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7 February 2024

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

Quorum: 4

Substitutes:	Councillors Heather Williams, Dr. Richard Williams, Bunty Waters, Mark Howell, Lina Nieto, Annika Osborne, Carla Hofman, Dr Lisa Redrup and William Jackson-Wood
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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, 15 February 2024** at **5.30 p.m.**

Yours faithfully  
**Liz Watts**  
Chief Executive

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## Agenda

	<b>Pages</b>
<b>1. Apologies for absence</b> To receive apologies for absence from committee members.	
<b>2. Declarations of Interest</b>	
<b>3. Minutes of Previous Meeting</b> To authorise the Chairman to sign the Minutes of the meeting held on 18 January 2024 as a correct record.	<b>5 - 10</b>
<b>4. Public Questions</b> 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 three clear working days before the meeting.

5.	<b>2023-24 Quarter Three Performance Report</b>	<b>11 - 52</b>
6.	<b>Homelessness Strategy</b>	<b>53 - 130</b>
7.	<b>Conservative Group budget proposals 2024/25</b>	<b>131 - 138</b>
8.	<b>South Cambs. Limited trading as Ermine Street Housing: Review of the Business Plan 2023/2024 to 2032/2033</b>	<b>139 - 216</b>
9.	<b>Work Programme</b>	<b>217 - 230</b>

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[Link to further information for members of the public attending South Cambridgeshire District Council meetings.](#)

#### **Information for Councillors**

Information for Councillors

#### **Interests**

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

#### **Substitutes**

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

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

Councillors: Anna Bradnam Tom Bygott  
Sue Ellington Sally Ann Hart  
James Hobro Helene Leeming  
Judith Rippeth Richard Stobart  
Dr. Aidan Van de Weyer

Officers in attendance for all or part of the meeting:

Anne Ainsworth (Chief Operating Officer), Atef Sayed (Operations and Asset Manager), Philip Bird (Corporate Programme Manager), Peter Campbell (Head of Housing), Aaron Clarke (Democratic Services Technical Officer), Helen Cornwell (HR Service Manager), Bode Esan (Head of Climate, Environment & Waste), Farzana Ahmed (Chief Accountant), David Hill (Accountant), Stephen Kelly (Joint Director of Planning and Economic Development), Kevin Ledger (Senior Policy and Performance Officer), Peter Maddock (Head of Finance), Jeff Membery (Head of Transformation, HR and Corporate Services), John Murphy (Monitoring Officer), Michael Parsons (Waste Operations Manager), Ian Senior (Scrutiny and Governance Adviser), Alex Snelling-Day (Policy, Climate and Environment Team Manager), Katherine Southwood (Business Support Projects Team Leader), Pippa Turvey (Democratic Services Team Leader), Duncan Vessey (Head of Ermine Street Housing) and Liz Watts (Chief Executive)

Councillors Bridget Smith (Leader of the Council) and Heather Williams (Leader of the Opposition) were in attendance, by invitation.

Councillors Henry Batchelor (Lead Cabinet Member for the Environment), John Batchelor (Lead Cabinet Member for Housing), Libby Earle (Scrutiny and Overview Committee member), Bill Handley (Lead Cabinet Member for Communities), Dr Tumi Hawkins (Lead Cabinet Member for Planning) and Brian Milnes (Deputy Leader) were in attendance remotely.

### 1. Apologies for absence

Councillors Dr. Martin Cahn and John Williams (Lead Cabinet Member for Resources) sent apologies.

### 2. Declarations of Interest

Councillor James Hobro declared an interest as a non-Executive Director of Ermine Street Housing and withdrew from the Chamber during consideration of Item 8 (Ermine Street Housing – Additional Growth)

Councillor Richard Stobart declared an interest as a Director of both the South

Cambridgeshire Investment Partnership LLP and South Cambridgeshire Projects LLP.

### 3. **Minutes of Previous Meeting**

The Committee authorised the Chair to sign, as a correct records, the minutes of the meeting held on 16 November 2023 subject to the following:

#### **Minute 5 – 2023-24 Quarter 2 Performance report**

With reference to that part relating to Business Plan Objective 6c (Creating areas where people feel safe and communities thrive), the second sentence should say, “A suggestion was made that it would be useful to work with primary and secondary schools in an effort to identify mental health issues early on and before any formal referral process.”

With reference to Minute 6 (Health and Wellbeing Strategy) and Minute 7 (Bids and Savings – digital phone lines), the Scrutiny and Governance Adviser undertook to follow up on community transport and the continued functionality of ‘red button alarm systems’ and inform Committee members accordingly.

### 4. **Public Questions**

There were no public questions.

### 5. **Draft 2024-25 Business Plan Action Plan**

The Scrutiny and Overview Committee reviewed the draft Business Plan Action Plan for 2024-25 which reflected work that had been ongoing throughout 2023-24, the continuing evolution of Council priorities, and planned works coming forward from service areas.

The Scrutiny and Overview Committee recognised the importance of engaging with partner organisations (such as the Federation of Small Businesses) and Central Government.

The Scrutiny and Overview Committee welcomed an assurance from the Leader of the Council controls would be put in place to prevent space at South Cambridgeshire Hall from being rented out to businesses that could cause reputational harm to South Cambridgeshire District Council.

Having received responses to questions posed by Committee members, the Scrutiny and Overview Committee commended the draft Business Plan Action Plan to Cabinet together with the following additional recommendations.

#### **Recommendation 1**

That Cabinet agrees that the Business Plan Action Plan should emphasise the need to train and recruit more child-minders in order to help parents back into work.

#### **Recommendation 2**

That Cabinet agrees that the Business Plan Action Plan should encourage efforts, especially in new communities, to recruit more foster carers, and explore options for enabling its own council house tenants wishing to do so to foster additional children.

#### **Recommendation 3**

That Cabinet agrees that the Business Plan Action Plan should refer to ‘Cambourne 25’.

#### **Recommendation 4**

That Cabinet agrees that the Business Plan Action Plan should be reviewed for accessibility and readability from time to time.

#### **Recommendation 5**

That Cabinet considers the recruitment by South Cambridgeshire District Council of an Arts and Culture Officer to work in new communities and elsewhere in the District and to help secure funding from the Cambridge and Peterborough Combined Authority.

### **6. Detailed Directorate Draft Budgets 2024/25**

The Scrutiny and Overview Committee reviewed the detailed General Fund budget packs for each of the Council's service areas.

In response to a question prompted by paragraph 13 of the report, the Head of Finance explained how the allocation of service charges had been simplified.

The Head of Finance noted a comment that an overview of the budgets as a whole would be helpful in identifying the Council's overall expenditure on things like performance development and youth engagement.

In response to an observation that there was a significant difference between estimates and actuals for food safety & water quality and health and safety at work, the Head of Climate, Environment and Waste said that the demand-led nature of such services made accurate prediction impossible. The Head of Finance reiterated that the simplified method of presenting the allocation of service charges meant that more detailed data, though available, was not shown in the information included in the appendices to the report, for example in relation to licensing.

Responding to a specific remark about the importance of data collection regarding zero-carbon communities, the Leader of the Council referred to the recent Peer Review's praise for how the Council used data and reminded the Committee about the proposed new data team. The Chief Executive invited Members to suggest areas in which more detailed data could add value.

Following further discussion and having received responses to questions asked by Committee members and reviewed the draft budgets at appendices 1 to 7 of the report, the Scrutiny and Overview Committee commended the detailed directorate draft budgets to Cabinet.

