such space available from April 2024.

Business Plan Objective 3b – Nature recovery

In relation to water scarcity, the Leader of the Council assured the Committee that the Secretary of State was aware of water shortage in the eastern region. The expectation was that South Cambridgeshire District Council would receive Government funding to help it to encourage residents to use less water.

Business Plan Objective 5b – Grants aiding the provision of Electric Vehicle Charging Points in parishes

In response to a question about whether more could be done to support local communities, the Deputy Leader said that the Council's website was constantly being updated to increase awareness and understanding at Parish Council level.

Business Plan Objective 6c – Creating areas where people feel safe, and communities thrive

The Committee noted that an event at Milton Country Park aimed at helping teenagers with their mental health had been postponed due to a lack of referrals. A suggestion was made that the referral process should be widened to include children at primary schools in order to address mental health issues at an earlier stage.

The Scrutiny and Overview Committee commended to Cabinet the KPI results and progress against Business Plan actions detailed in the appendices to the report.

6. Health & Wellbeing Strategy Refresh 2024-2028

The Scrutiny and Overview Committee reviewed a report on an up-to-date Health and Wellbeing Strategy covering the period 2024-2028 and addressing the circumstances brought about in part by the Covid-19 pandemic.

The scrutiny review focussed on the following topics:

Community Transport.

The Strategy as presented did not address the issue of social mobility and Committee members asked the Lead Cabinet Member for Communities to look again at how the Council might help Community Transport schemes to find more volunteer drivers. Members also asked that, where such formal schemes were not viable, the Lead Cabinet Member should explore with officers and other stakeholders alternative options, such as the WhatsApp arrangement in Cambourne, for helping people to make unplanned journeys.

Mental Health

Committee members emphasised the importance of good mental health within all age groups and welcomed the Council working on this in partnership with the Integrated Care System. With reference to young people, Members noted the project targets in Appendix B to the report, such as nature-based programmes like the one with Wild Minds at Milton Country Park.

Communication

While noting there was already an extensive network of communication channels used to promote health and wellbeing measures (including more passive channels such as *South Cambs Magazine*), Committee members called for ongoing active promotion to be used as well whenever possible to ensure those in most need were being supported.

Subject to these comments, the Scrutiny and Overview Committee commended to Cabinet the Health and Wellbeing Strategy and its appendices.

7. General Fund Revenue Bids & Savings

The Scrutiny and Overview Committee reviewed a report analysing the Council's new Revenue bids and savings for 2024-25.

The scrutiny review focussed on the following topics:

Additional Refuse Team Leader (50%)

In response to a request for clarification, the Head of Climate, Environment and Waste explained that the additional team leader would enable resources within an expanding service to be managed more effectively and that the 50% referred to in the bid acknowledged that the Waste Service was shared with Cambridge City Council.

Waste Service Planning Officer (whole service cost £48,000 with £16,000 income to offset) (50%)

In response to a request for an explanation, the Leader of the Council reminded the Committee that South Cambridgeshire was a growth area. The Head of Climate, Environment and Waste said that this post would allow for early and effective engagement with developers.

Empty Homes Officer

The Leader of the Council undertook to ask officers to provide Committee members with details about the key role that would be performed by this appointment.

Personal Assistant Team Leader

By way of clarification, the Leader of the Council said that this post would be filled by one of the existing PAs.

Expansion of cyber security team

The Vice-Chair said that approval of this bid would be money well spent in tackling what was a considerable risk to the Council.

New digital phone lines

In response to a request for clarification, the Leader of the Council explained that the RAG rating was red due to the amount of waste that would result from what was a necessary replacement of current infrastructure. The Scrutiny and Overview Committee was assured that its members would be kept informed about progress and notified about measures to

protect the functionality of 'red button' alarm systems.

Introduction of Data Team

In response to a question, the Chief Operating Officer explained that the Council would benefit from having a central resource focussing on collating data from a variety of sources and presenting it in the most efficient and effective way. The Leader of the Council added that such a team was essential if the Council were to achieve best value.

Subject to these comments, the Scrutiny and Overview Committee commended to Cabinet the growth bides and proposed range of service efficiency savings and additional income detailed in the appendices to the report.

8. Work Programme

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

9. To Note the Date of the next meeting

Members noted that the next scheduled Scrutiny and Overview Committee meeting would be on Thursday 18 January 2024 starting at 5.30pm.

The Meeting ended at 8.00 p.m.

This page is left blank intentionally.

Agenda Item 5



South
Cambridgeshire
District Council

Report to:	Scrutiny and Overview Committee	18 January 2024
Lead Cabinet Member:	Cllr Bridget Smith (Leader)	
Lead Officer:	Anne Ainsworth (Chief Operating Officer)	
Key Decision:	No	

Draft 2024-25 Business Plan Action Plan

Executive Summary

1. The Council agreed four key priorities during the development of its 2020-25 Business Plan. Beneath these sits an Action Plan detailing the objectives the Council will seek to deliver under each of the four priority areas.
2. It was agreed that the Business Plan Action Plan would be reviewed annually to ensure that priorities continue to deliver the outcomes needed for local people. When developing the latest updates, the four priority areas have remained unchanged, but a review has been undertaken of the Action Plan.
3. The updates that have been made reflect work that has been ongoing throughout 2023-24, the continuing evolution of Council priorities, and planned works coming forward from service areas. The updated version of the plan for 2024-25 is intended to provide clear priorities that will make sure we can easily track progress and delivery of the agreed actions and priorities.
4. The plan presented to Scrutiny is in draft format and will continue to develop before a final version is presented to Cabinet and Council meetings in February 2024.

Recommendations

5. It is recommended that Scrutiny and Overview Committee consider the draft Business Plan Action Plan for 2024-25 (**Appendix A**) and recommend any changes or additions that may be required.

Details

6. Each of the four priority areas at **Appendix A** contain a number of objectives, outputs for delivery in 2024-25 and longer-term outcomes that the Council is seeking to progress.
7. A selection of output achievements from the 2023-24 financial year so far are detailed under each of the four priority headings.
8. In addition, progress is being made relating to the inclusion of outcome information for each of the Business Plan outputs. For objectives where this has not yet been provided, work will continue to explore the availability of information, for inclusion prior to presentation at Cabinet and Council.

Reasons for Recommendations

9. The business plan action plan outlines clear and measurable objectives, outcomes and outputs for delivery in 2024-25 and beyond. It is used to ensure officers and financial resources are allocated appropriately.

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:-

The Business Plan Action Plan is used to ensure officer and financial resources are allocated appropriately. It is also closely related to and reflects a number of key strategy documents and aims, such as the Council's Equality Scheme, Zero Carbon and Doubling Nature Action Plan, Local Plan, Housing and Asset Management strategies, Medium Term Financial Strategy and others.

Consideration of this broad range of policy areas is evident throughout **Appendix A**.

11. The contents of the business plan action plan also reflects a range of strategic risks to the Council. For example, generating income and ensuring best use of Council resources; attracting, retaining and developing the best talent; working with partners to address water scarcity in the region; and compliance with landlord safety checks, are just a few of the many objectives within the draft business plan action plan that directly relate to risks within the Council's Strategic Risk Log.

Consultation responses

12. A detailed public engagement exercise was carried out in 2019 to develop the four key priority areas within the business plan. These four areas remain unchanged.

Alignment with Council Priority Areas

13. This report does not change any of the Council's four priority areas but establishes clear priorities falling within each of these for coming financial year.

Background Papers

[2023-24 Business Plan Action Plan \(scams.gov.uk\)](https://www.scams.gov.uk/2023-24-Business-Plan-Action-Plan)

Appendices

Appendix A: Draft 2024-25 Business Plan Action Plan

Report Author:

Kevin Ledger – Senior Policy and Performance Officer

Telephone: (01954) 713018

This page is left blank intentionally.

Appendix A – Draft 24-25 Business Plan Action Plan

Vision

To follow ready for onward submission to Cabinet and Council.

Growing Local Businesses and Economies (GLBE)

GLBE 2023-24 Progress Summary:

Output Achievements to Date:

- 258 business listings and 652 events listings in the year to date at Dec 2023
- Average of 1,874 monthly visitors to the Visit South Cambs website in the year to date at Dec 2023
- 6.5% increase on business newsletter subscriptions from Q3 2022-23 at Dec 2023
- 8 business support webinars provided attracting 122 registrations in the year to date at Dec 2023, on subjects ranging from apprenticeships to mental health wellbeing support for businesses.
- 95% occupancy rate at our commercial premises at Dec 2023
- Promotion of Green Business Progress, resulting in first sign-ups
- Refurbishment work has been completed on the ground floor of our South Cambs Hall premises and we are on target to rent this space by April 2024.
- 109 pop-up and market trading opportunities have been created as of end of Dec 2023, including 72 traders and 5 food vans at the Cambourne Christmas Market, which welcomed 1500 visitors.
- 6 new markets supported to set up between Dec 2022 and Dec 2023, with further conversations taking place regarding further new markets.
- Economic forecasts published associated with the Joint Local Plan as part of the evidence base to the Greater Cambridge Local Plan.

Latest Outcome Information:

- Objective 1: 11.2% business closure rate in 2022 (Source: [Deaths rate of enterprises \(per 100 enterprises\) in South Cambridgeshire | LG Inform \(local.gov.uk\)](#)); 8.1% business birth rate in 2022 (Source: [Births rate of new enterprises \(per 100.0 enterprises\) in South Cambridgeshire | LG Inform \(local.gov.uk\)](#)); 89% (25 of 28 webinar attendees rated sessions as either good, very good or excellent (Source: Business Webinar Survey).
- Objective 2: 67.6% reduction from 2005 levels of greenhouse gas emissions for South Cambs industry and commerce in 2021, compared with a 71.6% reduction in 2020 (Department for Energy Security and Net Zero); 29% commercial waste service recycling rate (dry recycling and food waste) in 2022-23 (Source: Shared Waste Service)
- Objective 3: 4 apprenticeships started per 1,000 of the South Cambs population (710 total) compared with an average of 4.6 per academic year between 2016 and 2021 (Source: [Number of apprenticeships per 1,000 population in South Cambridgeshire | LG Inform \(local.gov.uk\)](#))
- Objective 4: 27,036 sqm increase in employment floorspace in South Cambs in 2022-2023 (including 10,974 sqm of new office and research space at land north of Melbourn Science Park and a 9,723 sqm office building at land adjacent to Cambridge North Station); 966 sqm net increase in of retail floorspace.

Appendix A – Draft 24-25 Business Plan Action Plan
GLBE 24-25 Action Plan:

Objective	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
1) We will support businesses to start up and grow	<p>Increased South Cambridgeshire business survival rate per 100 enterprises (as per LG Inform statistics)</p> <p>70% of Visit South Cambs listed businesses are satisfied with the website offering (to be measured through satisfaction survey)</p> <p>70% of webinar / workshop attendees found SCDC Business workshops or webinars useful</p> <p>Increased South Cambridgeshire business birth rates per 100 enterprises (as per LG Inform statistics)</p>	<p>1a) Run communication and marketing campaigns promoting local independent businesses</p> <p>1b) Provide support, resources and engagement to help local businesses to start up and grow</p> <p>1c) Identify funding opportunities to help businesses to start-up and grow</p> <p>1d) Provide space for start-ups and small businesses via our South Cambs Hall office building and commercial premises</p> <p>1e) Identify and provide pop-up or market trading opportunities for small businesses</p>	<p>1ai) Number of local independent businesses and events promoted through the Visit South Cambs website reaches over 400 businesses and 700 events for the year (Q4)</p> <p>1aaii) Visit South Cambs website visitor numbers exceed 1800 per month (Q4)</p> <p>1bi) Deliver 12 business support webinars and/or workshops, including 2 specifically aimed at helping businesses to start up or grow (Q4)</p> <p>1bii) Increase Business newsletter subscriptions by 20% from Apr 2022 levels (1078 subscriptions) (Q4)</p> <p>1ci) £200k Shared Prosperity funding administered to help businesses to start-up and grow over two years (Q4)</p> <p>1cii) Signpost/deliver any additional funding that comes forwards in helping businesses to start-up and grow (Q4)</p> <p>1di) Space rented to start-ups or small businesses at our South Cambs Hall office building (Q1)</p> <p>1dii) Maintain occupancy at our commercial premises (Ongoing)</p> <p>1ei) Create 100 pop-up and market trading opportunities for small business (Q4)</p>
2) We will support local businesses to become more environmentally sustainable	Year-on-year reduction in greenhouse gas emissions from industry and commerce in South Cambridgeshire, as reported in Dep for Business, Energy and Industrial Strategy (BEIS) statistics	2a) Provide advice and resources to help businesses to understand what they can do to become greener	<p>2ai) Through delivery partners (Allia and PECT), provide 53 businesses with access to sustainability experts to help reduce carbon footprints and cut utility bills (through the Green Business Programme - a joint project with Cambridge City and Huntingdonshire District Councils).</p> <p>2aii) Provide a range of resources and support (including webinars with internal and sector experts and thermal imaging camera loans) to help businesses to become greener.</p>

Appendix A – Draft 24-25 Business Plan Action Plan

	<p>70% of businesses indicate that support has helped them take steps towards making their business greener</p> <p>Increase in commercial waste service recycling rates (dry recycling and food waste)</p>	<p>2b) Identify funding opportunities to help businesses meet to help businesses to be greener</p>	<p>2aiii) Provide information, communications and support to businesses to design out waste, adopt circular economy practices and increase recycling.</p> <p>2bi) Deliver £90,000 of match funding capital grants of up to £5,000 to help 18 Businesses to become greener (Q4) (through the Green Business Programme - a joint project with Cambridge City and Huntingdonshire District Councils, to be delivered by Allia and PECT).</p>
<p>3) We will work with partners to support the economically inactive back into work</p>	<p>Increased numbers of apprenticeships being undertaken in South Cambs district</p> <p>Take up of other skills development pathways, such as Region of Learning</p> <p>Number of long-term unemployed people helped back into employment</p> <p>Participant satisfaction with support received to get back into work</p>	<p>3a) Promote skills development opportunities and support through the implementation of the South Cambs specific actions within the CPCA Employment and Skills Strategy, including by:</p> <ul style="list-style-type: none"> • Promoting and contributing to employer and skills events • Encouraging businesses to take up apprenticeship schemes • Developing and promoting skills and development services, such as Region of Learning digital badge learning scheme and All Age Careers Service 	<p>3ai) Host a skills event in conjunction with partners at South Cambs Hall showcasing in house and partner skills and career pathways (Q3)</p> <p>3aii) Apprenticeships focussed communications campaign to businesses (Q2)</p> <p>3aiii) Support the development of Region of Learning digital badge pathway project for career development (part-funded through a portion of SCDC Shared Prosperity Funding and led by CPCA and Cambridge City Council)</p> <p>3aiv) Provide £268k from SCDC's portion of Shared Prosperity Funding, and support to the CPCA for the development of an All-Age Careers Service, a skills brokerage service and funding for paid internship opportunities</p> <p>3av) Lead a 'work and health pilot project' to support long term unemployed people with a disability or long-term condition gain skills and/or support to get back into work, by developing a series of employment hubs and engagement with employers to secure good quality jobs</p>
<p>4) We will work to promote the vibrancy and health of South Cambridgeshire high streets and commercial areas</p>	<p>Increased footfall at key high street and commercial locations within the district</p> <p>Net increase in retail space</p> <p>Net increase in employment space</p>	<p>4a) Delivery of funding for the improvement of existing and fledgling high streets</p> <p>4b) Work to promote the district's high streets, commercial areas and markets</p>	<p>4ai) £200,000 allocated through the Shared Prosperity Fund over 24-25 to local communities and businesses to enhance the look, desirability and safety of existing and fledgling high streets</p> <p>4bi) 8 high streets / villages featured in communication and marketing campaigns run throughout the year (Q4)</p> <p>4bii) Provide support leading to the set-up of 6 new markets and events in the district (Q4)</p>

Appendix A – Draft 24-25 Business Plan Action Plan

		4c) Take evidence-based land use planning decisions to ensure appropriate employment provision, in the right place, to meet business needs	4ci) Publish detailed evidence on the specific locational and employment floorspace needs of key employment sectors, together with a detailed understanding of the employment floorspace supply meeting those needs (Q1)
--	--	--	--

DRAFT

Housing That Is Truly Affordable For Everyone To Live In (HTTA)

HTTA 2023-24 Progress Summary:

2023-24 Output Achievements to Date:

- Delivery of 46 new homes for rent and / or shared ownership expected by end of financial year.
- 66 homes for refugees to be purchased for refugees by end of year.

Appendix A – Draft 24-25 Business Plan Action Plan

- Stock condition surveys have been completed to inform retrofit plans for the next 5, 10 and 15 years.
- Community forums and liaison meetings are taking place to encourage two-way local engagement with residents and developers in areas experiencing high levels of growth.
- Draft Housing Strategy public consultation due to commence 15 Jan 2024.
- Empty Homes Database has been finalised and 15 properties back in use as at Dec 2023, with more to follow by year end.
- An Allotments Toolkit has been drafted and is currently being reviewed (as at Jan 2024), ready for launch.

Latest Outcome Information:

- Objective 1: 46 new homes expected to be delivered by end of Q4 2023-24. A further 66 properties will be purchased for refugees using LAHF funding
- Objective 2: Exploring available data
- Objective 3: 1,596 of our 5,197 housing stock (31%) are currently below an EPC C rating and due for improvement action in 24-25. Of these 1,374 are within a few points of band C. Overall, the average SAP rating of our stock is 77.75 (EPC C) (Source: Housing Department)
- Objective 4: 5.44% of domestic properties in South Cambs have solar PV installed, ranking third amongst English local authority areas, while [The Times](#) reports that South Cambs has the fastest rate of installation in England since 2020 (across all installation types – not just domestic) (Source: [The MCS Data Dashboard - MCS \(mcscertified.com\)](#)); 1.92% of domestic properties have a heat pump (air, water or other) installed, ranking eighth amongst English local authority areas (Source: [The MCS Data Dashboard - MCS \(mcscertified.com\)](#));
- Objective 5: 2,339 dwellings delivered in Greater Cambridgeshire during the 2022-23, exceeding required annual delivery rate of 1,675 (Source: Authority Monitoring Report); 34% of dwellings delivered in 2022-23 were affordable (Source: Authority Monitoring Report)
- Objective 6: 15 empty homes brought back into use between March and December 2023, with more expected by end of Q4 (Source: Environmental Health and Licensing Team); 1,319 empty homes in total including 301 second homes (Source: SCDC Empty Homes Report, Sep 2023)

HTTA 24-25 Action Plan:

Objective	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs

Appendix A – Draft 24-25 Business Plan Action Plan

Objective	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
1) We will continue to deliver new, high quality Council homes	<p>375 new Council homes delivered over the 5-year period from 2023-28</p> <p>Customers are satisfied with new build rent and shared ownership homes</p> <p>Properties that we build through our investment partnerships meet new carbon reduction standards</p>	<p>1a) Maintain ambitious target to deliver new build council homes in line with the New Build Council Housing Strategy (2023)</p> <p>1b) Use our SCIP partnership to deliver an exemplar site, including enhanced carbon reduction standards</p>	<p>1ai) 75 new homes completed for rent and / or shared ownership (Q4)</p> <p>1aii) Demonstrate a delivery pipeline to meet new build delivery target for the next 5 years (ongoing)</p> <p>1bi) Achieve planning permission for the first SCIP housing scheme (timescales to be confirmed)</p>
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 to settle in	<p>Surveyed Community forum attendees indicate satisfaction with meetings</p> <p>Communities across the District are able to provide feedback on the policies and strategy underpinning future Development across the District</p> <p>Annual housing completions meets the 1,675 dwellings a year annual delivery rate required over the current local plan period 2011 to 2031</p> <p>% of dwelling completions in Greater Cambridgeshire that are affordable exceeds 35% (noting affordable housing obligations on developers apply only to developments of 10 homes or more)</p>	<p>2a) Run community liaison meetings and forums where significant new developments are planned</p> <p>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</p> <p>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</p>	<p>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)</p> <p>2bi) Publish draft Local Plan for public consultation with our communities (timetable currently subject to review given Local Infrastructure and water supply challenges)</p> <p>2ci) Approval of new Housing Strategy (Q1)</p>
3) We will improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	<p>All Council properties below a 'C' EPC rating are improved to a 'C' rating by 2025, or highest potential rating above EPC 'C' where measures allow</p>	<p>3a) Produce a plan for the improved energy efficiency of Council Housing</p> <p>3b) Undertake works to improve energy efficiency of our Council housing properties</p>	<p>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)</p> <p>3bi) Improve all Council properties below a 'C' EPC rating by 2025</p>

Appendix A – Draft 24-25 Business Plan Action Plan

Objective	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
4) We will support energy efficiency improvements in private sector housing	Improved energy efficiency of South Cambs private housing stock Increased roll out of low carbon measures in South Cambs	<p>4a) With partners and under the ‘Action on Energy Cambridgeshire’ branding:</p> <ul style="list-style-type: none"> • Deliver government-funded energy improvements to homes occupied by eligible households • Establish a route for able-to-pay households to access high quality home energy efficiency improvements from the council's commercial partners <p>4b) Ensure Private Rental Sector meets legislative requirements in relation to energy efficiency</p>	<p>4ai) Delivery of HUG2 (Home Upgrade Grant) scheme to upgrade off-gas properties (Q4)</p> <p>4aii) Promotion of the self-funding offer for housing retrofit through Action on Energy Cambridgeshire (including marketing initiatives) (Q4)</p> <p>4aiii) Produce a retrofit guide for South Cambridgeshire housing archetypes to support householders to realise retrofit improvements (Q3)</p> <p>4bi) Run Minimum Energy Efficiency Standards (MEES) project to identify Private Rental Sector properties which fall below minimum standards and actions required (Q4)</p> <p>4bii) Establish a private-rented sector landlord forum to share best practice and advise on support for improvement measures (Q4)</p>
5) We will work to create healthy and connected communities	Increased rates of active travel Increased access to open space	<p>Through the development of the Greater Cambridge area Local Plan:</p> <ul style="list-style-type: none"> • 5a) Seek to create diverse and connected neighbourhoods where people can live close to where they work, play and access health providers and education <p>and</p> <ul style="list-style-type: none"> • 5b) Review approaches to open space and recreation provision, to underpin the delivery of healthy places and sustainable ways of living <p>5c) Work with partners to influence the delivery of significant improvements in public transportation to our villages and towns</p>	<p>5ai) Publication for consultation the Regulation 18 Joint Local Plan preferred options capturing spatial and local planning policy considerations (the timetable for publication of the regulation 18 JLP is under review pending resolution of infrastructure and the governments Cambridge 2040 programme impacts)</p> <p>5aii) Updated Joint Local Plan spatial framework, including definition of housing and employment numbers building on updated infrastructure capacity assessments and the assessment of the Government’s Cambridge 2040 programme impacts (Q3)</p> <p>5bi) Work with the health community initiative on the development of a contemporary open spaces policy for the Joint Local Plan that places wellbeing as a central policy objective (Q3)</p> <p>5ci) Provide advice and guidance to underpin the successful implementation of the GCP and Cambridgeshire County Council’s Transport Strategy to underpin the continued implementation of the South Cambridgeshire Local Plan 2018.</p>

Appendix A – Draft 24-25 Business Plan Action Plan

Objective	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
		<p>5d) Support improved access to green spaces that provide health and wellbeing benefits to our residents</p> <p>5e) Continue to meet annual housing delivery targets identified in the 2018 South Cambridgeshire Local Plan</p>	<p>5cii) Support the implementation of the Cambridgeshire and Peterborough Combined Authority Transport and Connectivity Plan (2023), that aims to reduce private car use and congestion, and accompanies the adopted Local Plan (Ongoing)</p> <p>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)</p> <p>5civ) Work with the CPCA to ensure that communities within the district are well served by community transport</p> <p>5cv) As East-West Rail progresses, ensure that the district benefits from improved accessibility at Cambourne, whilst being the voice of residents in areas that will be affected along the route, ensuring that they are well represented, and securing all possible mitigations</p> <p>5di) Build on the publication of the allotment toolkit to support parish and town councils, groups, and societies to increase the number of people who can easily use them.</p> <p>5dii) Complete delivery of six Shared Prosperity Fund projects to bring about improvements to green spaces, contributing to the health and wellbeing of our residents (Q4)</p> <p>5ei) Deal with applications for appropriate new residential development effectively and promptly, meeting national targets for speed and quality of decision making (Ongoing)</p>
<p>6) We will take action to bring empty homes back into use</p>	<p>40 empty homes brought back into use (empty longer than 6 months) between Apr 2023 and end March 25</p>	<p>6a) Engage and correspond with empty homeowners and take appropriate action, where necessary</p>	<p>6ai) Bring 20 empty homes back into use which have been empty for longer than 6 months (Q4)</p>

Appendix A – Draft 24-25 Business Plan Action Plan GTOC 2023-24 Progress Summary:

2023-24 Output Achievements to Date:

- Plant 35 tree across two sites on our own estate, as part of the Treescapes fund.
- Create wildflower areas on four sites located across the district on our own estate.
- Awarded £125k of Zero Carbon Communities funding to eligible projects (for carbon reduction and community engagement on climate and nature), reaching the £500k milestone of Zero Carbon Communities funding awards.
- Secure Bronze status as a Carbon Literate Organisation and introduced an ongoing carbon literacy training programme for colleagues.
- Share carbon impact assessment tool with service areas and put guidance in place to utilise during bids/savings MTFS process.
- Preliminary works completed to enable the Water Renewable Energy Network (WREN) project to be delivered in 24-25
- Process introduced to ensure that Climate and Environment Impacts are considered within annual bids and savings process
- Inaugural Climate Conference was run in November 2023, with attendance from 70+ people, with over 10 parishes represented
- The Awarded Watercourses Team has delivered a project with the Wild Trout Trust to improve biodiversity on waterways in the district (the river Shep and the river Mel)
- Application process concluded for the 2023-24 6 Free Trees scheme, building on the success of previous years' schemes (see outcome data for objective XX below)
- The most recent round of the Cambridgeshire Solar Together project (run in partnership with Action on Energy partners) was concluded, having completed 569 solar PV installations and 547 batteries, equating to 460 tonnes of carbon avoided and £5.49m of self-funded investment made

Latest Outcome Information:

- Objective 1: 33.6% reduction in South Cambridgeshire greenhouse gas emissions from 2005 levels (UK local authority and regional greenhouse gas emissions statistics 2005-2021)
- Objective 2: The Council's strategic risk posed by water constraints on ability to deliver the local plan currently has a risk likelihood score of 4 and impact score of 3, resulting in a total risk score of 12. This takes into account objections from the Environment Agency to planning applications for some of the major sites allocated in the 2018 adopted Local Plans that are otherwise ready to approve (SCDC Strategic Risk log as at Dec 2023)
- Objective 3: 677 trees planted through the 6 Free Trees Scheme since 2020 (with 2023-24's addition to be planted in Q4 2023-24)
- Objective 4: 16.0% reduction in total carbon emissions from our estate and operations from 2018-19 baseline, including 1.0% increase in fleet emissions, 42.6% decrease from our office building, 33.0% reduction from business travel (Source: unaudited internal calculations)
- Objective 5: Exploring available data
- Objective 6: Exploring available data
- Objective 7: Figures to be obtained before submission to S&O Committee.
- Objective 8: Climate Emergency UK Local Authority Scorecard score of 34% in 2023 (compared with a District Council average of 29%)
- Objective 9: Exploring available data

GTOC 24-25 Action Plan:

Appendix A – Draft 24-25 Business Plan Action Plan

Objective	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
<p>1) We will create and implement planning policies that address the climate and ecological emergencies (including working towards net zero by 2050)</p>	<p>Reduction in South Cambridgeshire greenhouse gas emissions</p> <p>Increased biodiversity in South Cambridgeshire</p>	<p>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</p> <p>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</p> <p>1c) Implement and communicate to all stakeholders the Council's agreed hierarchy for achieving Biodiversity Net Gain</p>	<p>1ai) Publish the updated Spatial development Strategy (regulation 18) of the Joint Local Plan based upon consideration of infrastructure capacity and the Cambridge 2040 programme impacts (Autumn 2024)</p> <p>1aai) Contribute (with partners) to the completion of the Local Area Energy Plan for Cambridgeshire, setting out a blueprint to meet future energy demand (Q2)</p> <p>1bi) As per 1ai)</p> <p>1bii) Contribute (with partners) to the completion of the Local Nature Recovery Strategy for Cambridgeshire and Peterborough setting out plans for nature and habitat recovery, including within South Cambs</p> <p>1biii) Continue to develop our processes, resources and guidance to ensure delivery of Biodiversity Net Gain</p> <p>1biii) Subject to successful funding bid to HLF, assist parish councils to identify locations within their areas that could be improved (Q4)</p> <p>1ci) Continue to deliver our engagement programme with the development community, stakeholders and parish councils to explain the opportunities around Biodiversity Net Gain.</p>
<p>2) We will work with the City Council, water industry and stakeholders to address water scarcity in the Greater Cambridge area</p>	<p>Sustainable forms of new development that safeguard the environmental quality of our rivers and streams (monitored through SCDC Strategic Risk scoring)</p>	<p>2a) Engage with the Environment Agency, DEFRA, DLUHC, 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</p>	<p>2ai) Work with the Cambridge Water Scarcity Group and other stakeholders to develop solutions to address short term water supply issues and longer-term strategies to identify solutions which protect the environment and enable growth needs to be met.</p>
<p>3) We will support nature recovery as</p>	<p>Completing a pilot with at least 2 Parish reviews of Tree Protection Orders including</p>	<p>3a) Review arrangements for the protection of Trees and Hedgerows across the District, including</p>	

Appendix A – Draft 24-25 Business Plan Action Plan

<p>part of our 'doubling nature' agenda</p>	<p>designation of new trees and digitisation of all records</p> <p>Increasing the number of trees provided by SCDC since 2020</p>	<p>commencing a programme of work with Parish Councils to review and update the register of Tree Protection Orders (TPOs)</p> <p>3b) Identify and deliver new opportunities to plant trees, establish wildflower strips and in other ways enhance nature, in consultation with residents</p> <p>3c) Support local communities to plant trees and help deliver 'doubling nature' at the parish level</p> <p>3d) Share information and local case studies through our Zero Carbon Communities programme of events, e-bulletins and webpages</p>	<p>3ai) Continue with our review of the process to designate and record Tree Protection Orders across the district including the pilot project in two parishes (Harston and Boxworth)</p> <p>3bi) Continue to identify and deliver opportunities for tree planting on HRA land (Q4)</p> <p>3bii) Audit small amenity areas on HRA land and identify 5 sites with the most potential for biodiversity enhancements. Develop specific measures for these sites and select at least one for practical action, to be used as a storytelling/communications piece (Q2)</p> <p>3biii) Undertake a pilot using alternative methods to control weed growth, avoiding harmful environmental impacts</p> <p>3biv) Engage with communities on sustainable agriculture and food production (Q4)</p> <p>3ci) Provide grants to villages to plant trees and help biodiversity projects to deliver 'doubling nature' at the parish level (Q4)</p> <p>3cii) Deliver trees to at least 50 parish councils through our '6 Free Trees' initiative (Q4)</p> <p>3di) Deliver conference sessions and webinars promoting local case studies and information relating to 'doubling nature'(Q4)</p>
<p>4) We will decarbonise the Council's estate and operations</p>	<p>Reduction in total carbon emissions from our estate and operations</p> <p>Reduction in fleet related carbon emissions from 2018-19 baseline</p> <p>Reduction in carbon emissions from our community rooms from 2018-19 baseline</p> <p>Reduction in carbon emissions from our office building from 2018-19 baseline</p> <p>Reduction in carbon emissions for our commercial buildings</p>	<p>4a) Procure low emissions vehicles or alternative fuels (e.g., HVO biofuel) as replacements for our existing fleet</p> <p>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</p> <p>4c) Increase the energy efficiency and reduce carbon emissions for buildings owned and operated by the Council (including through on-site renewable energy generation)</p>	<p>4ai) Deployment of at least 20% alternative fuels as proportion of total fuel usage by refuse fleet (Q4)</p> <p>4bi) WREN main works programme starts (Q2)</p> <p>4biii) WREN commissioned and operational (Q2 25-26)</p> <p>4ci) Realisation of year 1 benefits (reduced energy costs and carbon emissions) from Greening of South Cambs Hall project (Q4)</p> <p>4cii) Complete energy retrofit assessments of communal rooms, identify feasible improvements and a costed agree delivery plan for decarbonisation (to take place alongside the refurbishment review) (Q4)</p>

Appendix A – Draft 24-25 Business Plan Action Plan

	Reduction in carbon emissions from business travel	<p>4d) Improved energy performance of our Commercial buildings</p> <p>4e) Reduce carbon emissions from SCDC business travel by reducing mileage and promoting low carbon alternatives.</p>	<p>4di) Review Asset Register for commercial assets and schedule opportunities for energy efficiency improvements and / or delivery of on-site renewable energy generation, at tenant breaks (Ongoing)</p> <p>4ei) Communications to help reduce carbon emissions through business travel (Q4)</p>
5) We will support parish councils and local communities to respond to the climate emergency	<p>10 tonnes p.a of estimated CO2 emissions reduction through projects receiving Zero Carbon Communities funding (consistent with figures for 2022-23 projects)</p> <p>2,500 people p.a. expected to be engaged through engagement projects receiving Zero Carbon Communities funding (consistent with figures for 2022-23 projects)</p> <p>At least 10 publicly accessible EV chargers installed to village halls, other community facilities and publicly accessible land</p> <p>75% of ZCC events participants gain in knowledge, make useful contacts, feel encouraged or inspired</p>	<p>5a) Award Zero Carbon Communities grants to community projects that support carbon reduction and community engagement around climate change</p> <p>5b) Promote delivery of EVCPs in Parishes via Electric Vehicle Charge Point Grants Programme</p> <p>5c) Provide a programme of networking and information sharing (Zero Carbon Communities and Green Connect)</p> <p>5d) Exploration of options for a public EV network through county EV strategy or private procurement exercise</p> <p>5e) Help communities to prepare for global temperature increases of up to 2 degrees</p> <p>5f) Promote sustainable food practices within South Cambs communities</p>	<p>5ai) Funding of £125k (up from £100k during 21-22) awarded to eligible projects (Q4)</p> <p>5bi) Award up to £50k funding via Electric Vehicle Charge Point Grants Programme to eligible applicants (Q4)</p> <p>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 on climate change (Q4)</p> <p>5di) Work with partners (including the CPCA), to establish and deliver a strategy for EV infrastructure to ensure South Cambs residents and businesses have access to provision and funding (ongoing)</p> <p>5ei) Regular communication with communities about climate adaptation and preparation for extreme weather events (ongoing)</p> <p>5fi) Creation of a sustainable food network to improve collaboration between sustainable food projects within the Council and across the district</p>
6) We will work to promote and protect air quality in the district	<p>Reduced risk of non-compliance with measures designed to protect air quality</p> <p>Planning developments (across GC) improve AQ rather than worsen it.</p>	<p>6a) Maintain a comprehensive air quality strategy to promote and protect air quality in the district</p> <p>6b) Run communications to promote and educate on air quality within the district</p>	<p>6ai) Develop a new joint air quality strategy with Cambridge City Council (Q1)</p> <p>6bi) Monitor and publish reports on air quality in targeted areas utilising portable equipment (Zephyrs) (Ongoing)</p> <p>6bii) Communications campaign highlighting the impacts of air quality, to coincide with Clean Air Day (Q1) and Clean Air Night (Q4)</p> <p>6biii) Undertake educational events to at least 4 schools to highlight the impacts of air pollution and tackle vehicle idling.</p>

Appendix A – Draft 24-25 Business Plan Action Plan

		6c) Undertake inspections and monitoring to ensure compliance with key air quality protection policies (including Environmental Permits and Taxi Licencing policies)	6ci) Undertake all Environmental Permit processes in accordance with programmed inspection (Ongoing) 6cii) Compliance of taxi fleet with current taxi policy (Ongoing)
7) We will reduce consumption of resources and waste	Reduction in household waste / materials from 21-22 levels (kgs per household) Increase in household recycling rates from 21-22 levels (kgs per household) Reduction in household residual waste in the district from 21-22 levels (kgs per household)	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 years (Q4) 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) 7aiii) Carry out communications campaigns focussed on increasing recycling rates and reducing non-recyclable waste from Circular Resource Plan (Ongoing)
8) We will build carbon reduction, nature recovery and climate adaptation perspectives into decision making across the Council	External recognition that Carbon reduction and nature recovery perspectives are embedded within our decision making	8a) Work towards becoming a carbon literate organisation 8b) Establish a monitoring and improvement programme for Scope 3 emissions 8c) Incorporate climate adaptation perspectives into existing business planning and resilience processes	8ai) Secure Silver status as a Carbon Literate Organisation 8bi) Take steps with supply chain to reduce emissions associated with contract delivery (including through monitoring and contract management arrangements). 8bii) Investigate options for reducing the carbon impact of our Housing stock renovation processes, including reuse. 8ci) Develop a climate risk register, identifying climate related risks and control measures (ongoing)
9) Our Councillors and Senior Officers act as climate and environment advocates to promote action by stakeholders beyond South Cambridgeshire	Maximum influence of SCDC in the area of climate and environment, encouraging others to take action	9a) Promoting action on climate change mitigation and environment, including showcasing good practice 9b) Promote and influence the work of the Oxford to Cambridge Pan Regional Partnership	9ai) Articles and presentations promoting action on climate change mitigation and environment, including showcasing good practice (Q4) 9aii) Representation at key regional, national and international events relating to climate change and environment (Q4) 9b) Support the development and delivery of environmental projects through the Partnership

--	--	--	--

DRAFT

A Modern and Caring Council (MCC)

MCC 2023-24 Progress Summary:

2023-24 Output Achievements to Date:

- Report produced assessing the findings from the 3-month 4 Day week trial.
- Assessed the outcomes of the 'Essential Tools for Managers' training pilot for new and first line managers
- 9 apprentices are on target to complete courses between Levels 2 and 7 by April 2024. We now have 34 apprentices, which represents 4.9% of our workforce.
- 8 new services made easier for customers to access online via self-service, with another 4 due to go live by end of April 2024
- Launch of online webchat functionality allowing customers to interact with Council contact centre staff online during business hours
- Commencement of work to design and build the Council's websites, to make it easier for customers to carry out transactions and find information online
- Launched an internal SCDC consultation toolkit to achieve a consistent approach to consultation.
- Ran a workshop to promote the Mobile Wardens scheme and planned the development of the new scheme which will run from 2024-27
- Provided 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
- Rolled out and promoted of a network of Domestic Abuse Champions across the organisation
- Awarded £167,400 of Service Support Grant funding to the voluntary sector
- Delivered the Northstowe Interim Community facility

Appendix A – Draft 24-25 Business Plan Action Plan

- Phase 1 Sports Pavilion delivered (at Northstowe)

Latest Outcome Information:

- Objective 1: Figures to be obtained before submission to S&O Committee.
- Objective 2: Exploring available data
- Objective 3: Exploring available data
- Objective 4: Exploring available data
- Objective 5: 8 Neighbourhood Plans have been made (adopted) in South Cambs - an increase from 5 at the beginning of the 2022-23 financial year
- Objective 6: 86% satisfied that South Cambs provides a home that is safe and secure, 9% neither satisfied nor dissatisfied, 5% dissatisfied
- Objective 7: At end December 2023 'The Cabin' Temporary Community Centre had received 95 bookings, including from 16 different community groups 18 private bookings from local residents and 13 regular bookings taking place each week, since it opening 17 July 2023. One of the offices is rented out to Northstowe Town Council and licence agreements are also in place with the midwifery service, Cambridgeshire Community Service (health visitors) and Cambs County Council Child and Family Services
- Objective 8: Exploring available data

MCC 24-25 Action Plan:

Objectives	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
1) We will ensure the Council is structured and appropriately resourced to deliver efficient and effective services	Increase customer satisfaction from 2022-23 baseline levels £2 mil of savings delivered through the Transformation programme by end 2024-25	1a) Complete reviews of all services, identifying and implementing opportunities for improved efficiency and service delivery by end of 2024-25 financial year 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	1ai) Service Review for Waste and Environmental Services completed and recommendations made (Q4) 1aii) Achieve savings target of £2m by end of 24-25 1bi) Report produced assessing the findings from the 1-year 4 Day week trial (Provisionally Q2 - TBC)
2) We will attract, retain and develop the best talent and ensure we are an employer of choice	Increase in the % of advertised roles successfully recruited to Wellbeing survey score of 4 out of 5 'good days at work' (up from 3.95 in 2022-23)	2a) Offer a wide range of development initiatives to ensure we're growing our own talent and providing development opportunities for staff	2ai) 14 apprenticeship courses completed by colleagues (Q4) 2aii) Promote apprenticeships, internal training, coaching and mentoring as development opportunities for colleagues (Q4) 2aiii) First cohort of approximately 20 managers to complete a new management development programme (Q2)

Appendix A – Draft 24-25 Business Plan Action Plan

Objectives	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
	Annual (voluntary) staff turnover of 3.25% or less	2b) Promote SCDC as an employer of choice and work to improve visibility of career options to under-represented groups, including care leavers and through the armed forces covenant	<p>2bi) Jointly organise a careers fair (alongside County Council and Job Centre Plus) and attend further fairs to promote SCDC as a local employment option (Q4)</p> <p>2bii) Develop and deliver a new work experience programme for 15-16 year olds (Q2)</p> <p>2biii) Promotion of the Council's Bronze membership of the Armed Forces Covenant to encourage applications from members of the Armed Forces, veterans and family members to South Cambs roles(Q1)</p> <p>2biv) Create a training course about the Armed Forces Covenant and promote this to all employees on to support recruitment (Q4)</p> <p>2bv) Work with the Job Centre Plus and use key communication channels to promote support we offer for under-represented groups (Q4)</p>
3) We will generate income through our services and commercial activities and work to ensure best use of Council resources	<p>Increase in gross income as a proportion of gross expenditure</p> <p>Greater take up of our Commercial Shared Waste services by businesses</p> <p>Increase Council Tax income through identification of fraudulent single person discount</p> <p>Increase Business Rates income through identification of incorrectly registered properties</p>	<p>3a) Explore and pursue ways of increasing income generation through our services</p> <p>3b) Generate rental income from our office spaces</p> <p>3c) Reduce Fraud and error within Council systems and processes</p>	<p>3ai) Increase Greater Cambridge Commercial Waste Service customers by 150 over the course of the year (Q4)</p> <p>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)</p> <p>3bi) Generate rental income from our South Cambs Hall office space</p> <p>3bii) Maximise returns from commercial space owned by the Council</p> <p>3ci) Complete anti-fraud initiative pilots to inform future efforts to reduce fraud and error (including single person discount and business rates relief fraud initiatives)</p> <p>3cii) Explore opportunities to offer fraud investigation services and advice on prevention to third party organisations (Q4)</p>

Appendix A – Draft 24-25 Business Plan Action Plan

Objectives	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
4) We will make it easier for customers to access and carry out transactions online	<p>Increased satisfaction with the My South Cambs Customer portal</p> <p>Increased satisfaction with accessibility of information on our website</p> <p>60% of customer interactions online</p> <p>40% of customer interactions dealt with by contact centre of specific service experts</p>	<p>4a) Make it easier for customer to access and complete services online</p> <p>4b) Make it easier for customer to find information on our webpages</p>	<p>4ai) 10 additional services made easier for customer to access online (Q1 – 25/26)</p> <p>4aii) Provide an integrated portal for businesses to access SCDC online services (Q4)</p> <p>4aiii) Continue the planned development of newly implemented webchat functionality</p> <p>4aiv) Release of dedicated Housing repairs app 'M&Me' to allow repairs to be reported, tracked, and changed by the resident at a time that suits them. (Q4)</p> <p>4bi) Design and implement new websites for SCDC, Shared Waste and Greater Cambridge Shared Planning (Q4)</p>
5) We will work with communities and individuals to tackle issues that are affecting them locally	<p>Increase in the number of community-led plans (including Neighbourhood plans)</p> <p>Reduction in fly tip incidences at hotspots due to presence of cameras and SCDC response times from initial data benchmark April 2023</p> <p>Action taken against fly tippers where sufficient evidence allows</p>	<p>5a) Support communities to consider and address the local initiatives that matter to them</p> <p>5b) Provide additional support to arts and culture projects within the district</p> <p>5c) Establish mechanisms for council tenants to have an input into wider estate management issues</p> <p>5d) Take action to minimise fly tipping</p>	<p>5ai) Continued support for the creation of neighbourhood plans (Q4)</p> <p>5bi) Develop and implement a plan to increase support for arts and culture projects (Q3)</p> <p>5ci) Complete at least 86 estate inspections (note inspections take place over an 8-month period) (Q4)</p> <p>5di) Deploy additional cameras and 'fly tip under investigation' stickers at locations to deter fly tipping (ongoing)</p> <p>5dii) Clearance of fly tips within 10 days to reduce further occurrences at the same site (ongoing)</p> <p>5diii) Investigation of fly tipping incidents through to prosecution stage where sufficient evidence allows (ongoing)</p> <p>5div) Undertake joint roadside checks initiatives with the Police, HMRC and other partners (ongoing)</p>

Appendix A – Draft 24-25 Business Plan Action Plan

Objectives	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
<p>6) We create places where people feel safe, and communities thrive</p>	<p>SCDC tenant satisfaction that SCDC provides a home that is safe and secure is maintained above 80% (measured through annual SCDC tenant satisfaction survey)</p>	<p>6a) Undertake all landlord safety checks (including electrical safety, gas installations and where appropriate fire risk assessments, lifts, building safety and water safety tests)</p> <p>6b) Provide support to help people to live safely in their homes</p> <p>6c) Target support to improve health and wellbeing outcomes for vulnerable residents</p> <p>6d) Assist in the relocation and support for refugees and asylum seekers in the district</p>	<p>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> <p>6aii) Introduce a new method for reporting performance to tenants ensuring compliance with the Regulator of Social Housing</p> <p>6bi) Support 200 new clients through the housing department's visiting support service (Q4)</p> <p>6bii) Spend disabled facilities grant and repairs grant to allow people to live independently and safely in their homes (Q4)</p> <p>6biii) Support tenants facing mental health issues to maintain their tenancies and prevent homelessness</p> <p>6biv) Undertake inspection visits to caravan sites to ensure that sites are suitable</p> <p>6bv) Work with the expanded network of Mobile warden schemes and associated Parish/Town Councils to complete the review of funding arrangements and to agree a 3 year scheme that is affordable and fair for all (Q2)</p> <p>6ci) Run a series of outdoor activity events to support young people to improve their mental health (Q4)</p> <p>6cii) Provide funding to support activities that benefit the health and wellbeing of our residents, in the form of Service Support grants, Community Chest grants and Let's Get South Cambridgeshire Active grants (Q4)</p> <p>6di) Plan and deliver innovative schemes to increase the number of homes available to help Homes for Ukraine guests transfer from hosted accommodation to independent living. A varied range of support to include help with rental payments and deposits, furniture scheme packages, a landlord incentive scheme and further wellbeing support. (Q4)</p> <p>6dii) Support further requests to aid and support refugees, should they be located in the district (Q4)</p>

Appendix A – Draft 24-25 Business Plan Action Plan

Objectives	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
		<p>6e) Provide support to residents through the cost-of-living crisis</p> <p>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</p> <p>6g) Ensure that staff are equipped to identify and respond appropriately to safeguarding issues encountered</p>	<p>6diii) Continue to participate in the Government’s Local Authority Housing Fund to enable the Council to offer more properties to refugees and temporary accommodation to families</p> <p>6ei) Implement the agreed cost of living support package for 2024-25 (including delivery of 20 community hubs across the district and continuation of a mobile food hub truck) and ensure schemes are embedded and self-sustaining following initial council support and investment (Q4)</p> <p>6fi) Implement Shared Prosperity funded schemes to protect cash points on high streets, at viable locations where local communities and Town and Parish Councils are supportive of enhancing their high street (Q4)</p> <p>6gi) Completion rates for mandatory e-learning relating to safeguarding (including Safeguarding, Suicide Prevention, Modern Day Slavery and Prevent) exceed 80% of desk-based staff</p> <p>6gii) Deliver a programme of safeguarding communications and awareness</p>
<p>7) We will continue to deliver a range of high quality community buildings at Northstowe</p>	<p>Use of interim and permanent Northstowe facilities by community groups and individuals once delivered</p>	<p>7a) Delivery of Community Centre</p> <p>7b) Delivery of Civic Hub (containing health, library and community facilities)</p> <p>7c) Delivery of phase 2 sports pavilion</p>	<p>7ai) Start on site for delivery of community centre (Q3)</p> <p>7bi) Full stakeholder consultation prior to submission of planning application for the Civic Hub (Q3)</p> <p>7ci) Start consultations with all stakeholders in advance of design phase for Phase 2 Sports Pavilion (Q4)</p>
<p>8) We will ensure Members have the tools, knowledge, and skills they need to serve their communities and help to deliver the Council’s vision</p>	<p>Members feel confident that they have been given the skills and knowledge they need to fulfil their role within South Cambridgeshire communities.</p> <p>Members to have a strong understanding of the Council’s vision and their strategic role within it.</p>	<p>8a) Creation of a Member Development Plan, which includes a reviewed Induction Programme (for implementation after future elections) and considers immediate and ongoing development needs.</p>	<p>8ai) The formation of a Member Development Plan which addresses the remainder of the current electoral term (until May 2026).</p>

Appendix A – Draft 24-25 Business Plan Action Plan

Objectives	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
and strategic objectives			

DRAFT



Report to:	Scrutiny & Overview Committee	18 January 2024
Lead Cabinet Member:	John Williams - Lead Cabinet Member for Finance	
Lead Officer:	Peter Maddock - Head of Finance	

Detailed Directorate Draft Budgets 2024/25

Executive Summary

1. This report presents Scrutiny & Overview Committee with the Councils detailed budget packs for each of the Council's service areas these are at appendices 1 to 7 which are General Fund (GF) budgets. Each pack forms a part of the budget that will be presented to Cabinet on 6 February 2024 before going on to the Council budget setting meeting on 27 February 2024. These are the draft figures for 2024/25 and an update for 2023/24 referred to as the probable outturn.
2. The provision of the detailed budget packs enables the Committee to review, comment and approve onward submission to Cabinet.