### **7. General Fund Medium Term Financial Strategy**

The Scrutiny and Overview Committee reviewed the first draft of the Medium Term Financial Strategy (MTFS) which had previously been considered by Cabinet on 7 November 2023 and Full Council on 30 November 2023.

In response to a request for clarification, the Head of Finance summarised the likely implications of the Fair Funding Review expected in 2026-27. He undertook to reword the text in paragraphs 41 and 44 of the report to Full Council on 30 November 2023.

The Head of Finance noted concern over proposed amendments to paragraphs 13 and 22 of the draft MTFS 2024-29 and agrees to discuss the rationale with Councillor Heather Williams outside the meeting.

Replying to a general comment about budget setting, the Leader of the Council welcomed

recognition by the recent Peer Review of the robustness of the Council's investment strategy and its overall state of financial stability. The Chief Executive added that, instead of avoiding difficult financial decisions at this stage, the Council had already started to explore measures that would help to address the enormous challenges that would face local authorities such as South Cambridgeshire District Council in 2026-27 and beyond.

Responding to the Vice-Chair, the Leader of the Council reiterated that the Council was in a healthy financial position and stated that every effort would be made to ensure that the service to residents in 2026-27 would be no less favourable than it was currently.

Having been reassured by responses to questions asked by Committee members, the Scrutiny and Overview Committee commended by affirmation to Cabinet the draft MTFS subject to updated information which would become available through the budget process.

## **8. Ermine Street Housing - Additional Growth**

The Scrutiny and Overview Committee reviewed a report seeking an increased investment from South Cambridgeshire District Council of £20 million to enable Ermine Street Housing to borrow further funds to take advantage of new investment opportunities as they arise. Such funding would also allow Ermine Street Housing to buy homes for single homeless people in South Cambridgeshire.

The Committee established that about £500,000 of this funding would come from Government Homeless Reduction grants to cover the modelling viability gap in acquiring homes for single homeless people in South Cambridgeshire. The Head of Housing said that the Council would seek to borrow the remaining £19.5 million from one or more sources at the most favourable rate of interest and then lend it to Ermine Street Housing either as a single sum or in tranches. Potential lenders included the Public Works Loan Board and those listed in the Council's Treasury Management Strategy. The Vice-Chair raised the possibility of the Scrutiny and Overview Committee revisiting the issue of where the Council will obtain the loan from prior to a final decision being made. The Chief Executive noted the distinction between the loan to Ermine Street, and how that loan would be funded by the Council and advised that scrutiny of the latter – the funding – would be dealt with through the Council's treasury management strategy which would be presented to all members at Full Council on 22 February 2024.

Responding to a question about risks, the Leader of the Council praised the robustness of Ermine Street Housing's business case, referring to the increase in the value the Company since its establishment and to the significant oversight to which it was subject. The current additional growth proposal offered major opportunities such as the opportunity to address unmet demand. Liability for the debt would remain with Ermine Street Housing. Referring to the potential homeless acquisitions the Head of Ermine Street said that the Company only ever bought properties that had been the subject to full property surveys and were fully health and safety compliant. Those properties would be managed and looked after by Shire Homes. All other acquisitions are subject to the same surveys and health and safety compliance. The Head of Housing assured the Committee that all risks to the Council were reviewed on a regular basis.

Following further associated discussion and having been reassured by the responses to questions asked by Committee members, the Scrutiny and Overview Committee commended to Cabinet by affirmation Ermine Street Housing's request for additional funding.

## **9. Work Programme**

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

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**The Meeting ended at 8.30 p.m.**

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# Agenda Item 5



South  
Cambridgeshire  
District Council

<b>Report to:</b>	Scrutiny and Overview Committee 15 February 2024
<b>Lead Cabinet Member:</b>	Councillor John Williams – Lead Cabinet Member for Resources
<b>Lead Officer:</b>	Anne Ainsworth – Chief Operating Officer
<b>Key Decision:</b>	No

## 2023-24 Quarter Three Performance Report

### Executive Summary

1. This report presents Scrutiny and Overview Committee with the Council's Quarter Three (Q3) position regarding its operational Key Performance Indicators (KPIs) and 2020-25 Business Plan actions, for consideration, comment and onward submission to Cabinet.

### Recommendations

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

### Details

#### Key Performance Indicator (KPI) Report

3. The data in **Appendix A** shows actual performance against target and intervention levels and accompanying comments. The Council uses a 'traffic light' system to denote performance, using the following definitions:
  - **Green** - target has been met or surpassed.
  - **Amber** - performance is below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions to raise standards as required.

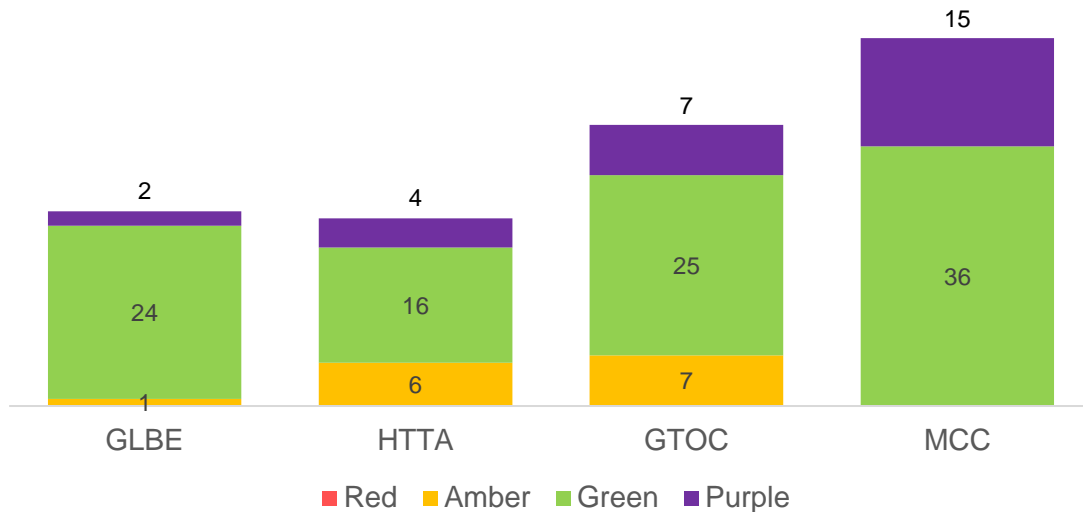
- **Red** - performance is below the intervention level. This represents underperformance of concern and should prompt interventions and may involve the reallocation of resources or proposals to redesign how services are provided.
4. This report also contains a column labelled 'Outlook RAG'. The purpose of this column is to provide an indication of expected performance levels over the following quarter using the same traffic light system. This is based on estimates provided by service managers and helps to flag any risks to performance levels and prompt discussion about how these may be mitigated.

## Business Plan Update Report

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

Status	Growing Local Business and Economies (GLBE)	Housing that is Truly Affordable to all (HTTA)	Being Green to our Core (GTOC)	A Modern and Caring Council (MCC)	Total
Purple	2	4	7	15	27
Green	24	16	25	36	101
Amber	1	6	7	0	15
Red	0	0	0	0	0
Total	27	26	39	51	

## Business Plan Outputs by Status at End of Quarter



9. At the end of quarter three, there are 14 outputs that are outside of tolerance (amber). 8 of these will be delivered by the new Greater Cambridge Local Plan being produced jointly with Cambridge City Council, and so are all impacted by the same sub-regional issues outside of our control. These are being discussed and worked through. In particular, there has been ongoing uncertainty about sustainable water supply to support growth to 2041 and beyond, given delays to Cambridge Water's Water Resource Management Plan and subsequent objections from the Environment Agency to both the water plan and to planning applications for some of the major sites allocated in the 2018 adopted Local Plans that are otherwise ready to be approved. We continue to engage with all relevant bodies to seek clarity and a way forward so that we can update the timetable for our new Local Plan.