Key Decision

3. No

Recommendations

4. It is recommended that Scrutiny & Overview Committee consider and review the budget packs as presented and make recommendations to Cabinet as appropriate prior to adoption by Council.

Reasons for Recommendations

5. The budget packs contain a vast amount of financial and narrative information therefore scrutiny of the information by this committee will be helpful in ensuring the information is complete, accurate and easy to follow.

Details

Budget Packs

6. It is appropriate for Scrutiny & Overview Committee to consider and review the detailed budget packs for the General Fund before making recommendations and onward submission to Cabinet for inclusion in the final budget.
7. A budget pack is presented for each service area numbered from appendices 1 to 7 on a service by service basis and made up of a number of pages, the purpose of each page(s) are detailed below.
8. A front sheet giving the title of the service area and the budget year.
9. A summary page listing the main budget categories. The first part of the table lists the direct services, that is those that are charged directly to the GF in the case of appendices 1 to 7. The total shown as 'Service area total' is the amount that is borne by the GF. The second part lists the indirect services provided and these are recharged to other services within the GF or the HRA as appropriate. The total here is the overall spend of the service area in question. The final analysis shows how much of the net budget of each service area is borne by the GF and how much by Earmarked Reserves. The amounts funded by earmarked reserves are of a one off nature with a timeframe generally not exceeding three years.
10. The next pages show the detail behind the summary at individual budget heading level and include figures on a budget by budget basis with some narrative explaining what the budget is for and commenting on any major movements between years. The total on each page corresponds to a line total on the aforementioned summary page.
11. The final page is a subjective analysis and shows the budget by types of expenditure. The headings used are those determined by Service code of Practice (SeRCOP) generally adopted by local authorities.
12. The budget packs will feed into a budget summary to be provided to the Cabinet meeting in February along with other corporate amounts and taxation income some of which has yet to be set or ratified.
13. There are several significant changes to the budget process, one change relates to Support Service Allocations. The requirement to allocate out all support services was made discretionary several years ago. This process is quite time consuming but made the allocation of the appropriate level of Support Services to the HRA transparent and clear. The budget has been prepared based on allocations only to the HRA, Council Subsidiaries, shared services, and corporate activities so this will mean some significant movements in some areas as support services have no longer been allocated there. It is fair to say the revised process was not as easy as expected and once the budgets are complete a review will be undertaken to assess whether we continue with this or revert to the previous approach.
14. The second change relates to non-operational budgets whereby pension related accounting adjustments and Capital Financing charges are not included within the detailed budget packs primarily because these are reversed out below the net cost of services line as they are an accounting adjustment and should not impact on the general fund balance or the Council Tax. It is felt that these changes improve the clarity of the detailed budgets.
15. The provisional settlement received on 18 December 2023 shows that grant income for 2024/25 is in line with that predicted in the Medium Term Financial Strategy presented to this Committee during the autumn. This showed a budget surplus of around £4m for next year. There is still a likelihood of a significant budget gap emerging in 2026/27 when it is expected that the Fair funding review (FFR) will be implemented.

Options

16. The option of not considering the budget reports exists but is not recommended.

Implications

17. 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

18. The figures included will form part of the overall budget that will be presented to Cabinet on 06 February 2024 and Council on 27 February 2024.

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

Legal

20. The Council is required by law to set a balanced revenue budget each year. There are two specific dates in relation to budget and Council Tax setting that are required by statute to be achieved. Firstly, it is a requirement that each local authority approves its Revenue Budget by 28 February each year for the forthcoming financial year. Secondly, a billing authority (i.e. this Council) is required to set the Council Tax for its area by 11 March each year for the forthcoming financial year.

Risks/Opportunities

21. The figures presented are estimates and there is always a risk that actual spend will exceed budgets set and this could be down to a number of different factors such as inflation over and above that assumed in budget setting, shortfalls in income or unexpected but essential spend. Equally actual spend could be below budget. The council does hold unearmarked balances for both the GF and these act as a form of contingency in these circumstances. There is also a general contingency of £250,000 in the GF budget.

Consultation responses

22. None, except budget holders.

Background Papers

The following documents are relevant to this report:

- General Fund Budget Report – Report to Cabinet: 06 February 2023
- General Fund Budget – Report to Council: 21 February 2023

- Medium Term Financial Strategy – Report to Cabinet: 07 November 2023

Appendices

Appendix 1 -7: Service area budgets charged to the General Fund

Report Author:

Farzana Ahmed – Chief Accountant

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

**Chief Executive & Chief Operating Officer
Estimates 2024/25**

**Chief Executive and Chief Operating Officer
Estimates 2024/25
Summary**

	2022-23	2023-24		2024-25		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Corporate Management	730	655	658	659	-	659
Democratic Representation	973	1,027	1,000	1,063	-	1,063
Economic Development & Commercial Investment	950	1,416	759	2,513	(1,441)	1,072
Elections	697	386	247	628	(348)	280
Service Area Total	3,349	3,484	2,664	4,864	(1,789)	3,075
Continuing Services Budget	3,177	3,439	2,664			3,075
Funded from Earmarked Reserves	172	44	-			-
Total	3,349	3,484	2,664			3,075
Total Expenditure to General Fund	3,349	3,484	2,664			3,075

Page 8

**Chief Executive and Chief Operating Officer
Estimates 2024/25
Corporate Management**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Corporate Management	730	655	658	659	-	659	The Corporate Management service comprises the costs of the executive team. Other significant costs in the budget are the monthly Unfunded Pension Recharges and external audit fees.
Grand Total	730	655	658	659	-	659	

**Chief Executive and Chief Operating Officer
Estimates 2024/25
Democratic Representation**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Democratic Services	973	1,027	1,000	1,063	-	1,063	Democratic Services provide a service to members and officers of the Council ensuring the democratic decision-making process remains within statutory guidelines. The 2023/2024 probable outturn incorporates half-year costs for 2x new Political Assistants and half of the costs for a Personal Assistant. These expenses are offset by posts that were vacant at the beginning of the year due to a service review, which has now concluded, with recruitment initiated in the latter part of the year extending into 2024/25. The increase in the 2024/2025 budget is attributed to the inclusion of full year costs for all new posts.
Grand Total	973	1,027	1,000	1,063	-	1,063	

**Chief Executive and Chief Operating Officer
Estimates 2024/25
Economic Development and Commercial Investment**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Cambourne Business Park Ltd	-	10	-	-	-	-	The original budget was for miscellaneous costs to be borne by the Council related to the company which it now seems will not be needed.
Economic Development	583	965	499	744	-	744	<p>This service focuses on Business support and economic development activity. This includes Visit South Cambs brand development, general business support and growth related work, marketing and communications activity to the district's business community. The decrease in the 2023/2024 probable outturn is due to vacant posts caused by a service restructure delay, this has now been completed and is reflected in the 2024/2025 budget ready for recruitment to commence.</p> <p>The increase in 2024/2025 budget is due to the £20k budget from Tourism Initiatives being merged with Economic Development.</p>
Investment Strategy	346	431	195	262	-	262	<p>The budget pertaining to the council's owned commercial assets (property), covering legal fees, consultants, and due diligence in appraisal of new investment opportunities.</p> <p>The decrease in the 2023/2024 outturn is a result of fewer investment opportunities and team vacancies put on temporarily hold, in alignment with the joint Economic Development restructure. The 2024/2025 budget includes allocations for the newly established roles.</p>
Re-Opening High Streets Safely	(3)	-	-	-	-	-	Boots on the ground activity/team supporting business (post) pandemic recovery initiatives. The budget was to assist with getting back on track, now we are living with Covid this service ceases to exist.
Rural England Prosperity Fund	-	-	-	876	(876)	-	Funding received to set up a grant scheme for applicants to seek funding for capital projects. This scheme will support new and existing rural businesses and community infrastructure such as farm businesses looking to diversify income and assets for local people to benefit from the local economy.

**Chief Executive and Chief Operating Officer
Estimates 2024/25
Economic Development and Commercial Investment**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Shared Prosperity Fund	-	-	-	565	(565)	-	Funding received to invest in projects that will benefit communities, support local businesses and high quality skills training. This includes projects such as supporting new start-ups, setting up a Business & IP centre, new or improvements to gardens and green spaces and a Northstowe Community Centre/ Local Centre development support.
South Cambs Investment Partnership (SCIP)	24	10	66	66	-	66	The council is in a 50% partnership with Hill and is responsible for 50% of the costs of the partnership, the budget represents an estimate of the revenue costs to be borne by the Council.
Grand Total	950	1,416	759	2,513	(1,441)	1,072	

**Chief Executive and Chief Operating Officer
Estimates 2024/25
Elections**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Elections	304	12	-	346	(346)	-	The budget comprises of the cost of carrying out District Elections together with reimbursable elections such as County, Parish and Parliamentary. In 2024/2025 the budget is comprised of two reimbursable elections: The Police & Crime Commission and The General Election.
Electoral Registration	394	374	247	282	(2)	280	The team who co-ordinate elections, beside salary the main costs are made up of printing & postage for canvass forms. The decrease in the 2023/2024 outturn was due to a Government grant for New burdens, unknown when setting the budget if it would be received or how much for.
Grand Total	697	386	247	628	(348)	280	

**Chief Executive and Chief Operating Officer
Subjective Analysis 2024/25**

	Employee Expenses	Premises Related Expenses	Transport Related Expenses	Supplies and Services	Third Party Payments	Depreciation and Impairment Losses	Support Services	Internal Recharges	Total Expenditure	Fees & Charges	Government Contributions	Total Income	Net Expenditure
Corporate Management													
Corporate Management	437,020	200	320	153,160			346,320	(277,690)	659,330		-	-	659,330
Democratic Representation													
Democratic Services	480,630	-	400	500,450			436,000	(354,640)	1,062,840			-	1,062,840
Economic Development & Commercial Investment													
Cambourne Business Park Ltd									-				-
Economic Development	662,490	2,000	700	78,850					744,040	-	-	-	744,040
Investment Strategy	242,960		20	19,400					262,380				262,380
Re-Opening High Streets Safely	-								-				-
Rural England Prosperity Fund						876,100			876,100		(876,100)	(876,100)	-
Shared Prosperity Fund				565,000					565,000		(565,000)	(565,000)	-
South Cambs Investment Partnership (SCIP)		65,500							65,500				65,500
Elections													
Elections	346,000	-	-	-					346,000			(346,000)	-
Electoral Registration	187,070	-	230	94,030	1,080				282,410	(2,000)	-	(2,000)	280,410
Grand Total	2,356,170	67,700	1,670	1,410,890	1,080	876,100	782,320	(632,330)	4,863,600	(2,000)	(1,441,100)	(1,789,100)	3,074,500

**Head of Climate, Environment & Waste
Estimates 2024/25**

**Head of Climate, Environment and Waste
Estimates 2024/25
Summary**

	2022-23	2023-24		2024-25		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Change & Innovation - Green to our Core	339	417	364	480	(30)	450
Commercial & Licensing	889	875	275	927	(628)	300
Greater Cambridge Shared Waste Operations	5,149	6,036	5,213	15,122	(9,374)	5,748
People, Protection & Planning	1,208	1,350	835	1,015	(70)	946
Waste Operations - Other	1,726	1,767	1,253	1,571	(44)	1,527
Service Area Total	9,311	10,446	7,939	19,116	(10,145)	8,971
Climate, Environment & Waste Support Services	508	541	475	515	(1)	514
Internally Recharged	(508)	(541)	(255)	(268)		(268)
Total Expenditure to General Fund	9,311	10,446	8,159	19,363	(10,146)	9,217
Continuing Services Budget	9,641	10,843	8,355			9,431
Funded from Earmarked Reserves	(330)	(397)	(196)			(214)
Total	9,311	10,446	8,159			9,217
Total Expenditure to General Fund	9,311	10,446	8,159			9,217

**Head of Climate, Environment and Waste
Estimates 2024/25
Change and Innovation - Green to Our Core**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Zero Carbon Communities Scheme	339	417	364	480	(30)	450	<p>Zero Carbon Communities Scheme aligns with the Authority's 'Green to the Core' priority and the shift to zero carbon emissions by providing financial support to Parish Councils' and community groups to promote greener initiatives and reduce their carbon footprint. Through the bid process, Members have upheld their support in this respect by continuing to provide grant funding of appropriate schemes for the next three years at the current level.</p> <p>The increase in direct expenditure between 2023-24 and 2024-25 is a direct result from the increase in the staff establishment of 1.3 FTE's with the inclusion of the Strategic Climate Change and Sustainability Manager post and the transfer of the Development Officer post from Footway Lighting. Together, these posts have added £74,000 to the costs of the service - a large proportion of this will be funded from the renewables reserve and/or grant funding.</p> <p>Of the proposed expenditure in 2023-24 and 2024-25, £291,000 and £226,500 respectively will be drawn down from our renewable energy reserve fund, set aside for green initiatives. From 2024-25 a decision has been made to fund on-going posts from the General Fund rather than the renewables reserve to ensure that all recurring revenue costs are met from sustained resources and is the reason for the reduced funding coming from the renewables reserve. This decision will mean that more money will be retained in the reserve to invest in the future, larger capital projects which require heavier investment e.g. WREN, fleet electrification and electric car charging facilitation.</p>
Grand Total	339	417	364	480	(30)	450	

**Head of Climate, Environment and Waste
Estimates 2024/25
Commercial and Licensing**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Environmental Health	47	-	-	-	-	-	The cost in 2022-23 surrounds the one-off repayment of £47,000 held on account regarding money that SCDC had retained from Cambridgeshire County Council and the Fire Authority when the joint Regulatory Business Hub was set up around 6/7 years ago. A request was made that these monies be returned to relevant parties.
Food Safety & Water Quality	524	449	300	347	(29)	318	<p>This budget includes all activities that aims to reduce the incidence of food poisoning as required by food law legislation. Activities include regular inspections of food premises, routine food sampling, the operation of a 'good hygiene' certificate scheme and investigating into any outbreaks of food poisoning. The budget also incorporates activities surrounding the monitoring of drinking water sourced through private supplies - the costs associated with this activity are fully rechargeable.</p> <p>When comparing direct expenditure, costs have remained fairly static across the 2-year budget timeframe. The 8% increase in direct expenditure between 2023/24 and 2024/25 (£297,000 to £324,000) is attributable to pay inflation and is the Authority's response to the 2-year hike experienced nationally in inflation. The service will continue to explore avenues to increase our commercial activity across the sector with the aim to reduce our net overall cost to undertake our statutory functions and counter the effects of high inflation at the current time.</p>
Health & Safety At Work	194	233	153	170	-	170	<p>This budget includes expenditure on health and safety at work inspections and investigations of notified incidents and enforcement work under the Health and Safety at Work Act 1974. The precise areas covered include shops, offices, some warehouses and some other commercial premises.</p> <p>Direct budget expenditure has increased by £17,000 between the projected outturn for 2023/24 and the 2024/25 budget. This is all down to pay inflation of the FTE's charged to the service. The number of FTE's charged to this service has also increased marginally, which whilst only small, will have exaggerated the increase in staffing costs charged to the service.</p>

**Head of Climate, Environment and Waste
Estimates 2024/25
Commercial and Licensing**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Infectious Disease Control	73	62	44	47	-	47	<p>Activities within this service normally extend to the control of infectious diseases under the Public Health (Control of Diseases) Act 1984 and 1988. Although obviously outside of this Act, any costs still being incurred on containing Covid-19 outbreak management are recorded under this heading.</p> <p>The only direct expenditure affecting this service are associated with staffing which has risen from £41,000 in 2022-23 to £44,000 in 2023-24 and £47,000 in 2024-25. Of these, £14,000 and £16,000 will be drawn down from earmarked reserves in 2023-24 and 2024-25 respectively to fund outbreak management expenditure so the underlying charge to the general fund is largely unaffected.</p>
Licensing	109	127	6	118	(138)	(20)	<p>Examples of licensing activities included here are responsibilities under the Licensing Act for the serving of alcohol and the Gambling Act, temporary event notices (TEN's), theatres and entertainment.</p> <p>The reduction in direct costs, down from £6,000 in the outturn projection to one showing a net income of £17,000 in 2024-25 is a result of the continual assessment of staff time being allocated to different services. It has been determined overall that 0.4 FTE's should be reallocated to other licensing functions due to an increase in staff time spent there, e.g. in Taxi Licensing. To put this in context, 2.7 FTE's are allocated to the functions within the Licensing and Gambling Acts' in 2024-25, down from 3.1 FTE's in 2023-24.</p>
Primary Authority Advice	(33)	(40)	(39)	-	(41)	(41)	<p>The Authority operates a multi-agency business hub which draws together key business advice services to promote joint Primary Authority Agreements (PAA's) and associated commercial activities.</p> <p>The income derived from the PAA's is projected at £39,000 pa with the objective in 2024-25 for a modest increase up to £41,000 taking into account that projected income for 2023-24 looks to be slightly down on the £40,000 budget and the challenge of increased competition within the market.</p>

**Head of Climate, Environment and Waste
Estimates 2024/25
Commercial and Licensing**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Taxi Licence	(25)	43	(189)	246	(420)	(174)	Examples of licensing activities administered here include private hire vehicles, drivers and operators as well as hackney carriages. There has been a marked recovery in income levels which suffered greatly during the pandemic with income levels in 2023-24 being sustained at the same levels as in 2022-23 which are significantly above the income level set in the original 2023-24 budget. Indirect expenditure in 2022-23 and 2023-24 total £154,000 and £179,000 respectively. These should be discounted to get a true comparison with the 2023-24 projection and 2024-25 budget to show the true saving on direct expenditure. Legislation allows all costs incurred in administering the licensing service to be recovered through the fee setting structure. The table therefore demonstrates that £189,000 and £170,000 excess income over direct expenditure will be used as a contribution towards offsetting the Authority's indirect costs incurred in administering the taxi licensing service.
Grand Total	889	875	275	927	(628)	300	

**Head of Climate, Environment and Waste
Estimates 2024/25
Greater Cambridge Shared Waste Operations**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Commercial Waste	(1,236)	(1,138)	(1,436)	3,269	(4,742)	(1,473)	<p>There are over 2,000 commercial properties within Cambridge City and South Cambridgeshire from which waste is collected. Payments made to the waste disposal authority for the disposal of this trade waste are also shown alongside operational costs as part of the gross expenditure of the service and are set against the income earned.</p> <p>Against the backdrop of a global pandemic in 2020-21, extending into 2021-22 and subsequent economic downturn, a modest recurring growth target of £60,000 in net profit (split 50:50) had been targeted for the service in 2023-24. Indications are that this will be surpassed and projections are that the service will return £192,000 more than this (£86,000 to each Authority).</p> <p>To transition from driver-only trade rounds a decision has been made to recruit x3 additional loaders to the trade service to be paid for from these excess profits. This should enhance health and safety practices and also introduce some service efficiencies in collection pick-rates and enable perceived growth in the customer base to be absorbed within existing round structures. With this in mind, the commercial service is predicting a £50,000 increase in trade profits over the projected 2023-24 budget, which as mentioned above far exceeded the original target.</p>
Domestic Waste Collection	7,481	8,767	8,121	11,111	(2,077)	9,034	<p>The gross income and expenditure figures incorporate the collection of household waste across the boundaries of Cambridge City and South Cambridgeshire. This includes all types of waste including garden waste, bulky items and clinical or hazardous waste.</p> <p>By the end of 2024-25 it is estimated that the service will collect recycling and waste from approximately 135,000 households across the region. Due to rapid development and population growth, an independent round optimisation (RO) programme was undertaken to ensure the correct number and configuration of rounds to encapsulate recent and future growth alongside different working patterns. Running the RO model revealed that the service in its current capacity was under-resourced to cope with housing growth alongside the 4 day working trial and that an additional x4 extra crews were required to optimise the service. With each collection crew costing on average £150,000 in staffing, vehicle and capital costs, money has been injected into the 2024-25 budget to this effect.</p> <p>The other finance bid that was proposed as part of the budget proposals process was the addition of a Team Manager post to cope with service expansion with an attached cost of £50,000.</p> <p>The single largest factor that has impacted on costs for the waste collection service has been seen in inflation and the recent cost-of-living crisis alongside this Authority's response to it. Pay inflation on operatives pay in 2023-24 has been negotiated at an average of 8.5% compared against a budget that was set at 5%. With a staffing base budget on the domestic service of around £5.5million, the additional 3.5% salary uplift in 2022-23 is an area of obvious budgetary pressure of approximately £200,000 in 2023-24 which will also impact on overtime paid for weekend working on bank holiday catch-ups. This 3.5% excess will roll into 2024-25.</p>

**Head of Climate, Environment and Waste
Estimates 2024/25
Greater Cambridge Shared Waste Operations**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Shared Waste Service Contribution	(1,720)	(2,261)	(2,287)	-	(2,504)	(2,504)	This represents the net contribution made by Cambridge City Council as a partner in the Greater Cambridge Shared Waste Service (GCSWS). The contribution incorporates a share of all the net direct costs incurred across all facets of the GCSWS i.e. domestic and commercial collections as well as waste policy. The increased income is a reflection of the increased costs shown above.
Waste Policy	624	667	815	742	(51)	692	<p>There has been two finance bids proposed for inclusion in the 2024-25 budget aligning to the waste minimisation and the joint waste strategy:</p> <p>i) See the inclusion of waste service planning officer to improve response rates on planning applications and enhance better working relationships with GCPS and developers. The gross cost of this post is estimated at £48,000 with a £16,000 income stream from developers from the planning process to offset.</p> <p>ii) A £40,000 budget injection to continue with the electrical waste collection service, diverting this waste away from the Mixed recycling facility (MRF), where this is not an accepted material. This drives up quality recycling collected overall and the value of the recycling we collect and offsets the gate fee and processing cost we pay keeping our costs down.</p> <p>The current MRF contract expires in August 2024. The joint Cambridgeshire and Peterborough Waste Partnership (RECAP) tendering process has been completed and at the time of reporting, the submissions are being evaluated but it's too early to provide any indication of the outcome of the tender for monetary inclusion in the 2024-25 budget cycle. Any financial implications and a way forward will be the subject of future reports to Members.</p>
Grand Total	5,149	6,036	5,213	15,122	(9,374)	5,748	

**Head of Climate, Environment and Waste
Estimates 2024/25
People, Protection and Planning**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Animal Welfare Service	42	64	49	67	(15)	52	<p>Functions under this service heading include the licensing of premises that board animals including riding schools and dog breeders as well as fulfilling our responsibilities on dog control.</p> <p>It is a service objective that as far as is practicable, all direct costs of operating the licensing function are recovered through the fee structure, recognising that as costs increase, a balance needs to be struck in supporting local SME's. The function of dog control and housing stray dogs are deemed to be irrecoverable and charged to the general fund.</p>
Environmental Protection	560	643	339	443	(21)	422	<p>This budget incorporates work performed to reduce air pollution under the Environmental Protection and Clean Air Acts' and includes work on the air quality management plan and other statutory nuisance work investigating complaints of dust, odour and smoke and light pollution. Also included here are any costs involved in formalising a strategy on and identifying and assessing the degree of contaminated land. A register of this contaminated land is then maintained along with assessing the associated health risks.</p> <p>Staff turnover, with posts remaining vacant has resulted in salary savings of £55,000 in 2023-24 which will not recur in 2024-25 as a full staffing compliment is budgeted for. This, along with a £20,000 saving in net direct expenditure associated with air quality monitoring brought about by additional partner contributions of £12,000 have led to savings on the base budget in 2023-24 which cannot be guaranteed in 2024-25.</p>
Housing Standards	310	350	247	283	(21)	262	<p>Included here are all costs associated with work to ensure that the residents live in safe and sanitary conditions. Activities include inspections in response to complaints, checks on the quality of houses in multiple occupation (HMO's) and the licensing of HMO's.</p> <p>The two-year investment of £43,000 beginning half-way through 2022-23 to investigate the extent of the problem surrounding long-term empty properties and take action to bring problematic empty homes back into use, has been extended to permanent. This has meant an uplift in the costs shown for 2024-25 of £27,000.</p> <p>Procurement issues have delayed the start of the private housing stock condition survey. It was originally budgeted at a cost of £101,000 to start and finish in the 2022-23 financial year but is now projected to be only half completed by the end of March 2024 so will slip into 2024-25. The full cost is now only estimated to be £60,000 - £30,000 in each year. The survey work is funded through a set aside earmarked reserve.</p>

**Head of Climate, Environment and Waste
Estimates 2024/25
People, Protection and Planning**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
National Assistance Act Burials	5	9	6	18	(13)	5	It is the duty of the Council to bury or cremate the body of any person who has died in the South Cambridgeshire District area, where no other suitable arrangements for the disposal of the body have been made. Direct costs are recovered where possible from the estate of the deceased person.
Noise Nuisance Control	290	284	194	204	-	204	<p>The majority of the costs of this service involve staffing and associated support costs surrounding work performed to reduce noise pollution and dealing with noise as a statutory nuisance. It involves investigating complaints, the silencing of alarms and dealing with noise from construction sites and noise in the street.</p> <p>With the vast majority of costs being associated with staffing resources, direct expenditure in 2024-25 remains on par with those in 2023-24 with the main increase coming as a result of pay inflation.</p>
Grand Total	1,208	1,350	835	1,015	(70)	946	

Head of Climate, Environment and Waste
Estimates 2024/25
Waste Operations - Other

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 55</p> <p>Envirocrime</p>	160	151	122	220	(2)	218	<p>Envirocrime enforcement activities covers predominantly the areas of littering, dog-fouling, fly tipping, abandoned vehicle and graffiti removal.</p> <p>To address District growth and development as well as a national increase in street envirocrime, investment is proposed which future proofs both the street (littering and fly tip removal) and the streets enforcement team. This is in response to high levels of envirocrime and places high emphasis on future prevention as well as ensuring services can cope with current service request levels. To put this in context, in 2022-23 there was 1300 reports of fly tipping in the District but only x7 fixed penalty notices (FPN's) issued and x2 prosecutions.</p> <p>Currently there is only 1 enforcement officer and a support officer covering the District's 901 sq km. Investment entails the addition of x2 enforcement officers and ancillary costs (x1 vehicle and surveillance equipment etc.). Between the two functions of envirocrime enforcement and the street cleansing service (see below) which covers the removal costs of these fly tips, the total net injection into the budget is £178,000.</p> <p>The expectant outcome would be the reduction to fly tipping, the ensurance that waste is removed in a timely manner in response to demand. There should be an associated reduction in removal costs and attract a significant increase in income from additional FPN's and prosecutions.</p>
Flood Defence / Land Drainage	455	533	320	409	(2)	407	<p>This budget covers specifically land drainage and in particular the routine maintenance of the 275km of awarded watercourses which criss-cross through the District as well as running and maintaining the Webb's Hole Sluice pumping station which acts as a flood defence for Northstowe and the surrounding area.</p> <p>There has been a reduction in net direct costs in the projected 2023-24 budget of £76,000. This has mainly come from a £59,000 unbudgeted source of income generated from s106 and from our policy of levying a charge on developers for consenting to discharge water into the awards. The £51,000 received from the consent levy will be deposited into our earmarked reserve funds for capital investment in future plant and machinery fundamental to fulfil our commitment to upkeep these awards. There has also been a £16,000 saving on maintenance costs of the Webbs Hole Sluice pumping station. On inspection, it was felt that the servicing and maintenance of the weed raking system could be deferred for a year.</p> <p>Because the above £59,000 income in 2023-24 cannot be guaranteed on-going, to adhere to the principle of prudence it needs to be excluded from the net costs of the 2024-25 base budget and together with the £16,000 re-phased cost of servicing the weed rake at Webbs Hole sluice means the base budget has been reinstated to the level shown for 2024-25.</p>

Head of Climate, Environment and Waste
Estimates 2024/25
Waste Operations - Other

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Street Cleansing	1,111	1,084	810	943	(40)	903	<p>Includes the sweeping and removal of litter from land and litter bins etc. Standards are set for cleanliness that the Council is benchmarked against. The categories range from shopping centres to towpaths and streets not adopted by the Highways Authority. Activities also include collecting illegally fly-tipped rubbish, removing dead animals and removing abandoned vehicles that do not constitute a traffic hazard.</p> <p>The same inflationary pressures experienced in the waste service are relevant to the street cleansing service i.e. pay inflation in excess of 8.5% compared against a budget that was set at 5%.</p> <p>As alluded to above under Envirocrime, there was a joint monetary injection of £178,000 which alongside the two additional enforcement officers, will see the inclusion onto the establishment of two street cleansing operatives whose primary function would be to make significant service improvements and standard gains for highway litter picking and fly tip removals. There would be a £25,000 offset saving by bringing the current out-sourced highway litter picking contract, in-house.</p>
Grand Total	1,726	1,767	1,253	1,571	(44)	1,527	

**Head of Climate, Environment and Waste
Estimates 2024/25
Climate, Environment and Waste Support Services**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Depot	276	263	280	294	(1)	293	<p>The costs involved in maintaining and running our operational facility at Waterbeach which along with our Cambridge City Council partners, services the Greater Cambridge Shared Waste Service and also South Cambridgeshire District Council's street cleansing service.</p> <p>The depot operates under a 25 year lease agreement with our lessor and the terms of the lease stipulate that a rent review is undertaken every five years with the cost of the annual rent being adjusted in-line with RPI. The 5-year rent review should've taken place in October 2023 and because of the large increase in RPI in recent years, in-line with the contract, the rent would increase by 32.5% or £40,000 pa. In light of this high increase, negotiations with our landlord are on-going to come to a more palatable settlement. These have not been concluded at the present time. For estimate purposes, an uplift in the annual rent of £25,000 has been included in 2024-25 budget which would be recurrent for the next 5 years.</p>
Environmental Health Admin	232	279	195	221	-	221	<p>This service provides management and support to all the regulatory functions within the directorate. The budgets have remained static for the majority of costs included here such as staff training, general office expenditure, books and publications and agency backfill support.</p> <p>The only notable increase in costs are within staff salaries with the inclusion of £23,000 for Directorate PA support whose full costs will be shared with other directorates. A saving of £10,000 was proposed from our agency budget which would go towards offsetting these costs</p>
Grand Total	508	541	475	515	(1)	514	

**Head of Climate, Environment and Waste
Subjective Analysis 2024/25**

	Employee Expenses	Premises Related Expenses	Transport Related Expenses	Supplies and Services	Contracted Services	Third Party Payments	Depreciation and Impairment Losses	Support Services	Internal Recharges	Total Expenditure	Fees & Charges	Misc Income	Other Contributions	Total Income	Net Expenditure
Change & Innovation - Green to our Core															
Zero Carbon Communities Scheme	243,060	7,000	300	217,800			12,000	-		480,160	-	-	(30,000)	(30,000)	450,160
Commercial & Licensing															
Environmental Health	-	-		-				-		-	-			-	-
Health & Safety At Work	168,750		1,300	-				-		170,050				-	170,050
Infectious Disease Control	46,520		230	-				-		46,750			-	-	46,750
Licensing	116,540		250	1,200				-		117,990	(132,140)			(137,510)	(19,520)
Primary Authority Advice				-						-	(41,000)			(41,000)	(41,000)
Taxi Licence	210,470	-	32,500	2,770				-		245,740	(420,000)	-		(420,000)	(174,260)
Greater Cambridge Shared Waste Operations															
Commercial Waste	1,100,650	-	452,450	1,488,700		-	-	226,720		3,268,520	(4,742,000)	-		(4,742,000)	(1,473,480)
Domestic Waste Collection	6,376,100	-	1,858,100	852,630	-	-	-	2,023,860		11,110,690	(740,000)	-	(1,337,000)	(2,077,000)	9,033,690
Fleet Workshop	-			-						-				-	-
Shared Waste Vehicle Insurance (Holding Account)				-						-				-	-
People, Protection & Planning															
Animal Welfare Service	57,110		1,000	9,000				-		67,110	(15,000)	-		(15,000)	52,110
Environmental Protection	388,120	1,000	2,000	52,020	-		-	-		443,140	(21,000)		-	(21,000)	422,140
Housing Standards	245,170	5,000	3,000	30,000				-		283,170	(16,000)	(5,000)		(21,000)	262,170
National Assistance Act Burials				18,000				-		18,000	-	(12,600)		(12,600)	5,400
Noisy Nuisance Control	199,460		2,000	2,400				-		203,860	-			-	203,860
Waste Operations - Other															
Environmental Crime	186,160	-	19,700	14,000				-		219,860	(2,000)	-		(2,000)	217,860
Flood Defence / Land Drainage	258,310	25,860	59,770	64,970				-		408,910	-		(1,980)	(1,980)	406,930
Street Cleansing	673,280	14,700	184,300	70,370				-		942,650	(40,000)	-		(40,000)	902,650
Climate, Environment & Waste Support Services															
Dept		276,230	-	18,150	-	-	-	-	(268,160)	26,220		(1,200)		(1,200)	25,020
Environmental Health Admin	166,390	-	100	54,550				-		221,040	-	-		-	221,040
Grand Total	11,319,580	369,790	2,621,100	2,997,030	-	2,500	12,000	2,309,220	(268,160)	19,363,060	(6,198,180)	(69,650)	(3,873,160)	(10,146,360)	9,216,700

**Head of Finance
Estimates 2024/25**

**Head of Finance
Estimates 2024/25
Summary**

	2022-23	2023-24		2024-25		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Housing Benefits	1,024	1,246	782	14,818	(13,844)	974
Local Taxation	1,939	2,536	842	1,071	(486)	585
Other Activities	4,218	4,824	4,528	200	-	200
Service Area Total	7,182	8,607	6,152	16,089	(14,330)	1,760
Finance Support Services	3,184	3,305	2,641	3,353	(43)	3,310
Internally Recharged	(3,184)	(3,305)	(1,666)	(2,063)		(2,063)
Total Expenditure to General Fund	7,182	8,607	7,128	17,379	(14,373)	3,006
Continuing Services Budget	3,018	3,450	6,736			2,585
Funded from Earmarked Reserves	4,165	5,157	392			421
Total	7,182	8,607	7,128			3,006
Total Expenditure to General Fund	7,182	8,607	7,128			3,006

**Head of Finance
Estimates 2024/25
Housing Benefits**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Housing Benefit & Council Tax Support	500	773	361	14,435	(13,844)	591	This service administers Housing Benefit for residents in Council homes, privately rented homes and homelessness cases and are also responsible for the administration of the Local Council Tax Support Scheme (LCTS) for residents that qualify. This budget includes all the staffing costs, supplies and recharges that are involved in Housing Benefit and LCTS and includes the Subsidy income from DWP. A total of £250,000 of Transformation Project savings have been implemented for Revenues and Benefits for 2024/25 and beyond. Changes to Universal Credit and the associated reduction in Housing Benefit claims expected in 2024/25 mean that Local Council Tax Support claims will form a greater proportion of the case load, therefore increasing the Council Tax support budget while Rent Rebate and Rent Allowance Housing Benefit claims require a smaller budget.
Non Hra Rent Rebates	170	126	381	361	-	361	This budget relates to homeless people placed in Bed and Breakfast accommodation. Expenditure levels can be quite volatile and vary from one year to another. Generally, only around 50% of expenditure is reimbursed in subsidy.
Rent Allowances	187	250	41	21	-	21	Rent Allowances are benefits paid to private tenants and while the majority is covered by the Departments of Work and Pension Subsidy grant, it does not fully match expenditure. The reduced expenditure in 2024/25 compared to 2023/24 is due to reduced case load as Working Age Household Claims transfer to Universal Credit and are processed by DWP. Probable outturn is below budget due to the changes in the treatment of Recharges.
Rent Rebates	167	98	(1)	0	-	0	Rent Rebates are given to Council Tenants based upon their circumstances and the Department for Work and Pensions reimburse the Council for benefits paid. Working Age Household claims will transfer to DWP during 24/25 as described above with only Pension Age claims being processed by SCDC.
Grand Total	1,024	1,246	782	14,818	(13,844)	974	

**Head of Finance
Estimates 2024/25
Local Taxation**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Council Tax Collection	1,442	1,730	651	781	(231)	550	<p>The Council Tax Team are responsible for the setting of the Tax Base each year and annual billing to over 60,000 charge payers. There is ongoing administration such change of address, plus reviewing and applying appropriate discounts and disregards to charge payers accounts. The team is also responsible for recovery of arrears and maintaining a high collection rate. In 2022/23 the Council was the joint top performing District Council.</p> <p>Transformation Project savings totalling £250,000 for 2024/25 onwards has been included in the budgets for Revenues and Benefits. This decrease, together with changes to Recharges, mean the budgets show considerable savings. There are however some increases such as inflation on ICT costs. For example there is a 10% rise in the contract costs for the Civica system.</p>
Non Domestic Rate Collection	498	807	191	290	(255)	35	<p>National Non Domestic Rate income (Business Rates) is accounted for in the Collection Fund, but collection costs are accounted for in the General Fund with an allowance from Central Government to assist. This allowance is non incremental where as costs of collection increase over time due to inflation. Reduction in budget reflects changes to Recharges and part of the £250,000 saving on salaries in Revenues and Benefits achieved from the Transformation Project.</p>
Grand Total	1,939	2,536	842	1,071	(486)	585	

**Head of Finance
Estimates 2024/25
Other Activities**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
A14 Highways England	3,757	242	-	-	-	-	A decision was made during the latter part of 2022/23 to pay the contribution towards the A14 upgrade completed in 2020 upfront instead of over a 25 year period. The funds were held in a reserve and this was treated as Revenue expenditure funded from capital as it does not result in the creation of a Council asset but the expenditure is of a capital nature.
Cambridge Leisure & Ice Centre	5	11	24	9	-	9	This service includes officer time and consultants fee for the annual determination of fair value for use within the Council's annual Statement of Accounts. The 2023/24 Probable Outturn includes legal costs to draw up the revised loan agreement.
Energy Rebate Scheme	69	-	14	-	-	-	Energy Rebate scheme that was part of the Cost of Living Initiative ended during 2023/24
Finance Miscellaneous	13	10	-	-	-	-	This budget relates to any miscellaneous costs which cannot be accounted for elsewhere.
Greater Cambridge Partnership	245	4,331	4,327	-	-	-	This budget relates to Greater Cambridge Partnership (GCP, formerly City Deal). Contributions to the GCP were agreed by the leaders of the Councils within the group some years ago as a percentage of New Home Bonus received by the relevant councils. This was placed in a reserve, which has been added to over the years, as invoicing was limited to the funds spent directly on GCP work. During 2023/24 all remaining funds are expected to be paid to the GCP which is expected to be invoiced towards the year end. The reserve is expected to be fully utilised by the end of the 2023/24 for this purpose.
Prov Bad and Doubt Debts	61	150	150	150	-	150	This budget accounts for officer estimations of the amount to be set aside for non payment of sums due to the Council in relation to sundry debts.
Treasury Management	69	80	14	42	-	42	The Treasury Team manages the Council's investment and borrowing portfolios and cash management duties in line with it's annual strategy statement and CIPFA guidance in the Prudential Code. The costs here relate to the annual cost of the Councils treasury advisers and brokerage fees for short term borrowings. Each tranche of £5million, one year borrowing costs £5,000 in Brokerage and increased activity from new loans and renewals will lead to an increase in Treasury Management costs
Grand Total	4,218	4,824	4,528	200	-	200	

**Head of Finance
Estimates 2024/25
Finance Support Services**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Accountancy	1,994	1,983	1,610	1,991	(3)	1,988	This budget covers the costs of the Corporate Accounting team, staffing and service. Vacant posts have led to the 2023/24 outturn being lower than budget (£68,000). It is expected that the posts will be filled in 2024/25 which has led to the increase in budget.
Accounts Payable	215	227	59	91	-	91	This budget is comprised of the staffing costs of the Accounts Payable team, who process invoices for payment by the Council.
Accounts Receivable	140	158	81	68	-	68	This budget is comprised of the staffing costs of the Accounts Receivable team. The team issues invoices to our commercial and residential customers, maintains customer accounts and performs recovery on overdue accounts other than those related to Council Tax, Business Rates and Housing Rents.
Cashiers	48	49	34	34	-	34	This budget is comprised of the staffing costs of one employee and recharges. The Cashier processes unidentified and bulk payments received by our Axis Income Management system (AIM), processes and deposits cheques received and submits DD files for the collection of NNDR, Council Tax, Rents and Accounts Receivable.
Corporate Fraud	311	310	245	314	(40)	274	This budget comprises of staff and service costs of the corporate counter fraud team. The team focuses on preventing, detecting, investigating and reporting on fraud and attempted fraud against the Council. The increase in the 2024/25 budget is due to an increase in staff costs due to inflation and increased hours. expenditure and funding for the council tax counter fraud project are included here
Insurance & Risk Management	189	212	356	535	-	535	This is the cost of corporate insurances, such as building insurance, professional indemnity, computer equipment and employer's liability, which are all fully recharged across the Council. The increase in costs for relate to increases in premiums.
Internal Audit	134	175	125	154	-	154	A shared service between the Council and Cambridge City Council for Internal Audit. The probable outturn 2024/25 is less than budget due to two vacant posts. It is anticipated these will be filled in 2024/25 which is the reason for the increase in the 2024/25 budget.
Procurement	153	191	132	167	-	167	This budget is made up of the staff costs of the Corporate Procurement team. Procurement team deals with various procurement issues within the Council and supports services during periods of tender exercises. The expected underspend for 2023/24 is due to a vacant post not being filled. The 2024/25 budget reflects the new team structure following the service review.
Grand Total	3,184	3,305	2,641	3,353	(43)	3,310	

**Head of Finance
Subjective Analysis 2024/25**

	Employee Expenses	Premises Related Expenses	Transport Related Expenses	Supplies and Services	Transfer Payments	Third Party Payments	Depreciation and Impairment Losses	Support Services	Internal Recharges	Total Expenditure	Government Contributions	Misc Income	Other Contributions	Total Income	Net Expenditure
Housing Benefits															
Housing Benefit & Council Tax Support	921,410		3,000	102,330	13,791,330	-		-	(382,650)	14,435,420	(13,766,470)	(77,800)		(13,844,270)	591,150
Non Hra Rent Rebates									361,410	361,410					361,410
Rent Allowances									21,100	21,100					21,100
Rent Rebates									140	140					140
Local Taxation															
Council Tax Collection	579,960		100	201,400				-	-	781,460	-	(231,000)		(231,000)	550,460
Ndr Collection	225,040		4,500	60,100				-	-	289,640	-	-	(254,610)	(254,610)	35,030
Other Activities															
A14 Highways England							-			-				-	-
Cambridge Leisure & Ice Centre				8,500				-		8,500		-		-	8,500
Energy Rebate Scheme	-			-					-	-	-			-	-
Finance Miscellaneous				-						-				-	-
Greater Cambridge Partnership				-						-				-	-
Prov Bad and Doubt Debts				150,000						150,000					150,000
Treasury Management				83,500					(41,750)	41,750					41,750
Finance Support Services															
Accountancy	1,872,140	-	200	118,670				-	(1,070,550)	920,460		(3,310)		(3,310)	917,150
Accounts Payable	90,590			-				-	(193,210)	(102,620)					(102,620)
Accounts Receivable	59,370			8,420				-	(64,160)	3,630		-		-	3,630
Cashiers	24,980			8,530				-	(7,540)	25,970					25,970
Corporate Fraud	298,410		200	15,350				-	(105,670)	208,290	-		(40,000)	(40,000)	168,290
Insurance & Risk Management	86,420	-	-	448,870				-	(332,650)	202,640					202,640
Internal Audit				-		154,060		-	(118,010)	36,050					36,050
Procurement	157,290		50	9,390				-	(171,450)	(4,720)					(4,720)
Grand Total	4,315,610	-	8,050	1,215,060	13,791,330	154,060	-	-	(2,104,990)	17,379,120	(13,766,470)	(312,110)	(294,610)	(14,373,190)	3,005,930

This page is left blank intentionally.

**Head of Housing
Estimates 2024/25**

**Head of Housing
Estimates 2024/25
Summary**

	2022-23	2023-24		2024-25		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Acquisition & Development	29	70	1	1	-	1
Ermine Street Housing	74	93	5	958	(958)	(0)
Housing Advice & Options	1,193	1,459	982	2,380	(1,354)	1,026
Housing Strategy	463	699	291	1,109	(816)	293
Neighbourhood Services	792	840	165	992	(809)	182
Service Area Total	2,551	3,161	1,444	5,439	(3,937)	1,502
Housing Support Services	51	45	15	14	-	14
Internally Recharged	(51)	(45)	(11)	(10)	-	(10)
Total Expenditure to General Fund	2,551	3,161	1,448	5,443	(3,937)	1,506
Continuing Services Budget	2,636	3,125	1,304			1,480
Funded from Earmarked Reserves	(85)	36	143			26
Total	2,551	3,161	1,448			1,506
Total Expenditure to General Fund	2,551	3,161	1,448			1,506

**Head of Housing
Estimates 2024/25
Acquisition and Development**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
New Build Programme (HGF)	29	70	1	1	-	1	This budget provides for the revenue costs associated with the provision of community buildings in Northstowe. The budget includes the management and administrative costs which cannot be capitalised. The build of the sports pavilion was completed in 2023 and work now moves to the provision of the permanent community centre and the civic hub.
Grand Total	29	70	1	1	-	1	

**Head of Housing
Estimates 2024/25
Ermine Street Housing**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Housing Company	74	93	5	958	(958)	-	Staffing and administration costs for Ermine Street Housing, which are recharged quarterly to the company.
Grand Total	74	93	5	958	(958)	-	

**Head of Housing
Estimates 2024/25
Housing Advice and Options**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Homelessness	702	909	450	1,392	(910)	481	This team fulfils our statutory duty to provide accommodation to those who are homeless. The service manages many initiatives to prevent homelessness and provides help and housing advice. Government grant funding of £526,126 has been received in 2023/24 for Homelessness Prevention work with an additional top-up grant of £449,408 also received. As well as funding additional staffing in the service, the grant part funds the private sector leasing scheme and this year £500,000 will be allocated to Ermine Street Housing for the acquisition of additional temporary accommodation in the district.
Housing Allocations	141	141	115	126	-	126	Team managing the allocation of social and affordable housing across the district. A percentage of the team's cost is recharged to the HRA for the allocation of council owned properties. The recharge has increased due to the higher number of new build council homes being made available through the New Homes Programme.
Private Sector Leasing Scheme	340	400	401	712	(296)	416	Privately rented properties are provided by Shire Homes Lettings Limited, which is a company wholly owned by the Council. The scheme is financed by council funds (£186,000) and approximately £220,000 from the homelessness prevention grant.
Sub Regional Homelink Service	11	8	16	150	(148)	2	Home-Link is the choice based lettings scheme for all council and housing association homes in Cambridgeshire and West Suffolk. This is a shared-service with costs financed by the partner local authorities. The residual cost are software improvements funded from reserves.
Grand Total	1,193	1,459	982	2,380	(1,354)	1,026	

**Head of Housing
Estimates 2024/25
Housing Strategy**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Improvement Grants	154	343	69	845	(790)	55	This service administers the disabled facilities grants which are awarded so that claimants can remain in their homes in comfort and safety. The grants are funded by the Better Care Fund (£787,473 in 2023/24 with an additional payment of £72,002), which is received from the County Council. It is envisaged that £790,000 funding will be received in 2024/25.
Strategic Housing & Enabling	308	356	222	263	(25)	238	This service looks at the best ways to implement our current housing strategy, developing the aims of future plans for housing policy and development projects throughout the district and also provides enabling services , working with the Planning service, landowners, developers and housing providers to increase the provision of affordable housing across the district.
Grand Total	463	699	291	1,109	(816)	293	

**Head of Housing
Estimates 2024/25
Neighbourhood Services**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Community Lifeline Alarm Service	6	2	(60)	114	(169)	(55)	Community Lifeline service to support residents in the district with provision of pendant alarms and 24 hour monitoring service. Our housing tenants pay for the service with their weekly rent and non-tenants are invoiced quarterly.
Footway Lighting	96	138	44	48	(7)	41	<p>The Council has now completed the replacement programme whereby 1,800 lighting columns located on footpaths within the District have been refitted with environmentally-friendly LED lamps - funded through the Authority's renewable energy reserve.</p> <p>The replacement programme began in 2021-22 and it was envisaged that the works would be completed in 2023-24. However, the programme was eventually completed in 2022-23, ahead of this schedule and therefore £43,000 earmarked for spending in 2023-24 was saved from that year's budget. There have been contractual issues surrounding the works on the contract which have resulted in the Council recovering £53,000 of costs originally set aside for this project, presented in the reduced costs in the 2023-24 probable outturn.</p> <p>The budget set for 2024/25 is for ongoing maintenance of the lamps and columns which includes the start of a new contract and a change to the requirements of this contract which now includes management and administration as well as proactive inspection and maintenance. Although this has pushed up the cost of the contract, we have managed to save the equivalent 0.35 of an FTE in officer time to offset.</p>
Grounds Maintenance	170	169	175	184	-	184	General Fund Contribution to Grounds Maintenance works across the district funded by HRA
Properties (HGF)	133	135	6	211	(205)	6	This captures the cost of the non-HRA equity-share properties owned by the General Fund, there are 213 properties located across the district's Sheltered Housing schemes.
Travellers Sites	310	306	18	150	(141)	9	Management costs of the County owned Traveller Sites in Milton and Whaddon, which includes staffing, utility bills and repairs/maintenance for the two sites.
Visiting Support Service	76	91	(18)	285	(287)	(2)	Visiting Support Service to provide support to residents in the district, Provide short term support (financial, emotional, practical & promote independent living in the community) to Residents aged 65 years and above. The service is funded by grant monies received from the County Council and some grant money held in reserves.
Grand Total	792	840	165	992	(809)	182	

**Head of Housing
Estimates 2024/25
Housing Support Services**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Housing Admin	51	45	15	14	-	14	Central administration expenses of the Housing Service - predominantly postage and stationery, which are recharged across all housing services.
Grand Total	51	45	15	14	-	14	

**Head of Housing
Subjective Analysis 2024/25**

	Employee Expenses	Premises Related Expenses	Transport Related Expenses	Supplies and Services	Third Party Payments	Depreciation and Impairment Losses	Support Services	Internal Recharges	Total Expenditure	Fees & Charges	Government Contributions	Misc Income	Other Contributions	Total Income	Net Expenditure
Acquisition & Development															
New Build Programme (HGF)	119,340		750	-			-	(118,740)	1,350						1,350
Housing Company	492,340	58,610		19,030	-		348,990	38,720	957,690			(957,690)		(957,690)	-
Housing Advice & Options															
Homelessness	889,480	2,300	7,050	501,240	10,000		-	(19,050)	1,391,520	(41,000)	(569,460)		(300,000)	(910,460)	481,060
Housing Allocations	221,010		100	8,000			60,970	(163,640)	126,440					(296,050)	126,440
Private Sector Leasing Scheme	202,950	-	2,300	422,330			84,580	-	712,160			(296,050)		(296,050)	416,110
Sub Regional Homelink Service	100,890			24,000			37,600	(12,580)	149,910	(75,500)			(72,360)	(147,860)	2,050
Housing Strategy															
Home Improvement Agency (Holding Account)	-			600					600	(600)				(600)	-
Improvement Grants	52,930			2,000		790,000	-		844,930		(790,000)			(790,000)	54,930
Strategic Housing & Enabling	282,640	-	200	8,780	13,740		-	(42,140)	263,220	-	-	-	(25,280)	(25,280)	237,940
Neighbourhood Services															
Community Lifeline Alarm Service	78,050		4,800	28,500	-		2,620		113,970	(169,000)				(169,000)	(55,030)
Footway Lighting	-	47,500	-	-		-	-		47,500	-			(7,000)	(7,000)	40,500
Grounds Maintenance		6,500		-			-	177,500	184,000					(205,000)	184,000
Properties (HGF)		211,000		-			-	-	211,000				(205,000)	(205,000)	6,000
Travellers Sites	92,070	41,250	7,500	5,390			-	4,110	150,320	(131,040)	(10,000)		-	(141,040)	9,280
Visiting Support Service	273,740		8,500	-			2,620		284,860			-	(287,320)	(287,320)	(2,460)
Housing Support Services															
Housing Admin	3,100	-	-	10,600			-	(9,860)	3,840						3,840
Grand Total	2,808,540	367,160	31,200	1,030,470	23,740	790,000	537,380	(145,680)	5,443,310	(417,140)	(1,359,460)	(1,263,740)	(896,960)	(3,937,300)	1,506,010

This page is left blank intentionally.