10. The remaining amber outputs relate to:

### **Growing Local Businesses and Economies**

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

### **Homes That Are Truly Affordable for Everyone to Live In**

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

### **Being Green to Our Core**

- 1biii) Subject to successful funding bid to Heritage Lottery Fund (HLF), assist parish councils to identify locations within their areas that could be improved
- 1ci) Develop and deliver an engagement programme with the development community, stakeholders and Parish Councils to explain the opportunities around Biodiversity Net Gain
- 4ci) Realisation of year 1 benefits (reduced energy costs and carbon emissions) from Greening of South Cambs Hall project.

- 4di) Install solar PV array at Elm Court sheltered housing scheme, Over

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

## Reasons for Recommendations

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

## Implications

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

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

## Consultation responses

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

## Alignment with Council Priority Areas

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

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

## Background Papers

[SCDC 23-24 Business Action Plan \(scambs.gov.uk\)](https://scambs.gov.uk)

[Draft 24-25 Business Action Plan \(scambs.gov.uk\)](https://scambs.gov.uk)

## Appendices

Appendix A: Key Performance Indicator Report

Appendix B: Business Plan Update Report

**Report Author:**

Kevin Ledger - Senior Policy and Performance Officer

Telephone: (01954) 713018

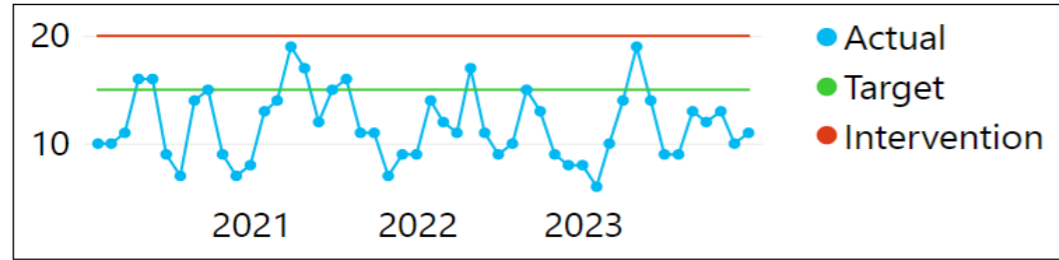
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Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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**Benefits**

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

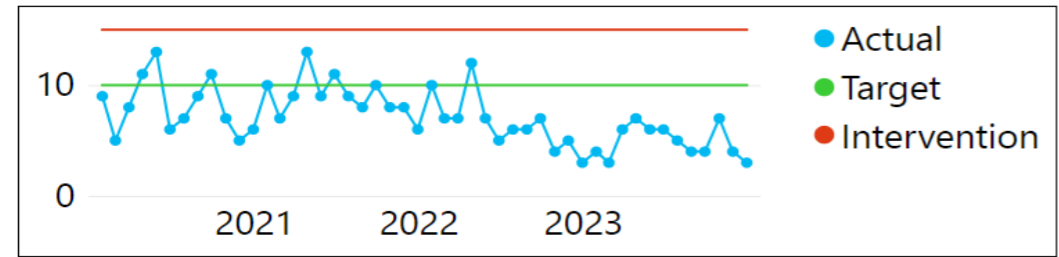
Dawn Graham



Oct	13	15	20	
Nov	10	15	20	
Dec	11	15	20	Green

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

Dawn Graham

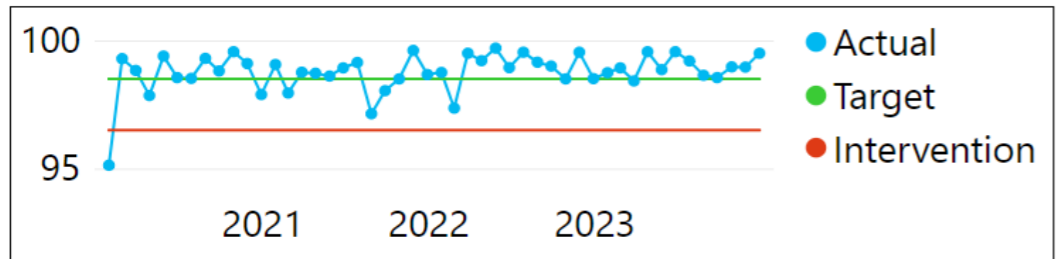


Oct	7	10	15	
Nov	4	10	15	
Dec	3	10	15	Green

**Finance**

**FS109 % undisputed invoices paid in 30 days**

Sean Missin



Oct	98.97	98.5	96.5	
Nov	98.96	98.5	96.5	
Dec	99.50	98.5	96.5	Green

Key Performance Indicator and Owner, organised by Directorate and Service Area				Actual	Target	Intervention	Outlook RAG	Comments	
<b>Revenues</b>									
<b>FS102 % Housing Rent collected</b>									
Colin Jones									
Line chart not included for this PI - chart scale means result is indistinguishable from the target.				Oct	96.69	97.2	95.26	Green	The slight dip in our collection rate for December coincides with an increase in rent arrears during Q3. Tracking previous years shows this is not unusual for this time of year.  This quarter's results compare with 96.7% for Oct, 97.2% for Nov and 97.3 for Dec during 2022-3  The Outlook RAG has been set as green as we are still expecting to reach target by the end of the year.
				Nov	97.09	97.3	95.35		
				Dec	97.01	97.7	95.75		
<b>FS104 % Business Rates collected (year to date)</b>									
Colin Jones									
Line chart not included for this PI - chart scale means result is indistinguishable from the target.				Oct	69.00	68.66	67.29	Green	Due to a backlog of work caused by the server migration project, bills have been raised later than originally expected, causing a delay in payments being due. This results in payments now being due later than originally anticipated, whilst target levels remain unchanged. It is not expected that this will impact on the year end collection result and the Outlook RAG has been set as green accordingly.  This quarter's results compare with 68.7% of Oct, 77.0% for Nov and 84.5% for Dec during 2022-3.
				Nov	77.50	77.85	76.29		
				Dec	84.60	86.30	84.57		
<b>FS105 % Council Tax collected (year to date)</b>									
Colin Jones									
Line chart not included for this PI - chart scale means result is indistinguishable from the target.				Oct	67.40	67.76	66.4	Green	As is the case in relation to FS104 (above) a backlog of work caused by the server migration project has caused a delay in payments being due. This has the same knock-on effect as described above, however again, it is not expected that this will impact on the year end collection rate and the Outlook RAG has been set as green accordingly.  This quarter's results compare with 67.9% of Oct, 77.1% for Nov and 86.3% for Dec during 2022-3.
				Nov	76.70	77.06	75.52		
				Dec	85.80	86.16	84.44		