**Monitoring Officer
Estimates 2024/25**

**Monitoring Officer
Estimates 2024/25
Summary**

	2022-23	2023-24		2024-25		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Legal Services	487	523	491	560	(1)	560
Internally Recharged	(487)	(523)	(334)	(380)	-	(380)
Service Area Total	-	-	156	180	(1)	180
Continuing Services Budget	-	-	156			180
Funded from Earmarked Reserves	-	-	-			-
Total	-	-	156			180
Total Expenditure to General Fund	-	-	156			180

**Monitoring Officer
Estimates 2024/25
Legal Services**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Legal Services	487	523	491	560	(1)	560	<p>The Councils internal legal services are provided by the 3c Legal shared service led by Cambridge City Council.</p> <p>There is projected to be a moderate saving in 2023/24 on the charge from Cambridge City due to the target for income generation, ring-fenced for SCDC, being over achieved. 3C Legal's external income is always unpredictable and challenging to forecast so the 2023/24 original base budget is targeted at the same level in 2024/25.</p> <p>The 2024-25 contribution to the shared service has been modelled on an overall 5% inflationary uplift with the gross budget disbursed to each partner Authority in-line with the 2022-23 outturn consumption report of the service.</p>
Grand Total	487	523	491	560	(1)	560	

**Monitoring Officer
Subjective Analysis 2024/25**

	Supplies And Services	Third Party Payments	Support Services	Internal Recharges	Total Expenditure	Misc Income	Total Income	Net Expenditure
Legal Services								
Legal Services	500	559,710	-	(380,040)	180,170	(500)	(500)	179,670
Grand Total	500	559,710	-	(380,040)	180,170	(500)	(500)	179,670

**Director of Greater Cambridge Shared Planning
Estimates 2024/25**

**Director of Greater Cambridge Shared Planning
Estimates 2024/25
Summary**

	2022-23	2023-24		2024-25		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
3C Shared Services & Land Charges	615	721	556	1,041	(620)	421
Greater Cambridge Shared Planning Contribution	(1,422)	(1,381)	(1,268)	-	(1,467)	(1,467)
Planning Delivery	2,074	1,636	1,248	6,136	(1,472)	4,664
Planning Operations	1,512	1,401	1,024	1,234	(3,360)	(2,126)
Strategy & Economy	3,341	3,711	3,078	4,035	(688)	3,347
Service Area Total	6,120	6,088	4,638	12,446	(7,607)	4,839
Continuing Services Budget	6,120	5,926	4,638			4,628
Funded from Earmarked Reserves	-	163	-			211
Total	6,120	6,088	4,638			4,839
Total Expenditure to General Fund	6,120	6,088	4,638			4,839

**Director of Greater Cambridge Shared Planning
Estimates 2024/25
3C Shared Services and Land Charges**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Building Control	126	257	176	260	-	260	<p>Building Control is a 3C Shared Service, managed by Cambridge City for and on behalf of South Cambridgeshire District Council & Huntingdonshire District Council. The service ensures building work carried out meets current building codes and regulation requirements.</p> <p>An annual invoice is received at year end for the Councils contribution towards the service provision. There has been an increase in costs from 2022/23, due to a change in (%) contributions by partner organisations.</p> <p>The 2024/25 Estimate incorporates Street Name & Numbering (£19,000) as they are now under the same 3C Building Control Shared Service's agreement with Cambridge City Council. £10,000 accounts for inflation uplift applied by the lead, shared service authority.</p>
Land Charges	(267)	(294)	(263)	312	(620)	(308)	<p>We have a statutory duty under the Local Land Charges Act 1975 to maintain an up-to-date and accurate Register of Local Land Charges affecting property and land in South Cambridgeshire.</p> <p>The 2023/24 Probable reflects a £50,000 shortfall in income as result of the current economic climate.</p>
Technical Support Team	757	758	643	468	-	468	<p>The Technical Support Team carry out local Land Charges searches, updating the land charges register. In 2021/22 the team was encompassed within Development Management.</p> <p>In 2024/25 £30,000 (Compensation budget) has been moved to the Development Management service and a change in skill mix, with a number of Technical Service staff now moved to the Development Management service has seen a reduction in the budget.</p>
Grand Total	615	721	556	1,041	(620)	421	

**Director of Greater Cambridge Shared Planning
Estimates 2024/25
Greater Cambridge Shared Planning Contribution**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Shared Planning Re-Imbursement	(1,422)	(1,381)	(1,268)	-	(1,467)	(1,467)	The Greater Cambridge Shared Planning Service is a joint service providing the functions of the statutory Local Planning Authority to both Cambridge City Council and South Cambridgeshire District Council. The 2023/24 Probable captures an increase in application income for Cambridge City Council whilst the 2024/25 estimate reflects uplifts for salary related costs.
Grand Total	(1,422)	(1,381)	(1,268)	-	(1,467)	(1,467)	

**Director of Greater Cambridge Shared Planning
Estimates 2024/25
Planning Delivery**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Development Management	1,300	531	77	3,831	(465)	3,366	<p>Development Management regulates development and uses of land. It involves the consideration of planning applications and the monitoring of development as it takes place.</p> <p>The 2023/24 Probable reflects the increase in planning application income for both authorities and Pre-application income. In the 2024/25 Estimate application income budgets have been moved to the Business Operations service whilst £30,000 compensation budget has been moved from the Technical Support team.</p>
Enforcement	500	490	479	496	-	496	<p>This budget contains the costs of dealing with alleged breaches of planning control in the District. Taking planning enforcement against developers where the necessary planning permission has not been sought.</p> <p>The increase in the Probable Outturn for 2022/23, resulting from costs (agency) to cover vacant posts in the service. The change in budgets between 2022/23 & 2023/24 is a result of savings offered by the service (£50,000), resulting from a restructure.</p> <p>The 2023/24 Probable adverse position relates to agency costs covering vacant posts.</p> <p>There is no material changes to the 2024/25 estimate.</p>
Planning Performance Agreement	(42)	-	-	229	(229)	(0)	<p>In 2020/21 Planning Performance Agreements (PPA), were recorded on the Councils Financial System Income at 'Cost Centre' level. This changed in 2021/22, with PPA income recorded at 'Activity Code' - this does away with numerous cost centres, as well as income being allocated to Planning Teams (& non planning depts) directly. The 2022/23 Probable Outturn relates to additional income regarding the CIP/SCIP PPA. The 2023/24 Estimate (nil budgets) - this is where the Shared Planning Service has received PPA income for 'Non Planning departments' at Cambridge City, and will ultimately pass this income once we have been billed at the end of the year.</p> <p>The 2024/25 estimate shows income relating to CIP & Wellcome Genome PPA's, which fully fund 2 FTE posts.</p>
S106 Administration	213	164	57	159	(91)	68	<p>This service deals with large scale developments at a strategic level, securing infrastructure alongside growth, delivery over time. The decrease from 2022/23 to 2023/24 Estimate, is attributable to savings offered up by the service (£30,000 relating to restructure of monitoring fee). There is no material change in the 2023/24 Probable. The 2024/25 estimate increase reflects pay uplifts.</p>

**Director of Greater Cambridge Shared Planning
Estimates 2024/25
Planning Delivery**

	2022-23	2023-24		2024-25		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Strategic Sites	103	451	635	1,421	(687)	734
Grand Total	2,074	1,636	1,248	6,136	(1,472)	4,664

South Cambridgeshire District Council secures contributions in relation to infrastructure which it will deliver but also on behalf of third parties.

The Probable Outturn accounts for the shortfall in application income expected due to the economic climate. The 2024/25 Estimate reflects £76,000 PPA income budgets moved from the Business Operations service and the application income budget moving to Business Operations cost centre.

**Director of Greater Cambridge Shared Planning
Estimates 2024/25
Planning Operations**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Business Operations	1,512	1,401	1,024	1,234	(3,360)	(2,126)	<p>The team deals with the Business & Administration function of the Greater Cambridge Shared Planning Service.</p> <p>The 2023/24 Probable position is a result of vacant posts due to a change in skill mix of the service. The 2024/25 budgets reflects i) £2.7 million application income budgets moved from Development Management & Strategic Sites ii) £76,000 PPA income budgets moved to Strategic Sites and iii) £56,000 Staff training budget is now been devolved out to service area's.</p>
Grand Total	1,512	1,401	1,024	1,234	(3,360)	(2,126)	

**Director of Greater Cambridge Shared Planning
Estimates 2024/25
Strategy and Economy**

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Built and Natural Environment	1,645	1,738	1,463	1,980	(397)	1,583	<p>The Built and Natural Environment team is a multidisciplinary consultancy, providing expertise to the shared planning service, corporate projects and partners in terms of urban design, landscape, environmental sustainability, historic buildings and conservation areas, ecology and trees.</p> <p>The team provides technical input to the Local Plan, focussed advice on major planning applications in Development Management and to all the Strategic Growth Sites. All listed buildings and tree works applications. Our overall aim is to deliver beautiful and sustainable places and buildings for our residents and business whilst conserving and enhancing the built and natural environment.</p> <p>The 2023/24 Probable includes £120,000 DCLG Design Code & £15,000 DLUCH Pathfinder Programme Phase 3 monies received by the service. The 2024/25 estimate reflects changes in skill mix (1 FTE transferred to the Bus Ops cost centre).</p>
Greater Cambridge Local Plan	124	211	187	421	(211)	211	<p>Cambridge City Council & South Cambridgeshire District Council are working together to create a joint Local Plan for the two areas - which are referred to as Greater Cambridge. This is the first time both authorities are working together to develop and deliver a joint Local Plan, ensuring a consistent approach to planning and building up to 2041.</p> <p>The budget for 2023/24 & 2024/25 reflects the costs in line with the five year Local Plan, with a draft version of the Local Plan to be made available in 2023. The Probable 2023/24 reflects the slippage of projects, now expected to be undertaken in 2024/25.</p>
Neighbourhood Plans	(26)	20	16	31	(80)	(49)	<p>A Community led initiative giving local communities power to prepare planning document that forms part of the statutory development plan for the district.</p> <p>The budget for 2024/25 reflects 4 Neighbourhood plans to be adopted.</p>
Planning Policy	1,598	1,743	1,414	1,603	-	1,603	<p>The service contains the budgets for Planning Policy Strategy & Economy. The 2023/24 Probable Outturn reflects (3 FTE) vacancies in the service for most of the year whilst the 2024/25 estimate reflects a full establishment.</p>
Grand Total	3,341	3,711	3,078	4,035	(688)	3,347	

**Director of Greater Cambridge Shared Planning
Subjective Analysis 2024/25**

	Employee Expenses	Premises Related Expenses	Transport Related Expenses	Supplies and Services	Third Party Payments	Support Services	Total Expenditure	Fees & Charges	Government Contributions	Misc Income	Other Contributions	Total Income	Net Expenditure
3C Shared Services & Land Charges													
Building Control				-	260,000	-	260,000	-				-	260,000
Land Charges	96,930	160	-	147,620		67,710	312,420	(620,050)	-			(620,050)	(307,630)
Technical Support Team	361,240		-	-		107,210	468,450	-		-		-	468,450
Greater Cambridge Shared Planning Contribution													
Shared Planning Re-Imbursement											(1,466,840)	(1,466,840)	(1,466,840)
Planning Delivery													
Development Management	2,736,230	-	8,810	488,990	-	596,890	3,830,920	(382,390)	-	(82,290)	-	(464,680)	3,366,240
Enforcement	368,960		3,000	40,000		83,980	495,940						495,940
Planning Performance Agreement	229,320			-	-		229,320	(229,320)				(229,320)	-
Strategic Sites	1,106,620	2,000	590	89,600	-	222,270	1,421,080	(554,060)	(133,220)			(687,280)	733,800
Planning Operations													
Business Operations	814,600	-	-	237,260	-	182,150	1,234,010	(3,360,180)				(3,360,180)	(2,126,170)
Strategy & Economy													
Built and Natural Environment	1,589,970	21,000	3,260	55,230		310,730	1,980,190	(248,250)	(57,700)	(91,000)		(396,950)	1,583,240
Greater Cambridge Local Plan	-	5,000		416,100	-		421,100			(210,550)		(210,550)	210,550
Neighbourhood Plans		-		31,000			31,000		(80,000)	-		(80,000)	(49,000)
Planning Policy	1,270,330	-	1,000	99,110	-	232,240	1,602,680	-	-	-		-	1,602,680
Grand Total	8,732,470	28,160	17,160	1,604,910	260,000	1,803,180	12,445,880	(5,485,250)	(270,920)	(383,840)	(1,466,840)	(7,606,850)	4,839,030

This page is left blank intentionally.

**Head of Transformation, HR and Corporate Services
Estimates 2024/25**

Head of Transformation, HR and Corporate Services
Estimates 2024/25
Summary

	2022-23	2023-24		2024-25		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Communications & Sustainable Communities	967	3,368	448	4,101	(1,473)	2,628
Corporate Programme	299	338	222	235	-	235
Emergency Planning	24	20	23	23	-	23
Service Area Total	1,290	3,725	693	4,359	(1,473)	2,886
Facilities Management	2,192	2,299	1,731	1,535	(88)	1,448
HR & Corporate Support Services	1,226	1,290	1,022	1,127	(3)	1,123
Transformation Support Services	5,296	5,852	4,345	4,706	(2)	4,705
Internally Recharged	(8,714)	(9,441)	(3,980)	(4,637)		(4,637)
Total Expenditure to General Fund	1,290	3,725	3,810	7,090	(1,566)	5,525
Continuing Services Budget	208	2,186	1,441			5,554
Funded from Earmarked Reserves	1,082	1,540	2,369			(29)
Total	1,290	3,725	3,810			5,525
Total Expenditure to General Fund	1,290	3,725	3,810			5,525

Head of Transformation, HR and Corporate Services
Estimates 2024/25
Communications and Sustainable Communities

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Communications	599	596	438	458	(28)	430	The Communications team deal with all types of media interaction with residents across the district. This includes all social media and written publications. The reduction in outturn against 2023/24 budget is due to the overhead recharges not being recharged across all services (£127,670).
Community Chest	102	77	62	70	-	70	This is a central budget which local communities can request funding for small projects. To ensure they receive funding there is a criteria that needs to be met.
Community Safety	75	84	68	76	-	76	The Community Safety budget covers funding for the Strategic Assessment and ad hoc community safety projects.
Crime & Disorder Partnership	12	51	(9)	38	(45)	(7)	The favourable variance for 2023/24 outturn is due to unbudgeted income this is will cover the cost of a project officer.
Healthy Living & Wellbeing	163	153	164	428	(279)	150	The Healthy Living and Wellbeing budget looks at healthy living projects across the district. These include Wild Minds and Active and Healthy for Life. A contribution of £40,280 has been received in 2023/24 and the same again is expected in 2024/25 to facilitate the cost of the project co-ordinator who brings these initiatives together for delivery within the district.
Healthy New Towns	2	15	-	-	-	-	The Northstowe Healthy New Town partnership is to support healthy living initiatives at Northstowe and research projects to identify best practice. Partner contributions, held by the council are to be spent on projects approved by HNT partnership.
Localism & Development Projects	772	974	514	823	(216)	607	The Localism budget is the main budget within Sustainable Communities which covers legal advice, patch budgets for Development officers and membership fees. The increase in budget against the 2023/24 outturn is due to a there currently being no additional income being received.
Mobile Warden Scheme	138	97	71	126	-	126	This covers grants for the mobile warden schemes across the district. The increase in budget is to continue the existing service whilst exploring options for the future

Head of Transformation, HR and Corporate Services
Estimates 2024/25
Communications and Sustainable Communities

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Northstowe Community Rooms	53	110	87	180	(70)	110	This cost centre has been re-purposed to be used for the temporary buildings in Northstowe. £78,240 is expected to be spent in 2023/24 for the hire of a modular building required as the Northstowe Community Centre. This is a temporary 3 year arrangement while the permanent community centre is built. Room hire income (£70,000) will offset some of these costs
Transport Initiatives	17	46	1	147	(146)	1	The Transport Initiatives looks at community transport services across the district and currently is looking into whether a Community Transport service could be viable.
Ukraine Crisis	(1,110)	1,009	(1,118)	1,587	(690)	897	The Homes for Ukraine Project helps guests settle into the area and provides safe and suitable hosted accommodation. The project also supports guests to consider further housing options to move on from being hosted by a local family as well as support to integrate into the community. This is a fully funded initiative through grant funding from Government via the top-tier Authority. Whilst every effort has been made to provide as clear a spending plan as we can, spend is very much reactionary and is reliant on many outside influences. Money is held within the District's earmarked reserves with movements both in and out of this reserve matching those net figures displayed on the table. Based on these spending plans, at the end of the 2024-25 financial year, the Authority should still have £1.5m in reserves to fund future spend initiatives in subsequent years.
Voluntary Sector Grants	145	154	170	167	-	167	The Service Supports Grants for Care Network, Royston and District Community Transport, Cambridge Council for Voluntary Service, Arts and Minds and Homestart. Included within the budget is £9,000 of museum grants which was previously allocated within the Arts and Culture budget.
Grand Total	967	3,368	448	4,101	(1,473)	2,628	

Head of Transformation, HR and Corporate Services
Estimates 2024/25
Corporate Programme

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Equality & Diversity	15	15	2	4	-	4	Ensuring the council meets its statutory obligations under the Equality Act 2010 and promoting equality, diversity and inclusion. Historically these costs were absorbed within other cost centres.
Policy And Performance	284	323	220	231	-	231	The service collects, reports and publishes performance information relating to the Councils business plan. The team provides quarterly updates on the Councils key performance indicators and project benefit delivery.
Grand Total	299	338	222	235	-	235	

Head of Transformation, HR and Corporate Services
Estimates 2024/25
Emergency Planning

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Emergency Planning	24	20	23	23	-	23	This budget contains the cost of Health, Safety & Emergency Planning service provisions recharged from Cambridge City Council and Cambridgeshire Fire & Rescue.
Grand Total	24	20	23	23	-	23	

Head of Transformation, HR and Corporate Services
Estimates 2024/25
Facilities Management

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Facilities Management	2,020	2,102	1,571	1,384	(88)	1,297	This budget comprises all of the costs related to the maintenance and management of South Cambs Hall. The 2023/2024 probable outturn increase is due to £270,000 of bids rollover over from 2022/2023 and an £84,000 increase in NNDR due to a business rate revaluation process. This is partially offset by underspend in salaries resulting from delays in the recruitment of new posts.
Health & Safety	138	156	117	128	-	128	This budget ensures all staff are trained in mandatory and task related health and safety training in compliance with regulation and legislation together with ensuring we have all necessary supplies and equipment.
Hub Offices	34	42	43	23	-	23	This budget contains the costs for our Hubs at Great Shelford and Over which offer a smaller alternative working space, potentially for those out on site i.e. Planners. The 2023/2024 Probable outturn increase is due to some one off works needed to replace windows.
Grand Total	2,192	2,299	1,731	1,535	(88)	1,448	

Head of Transformation, HR and Corporate Services
Estimates 2024/25
HR and Corporate Support Services

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Central Expenses	139	160	145	131	(3)	128	<p>The Central expenses service provides training, development, and assistance for all staff in the council. It is split into activities comprising of general staff development and training as the largest at £52,000 accompanied by activities for ICT Training, Management Development, and employee assistance.</p> <p>The 2024/25 decrease in budget is to part fund a bid for the Learning & Development Officer post.</p>
Human Resources	1,087	1,130	876	995	-	995	<p>The Human Resources service provides support, advises, and recruits to service areas within the council. The budget includes the expenditure for the annual levy payment of £105,000 and £110,000 to Cambridge City Council for the payroll shared service.</p> <p>The 2024/2025 budget includes some post upgrades and bids for a new Learning & Development Apprentice, extension and increase of hours for the Learning & Development officer and System Support post as part of a service restructure.</p>
Grand Total	1,226	1,290	1,022	1,127	(3)	1,123	

Head of Transformation, HR and Corporate Services
Estimates 2024/25
Transformation Support Services

	2022-23	2023-24		2024-25			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Central Support Services	127	140	108	111	(2)	109	This service covers the costs of refreshments provided within South Cambs Hall, the central printing and postage functions.
Contact Centre	1,326	1,398	996	1,079	-	1,079	This service covers all incoming telephone calls to the generic telephone number.
Customer Relationship Management	504	511	491	519	-	519	This service is for the central Customer Relationship Management System.
ICT	2,124	2,480	1,761	1,914	-	1,914	This budget covers the cost for the central ICT support. This service is a 3 way shared service with Cambridge City Council and Huntingdonshire District Council (HDC).
Transformation	1,215	1,322	990	1,084	-	1,084	This budget is for the team carrying out the service reviews. The purpose is aimed at the council making best use of its resources, meeting modern customer needs and providing value for money. The reduction in budget is due to the focus being on the Waste and Environment service review which should take the full year. These costs are to be funded from the reserves.
Grand Total	5,296	5,852	4,345	4,706	(2)	4,705	

**Head of Transformation, HR and Corporate Services
Subjective Analysis 2024/25**

	Employee Expenses	Premises Related Expenses	Transport Related Expenses	Supplies And Services	Contracted Services	Third Party Payments	Transfer Payments	Depreciation and Impairment Losses	Support Services	Internal Recharges	Total Expenditure	Fees & Charges	Government Contributions	Misc Income	Other Contributions	Total Income	Net Expenditure
Communications & Sustainable Communities																	
Communications	396,810	-	300	115,160						(53,920)	458,350	(28,000)				(28,000)	430,350
Community Chest	-			70,140							70,140						70,140
Community Safety	60,340			15,810							76,150						76,150
Crime & Disorder Partnership	38,340			-							38,340	(45,000)				(45,000)	(6,660)
Healthy Living & Wellbeing	152,230	2,400	920	272,900							428,450	(12,500)		(266,280)		(278,780)	149,670
Healthy New Towns	-			-							-					-	-
Localism & Development Projects	656,280		900	165,340							822,520	(44,740)	(60,000)		(111,070)	(215,810)	606,710
Mobile Warden Scheme				126,300							126,300						126,300
Northstowe Community Rooms		130,970		49,000							179,970	(70,000)				(70,000)	109,970
Transport Initiatives	18,060		128,200	300							146,560	(128,000)		(17,500)		(145,500)	1,060
Ukraine Crisis	502,610	40,000	3,000	941,400			100,000				1,587,010				(690,000)	(690,000)	897,010
Voluntary Sector Grants				167,400							167,400						167,400
Corporate Programme																	
Equality & Diversity	2,000			2,250							4,250						4,250
Policy And Performance	219,340			11,370							230,710						230,710
Emergency Planning																	
Emergency Planning				23,200							23,200						23,200
Facilities Management																	
Facilities Management	377,780	912,180	8,550	85,610						(1,127,690)	256,430	(84,550)		(3,000)		(87,550)	168,880
Health & Safety	74,330			53,790						(91,390)	36,730						36,730
Hub Offices		23,220								(14,090)	9,130						9,130
HR & Corporate Support Services																	
Central Expenses	90,300			41,000						(79,560)	51,740		(3,000)	(410)		(3,410)	48,330
Human Resources	830,480		400	47,900		116,500				(745,020)	250,260						250,260
Transformation Support Services																	
Central Support Services	39,040			72,070						(66,550)	44,560	(200)		(1,500)		(1,700)	42,860
Contact Centre	997,210			81,450						(289,660)	789,000						789,000
Customer Relationship Management	259,550			258,950						(226,710)	291,790						291,790
ICT				459,110		1,454,450				(957,980)	955,580						955,580
Transformation	880,660		300	203,450						(1,038,590)	45,820						45,820
Grand Total	5,595,360	1,108,770	142,570	3,263,900	-	1,570,950	100,000	-	-	(4,691,160)	7,090,390	(412,990)	(63,000)	(22,410)	(1,067,350)	(1,565,750)	5,524,640

Agenda Item 7



**South
Cambridgeshire**
District Council

Report to:	Scrutiny & Overview Committee	18 January 2024
Lead Cabinet Member:	Councillor John Williams (Lead Cabinet Member for Resources)	
Lead Officer:	Peter Maddock – Head of Finance	

General Fund Medium Term Financial Strategy

Executive Summary

1. The Medium Term Financial Strategy (MTFS) is attached for comment. The strategy is the first draft and was submitted to Cabinet and Full Council during November 2023. The final version is to be formulated over the next few weeks and will take into account updates such as the provisional local government settlement 2024/25 and the taxbase set for 2024/25 in December.