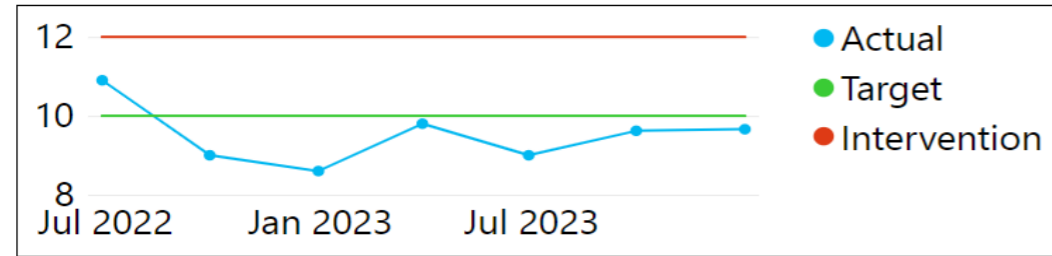


Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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Dev. Management

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

Toby Williams

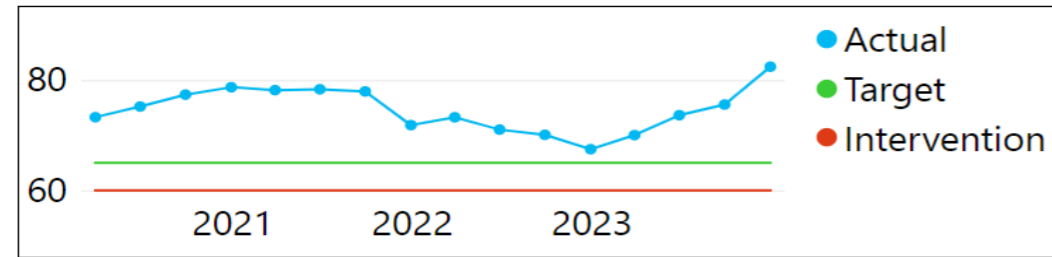


Sep	9.62	10	12	
Dec	9.66	10	12	Green

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

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

Philippa Kelly



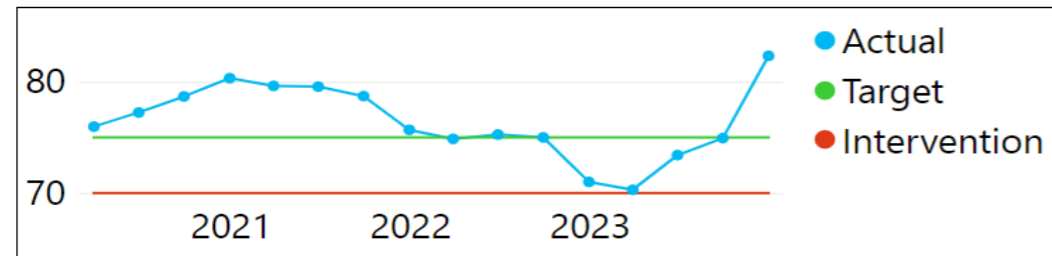
Sep	75.57	65	60	
Dec	82.43	65	60	Green

Dec onwards is the beginning of the new 2 year government reporting period.

This will have contributed to the increase in Dec's result, as the new period does not take performance into account from before October 2022, and determination times have improved since this point.

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

Rebecca Smith



Sep	74.94	75	70	
Dec	82.33	75	70	Green

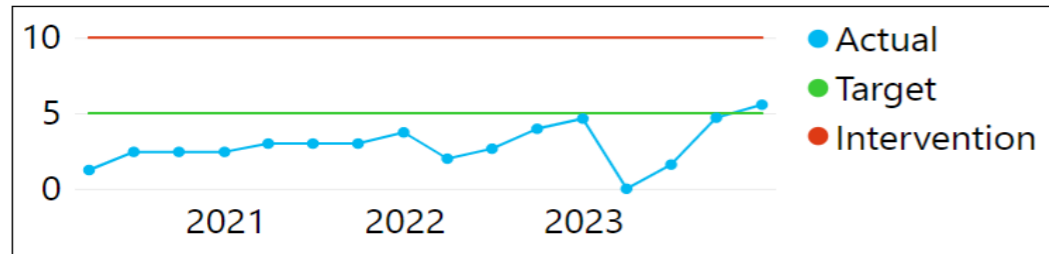
The target set by central government is 70%, and Dec's result shows that we have now exceeded this target as well as our own internal target of 75%. The line chart shows that there has been a continued trend of improvement.

As is explained with PN510, Dec marks the beginning of the new government reporting period and this has contributed to the sharp increase for Dec.

The Outlook RAG has been set to green as performance is improving each month, and although we still have a small number of out of time applications to determine, we are managing this and the number is reducing.

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

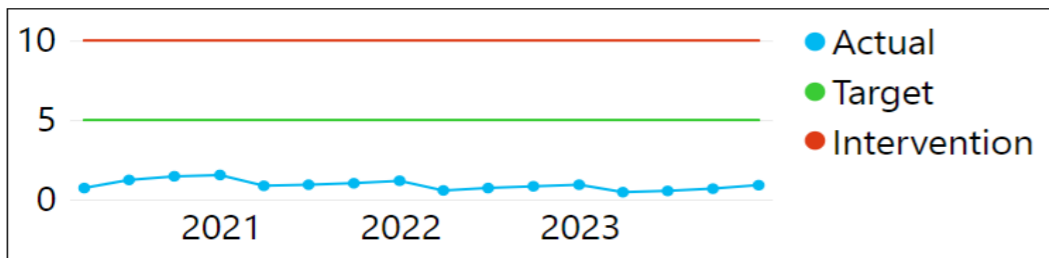


Sep	4.70	5	10	
Dec	5.56	5	10	Green

The Q3 result is amber reflecting an increase in the number of appeals allowed against planning permissions refusals. The service is currently reviewing this performance indicator to target improvement.

However, it is also worth mentioning that Dec's result was the final result from the 2 year government reporting period for appeals, meaning that while the result is amber, we finished this period better than the government set target of 10%.

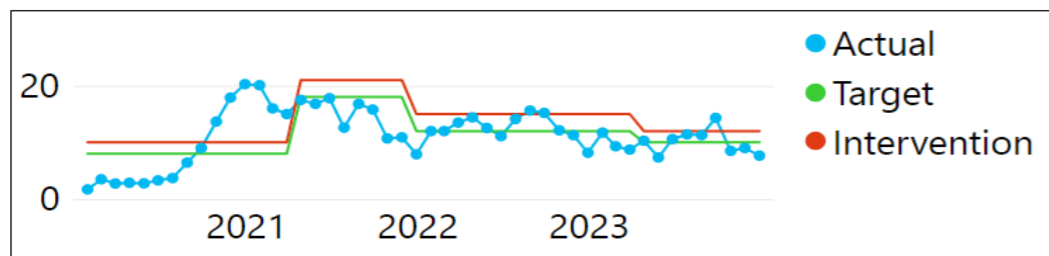
**PN513 % of appeals against non-major planning permission refusal allowed (2 year reporting period - government KPI)**  
 Rebecca Smith



Sep	0.68	5	10	
Dec	0.90	5	10	Green

**Land Charges**

**SX025 Average Land Charges search response days**  
 Charlene Harper



Oct	8.50	10	12	
Nov	9.01	10	12	
Dec	7.66	10	12	Green

Q3 saw an improvement from the previous quarter, which contained two amber and one red result. This improvement is as predicted following recovery from some long term sickness within the team.

As predicted Dec was a quiet month with lowest number of searches this year. Towards the mid to end of Jan it is expected that search numbers will start to pick back up again, however the Outlook RAG is set as green as we continue to expect target to be met.

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

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

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

Sue Carter

KPI introduced for 23-24 financial year. Line chart will be added to show trend once a larger number of results are available.