Recommendation

2. The Scrutiny and Overview Committee is asked to review the document, comment on the assumptions used and make recommendations relating to the formulation of the final strategy.

Appendices

Appendices A and B: Drafts to Cabinet on 7 November 2023
Appendix C: Report to Full Council on 30 November 2023

Report Author:

Ian Senior – Scrutiny and Governance Adviser
Telephone: 01954 713028

This page is left blank intentionally.

Appendix A



**South
Cambridgeshire
District Council**



Medium Term Financial Strategy ~~2023-2028~~ 2024-2029

February 2023 November 2023

Appendix A

Councillor John Williams
Lead Member for Resources

Peter Maddock
Head of Finance

Contents

	Page
Introduction	3
Policy Context of the Medium-Term Financial Strategy	3
Linkage to the Business Plan	4
Revenue Budget	
(a) Revenue Budget Planning	4
(b) Revenue Budget Policy	5
(c) Revenue Budget Monitoring	6
(d) Value for Money	6
(e) Financial Regulations	6
(f) One-Off Savings, Fortuitous Income & Fixed Term Funding	6
(g) Growth Prospects	7
(h) Investment Opportunities	7
(i) Reserves	7
(j) Contingency Allocation	8
Capital Budget	
(a) Capital Strategy	9
(b) Capital Finance Policy	9
(c) Treasury Management Strategy	10
Efficiency Requirements	10
Risk	11
Summary and Conclusion	12



Introduction

1. The Medium-Term Financial Strategy (MTFS) is the Council's key financial planning and policy document. It sets out the:
 - Policy Context of the Strategy;
 - Linkage of the Medium-Term Financial Strategy to the Business Plan;
 - Revenue Budget;
 - Capital Budget;
 - Financial Outlook – Capital and Revenue;
 - Efficiency Requirements;
 - Risk.
2. The MTFS has to be considered as part of a corporate wide process and it links into the wider decision making of the Council.

Policy Context of the MTFS

3. The MTFS is the Council's overarching Financial Strategy and Policy document. The purpose of the MTFS is to give financial expression to the Council's plans over the medium term in the context of the Council's longer-term plans as set out in the approved Business Plan **and supporting Action Plan** (approved by Council on ~~22 February 2022~~ **21 February 2023**).
4. The MTFS sets out the Council's funding plan, for achieving its goals and priorities, thus balancing available financing and spending ambitions. It highlights the financial projections for financing, spending (revenue and capital), and reserves. It also highlights the underlying financial strategy, the financial assumptions, and the inherent financial risks. Importantly, it endeavours to link decisions on resource allocation to decisions on policy priorities.
5. In addition, the Council has approved corporate policies which, in addition to the MTFS, act as a cornerstone of its Financial Management. These include:
 - Investment Strategy;
 - Corporate Asset Plan;
 - Value for Money Strategy;
 - Procurement Strategy;
 - Organisational Development Strategy;
 - Risk Management Strategy;
 - Digital Strategy.
6. ~~Looking ahead,~~ The Council's financial planning process ~~will~~ **continues** to develop **in order to ensure** ~~– It will promote~~ the best use of limited financial resources and **to facilitate the alignment of these** resources to the Council's priorities. Base budgets ~~will be~~ **are** analysed with increasing sophistication and spending that does not contribute to Council priorities will come under increasing levels of scrutiny.

Linkage to the Business Plan

7. The Council's key priorities and areas of focus are expressed in its **latest** approved Business Plan and the allocation of resources over the medium term is intended to reflect the established priorities.
8. In developing the Business Plan and the MTFS, it is important to give full regard to the following:
 - national and local priorities;
 - stakeholder and partner views;
 - external drivers, including funding variations and requirements to improve economy, efficiency and effectiveness;
 - **levels of demand and the impact of changes in demographics;**
 - capital investment plans and their revenue implications;
 - risk assessments and financial contingency planning;
 - sensitivity analysis;
 - expected developments in services.
9. The Council needs to manage the continued high level of population growth and economic growth and the resulting impact on Council services, while continuing to improve, in order to meet its ambition to become an excellent authority. The MTFS must recognise these challenges and, in doing so, takes its lead from the strategic goals and priorities outlined in the approved Business Plan.

Revenue Budget

Revenue Budget Planning

10. The Council's financial planning for ~~2023/2024 to 2027/2028~~ **2024/2025 to 2028/2029**, as set out in this Strategy, is to contribute to the Council's overall vision and priorities by:
 - Securing stable and sustainable budgets within the financial resources available;
 - Ensuring that **the Council's** limited resources are focussed towards the Council's highest priorities;
 - Recognise risks and ensure an adequate level of financial protection against risk by maintaining a prudent level of financial reserves;
 - Securing an understanding of sources of potential finance;
 - Building financial capacity for fundamental change;
 - Being flexible to allow shifts in spending if circumstances change;
 - Ensuring that the Council is not overburdened with financial commitments.
11. The Council's MTFS is reviewed twice per year on a rolling basis and, through the revenue budget determination process, seeks to link decisions on resource allocation with decisions on policy priorities.

12. The clear message is that budget setting and medium term financial planning will be tough over the duration of the MTFS and the following financial objectives will, therefore, help guide budget proposals:
- A sustainable medium term financial plan that allows the achievement of the Council's key objectives;
 - Realistic levels of year on year spending which are supportable via annual income streams and do not require the use of general reserves to support recurring expenditure;
 - General reserves should be maintained at all times at or above the agreed minimum level;
 - Constraining annual Council Tax increases to an acceptable level (and within any Referendum Limit issued by The Secretary of State);
 - The pursuance of "invest to save" opportunities with a financial return on the investment in transforming activities over an acceptable payback period;
 - A commitment to explore income generation opportunities and to maximise income from fees and charges;
 - A commitment to maximise efficiency savings.
13. ~~Full regard will be given to~~ Revenue Budget forecasts (annually updated in this Strategy) and any increase in the ongoing annual Revenue Budget (by way of use of the contingency provision or virement) will be subject to the expenditure being either legally unavoidable or considered affordable after taking into account:
- any forecast savings targets;
 - Implications on Council Taxpayers in future years.
14. In the light of any forecast savings targets, every effort will be made to increase annual income sources and reduce annual expenditure without materially reducing front line services provided by the Council.
15. Notwithstanding 14 above, if the Council is facing a position whereby the ensuing year's forecast expenditure is more than the forecast total income to be received, it can elect to consult Council Taxpayers on either the option to reduce service levels or increase Council Tax and the Council will have regard to the consultation outcome before it reaches its final decision. The Council is required to hold a referendum for any Council Tax rise in excess of an amount set by the Secretary of State, in January each year, to ensure that Taxpayers support the proposed Council Tax increase.

Revenue Budget Policy

16. To ensure a continuously stable financial base for the provision of Council services and functions, the Council will ensure that annual ongoing General Fund revenue expenditure can be covered by annual income sources across the MTFS period.
17. The Council recognises that any significant use of reserves to fund ongoing expenditure commitments is unsustainable in the medium term.
18. A prudent level of revenue contingency [defined as Precautionary Items] will be maintained to enable unforeseen and "one off" needs (i.e. having no long term ongoing revenue commitment) to be considered for funding.

19. Under Section 25 of the Local Government Act 2003, before approving the ensuing year's Capital and Revenue Budget, the Council is required to receive and take into account a report of the Chief Finance Officer on the robustness of the estimates leading to the Council's Council Tax requirement and the adequacy of financial reserves. Council needs to consider:
- affordability (having regard to Council Tax implications);
 - prudence (having regard to Council policies/strategies);
 - sustainability (having regard to forecast annual expenditure and income);
 - In addition, it must also take into account risks and impact on reserves.
20. The Council's financial strategy reflects the anticipated funding gap over the medium term and, as such, it highlights that over the period resources are not going to be able to sustain the current level of spend. Consequently, the Council has put in place a transformation programme comprising service and efficiency reviews that will look to reduce costs and better focus resources on the Council's Business Plan priorities.

Revenue Budget Monitoring

21. ~~The Council operates a robust budget monitoring process which considers the financial position alongside performance data~~ ~~There is a need for effective budget monitoring to be undertaken~~ in line with the Council's Financial Regulations. **Effective budget monitoring as this will** enables the Cabinet to put in place **timely** plans to address forecast budget issues.
22. The Cabinet ~~will, therefore,~~ **receives** regularly reports in respect of budget trends and, ~~as part of these monitoring reports, will~~ identify potential variations to the approved budget and **in order to** consider appropriate action **to balance the budget**. ~~Where possible, performance data will be developed over time and reported as part of the process of linking budget allocations to performance attainment.~~

Value for Money

23. Each Service/Function Budget submitted to Cabinet/Council as part of the annual budgetary process will have regard to the need to secure economy, effectiveness and efficiency as detailed in the Council's approved Value for Money Strategy.

Financial Regulations

24. Council, Cabinet and Lead Cabinet Members shall adhere to all Budgeting (including Budget Preparation, Monitoring and Control) requirements as set out in the approved Financial Regulations of the Council. Officers shall adhere to detailed financial procedures issued by the Head of Finance (as the statutory Chief Finance Officer) as required by Financial Regulations.

One-Off Savings, Fortuitous Income and Fixed Term Funding

25. Given that the Council, from time to time, achieves one-off revenue savings or receives fortuitous income these monies will ordinarily accrue to the general contingency and could be used to meet:
- any unavoidable one-off expenditure;
 - one-off expenditure consistent with Business Plan Priorities.

Growth Prospects

26. The Local Government Finance Act 2012, and associated subsequent regulations, introduced extensive changes to local government finance from April 2013, including provisions for local authorities to retain a portion of the revenue that is collected from the Non-Domestic Rates payable in respect of properties situated in their area.
27. The Business Rates Retention Scheme is based upon a policy initiative to promote economic growth through aligning financial and business growth benefit for Councils and, given the economic outlook and the increased reliance on locally raised taxation, the Council's financial planning needs to address the benefits and risks of this funding structure. The Council will, therefore, actively pursue growth opportunities through its Economic Growth Strategy in order to maximise revenue from this source but also give due regard to the potential for and impact of reduced yield arising, for example, from rating appeals (i.e. reductions in rateable value).

Investment Opportunities

28. The Council has finite resources and will seek to supplement its resource base by exploring income generation opportunities, with appropriate emphasis on the pursuance of "invest to save" opportunities where statutory powers exist and where there is a financial return on the investment over an acceptable payback period. This includes, for example, returns generated from the wholly owned company (Ermine Street Housing) and investment in the Council's commercial property portfolio in line with the approved Investment Strategy. Investment opportunities solely for yield (i.e. acquisition of commercial assets) is not part of the Council's Capital Strategy.
29. The Investment Strategy sets out how the Council determines its capital investment priorities in particular in relation to corporate priorities taking into account the capital resources available including borrowing in line with the Council's approved Prudential Indicators. In determining the appropriateness of investment opportunities, the provisions of the Investment Strategy should be fully observed.

Reserves

30. The Cabinet, as part of the annual budgetary process, or at such other times where it is necessary, will identify one-off unavoidable expenditure and one-off expenditure for identified requirements. Such funding will be held in earmarked reserves until spent but will be subject to annual review by the Cabinet as part of the annual budget process to determine whether the monies still need to be held and that the balances held comply with professional guidance.
31. The General Fund Balance is based on a risk assessment and is an integral element of the MTFs in that the General Fund's purpose is Financial Resilience over the medium term.

32. Thus, the policy on reserves is to:
- (a) establish earmarked reserves for specific commitments and make them subject to review as outlined above;
 - (b) only adjust the General Fund Balance based on a full risk assessment.
 - (c) enable Directorates/Service Areas to carry forward legitimate under-spends for project based work and planned expenditure commitments subject to:
 - i. An overall underspend within the Council (with any overspends taking first call on any underspends);
 - ii. An overall underspend within the Directorate (with any overspends taking first call on any underspends);
 - iii. A brief explanation by the service demonstrating the reasons for the underspend and the continuing service requirement;
 - iv. Approval by the Head of Finance.

Contingency Allocation

33. The appropriate level of contingency will be assessed as part of each budget setting process in the context of the risk profile and the level of reserves available. Specific contingency items shall be identified as Precautionary Items in the Council’s revenue budget and these Precautionary Items shall not be released until year end, and then should be allocated to areas that have incurred unexpected costs or not achieved expected income levels during the financial year.
34. The contingency is to cover:
- (a) any net reductions in income sources during the year compared to the levels estimated;
 - (b) any unavoidable expenditure falling on the Council during the year which is not known at this time;
 - (c) any “one-off” expenditure needs which arise during the year and are considered critical to achieving the Business Plan requirements.



Capital Budget

Capital Strategy

35. The Council's Capital Programme is determined, prioritised, delivered and monitored in accordance with the Council's approved Capital Strategy. This Strategy is subject to annual review by the Cabinet.
36. The Capital Strategy outlines the Council's approach to capital investment ensuring that it is directed to the Council's Business Plan priorities. It provides the framework for the Council to maximise the finance available for investment together with the allocation of capital reserves.
37. The Strategy, therefore, provides a mechanism for the Council, the Cabinet and its officers to manage, measure and monitor the Council's Capital Programme including an annual review of investment needs targeted to key investment priorities.
38. Capital Scheme Bids will be evaluated and prioritised in accordance with the approved Capital Strategy and based on the priorities in the approved Business Plan.

Capital Finance Policy

39. The Council has a number of methods of ensuring the most effective use of available capital finance. These include:
 - (i) The Council will each year consider the proposed Capital Programme having regard to the CIPFA prudential indicators. Council will consider the extent of borrowing based on these indicators.
 - (ii) The Council will seek to maximise resources for capital investment from all potential sources.
 - (iii) Any savings made on capital schemes will potentially reduce the need for external borrowing.
 - (iv) A prudential financial framework will be maintained so that, once priorities have been determined, no capital scheme can be authorised (and no commitment made) until:
 - (a) capital finance ~~is in place~~ **has been agreed** to cover the full capital costs; and
 - (b) it has been determined that the ongoing revenue cost consequences are affordable in the light of forward three-year Revenue Budget forecasts and related Council Tax consequences.
40. An annual review of the Capital Programme will be undertaken and, in doing so, full regard will be given to the Prudential Indicators before any proposals/decisions are made in respect of a revised programme. There is a need to be cautious in terms of future borrowing requirements given the capital financing costs and future decisions will need to balance the need for, and cost of, investment or failure to invest. Endeavours will be made to support revenue contributions to capital expenditure to ensure that funding is available for essential ongoing investment needs.

Treasury Management Strategy

41. The Council has borrowed and invested substantial sums of money and, therefore, has exposure to financial risks including the loss of invested funds and the effect of changing interest rates. The successful identification, monitoring and control of risk is, therefore, central to the Council's Treasury Management Strategy.
42. Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. The Treasury Management Strategy is supported by Treasury Management Practices that set out in more detail the parameters by which staff operate the Council's treasury management functions on a day-to-day basis.
43. The Council will take into account the advice received from its appointed Treasury Management Advisors ahead of making any new investment or borrowing decisions to ensure that decisions taken are robust and all potential risks have been considered and are understood across the Council.
44. The impact of decisions made by the Authority under the Treasury Management Strategy and Practices are incorporated within the Medium-Term Financial Strategy.

Efficiency Requirements

45. The ongoing financial challenges will require the Council to continue to make radical changes in order to transform itself to deliver sustainable services to its residents. The indications are that future spend pressures will significantly exceed the forecast growth in resources (with a significant impact on the delivery of services), which requires the Council to plan for ongoing efficiencies in relation to the provision of services. The financial planning process will, therefore, facilitate the identification and delivery of efficiency savings with emphasis on challenging service delivery, comparing performance, outcomes and delivery options, ensuring competitiveness and consulting fully on emerging proposals and service options.
46. In recognition of the level of Government Grant, set against anticipated spending demands, and the ongoing commitment to efficient and cost effective service delivery, the Council has put in place a programme of initiatives designed to review services delivered, review and improve internal processes and reappraise the workforce model required to deliver services in the most efficient and effective manner.
47. The Council will continue to look for efficiencies and better ways of working as part of the day-to-day operations of the business, including:
 - (a) Creating capacity through additional efficiencies and service delivery options.
 - (b) Implementing demand management strategies including investment in technology to enable Channel Shift, including greater agile working.
 - (c) Increasing Business Rate income through economic development activity.

- (d) Raising additional revenue such as increasing income and external funding.
 - (e) Identifying opportunities to “invest to save”.
 - (f) **Adopting a commercial approach to contract management and monitoring.**
48. As part of this process, all bids for additional resources must be accompanied by a ~~quality~~ **robust financial** business case and such proposals will be subjected to ~~more~~ rigorous challenge through the strong corporate ‘management line’ within Services, as well as peer review by other Services.



Risk

49. As far as possible, changes in the Council's financing and spending from year to year should be predictable and manageable so that key services can be protected. That can never be entirely the case, hence the need for the Council to recognise and manage financial risks, including the identification of the significant risks in terms of the spending assumptions (see section 43 above). Sound financial planning processes are critical in predicting and managing the limited resources available.
50. The purpose of this strategy is to provide the key financial planning tool of the Council. Without forward financial planning difficulties will arise in respect of:
- not meeting the Council's own policy on Council Tax increases;
 - not meeting any Government targets on Council Tax increases so as to avoid a Council Tax Referendum;
 - not having sufficient Capital Resource to fund the approved Capital Programme.
51. It is important that, in considering Revenue and Capital Budgets, factors which could make the projections worse are identified. The Council will, therefore, as part of its decision making, consider the risk implications of all proposals **and the risks identified in the Council's Strategic Risk Register**. By adopting the actions in this Strategy, the risks outlined above should be mitigated.
52. ~~The impact of the COVID-19 pandemic has and continues to have an impact on the demand for Council services, both in terms of how services are delivered and the income generated by the Council. This will have an undoubted impact on the Council during the period of the MTF5. This impact will be kept under review.~~

Summary & Conclusion

53. This Strategy sets out how the Council will resource its Revenue Budget and Capital Programme over the Medium-Term having regard to the policy objectives of keeping Council Tax increases within Government guidelines.
54. The MTFS represents the Council's overarching Financial Strategy and Policy document and it gives financial expression to the Council's plans for the next five years, in the context of the plans set out in its Business Plan. It, therefore, sets out the Council's funding plan, for achieving its goals and priorities, balancing available financing and spending ambitions and, in doing so, highlights the underlying financial strategy, the financial assumptions, and the inherent financial risks. Importantly, decisions on resource allocation are linked to decisions on policy priorities.
55. The MTFS will be kept under review and, as a minimum, will be reviewed:
 - In Autumn prior to considering the annual budget setting report to Council.
 - As part of the budget setting report, taking into account the financial forecasts that are available at that time.



Medium Term Financial Strategy

Financial Forecasts 2024/2025 to 2028/2029

For Information

	2023/2024 £'000	2024/2025 £'000	2025/2026 £'000	2026/2027 £'000	2027/2028 £'000	2028/2029 £'000
Council Tax	11,155	11,705	12,274	12,845	13,445	14,074
Retained Business Rates (adjusted for unused amount put into reserves 23/24 only)	9,167	14,028	15,230	7,816	8,650	9,531
Revenue Support Grant	228	241	237	1,219	1,164	1,103
New Homes Bonus (NHB)	1,508	1,508	1,508	-	-	-
Rural Services Grant/ Lower Tier Grant	260	260	153	153	153	153
3% Funding Guarantee	1,071	1,176	1,109	-	-	-
Collection Fund Surplus/(Deficit)	770	-	-	-	-	-
Total Resource	24,159	28,918	30,511	22,033	23,412	24,861
Net Budget Requirement: Before Adjustments		22,865	24,695	25,151	26,818	28,439
Budget Pressures *		1,500	22	0	0	0
Savings/Income Identified		(835)	(885)	0	0	0
Borrowing Cost Changes		248	(600)	100	250	250
Other Base Budget Changes **		917	1,919	1,567	1,371	1,407
Net Operating Expenditure *	22,865	24,695	25,151	26,818	28,439	30,096
Net Resource Position Surplus/(Deficit)	1,294	4,223	5,360	(4,785)	(5,027)	(5,235)
						(5,464)

* Further service pressures will, however, exaggerate the funding gap and, wherever possible, should be managed within existing cash limit budgets. The figure has been adjusted to remove one off items not effecting future years.

** Other base budget adjustments include investment income variations and pay and price inflation.

Report to:	Council	30 November 2023
Lead Cabinet Member:	Councillor John Williams, Lead Cabinet Member for Resources	
Lead Officer:	Peter Maddock, Head of Finance	

General Fund Medium Term Financial Strategy

Executive Summary

1. The Council reviews its Medium-Term Financial Strategy (MTFS) and financial forecasts twice a year in accordance with best practice. This report updates the MTFS to the financial year 2028/2029 and sets out the updated medium term financial plan following the outcome of a mid-year review of financial forecasts.
2. The assumptions in the document will need to be updated as the budget progresses and information becomes available. The provisional 2024/2025 Local Government Finance Settlement in December 2023 should provide more clarity for future forecasts.

Key Decision

3. This is not a key decision as there are no resource implications directly arising from the report at this stage. The report does, however, ensure that the Council is aware of the financial challenges over the medium term and the financial forecasts outlined in the MTFS assist in the Council's financial planning.

Recommendations

4. **That Council is requested to consider the report and, if satisfied, to:**
 - (a) **Acknowledge the projected changes in service spending and the overall resources available to the Council over the medium term to 2028/2029.**
 - (b) **Adopt the refreshed Medium Term Financial Strategy at Appendix A and updated financial forecast at Appendix B.**

Reasons for Recommendations

5. To ensure that the Council is aware of the financial challenges over the medium term, the key service and financial drivers of the financial forecast and the strategic response required to meet the financial challenge to ensure that the Council will be in a position over the medium term to deliver sustainable and affordable public services.
6. To provide Council with an update of the financial position and forecasts for the General Fund over the medium term following a review of financial assumptions.
7. To enable the Council to approve the latest MTFS in order to assist in the Council's financial planning.

Details

Background

8. The MTFS is the Council's overarching Financial Strategy document and gives financial expression to the Council's plans and fiscal challenges over the medium term. It sets out a range of financial assumptions and, in so doing, sets parameters within which the Council will deliver key public services over the medium term. This report includes an updated financial forecast, including risks due to high inflation and cost of living crisis.
9. It helps the Council to respond, in a considered manner, to pressures and changes because of many internal and external influences. This is particularly important during a period when the Council is facing unprecedented changes and challenges. The MTFS recognises the key role that financial resources play in the future delivery of outcomes and in enabling the effective planning, management and delivery of services that contribute to the outcomes across the medium term.
10. The MTFS, therefore, comprises two key elements:
 - (i) an assessment of the resources available to the Council over the medium-term period, and
 - (ii) an assessment of spending pressures based on existing levels of service delivery, known policy/legislative changes and demand driven service pressures.

Taken together the movement over the planning period of these two elements represents the financial challenge facing the Council.

11. There is a need, as part of effective medium term financial planning, to undertake a mid-year review of financial forecasts and projected changes in service spending. This will enable an updated forecast of the level of savings that need to be achieved to deliver the indicative Council Tax level.
12. The impact of the cost-of-living crisis has continued to have an influence upon the level of certainty over the accuracy of financial forecasts. It should be noted that these forecasts are based on assumptions about the level of resilience of the UK economy. The uncertainty regarding the extent and duration of the impact of exceptional additional inflationary costs and the economic uncertainty constitutes a major risk to the authority across the MTFS period.
13. To be able to deliver the Council's aspirations, set out in the refreshed Business Plan approved by Council on 21 February 2023, and meet its statutory responsibilities the Council must take a proactive approach to managing its resources effectively. The MTFS is a key tool for proactive financial management which allows for future projected funding requirements to be identified thus enabling the Council to identify appropriate actions to deal with any funding shortfalls. Coupled with the Service Transformation Programme, introduced during 2019/2020, the Council is able to manage its resources effectively in line with its established priorities.
14. The MTFS covering the period 2023/2024 to 2027/2028 was considered by Cabinet on 12 December 2022 and subsequently approved by Council at its meeting on 21 February 2023. The document sets out the framework within which financial forecasts, as part of the medium-term financial plan, are determined. The Strategy has now been reviewed and refreshed to cover the period 2024/2025 to 2028/2029. The updated version of the MTFS is attached at **Appendix A** with the proposed minor changes identified in red and crossed through text.

15. This document sets out the framework within which the financial forecast, summarised at **Appendix B**, has been determined. The forecast shows the estimated funding gap between expected resources and expenditure, and between the period 2024/2025 and 2028/2029, stands at **£5.464 million**.

Resources

Future Funding Implications

16. The Secretary of State for Levelling Up, Communities and Local Government published a written ministerial statement, on 12 December 2022, which was accompanied by a policy statement on the 2023/2024 local government finance settlement and assumptions about the 2024/2025 local government finance settlement.
17. The four main areas affecting local government at District Council level were as follows:
- The Council Tax referendum limit increased from 2% to 3% in 2023/2024 (with the adult social care precept flexibility rising from 1% to 2% for Cambridgeshire County Council). Increases of up to £5 on a Band D property would continue to be permitted where this is higher than 2.99%.
 - Business rates would be subject to a revaluation but relief schemes to offset the impact of the revaluation would continue. The business rates multiplier (which usually increases with CPI) would be frozen in 2023/2024 for the third year running and local authorities would be fully compensated for any loss of income as a result of the 2023 revaluation.
 - Social housing rents would be capped at 7% (this affects the Housing Revenue Account rather than the General Fund).
 - Local Housing Allowance rates would remain frozen in cash terms at the current levels.
18. The Government set out some longer-term planning assumptions for the 2024/2025 local government finance settlement in lieu of a full two-year settlement which was previously announced by the then Secretary of State for the Department of Levelling Up, Housing & Communities (DLUHC) in Summer 2022. These are set out as follows:
- The Review of Relative Needs and Resources ('Fair Funding Review') and a reset of Business Rates growth will not be implemented until the Spending Review Period after the next (i.e., 2026/2027 at the earliest).
 - The council tax referendum principles will continue the same as 2023/2024 for the remainder of the Spending Review Period (i.e., for 2024/2025).
 - Revenue Support Grant will continue and be uplifted in line with baseline funding levels, while social care grants will increase; and
 - The Government will set out the future position of New Homes Bonus ahead of the 2024/2025 local government finance settlement.
19. The funding allocations that the Council would receive from the government for 2023/2024 were confirmed on 6 February 2023, with final allocations largely following the methodology that existed for 2022/2023.

Funding Developments: Extended Producer Responsibility for Packaging (EPR)

20. It had been expected that the 2024/2025 settlement would include a new funding stream, subject to the successful delivery of the Extended Producer Responsibility for packaging (EPR) scheme. The intention of the EPR scheme is to require producers of packaging to pay for the cost of its recycling and use the income from the scheme in the local government funding system, which would have included reviewing the impact of this income on relative needs and resources of individual authorities.
21. On 25 July 2023, the Department for the Environment, Food and Rural Affairs (DEFRA) confirmed that the roll out of the Extended Producer Responsibility (EPR) scheme is being delayed by a year, from October 2024 to October 2025. The delay means that this change to local government funding will not be going ahead for the 2024/2025 financial year. No funding from EPR has, therefore, been included in the MTFS at this time due to a deficit of information on the system methodology and funding allocations.

Medium Term Financial Planning

22. The MTFS forecast, reproduced at **Appendix A**, has now been updated to outline the current financial position, economic forecasts and the headline figures for the medium term based upon the risks and assumptions relating to financial planning. The financial forecasts are based upon the latest modelling data, but the medium-term forecasts should be treated with caution as the final position is uncertain until the outcome of the local government funding review is known.
23. Given the uncertainty in relation to the potential implications resulting from the Fair Funding Review the following key assumptions have been made within the MTFS:
- (a) Revenue Support Grant and distribution is inflated in line with CPI forecasts across the MTFS period.
 - (b) The Business Rates baseline will be reset in 2026/2027 with the associated loss of income subject to transitional arrangements across the life of the MTFS.
 - (c) The MTFS assumes the maintenance of existing specific grants not mentioned elsewhere in this report.
24. The revised financial forecasts are set out in the table below which incorporates a number of planned savings and estimated additional investment income but factors in only limited additional service pressures beyond 2023/2024. Further service pressures will exaggerate the funding gap and, wherever possible, these should be managed within existing budgets.

	2024/2025 £'000	2025/2026 £'000	2026/2027 £'000	2027/2028 £'000	2028/2029 £'000
Council Tax	11,705	12,274	12,845	13,445	14,074
Retained Business Rates	14,028	15,230	7,816	8,650	9,531
Revenue Support Grant	241	237	1,219	1,164	1,103
New Homes Bonus	1,508	1,508	-	-	-
Rural Services Grant	260	153	153	153	153

3% Funding Guarantee	1,176	1,109	-	-	-
Section 31 Grant	-	-	-	-	-
Collection Fund Deficit	-	-	-	-	-
Total Resource	28,918	30,511	22,033	23,412	24,861
Net Budget Requirement	24,695	25,151	26,818	28,439	30,096
Net Resource Position	4,223	5,360	(4,785)	(5,027)	(5,235)

25. Spending pressures are, however, 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; these will be subject to review and refinement as part of the 2024/2025 budget setting process. Service Areas are also continuing to identify efficiency opportunities across the Council's services that are realistic, achievable and sustainable (including possible invest to save and income generation opportunities). The forecast includes the bids currently being considered but this list is subject to change.
26. The forecast assumes the continuation of the service transformation programme that was developed during 2019 in response to the funding gap and the financial challenges over the medium term. This includes a programme of targeted service reviews to ensure that value for money is obtained in the delivery of services. The transformation agenda will continue to be pursued to target and deliver financial savings to contribute to the inevitable funding challenges that will arise from the review and redistribution of local government funding. The forecast assumes that £2 million savings will be achieved, and the remaining £1.7m phased over 2024/2025 and 2025/2026 and included in the financial forecast.
27. The overall impact of the budget pressures, planned savings opportunities and other base budget adjustments (such as the cost of borrowing, investment income and pay and price inflation) is shown in the table below:

	2024/2025 £'000	2025/2026 £'000	2026/2027 £'000	2027/2028 £'000	2028/2029 £'000
Net Budget Requirement: Before Adjustments	22,865	24,695	25,151	26,818	28,439
Budget Pressures*	1,500	22	-	-	-
Savings/Income Identified	(835)	(885)	-	-	-
Borrowing Cost Changes	248	(600)	100	250	250
Other Base Budget Changes**	917	1,919	1,567	1,371	1,407
Budget Requirement c/f	24,695	25,151	26,818	28,439	30,096

* Further service pressures will exaggerate the funding gap and, wherever possible, should be managed within existing budgets.

** Other base budget adjustments include investment income variations and pay/price inflation.

28. It is inevitable that the expected major review of local government financing will be accompanied by some form of “damping support” to reduce any sudden, adverse impact, on Council finances although it is acknowledged that this reduction would be phased out over a number of years.
29. The financial forecasts are based upon the latest modelling data, as explained in the report below, but the medium-term forecasts should be treated with caution as the final position is uncertain until decisions on future local government funding are eventually confirmed. There is also concern that any further service pressures over the medium term will exaggerate the funding gap. The estimated damping has not, therefore, been included in the current figures.

Financial Modelling: Assumptions

30. The Council subscribes to an external funding advisory service, with access to well developed and well-respected modelling data. The financial modelling is based upon the latest available data and the following key assumptions have been made in deriving the latest MTFS financial planning forecast:

(1) Council Tax

31. Council Tax continues to be the most predictable and stable element of Local Government funding. This source of income is predicted to yield £11.705 million in 2024/2025 based upon an assumed £5 increase in Council Tax (the maximum level permitted by Government) and an increase in the tax base based upon the latest estimates of housing growth.
32. It is expected that the authority will continue to see moderate growth in the number of dwellings introduced through the introduction of new developments across the MTFS period, with an assumed Council Tax base increase of around 2.5%. The financial forecast continues to include an assumed increase in Council Tax of £5 each year until 2025/2026 when the 3% limit will become the determining factor.
33. The increase is for modelling purposes only, and no decision has been made on the actual level of Council Tax increases in the medium term.
34. The taxbase estimates that determine the forecast level of Council Tax yield incorporate an estimate regarding the level of Council Tax Support (Council Tax Reduction Scheme) that is awarded by the authority. In recognition of the nature of the awards generated by the scheme, the forecast Council Tax Support across the MTFS period is linked to forecast unemployment levels. The Monetary Policy Committee unemployment forecasts published in August 2023, are set out below:

	2023 Q3	2024 Q3	2025 Q3	2026 Q3
Unemployment Rate	4.1%	4.3%	4.8%	4.8%

35. This demonstrates a forecast increase in unemployment across the medium term; on this basis it is assumed that Council Tax support will increase proportionately and this, in turn, will reduce the overall net forecast Council Tax yield. The volatility of the movements in unemployment do present a risk to the achievement of the forecast Council Taxbase assumptions across the short and medium term.

(2) Business Rates

36. The Business Rate Retention Scheme (BRRS) was introduced in April 2013 to provide Councils with stronger financial incentives to support property development and boost the economy in their local area. The scheme provides that Councils bear a proportion of the real terms change in business rates revenues in their area: gaining when revenues grow in real terms, losing when they fall. The proportion was initially set at 50% across England. In two-tier areas, like Cambridge, 40% is retained by the District Council and 9% is retained by Cambridgeshire County Council and 1% by the Cambridgeshire Fire Authority.
37. In estimating rates yield from retained business rates for the purpose of the MTFs, the following key assumptions have also been made:
- The current provision for existing Appeals is materially sufficient.
 - There are no further significant changes to valuation schemes resulting from Tribunal or Court decisions.
 - There are no significant variations to the levels of rate reliefs.
 - Projected bad debts is higher than historical trends, with the potential impact of business bankruptcies and, therefore, non-payment of business rates. The overall forecast used is that bad debts will be around 3% of gross rates.
 - The compensation to Local Authorities by way of Section 31 grants to cover the cost of measures introduced to help businesses (e.g. Small Business Rates Relief) will continue and will be increased annually in-line with inflation levels (it is further assumed that, if the grants are discontinued, it is anticipated there will be a compensating increase in the yield).
38. Significant relief has been awarded to a number of businesses during the current financial year to recognise the pressures on trading opportunities. The Council was recompensed for the lost rates income in the form of section 31 grants. For the purposes of the MTFs, it is assumed that reliefs will be consistent with those recorded prior to the pandemic.
39. It is also expected that the Council will see moderate growth in rates yield as a result of new developments across the MTFs period. The financial forecast assumes neither a surplus or deficit in the period to 2028/2029.
40. In line with the revised retention requirements, the authority's Business Rates yield is now index-linked to CPI published in September of each year rather than RPI.

Business Rates Reset

41. Since 2013/2014, local government has retained 50 per cent of business rates through the business rates retention scheme. During the intervening period, the government has announced several plans to 'reset' local authority baselines (the target level of business rates it expects each local authority to collect each year).
42. A reset would involve each Council's local share being recalculated based on its current percentage share of overall rates revenue, rather than its historic share implemented at the outset of the scheme. The stated purpose of a reset is to prevent Councils gaining or losing disproportionately over time according to their ability to grow their rates revenue. However, due to various Central Government capacity issues, this 'reset' has yet to be implemented. One consequence of these delays is that the actual levels of

business rates collected by local authorities has become increasingly decoupled from the baseline (target levels), which were set in 2013.

43. Whilst Government has reiterated its intention to undertake a reset of Business Rates growth, there continues to be uncertainty over the timing of the local government funding reforms, previously planned for introduction from April 2021, including the originally proposed Fair Funding Review, the expected increase in local business rate share to 75% (from 50%), a business rate baseline reset or a potential alternative BRR system, and further other changes to key funding streams, such as social care and New Homes Bonus (NHB). The issues highlighted in previous MTFs reports (and set out below), therefore, remain relevant:
- (a) There is no recognition of the proposed increase in local business rate share to 75% (from 50%) in that it is unclear when (or indeed whether) this will be introduced given current public finance turbulence. It should be noted that in the event of this being introduced that it is intended to be fiscally neutral, i.e. existing grants will be funded by Business Rates.
 - (b) The Government will consult on Fair Funding proposals that will form the mechanism to allocate a share of the Local Government Control Total to Local Authorities. The Review will look at factors that drive spend (population, deprivation) as well as a Council's ability to raise local finance (Council Tax).
 - (c) The Government is additionally looking at how best to build on the current business rates retention scheme and will consider issues such as appeals, growth and revaluation frequencies/baseline resets.
44. Given the extent of unknowns in relation to the Fair Funding Review and 75% Business Rates Retention, it has been assumed that Business Rates (for modelling purposes) will continue at a 50% retention level as at present (movement to 75% will be funding neutral for councils). It is further assumed that the Fair Funding Review may not now be implemented until 2026/2027.

(3) Revenue Support Grant

45. The Council now received Revenue Support Grant, totalling £228,000 in 2023/2024, increasing to £245,000 in 2024/2025. It has been necessary to include Revenue Support Grant assumptions in the MTFs, with the estimate linked to forecast CPI movements across the medium-term planning period. It is assumed that this support will continue to feature in 2025/2026 and beyond but at an increased level.

(4) Rural Services Grant

46. The Council receives a Rural Services Grant (£137,000 in 2023/2024) in recognition of the additional cost of providing services in sparse rural areas. It is assumed that this grant will be continued for the foreseeable future but at the increased level of £153,000.

(5) Services Grant

47. This is a new one-off un-ringfenced grant, introduced in 2022/2023 at £113,000, and provided to lower tier authorities to support service provision. It has continued in 2023/2024 albeit at a reduced level of £107,000 but it has been assumed in the financial forecast that this will not continue in subsequent years.

(6) New Homes Bonus

48. The New Homes Bonus (NHB) was introduced in 2011 to provide an incentive for local authorities to encourage housing growth in their areas. The aim of the bonus was to provide a financial incentive to reward and encourage local authorities to help facilitate housing growth. It is based on the amount of extra Council Tax revenue raised from new-build homes, conversions and long-term empty homes brought back into use. NHB funding has been based on the following:
- (a) Housing growth over a threshold of 0.4% of the Tax Base.
 - (b) Payments are based on a rolling 4-year period.
49. The future of the New Homes Bonus remains uncertain. The Government has not made a commitment to a new round of payments in 2024/2025 but has again committed to set out the future position in the year ahead. The value of such a commitment is unclear, given that it has been made several times in recent years and never fulfilled.
50. The Government launched a consultation in 2021/2022 regarding the reform of the NHB that was due to be introduced in the 2022/2023 financial year. The consultation contained a number of options on the operation of the scheme and indicated that legacy payments from the existing scheme would not be continuing in the longer term. It is expected that changes to NHB will be implemented alongside the wider local government reform package but there is insufficient information at this time to determine the impact of the NHB reform and, as such, the situation will be kept under review. The medium-term forecast now assumes the continuation of the existing NHB scheme albeit at a lower level in the period to and including 2025/2026.

(7) 3% Funding Guarantee

51. The Local Government Final Settlement introduced a 3% funding guarantee allocation for both 2023/2024 and 2024/2025. The intention is that all authorities should receive at least a 3% increase in their spending power for these two years. The amount included in the financial settlement is £1,070,000 and it is assumed that this will be discontinued after 2025/2026.

(8) Other Base Budget Changes

52. The economic landscape has continued with a degree of uncertainty and volatility during 2023/2024, with the ongoing financial challenges associated with the cost-of-living crisis and high inflation levels.
53. It is recognised that inflationary pressures have, therefore, had a fundamental impact on the authority’s budget provision in the 2023/2024 financial year. It is assumed that, in line with the August 2023 Monetary Policy Committee (MPC) estimates, the level of inflation will reduce across the MTFs period. There, however, remains some uncertainty regarding the longevity and degree of continued inflationary pressures, and this presents a risk to the authority. The MPC expects CPI inflation to continue to fall, to around 5% by the end of the year, owing to lower energy, and to a lesser degree, food and core goods price inflation. MPC medium-term forecasts are set out below:

MPC CPI Forecast	2023 Q3	2024 Q3	2025 Q3	2026 Q3
	6.9%	3.1%	2.0%	1.9%

- 54. Allowance has also been made for inflation in respect of the Council’s pay award and pay increments, contractual costs on the Council’s key contracts and fees and charges.
- 55. The revenue impact of the latest approved Capital Programme has been included in the revised projections. Investment income has been determined having regard to the level of expected balances, including capital receipts and expenditure, together with Reserves and Provisions held by the Council and in line with the Council’s approved Treasury Management Strategy.
- 56. There has also been significant volatility recently with interest rates and the impact of this volatility will influence the level of Capital Financing Costs across the MTFS period. The table below sets out the MPC’s August 2023 Bank Rate estimates:

MPC Bank Rate Forecast	2023 Q3	2024 Q3	2025 Q3	2026 Q3
	5.3%	6.0%	5.2%	4.5%

- 57. The Council’s General Fund borrowing is predominately short-term and, based on the current information, there has been a peak in interest costs in 2023/2024. The MTFS assumes that the borrowing rates that the Council is expected to face will be around 0.5% higher than base rates.

(9) General Reserve

- 58. The Council has a healthy General Reserve balance of around £18.4 million, taking into account the 2022/2023 General Fund revenue outturn position and the net underspend (after income from Taxation and Government Grants) in that year of £1.149 million, as reported elsewhere on this agenda.
- 59. The risks and assumptions will continue to be reviewed and this, together with planning savings from the transformation agenda and known service pressures, will enable the forecasts, reproduced at **Appendix A**, to be refined and updated as part of the Council’s medium term financial planning.
- 60. It must be recognised, however, that the assumptions used in the financial forecasts could vary significantly for the actual outcome and there is more uncertainty than ever about the long-term funding for Local Government.

Alternative Scenarios

61. The table and chart below set out the impact of alternative scenarios on the cumulative funding gap. The alternative scenarios reflect a change to Council Tax, Business Rates, Corporate Pressures (including inflation) and the ability to realise planned savings. The Negative Economic View additionally increases the Base Budget reflecting a broader assessment of an increased net spend.

	Pessimistic View (A), (B) and (C):		Optimistic View:	Negative Economic View:
Base Budget Requirement				2.5% increase on Base Budget Requirement due to cost and demand pressure arising from increased economic friction due to a move away from the existing trading relationship with the EU and slower recovery from the pandemic.
Council Tax	2.5% reduction in yield due to weaker economic recovery forecast		2.5% increase in yield due to improving economic conditions	As per Pessimistic View
Business Rates	(A)	2.5% reduction in yield due to weaker economic recovery forecast	2.5% increase in yield due to improving economic conditions	As per Pessimistic View (A)
	(B)	5% reduction in yield due to weaker economic recovery forecast		
	(C)	10% reduction in yield due to weaker economic recovery forecast		
Budget Pressures/Demand	5.0% increase in demand due to socio economic factors arising from a forecast weaker economic recovery		2.5% reduction in demand due to improving socio economic factors leading to less demand for Council services	As per Pessimistic View
Other Base Budget Changes (inc. Inflation)	5.0% increase in demand due to socio economic factors arising from a forecast weaker economic recovery		2.5% reduction in corporate costs due to lower pay and price uplift assumptions	As per Pessimistic View
Ability to realise planned savings/income identified (e.g. due to cost of living crisis and COVID-19 recovery)	5.0% reduction in overall planned savings level from service reviews		No variation from Baseline Scenario	As per Pessimistic View

62. The impact of the scenarios are set out in the table below. This demonstrates the gap in resources to spend over the medium-term period and compares the scenario to the Baseline Case. It should be noted that, although these are high level assessments, the scenarios nevertheless give an indication of the potential impact on the Council's budgets over the MTF5 period.

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	TOTAL
Baseline Case	4,223	5,360	(4,785)	(5,027)	(5,235)	(5,464)
Outcome of Scenarios:						
Pessimistic View (A)	3,416	4,531	(5,379)	(5,648)	(5,895)	(8,975)
Pessimistic View (B)	3,066	4,151	(5,575)	(5,864)	(6,134)	(10,356)
Pessimistic View (C)	2,364	3,389	(5,966)	(6,297)	(6,610)	(13,120)
Optimistic View	4,928	6,097	(4,230)	(4,441)	(4,610)	(2,256)
Negative Economic View	2,844	3,915	(6,008)	(6,318)	(6,606)	(12,173)
Comparison to Baseline:						
Pessimistic View (A)	(807)	(829)	(594)	(621)	(660)	(3,511)
Pessimistic View (B)	(1,157)	(1,209)	(790)	(837)	(899)	(4,892)
Pessimistic View (C)	(1,859)	(1,971)	(1,181)	(1,270)	(1,375)	(7,656)
Optimistic View	705	737	555	586	625	3,208
Negative Economic View	(1,379)	(1,445)	(1,223)	(1,291)	(1,371)	(6,709)

Options

63. The option exists of not approving the new MTFS.

Implications

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

Legal

65. It is a legal requirement that the Council set a balanced budget for the ensuing financial year; the MTFS provides the framework for this and brings together funding and spending assumptions over the medium-term thereby identifying funding shortfalls and providing sufficient time for decisions to be made in order to achieve balanced budgets over the medium term.

Policy

66. To demonstrate financial resilience, the Council sets out its potential funding position over the medium term thereby enabling the most effective strategies to be put in place to ensure that the Council is able to set a balanced budget (as required by statute) on an annual basis. Given the demand for services outstripping income sources, coupled with the prevailing economic situation with high inflation and increased running costs, (including employee and utility costs), and the continued recovery from COVID-19, the MTFS identifies a funding gap that needs to be addressed over the medium term.

67. The financial strategy needs to have regard to the “resource envelope” available to the Council. This is based upon the funding model, introduced in 2013/2014, that is predicated on the Business Rates Retention Scheme which means that the Council’s net spending is financed from local sources; Business Rates and Council Tax. As part of this continued transition the Government continues to reflect on a new method of distributing funding levels across Councils based on “Need” and “Local Resources”. In addition, the MTFS period is outside of the current Spending Review period and, as such, the Government has not set out the spending limits beyond 2023/2024.
68. Council adopted its Business Plan for the period 2020-2025 and the Action Plan for 2023/2024 was refreshed on 21 February 2023. The areas of focus and key priorities within the Business Plan inform the policy framework for achieving the required ongoing savings whilst meeting the Council’s strategic objectives and statutory obligations.

Finance and Fraud Risk

69. The MTFS is the Council’s key financial planning document and sets out the Council’s strategic approach to the management of its finances and Council Tax levels over the medium term, thereby allowing sufficient lead time to develop services consistent with the forecast resource envelope.
70. The updated medium-term forecast covering the period 2024/2025 to 2028/2029, is attached at **Appendix B**, and is based upon the assumptions underpinning the financial projections and overarching plan. The forecast shows the level of savings that need to be achieved to deliver the indicative Council Tax level.
71. As further information is available in respect of the review of local government funding, it may be necessary to review the forecasts and provide a further report to Cabinet and Council on the implications.
72. There are no direct fraud risks identified as a result of this report.

Staffing

73. There are no additional staff resource implications as a result of the refreshed MTFS.

Risk/Opportunities

74. There are inherent risks in developing a financial strategy over the medium term, not least due to the uncertainty of funding streams (this is particularly relevant as the outcomes of the Fair Funding Review and Spending Review post 2024/2025 are not known) and the demands placed on the Council in delivering services.
75. The current economic environment, arising from the impact of the cost-of-living crisis and rising inflation, creates further risks in that the Council’s resource forecasts take into account the impact on Council Tax and Business Rates yields. These assumptions are based on an economic recovery over the period to 2027.
76. The Council’s overall reputation and performance assessment is at risk if it is not aware of the challenges presented by the reduction in resources available to it and their impact on key areas of performance of the Council. There are a number of other risks that need to be understood and these broadly fall into the following categories:
 - (a) Savings: It is increasingly more difficult to continue to reduce service costs and identify further areas of savings after an extended period of reduced funding, without impacting on service provision. It is, however, a legal requirement to set

a balanced budget on an annual basis and this requires the Council to reduce its net costs in line with funding.

- (b) Economic: The ongoing impact of uncertainty caused by the war in Ukraine has resulted in a greater drag on the economy and, as such, may impact on the Council's finances over the medium term both through Government funding pressures and exposure to welfare related costs. These risks are deemed to arise from: (i) reduced economic activity adversely affecting business rate income and increased levels of unemployment, (ii) reduced income arising from fees and charges, (iii) increased costs including welfare related costs and increased demand for services and (iv) potential impact on the Council's supply chain and labour shortages and (v) inflationary pressures.
- (c) Climate Change: The Office for Budget Responsibility review of Fiscal Risks (July 2019) set out risks in relation to climate change and additionally recognised the need to develop greater sophistication in modelling such impacts. Adverse climate events will have financial consequences; an estimate of the one-off costs will form part of the General Fund risk assessed level whereas those that potentially impact ongoing income/spending need to be considered as potential cost implications over an MTFS period.
- (d) Local Government Funding: The Council recognises the potential impact caused by the planned review of local government funding. The timing of the revaluation and reset of business rates would significantly impact upon the level of resources available across the medium-term. In addition, successive roll-over settlements have significantly increased financial uncertainty. The 2014 changes to Local Government funding, in effect, locked in funding based on data that is now 10-20 years old. Business rates retention has weakened the relation to needs and Fair Funding Review delays have led to funding gaps.