Sep	60	50	45	
Dec	60	50	45	Green

**AH230 Number of households with children leaving B&B accommodation after longer than 6 weeks**

Heather Wood

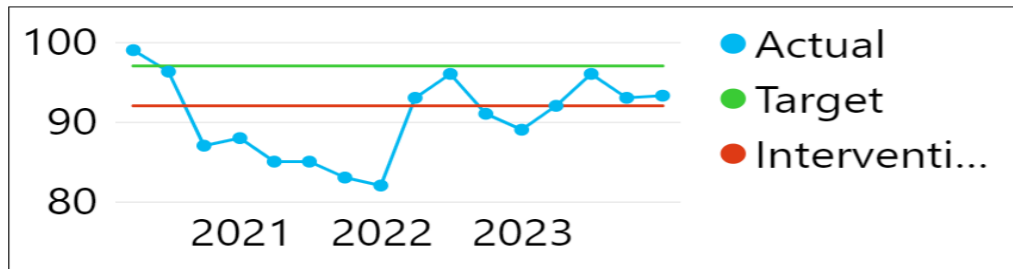
Line chart not included for this PI - chart scale means result is indistinguishable from the target.

Sep	0	0	1	
Dec	0	0	1	Green

**Housing and Property Services**

**AH204 % tenants satisfied with responsive repairs**

Eddie Spicer



Sep	93.00	97	92	
Dec	93.27	97	92	Amber

Although amber, Q3's result was within top quartile (93% and above) for 171 social housing providers participating in Housemark monthly pulse benchmarking.

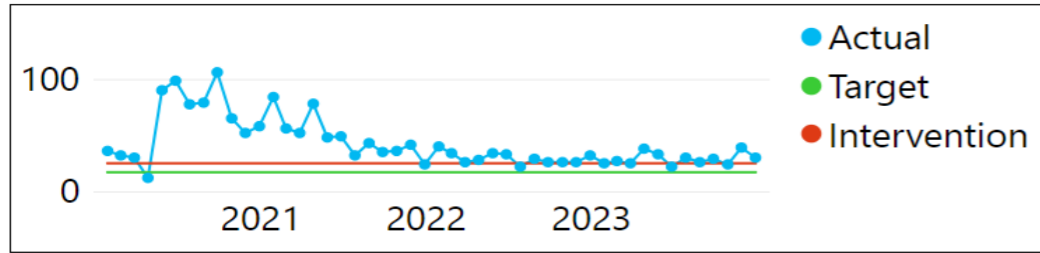
There was a short time at the beginning of the heating season (November) where we had some heating failures in systems that have laid redundant through the summer months. This tends to create dissatisfaction as the high influx in demand can cause delays in responses.

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

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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**AH211 Average days to re-let all housing stock**

Eddie Spicer



Oct	24	17	25	
Nov	39	17	25	
Dec	30	17	25	Amber

Several properties were returned to us requiring major works this quarter. This stretches the resources of our contractors for the completion of maintenance or improvement works before our properties can be relet.

We have also seen an increase in the turnover of properties we hold for homeless families. Works to these properties are generally completed quickly so that we can make them available at short notice for homeless families. Again this stretches the resources of our contractors, but data for these properties is not included in this KPI.

Finally, data for this quarter includes the Christmas period where we tend to see more offers of accommodation refused, and our main contractor shuts down general works.

Housemark benchmarking data reported the upper quartile for re-let times across all Local Authorities in Nov (excluding major refurbishments) was 34.68 days. We continue to look for opportunities for improvement, but our performance is consistently within or close to the upper quartile for similar providers. 17 days continues to be a sector leading target.

Page 20

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

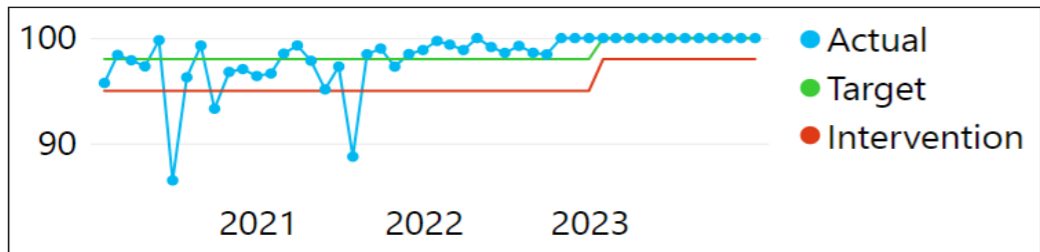
Eddie Spicer

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

Sep	0.93	1	2	
Dec	0.39	1	2	Green

**SH332 % emergency repairs in 24 hours**

Eddie Spicer



Oct	100.00	100	98	
Nov	100.00	100	98	
Dec	100.00	100	98	Green

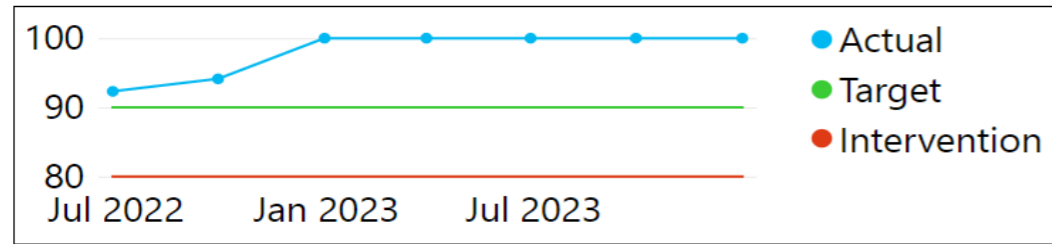
Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)

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

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

Andrew Francis



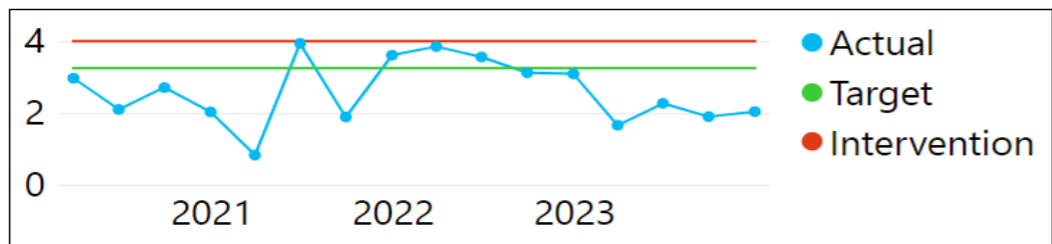
Sep	100	90	80	
Dec	100	90	80	Green

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

**HR**

**FS117 % Staff turnover**

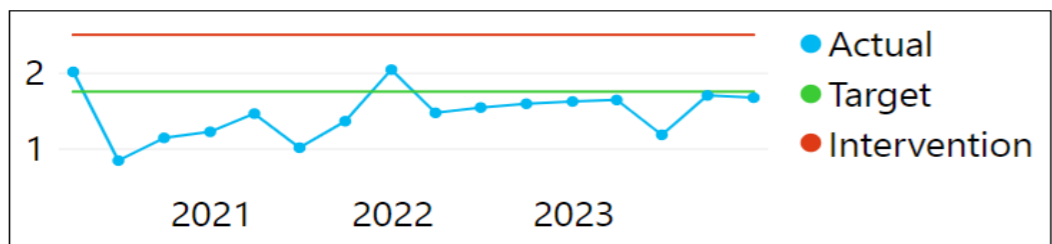
Jeff Membery



Sep	1.90	3.25	4	
Dec	2.04	3.25	4	Green

**FS125 Staff sickness days per FTE excluding Shared Waste Service**

Jeff Membery



Sep	1.70	1.75	2.5	
Dec	1.67	1.75	2.5	Green

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

**ES430 % of fly tips cleared within 10 working days**

Lee Hillam

KPI introduced for 23-24 financial year. Line chart will be added to show trend once a larger number of results are available.

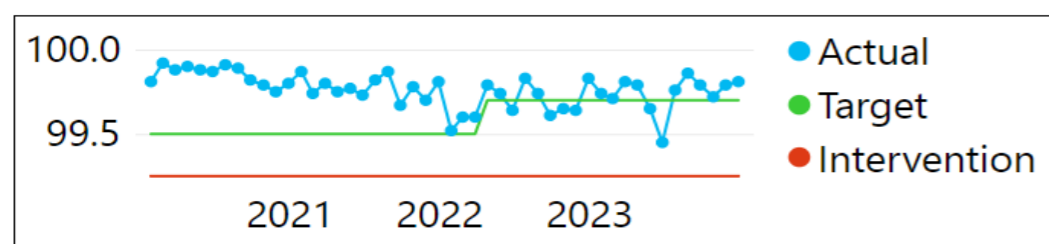
Sep	95.00	85	80	
Dec	98.50	85	80	Green

This is a new KPI for the 2023-24 financial year, reflecting the inclusion of the 10 working days clearance target within the SCDC 23-24 Business Plan.

**Shared Waste Service**

**ES408 % of bins collected on schedule**

Rebecca Weymouth Wood



Oct	99.72	99.7	99.25	
Nov	99.79	99.7	99.25	
Dec	99.81	99.7	99.25	Green

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

Rebecca Weymouth Wood

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

Oct	237.20	247	260	
Nov	271.29	283	298	
Dec	303.29	319	335	Green

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

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

Rebecca Weymouth Wood

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

Oct	527.34	523.79	558.79	
Nov	597.16	603.19	643.19	
Dec	657.98	665.87	710.87	Amber

This is a new KPI, introduced for the 2023-24 financial year. The KPI target and intervention has been set reflecting the ambition to reduce the overall amount of waste that is collected from previous years' waste collection totals.

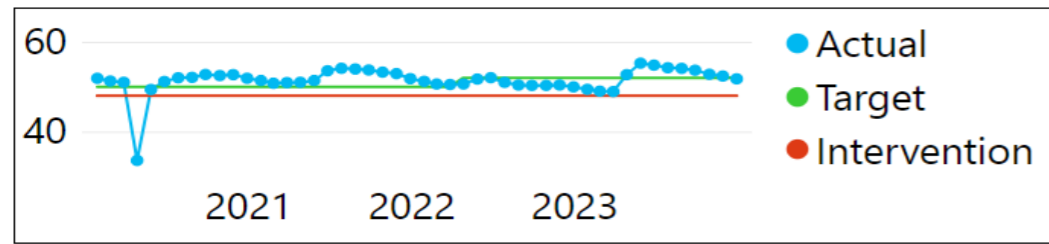
Oct's result saw a slight increase reflecting the variable nature of waste generation.

An amber Outlook RAG has been applied due to the impact of the increased tonnage expected post Christmas.

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

Rebecca Weymouth Wood



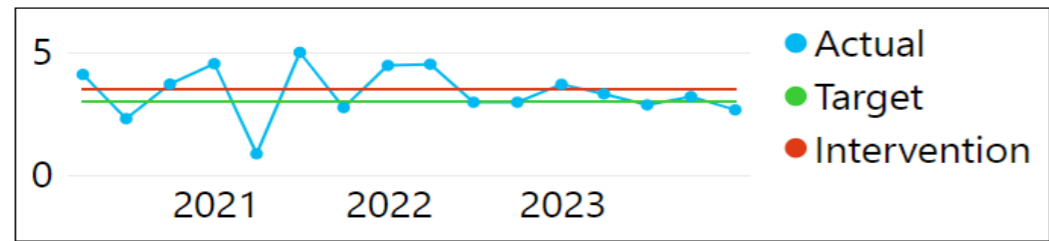
Oct	52.78	52	48	
Nov	52.38	52	48	
Dec	51.76	52	48	Amber

Dec's drop in the recycling rate is due to a reduction of garden waste, this is expected at this time of year. An amber Outlook has been applied for Q4.

This is a seasonal KPI due to variances in the amount of garden waste collected for composting at different times of year. Dec's result compares with 49.97% at the same time last year and 51.80% for the same time in 2021. For 24-25 we will look at the introducing a KPI that takes seasonal variation into account.

**SF786a Staff sickness days per FTE - Shared Waste Service Only**

Bode Esan



Sep	3.20	3	3.5	
Dec	2.66	3	3.5	Green

Report continues on the following page.

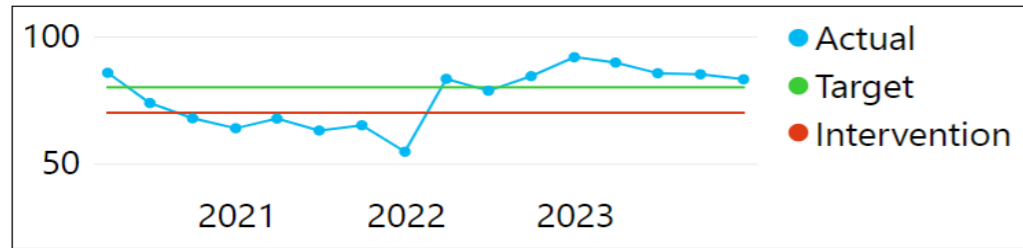


Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
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**Complaints**

**CC305 % of formal complaints resolved within timescale (all SCDC)**

Jeff Membery

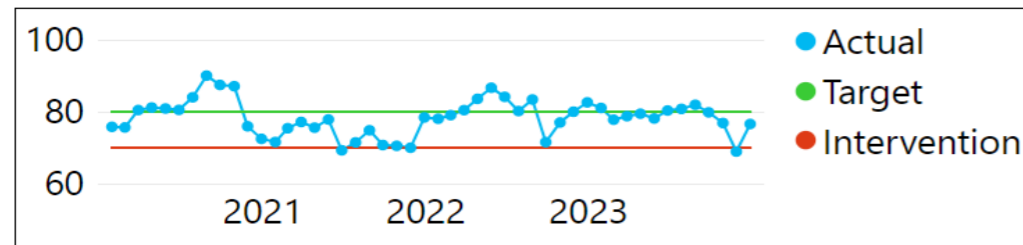


Sep	85.11	80	70	
Dec	83.15	80	70	Green

**Contact Centre**

**CC302 % calls to the Contact Centre resolved first time**

Phil Bird



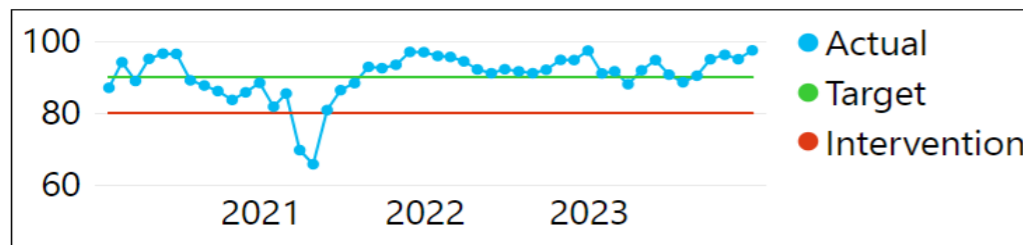
Oct	76.86	80	70	
Nov	68.93	80	70	
Dec	76.59	80	70	Amber

The end of the quarter saw an improvement following a dip in Nov. This is due to all new staff now being fully trained, which will have a positive impact going forward.