77. As the Council reviews the MTFS twice a year, it is able to assess the robustness of the financial forecast, reassess risk and, where appropriate, refresh the forecast.

Climate Change

78. There are no environmental implications arising directly from the report. The Council is fully committed to the "Green to Our Core" agenda as part of its approved Business Plan and it is, therefore, appropriate that environmental implications will need to be considered in the context of specific proposals that emerge.

Equalities & Diversity

79. In preparing this report, due consideration has been given to the Council's statutory Equality Duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, as set out in Section 149(1) of the Equality Act 2010.

80. A relevance test for equality has been completed. The equality test determined that the activity has no relevance to the Council's statutory equality duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relation. An equality analysis is not needed.

Consultations

81. Consultations have been undertaken with the Council's advisers on financial planning.

Effect on Council Priority Areas

82. Timely and robust consideration of the Council's financial forecasts and budget setting is vital to ensure that financial performance is in line with expectations, emerging issues are identified and tackled and that Business Plan priorities are met.

Background Papers

Where the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require documents to be open to inspection by members of the public, they must be available for inspection:

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council.
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

The following documents are relevant to this report:

- Service Transformation Programme – Report to Cabinet: 4 December 2019
- Medium Term Financial Strategy – Report to Cabinet: 12 December 2022
- Medium Term Financial Strategy – Report to Council: 21 March 2023
- Capital Programme Update and New Bids – Report to Cabinet: 12 December 2022
- General Fund Revenue Budget 2023/2024 – Report to Cabinet: 6 February 2023
- General Fund Revenue Budget 2023/2024 – Report to Council: 21 February 2023
- Business Plan Action Plan 2023/2024 – Report to Cabinet: 6 February 2023
- Business Plan Action Plan 2023/2024 – Report to Council: 21 February 2023

Appendices

A Medium-Term Financial Strategy

B Financial Forecasts 2024/2025 to 2028/2029

Report Author: Peter Maddock – Head of Finance
e-mail: peter.maddock@scambs.gov.uk

This page is left blank intentionally.

Agenda Item 8



Report to:	Scrutiny and Overview Committee 18 January 2024
Lead Cabinet Member:	Cllr John Batchelor (Lead Cabinet Member for Housing)
Lead Officer:	Peter Campbell (Head of Housing), Peter Maddock (Head of Finance)
Key Decision:	No

Ermine Street Housing - Additional Growth

Executive Summary

1. This report recommends that an investment fund of £20 million be made available to the Council-owned company South Cambs Limited trading as Ermine Street Housing (ESH).
2. This will enable ESH to borrow further funds to take advantage of new investment opportunities as they arise and to purchase homes for single homeless people in the district using Government Homeless Reduction grants to cover the modelling viability gap for such purchases.

Recommendations

3. It is recommended that the Scrutiny and Overview Committee reviews and comments upon the following points to be considered by the Cabinet.
 - a. To allow Ermine Street Housing (ESH) additional borrowing from the Council of up to £20 million to take advantage of new investment opportunities and, where conditions allow, consider an interest rate of 1% above base rate to be reviewed annually.
 - b. To allow ESH to purchase single person properties for homeless people to prevent the use of expensive temporary accommodation, using the interest rate applying to ESH (currently 4.25%). This rate recognises the initiative as a 'spend to save' investment, providing savings to homelessness budgets.
 - c. To allow the Head of Housing, in consultation with the Lead Cabinet Member for Housing, to authorise individual purchases (and

therefore borrowing) up to the value of £2 million as per the current arrangements.

- d. To note that this proposal is subject to the agreement of the Ermine Street Housing Board.

The Scrutiny and Overview Committee is invited to make further recommendations that might assist the Cabinet.

Details and background to Ermine Street Housing

4. In November 2012, the Council set up a subsidiary housing company registered as South Cambs Limited, which has been trading under the name Ermine Street Housing (ESH) since 2014. It is an independent property company wholly owned by the Council.
5. The principal activities of ESH are to manage both purchased and leased properties for the purpose of residential lettings. ESH aims to provide a quality service in this sector.
6. The Council approved a Business Plan in November 2015, and recommended capital allocations of £100 million to acquire 500 properties over a 5-year period.
7. In March 2022 ESH achieved its target of 500 acquisitions. This was a positive result for ESH and the Council, and it was achieved within the budget of £100 million, having spent £89.5 million on property acquisitions and £5.1 million on cash flow loans, totalling £94.6 million.
8. However, further acquisition opportunities were presented to the Council, and it was agreed that ESH could pursue these opportunities in the financial year 2022-23.
9. As a result, a further 22 properties were added to the portfolio, taking the overall spend to £100 million at the end of March 2023, of which property acquisitions expenditure was £94.6 million and £5.4 million was the total amount for cash flow loans.
10. Loans for the property portfolio only cover the purchase cost of the acquisitions and do not include stamp duty, legal and surveying fees. These additional costs have been met by cash flow loans.
11. There is currently no arrangement in place for ESH to borrow any additional funds from capital funding allocations.
12. ESH acquires property on the open market, borrowing from the Council at an agreed interest rate. ESH then lets the property at market rents to facilitate a reasonable pay back on the investment. To date, all assets have been acquired with 100% borrowing. A viability modelling tool is used to determine the required yield of over 5% and payback period within 40 years.

13. The original financial objectives for the creation of ESH were:
- i) to generate a revenue stream to enable to Council to continue to deliver its services at a time of reducing Government grant and
 - ii) to generate capital gains for the benefit of wider Council services.
- These two objectives have enabled an annual financial return to the Council and potential longer-term financial gains.
14. In 2023/24 financial year, the return on loans is forecast to be £4.25million income at an interest rate of 4.25%. The interest rate was proposed by the Council and is reviewed annually following discussions with ESH at the time that the Business Plan is being refreshed annually in quarter 3.
15. The Council recharges ESH for services and staff costs, Company staff are directly employed by the Council. ESH relies on the Council for accountancy support, financial services (for use of the General Ledger and other associated systems and for accountancy support) HR, ICT, insurance, internal audit and specialist housing support, particularly health and safety compliance. The budget for the recharge in 2022-23 was £418,619 for staff costs and £429,700 including VAT for supports costs and overheads.
16. ESH's portfolio has the potential to increase in open market valuation, although the gains can only be realised on sale (with its associated marketing and legal costs and tax implications).
17. The Council therefore, as sole shareholder, owns a company with assets appreciating in capital value. As at the 31 March 2023, ESH has 522 properties purchased for £94,637,798 and the valuation carried out for the 2022-23 financial accounts valued the portfolio at £116million - an increase of £21million.
18. Actual cash flow loans at 31 March 2023 amount to £5.4 million, the total borrowings therefore are £100 million.
19. The Council commissioned an independent report into ESH by Savills in July 2020, which was reported to Cabinet in September 2020.
20. The report forecasts, based upon property and net present value assumptions, an asset gain of £106 million, which is the net gain, after tax and initial costs to acquire the portfolio. Therefore, if ESH were to be wound up at the end of 50 years, the net value of ESH to the Council would be £106 million less marketing and winding up costs.
21. The ESH Business Plan over 50 years, predicts that ESH would be debt free, and no further loans would be required to offset any remaining debt. This position is monitored annually with each refresh of the Business Plan and the position could change in years of high capital expenditure in accordance with the stock condition survey.

Current Opportunities – improved financial return.

22. The current housing market is providing some additional opportunities, but ESH is unable to pursue these opportunities because the original targets have been met in terms of borrowing and the size of the portfolio.
23. The opportunities have arisen because of ESH's established relationships with developers and estate agents operating in the defined travel to work area and they offer greater yields than those in the current portfolio and a reduced payback period, which would provide the Council opportunities to increase the interest rates on the borrowing, therefore providing additional income streams.
24. It is therefore proposed to set up an investment reserve enabling ESH to borrow additional funds to take advantage of the offers.
25. ESH access to the fund would be conditional on the usual viability criteria required for all acquisitions carried out by the Housing Accountant, and because of the value and greater yields there will be the opportunity for the Council to charge a higher interest, (to be reviewed annually, and only applying to the new acquisitions) providing additional income. It is proposed to use a benchmark of 1% above the current base rate for this viability assessment, which is equivalent to other investment opportunities available, but with the additional value of purchasing assets that are likely to grow in value.
26. In line with recent decisions, and to reflect Government guidance, any purchases will be in the defined travel to work area for the district.
27. The financial implications of additional loans for the Council assuming the current Bank of England base rate of 5.25% plus the 1% premium (i.e., an interest rate of 6.25%) for every £1million lent to ESH the return to the Council would be £62,500 per annum. See table below at paragraph 40.

Current Opportunities – Homelessness reduction grant

28. There is currently a national crisis associated with homelessness and the provision of temporary accommodation, threatening the viability of council budgets across the country. With over £1.7b being spent nationally on temporary accommodation between April 2022 and March 2023.
29. The Council mitigates against such financial pressures partially by using its own stock for temporary accommodation, and using accommodation provided by Shire Homes Limited, the private sector leasing company. Ermine Street Housing leases accommodation to Shire Homes which are used as HMOs (Houses in Multiple Accommodation) for single people and some family sized homes in the leased stock.
30. However, it is not viable for Ermine Street Housing to purchase single person accommodation within the district because the potential rental income will not

cover the combined cost of loan interest payments and management costs creating a 'viability gap'.

31. Moreover, although the Council does have access to its own housing stock, this remains in high demand, especially properties that are suitable for single people.
32. However, the Council does have additional grant funding that is ringfenced for homeless reduction initiatives and these funds could be made available to ESH to cover the 'viability gap' to purchase single person accommodation in the district. This accommodation would require more intensive housing management and would therefore be managed by Shire Homes.
33. This also has the advantage that Shire Homes can grant shorter length tenancies, whereas with only a few exceptions the Council needs to grant secure tenancies.
34. This option would alleviate the cost of bed and breakfast to the Council and offer substantial savings as a result.
35. With the grant funding, ESH would borrow the balance of funds from Council and the rental income would cover the interest payments and management costs, and the viability gap funding providing by the grant would result in the Council retaining an equity stake within the property as a percentage which could be redeemed with appreciation should it be agreed that ESH dispose of the asset.
36. As this funding will be used for accommodation for people facing homelessness, who will have a connection to the district, any properties acquired under this stream will be within the SCDC boundary.
37. The financial implications of this loan agreement are that for every £1million lent to ESH the return to the Council would be £42,500 per annum assuming ESH is charged 4.25% the same rates for the existing portfolio loans. This is below the current Bank of England base rate, but there will also be additional savings of around £12,000 achieved in temporary accommodation expenditure (assuming 4 units of accommodation), giving a total impact (i.e., the sum of the return and the savings) of £54,500 for every £1 million of expenditure. See table below at paragraph 40.
38. In addition, the Council will have an equity share and would benefit from the appreciating value of the homelessness acquisitions.

Reasons for Recommendations

39. To ensure that Council as owner and sole shareholder of ESH is fully aware of the details surrounding the additional borrowing and risks associated with the proposal.
40. To take advantage of investment opportunities that will provide additional incomes streams to the Council.

41. To provide additional accommodation for single homeless people resulting in savings to homeless expenditure budgets.

Options

42. Cabinet could decide not to invest or choose a different form of investment.

Implications

43. 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

44. ESH acquires property on the open market, borrowing at market interest rates from the Council. ESH then lets the property at market rents to facilitate a reasonable pay back of the investment.
45. The Council benefits from both the interest uplift in respect of lending to ESH, and the ability to recharge staff employed by the Council to ESH where they are working on behalf of ESH, therefore delivering an efficiency saving to the Council. The Council will also make savings by further reducing the use of temporary accommodation.

Table 1

For every £1million invested	Existing interest rates charged to ESH	Potential interest rates for investment (Bank of England base rate 5.25% plus 1%)	Return to the Council	Savings to the Council (temporary accommodation based on 4 units)	Total
Investment properties		6.25%	£62,500		£62,500
Homelessness properties	4.25%		£42,500	£12,000	£54,500

46. There are potential benefits from capital growth with the increase the value of assets possibly outstripping general inflation. However, to realise these gains certain costs will be involved such as legal, marketing and tax liabilities.
47. ESH financial performance and forecast information is analysed in the annual Business Plan agreed by Cabinet.

Legal

48. There are no direct legal implications associated with this report. There are, however, legal and tax implications arising from using the homeless reductions grant funding. These implications would be covered in a future report.

Risks/Opportunities

49. Investment in the current portfolio provides a return to the Council, and risk is mitigated by ensuring that all acquisitions/investments meet the agreed viability criteria.
50. Furthermore, ESH is developing an asset management and disposal strategy following a stock condition survey ensuring that portfolio continues to perform providing value for money, ensuring the investment is sound.
51. Risk management is monitored by the Council and the ESH board of directors.

Climate Change

52. ESH mainly purchases properties that EPC rating C and above, where the rating is lower than a C, surveys have been carried out, and contractors have been appointed to assess the energy efficiency and carry out works to improve the ratings, these are short term measures.
53. In the longer term the asset management strategy and stock condition survey will be used to improve the energy efficiency of the portfolio, which move the ESH to Net Zero Carbon and provide energy savings for tenants.

Alignment with Council Priority Areas

Growing local businesses and economies

54. The Company employs a range of local businesses to undertake repairs and maintenance, cleaning, and lettings and management.

Housing that is truly affordable for everyone to live in

55. Company offers some sub-market rent accommodation and works with Shire Homes Ltd to provide temporary accommodation for homeless people and families.

Being green to our core

56. The energy efficiency measures being taken as mentioned above in paragraphs 52 and 53.

A modern and caring Council

57. The business activities of the Company generate income for the Council to invest in services for local people.

Background Papers

The following documents are relevant to this report:

- Business Case for Ermine Street Housing: Report to Cabinet – 12 November 2015
- Business Case for Ermine Street Housing: Report to Council – 26 November 2015
- Ermine Street Housing – Re-phasing of Lending: Report to Cabinet – 7 November 2018
- Ermine Street Housing – Re-phasing of Lending: Report to Council – 29 November 2018
- Ermine Street Housing – Review of Business Plan: Report to Cabinet – 5 February 2020
- Ermine Street Housing-Review of Business Direction -Report to Cabinet 2 September 2020 (the Savills Options Appraisal report).

Report Author:

Duncan Vessey – Head of Ermine Street Housing

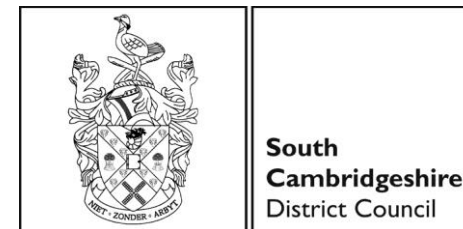
Telephone: (01954) 713139

Scrutiny Work Programme

Date of Scrutiny and Overview Committee meeting	Scrutiny and Overview Committee agenda / work programme
15 February 2024	2023/2024 Revenue and Capital Budget Monitoring (Quarter 3) Homelessness Strategy Ermine Street Housing Business Plan South Cambridgeshire District Council Business Plan Q3 Performance [key]
21 March 2024	-
16 May 2024 (not a pre-scrutiny meeting)	-
6 June 2024 (Calendar of Meetings to be agreed)	Greater Cambridge Housing Strategy [key] Q4 Performance [key]
5 September 2024 (Calendar of Meetings to be agreed)	- Annual Equality Scheme [key]
17 October 2024 (Calendar of Meetings to be agreed)	
14 November w -2024 (Calendar of Meetings to be agreed)	Impact of Civil Parking Enforcement in South Cambridgeshire
To be allocated	Planning engagement with town and parish councils

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 January 2024



Notice is hereby given of:

- Key and Non-Key decisions that will be taken by Cabinet, individual Lead Cabinet Members or Officers
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part)

A Key Decision is a decision by the Cabinet, or an individual Cabinet Member or officer, which is likely to either incur significant* expenditure or make significant savings, or to have a significant impact on those living or working in 2 or more wards.

*A decision to:

1. Incur expenditure or savings in excess of £200,000; or
2. Acquire or dispose of land or property with a value in excess of £1,000,000 shall be treated as significant for these purposes. However, a decision to invite a tender or award a contract shall not be treated as a key decision where the purpose of the contract is to fulfil the intention of any policy or scheme included in the policy framework or budget or involves a continuation of an existing policy or service standard.

A notice / agenda, together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restriction on their disclosure, copies may be requested from Democratic Services, South Cambridgeshire District Council, South Cambridgeshire Hall, Cambourne Business Park, Cambourne, Cambridge, CB23 6EA. Agenda and documents may be accessed electronically at www.scambs.gov.uk

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

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

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

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

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

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

Cabinet

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

Key and non-key decisions expected to be made from 1 February 2024

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>						
Greater Cambridge Local Plan Timetable Key	The Local Plan timetable (previously called the Local Development Scheme (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 the timetable up to date.	Cabinet	Not before 12 March 2024		Lead Cabinet member for Planning Jonathan Dixon, Planning Policy Manager, Caroline Hunt, Strategy and Economy Manager	Cabinet report publication expected five clear working days before the meeting.

Key and non-key decisions expected to be made from 1 February 2024

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
<p>Page 146</p>	<p>The Local Plan timetable (previously called the Local Development Scheme (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 the timetable up to date.</p>					
<p>Homelessness Strategy</p>	<p>To consider a revised Strategy.</p>	<p>Cabinet</p>	<p>12 March 2024</p>		<p>Lead Cabinet member for Housing</p>	<p>Cabinet report publication</p>

Key and non-key decisions expected to be made from 1 February 2024

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					Susan Carter, Service Manager - Housing Advice and Options	expected on 4 March 2024
Lifeline Service (dispersed scheme) and the financial impact of the digital changeover Key	To consider the future of the scheme.	Cabinet	12 March 2024	There will be an impact on the posts of Council staff	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 Key	To consider Council performance during October, November and December 2023	Cabinet	12 March 2024		Lead Cabinet member for Resources Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected on 4 March 2024
Greater Cambridge Housing Strategy Key	To approve the Greater Cambridge Housing Strategy following public consultation.	Cabinet	June 2024		Lead Cabinet member for Housing	Cabinet report publication expected five clear working days before the meeting.

Key and non-key decisions expected to be made from 1 February 2024

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
					Julie Fletcher, Service Manager – Housing Strategy	
Quarter 4 Performance report Key Page 1 of 8	To consider Council performance during January, February and March 2024.	Cabinet	June 2024		Leader of Council Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected five clear working days before the meeting
Annual Equality Scheme Update and Progress Report Key	To consider an update	Cabinet	September 2024		Lead Cabinet member for Resources Philip Bird, Corporate Programme Manager	Cabinet report publication expected five clear working days before the meeting
Part 2: Non-Key Decisions						
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

Key and non-key decisions expected to be made from 1 February 2024

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
<p>Greater Cambridge Authority Monitoring Report 2022-23</p> <p>Non-Key</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 149</p>	<p>All Local Authorities are obliged to publish an Authority Monitoring Report (AMR) each year. They describe progress against the Local Development Scheme and monitor the impact of planning policies included in development plan documents. Cambridge City Council and South Cambridgeshire District Council produce a joint AMR to monitor their development plans and policies collectively.</p>	<p>Cabinet</p>	<p>06 February 2024</p>		<p>Lead Cabinet member for Planning</p> <p>Jonathan Dixon, Planning Policy Manager</p>	<p>Cabinet report publication expected on 30 January 2024</p>
<p>Shire Homes Lettings Scheme</p> <p>Non-Key</p>	<p>To note the spend-to-save benefit of Shire Homes Lettings and its role in reducing temporary accommodation costs.</p>	<p>Cabinet</p>	<p>06 February 2024</p>		<p>Lead Cabinet member for Housing</p> <p>Susan Carter, Service Manager - Housing Advice and Options</p>	<p>Cabinet report publication expected on 29 January 2024</p>
		<p>Cabinet</p>	<p>06 February 2024</p>		<p>Leader of Council</p>	

Key and non-key decisions expected to be made from 1 February 2024

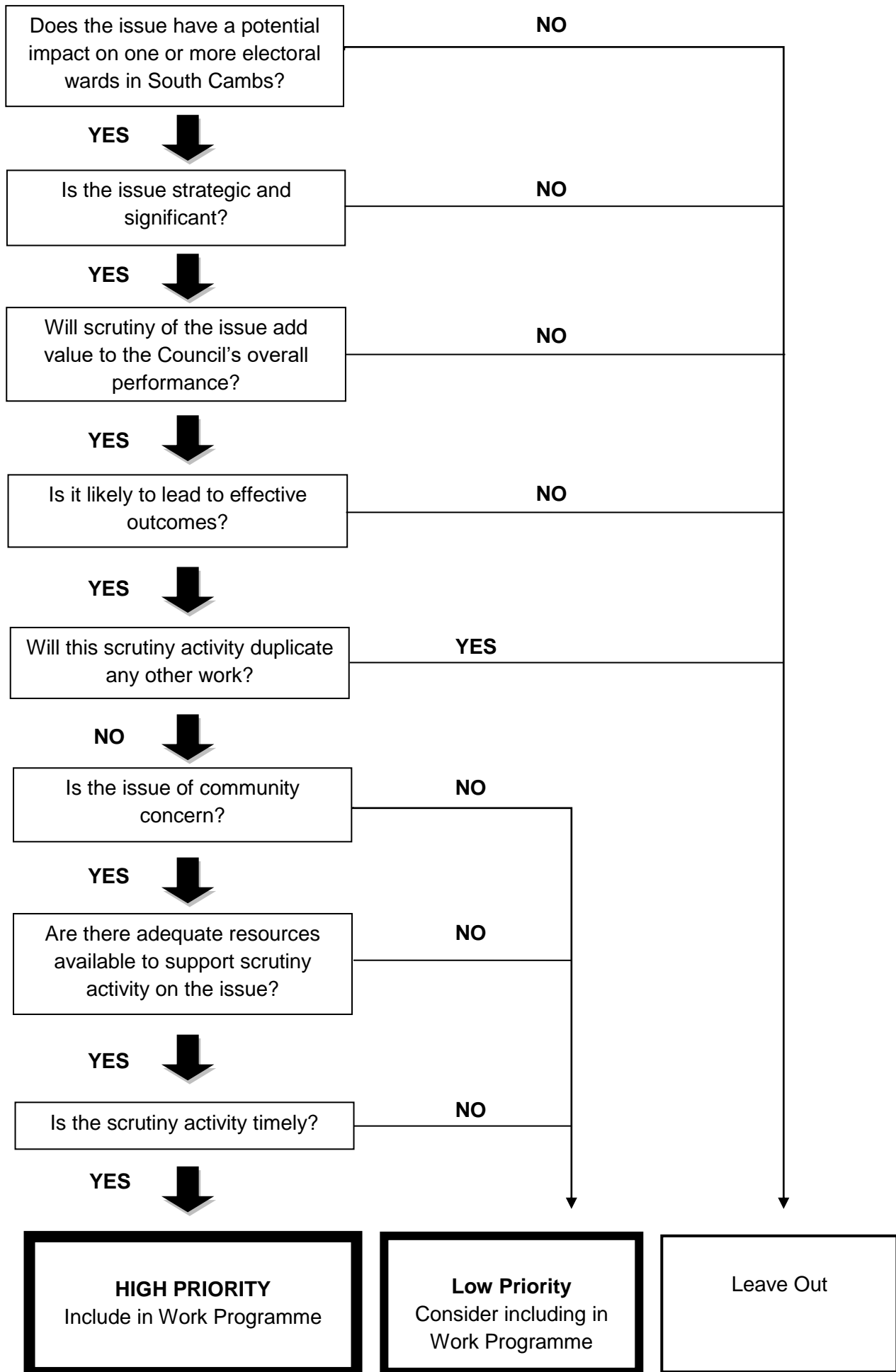
Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
State of the District - South Cambridgeshire Non-Key	Cabinet is asked to note the report.				Chris Riches, Project Officer (Cost of Living)	Cabinet report publication expected on 29 January 2024
2023/2024 Revenue and Capital Budget Monitoring (Quarter 3) Non-Key	Consider the monitoring data and trends in respect of the 2023/24 budgets and issues.	Cabinet	12 March 2024		Lead Cabinet member for Resources Peter Maddock, Head of Finance	Report publication expected on 4 March 2024
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	The appendix (Business Plan) 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	To extend the four-day-week collection	Cabinet	12 March 2024			Cabinet report publication

Key and non-key decisions expected to be made from 1 February 2024

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	changes until July 2024				Lead Cabinet member for Environment Bode Esan, Head of Climate, Environment & Waste	expected on 4 March 2024
Part 3: General Exception Notices						
Part 4: Special Urgency Notices						
None						

This page is left blank intentionally.

Scrutiny Work Programme Prioritisation Tool



This page is left blank intentionally.