The Outlook RAG has been set as amber for all three Contact Centre KPIs, as Q4 is year end and generally this is the time of the year when call volumes will be at their highest.

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

Phil Bird

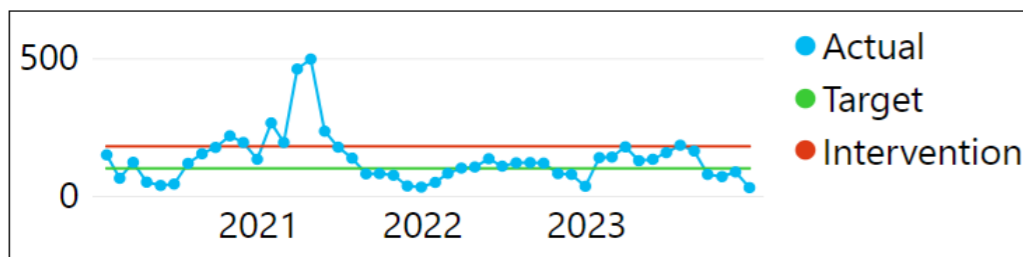


Oct	96.20	90	80	
Nov	94.99	90	80	
Dec	97.44	90	80	Amber

See explanation re amber Outlook RAG, as detailed at CC302 (above).

**CC307 Average call answer time (seconds)**

Phil Bird



Oct	70.00	100	180	
Nov	87.00	100	180	
Dec	30.00	100	180	Amber

See explanation re amber Outlook RAG, as detailed at CC302 (above).



Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
<b>1) We will support businesses in meeting economic challenges</b>	1a) Run communication and marketing campaigns promoting local independent businesses	1ai) Number of local independent businesses promoted through the Visit South Cambs website reaches over 400	Q4	Currently 258 individual venues are listed, and 652 events have been promoted through the website, in year to date.	Green
1) - see above	1a) - see above	1aii) Through social media engagement, monthly visits to Visit South Cambs website exceeds 1500	Q4	Average of 1,874 monthly visitors to the Visit South Cambs website in the year to date, at end of Dec 2023.  Q3 saw an average of 1,897 users which is 50% higher than the number of users for the same period in 2022.	Green
1) - see above	1a) - see above	1aiii) Create topical content to increase our reach through social media by 50%	Q4	In comparison to Q3 2022, Visit South Cambs reach on Facebook increased by 14% and Instagram by 28%.  Business Support and Development decreased by 17% on Facebook and 29% on Instagram.  We created 20 posts on visit South Cambs and 10 posts on Business support and Development.  A detailed content plan will be created for 2024/25 to help drive engagement.	Green
1) - see above	1b) Deliver a series of business support resources to help businesses meet economic challenges	1bi) Deliver 10 business support and resilience webinars and/or workshops, helping businesses to meet economic challenges	Q4	8 business support webinars have been provided in the year to date at Dec 2023, attracting 122 registrations. These have covered subjects ranging from apprenticeships to mental health wellbeing support for businesses.  One webinar took place in Q3, which was demystifying apprenticeships and this attracted 23 registrations.  For Q4 we currently anticipate 3 webinars - 'how to do business with the council, Cyber Security for businesses, and one ahead of National Apprenticeship week, which takes place in February.	Green
1) - see above	1b) - see above	1bii) Work with partners to launch business resilience webpages in order to provide a comprehensive online guide to resources to help businesses meet economic challenges	Q1	We continue to work with the web team, reviewing business support content for our new website.	Green
1) - see above	1c) Develop tailored support for Businesses and strengthen our relationships with local companies to better understand their specific challenges and tailor support accordingly	1ci) 240 conversations with businesses to collate data to help inform planned interventions and identify support required	Q4	59 detailed surveys have now taken place and we are responding to challenges/requests as they arise. For example, 8 of those surveyed have said they would like more information on recycling trade waste and have been supported accordingly.	Green

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

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
1) - see above	1c) - see above	1cii) Increase Business newsletter subscriptions by 20% and introduce monthly topical themed content to encourage open/click throughs	Q3	<p>Newsletter subscriptions are at 1222 which is 75 (6.53%) more on this time last year, and a 13.3% increase from subscription numbers as of 2022 baseline.</p> <p>This continues to be supported by our business engagement survey from which 41 businesses said they would like to receive the newsletter.</p>	Green
1) - see above	1d) Identify funding opportunities to help businesses meet economic challenges	1di) Signpost/deliver any funding that comes forwards in helping businesses meet economic challenges	Q4	<p>We have promoted the Green Impact Business programme in South Cambs magazine and through our social media channels.</p> <p>So far, 4 businesses from South Cambs have signed up to the programme.</p> <p>We will meet with the project management team at Allia and Peterborough Environment City Trust (PECT) in Jan 2024 to explore how we can further encourage businesses to join the programme and obtain support in developing their free 5-year net zero roadmap.</p> <p>The 24-25 financial year will see the delivery of £90,000 of match funding capital grants of up to £5,000 to help 18 Businesses to become greener (through the Green Business Programme - a joint project with Cambridge City and Huntingdonshire District Councils, to be delivered by Allia and PECT). This is reflected in the draft 24-25 Business Plan.</p>	Green
2) <b>We will support start-ups and small businesses to set up and grow</b>	2a) Provide space for start-ups and small businesses via the provision of space at our South Cambs Hall office building	2ai) Space rented to start-ups or small businesses at our South Cambs Hall office building	Q3	<p>Refurbishment of rental space is complete and we have been exploring measures to increase security in preparation for first use. The floor design has been completed and furniture ordered.</p> <p>We are still on target to have this space open by April 2024.</p>	Green
2) - see above	2b) Provide space for small businesses and start-ups at our commercial premises	2bi) Increase and maintain occupancy at our commercial premises	Q4 and ongoing	<p>All commercial premises are now occupied with secure leases bar suite 1 at 270 Cambridge Science Park, which is being marketed by our commercial agents. Our 95% occupancy target has been reached.</p>	Green
2) - see above	2c) Identify and provide pop-up or market trading opportunities for small businesses	2ci) Create 100 pop-up and market trading opportunities for small business	Q3	<p>We held the Cambourne Christmas Market on the 10th December, hosting 72 trader and, 5 food vans, welcoming 1500 visitors. We have received overwhelming positive feedback from traders and visitors and next year we intend to hire additional space to grow this further.</p> <p>A number of additional trading opportunities have been created for small businesses, including the Wilford Furlong Christmas Market, and the hosting of 18 traders and 9 food vans at our South Cambs Hall offices.</p> <p>Marked as purple as the 100 target has now been exceeded.</p>	Purple

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
2) - see above	2d) Identify funding opportunities specifically to help start-ups and small businesses to grow	2di) £200k Shared Prosperity funding administered to help start-up and small businesses to grow over two years	2023-25	The Business and IP Centre Jumpstart Grant scheme closed for application on 1 Dec 2023 and the scoring of applications is underway. More detail will be provided at the end of Q4 on the number of businesses supported and the number of businesses sharing the £25,000 grant fund pot.  Work is underway for the launch of the second of the UK Shared Prosperity Funding stream to support new start-up businesses, ahead of launching in April 2024.	Green
2) - see above	2e) Deliver a series of business support resources to help new business to start up or grow	2ei) Deliver 2 webinars and/or workshops alongside delivery partners, helping businesses to start up or grow	Q3	Part of the application process for Business and IP Centre Jumpstart scheme (detailed in the update for 2di above) was for businesses to attend 3 webinars on various business-related topics. We promoted webinars through our social media channels throughout October and November.	Green
<b>3) We will support local businesses to become more environmentally sustainable</b>	3a) Provide advice and resources to help businesses to understand what they can do to become greener	3ai) Conduct 120 1-2-1 direct business conversations helping businesses to reduce their carbon emissions	Q4	This strand of work is part of the Shared Prosperity Fund (SPF). As such, there are no notable updates to provide at present, as work will align with the SPF Green grants programme as we move into the 24-25 financial year.	Green
Page 27 3) - see above	3a) - see above	3aii) Provide 4 webinars with internal and sector experts to inform business on how to make their businesses greener	Q4	We are currently in discussion about how webinars can be used to promote and support with the UK Shared Prosperity Fund Green Grants programme to help businesses harness funding and advice to support them on their journey to become Net Zero.  In Q3 we also supported Business and IP Centre with a webinar on 'why measuring your carbon footprint is important'. Applications for the Jumpstart Grant scheme have also been asked to outline their impact on the environment and the measures they will take to reduce carbon emissions.	Green
3) - see above	3a) - see above	3aiii) Provide thermal imaging camera loans to help businesses assess heat loss	Ongoing	A thermal imaging article was featured in the winter edition of the South Cambs Magazine and through social media channels, and we currently have 4 businesses that have expressed an interest in using them.	Green
3) - see above	3a) - see above	3aiv) Run social media campaigns encouraging businesses to recycle using the Commercial Waste Service	Q2	See GLBE 3bi)	Green
3) - see above	3b) Identify funding opportunities to help businesses meet economic challenges specifically to help businesses to be greener	3bi) Promote services of our Commercial Shared waste team to businesses	Q2	We will support Commercial Shared Waste with featured content in our Jan 2024 newsletter and continue to share social media messaging.  Our business engagement survey has identified 8 businesses who wanted more information on recycling waste and have been provided with details.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
3) - see above	3b) - see above	3bii) Deliver £170,000 Shared Prosperity Fund Green Business Grant funding to 53 businesses over two years	2023-25	A delivery partner (Allia) has been appointed for this scheme and the programme launched in September. The delivery of this funding is reflected in the draft 24-25 Business Plan.	Green
<b>4) We work with partners to promoted skills development opportunities to businesses</b>	4a) Promote skills development opportunities through the implementation of the South Cambs specific actions within the CPCA Employment and Skills Strategy, including by:  Promoting and contributing to employer and skills events	4ai) Host a skills event in conjunction with partners at South Cambs Hall showcasing in house and partner skills and career pathways	Q3	We will support 'Form the Future' with Apprenticeship week in Feb 2024 and plan to hold a further event in September 2024, with a focus on all-age careers.	Green
4) - see above	4a) - see above	4aii) Apprenticeships focussed communications campaign to businesses	Q2	A webinar was held to support businesses on apprenticeships and understanding apprenticeship levy and how. We also plan to support National Apprenticeship week in February.	Green
Page 28 4) - see above	4a) - see above	4aiii) South Cambs Region of Learning career specific digital badge pathway developed and launched (subject to funding)	Subject to funding	<p>SCDC have provided a portion of the Shared Prosperity Funding (£268,348) to support this piece of work.</p> <p>Cambridgeshire and Peterborough Combined Authority (CPCA) have presented the high level CPCA-wide UK Shared Prosperity Fund (SPF) Skills and People project plan. This includes 3 key elements, including 'Skills Brokerage' which covers the Region of Learning digital badge pathway.</p> <p>The CPCA will lead on the delivery, with input from SCDC in relation to how this is implemented and where it is targeted. Further information is awaited from the CPCA.</p> <p>Discussion is taking place to consider potential pilots and innovative ways to support residents and businesses at district level.</p>	Green
4) - see above	4a) - see above	4aiv) Develop and adopt the Good Employer Charter as an employer (subject to funding)	Subject to funding	<p>The work to develop the Good Employer Charter is being led by the Cambridgeshire and Peterborough Combined Authority, as part of the Cambridgeshire and Peterborough Work, Health and Wellbeing Strategy.</p> <p>We continue to work closely with our external partners on the Work, Health and Wellbeing strategy and are ready to support the Good Employer Charter as required.</p> <p>We will also be taking the lead on a pilot project to support long term economically inactive people, and those unemployed with a disability or long-term condition, gain skills and/or support to get back into work. We will develop a work and health hub and engage with employers to secure good quality jobs. This is included within the 24-25 business plan and will be tracked throughout the year.</p>	Amber

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

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
<b>5) We will work to promote the vibrancy and health of South Cambridgeshire high streets and commercial areas</b>	5a) Delivery of funding for the improvement of existing and fledgling high streets	5ai) £200,000 allocated through the Shared Prosperity Fund over two years (2023-25) to local communities and businesses to enhance the look, desirability and safety of existing and fledgling high streets	2023-25	Grant criteria is in development and expected to be open for applications in Q1 24/25.	Green
5) - see above	5b) Run communication and marketing campaigns promoting high streets within the district	5bi) 8 high streets featured in communication and marketing campaigns run throughout the year	Q4	South Cambs magazine submission featured Histon and Impington High Street earlier in the year, and an additional feature on Linton is proposed for the spring edition of the magazine.	Green
5) - see above	5c) Provide support for the set-up of new markets within the district	5ci) Provided support leading to the set-up of 6 new markets in the district	Q4	<p>Since Dec 2022 we have supported the establishment of 6 new markets. These are Cottenham Community Market, Hauxton Food and Craft Market, Marleigh Market, The Gransdens Farmers Market, Great Shelford Village Market, Histon Farmers Fayre and Northstowe Market. Overall the team has been able to help create 450 additional trading opportunities.</p> <p>Work in this area is continuing with conversations being had for further market development next year. Northstowe Market will continue its pilot and we will provide support to help build and grow this market.</p>	Green
5) - see above	5d) Take evidence-based land use planning decisions to ensure appropriate employment provision, in the right place, to meet business needs	5di) Publish economic forecasts associated with the Joint Local Plan as part of the evidence base to the Greater Cambridge Local Plan	Q1	Reports were presented to Cabinet in February 2023. Additional work has been commissioned to explore the needs of key economic sectors.	Purple



Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
<b>1) We will continue to deliver new, high quality Council homes</b>	1a) Maintain the rate of new Council homes delivery having doubled this from 2019 levels	1ai) 75 new homes completed for rent and / or shared ownership	Q4	<p>11 new builds were completed by end of Q2 and a further 35 acquisitions are expected by end of Q4, as part of the new build programme. Over the past 12 months housebuilding has slowed in the district. This has therefore created a challenge in achieving the original objective of 75 houses this financial year. However, please see point 1di) for more information about additional new build houses that we have delivered and made available during this period of time.</p> <p>Therefore the total number of new council homes to be completed for rent and / shared ownership in the financial year is expected to exceed target.</p>	Amber
1) - see above	1b) Introduce higher standards for carbon reduction for properties we develop ourselves	1bi) Agree new carbon reduction standards for properties we develop ourselves and incorporate into new developments	Q4	<p>Immediate focus for this item has centred around the Joint Venture application between SCDC and Hill, approved at January Planning Committee. Of the 102 affordable homes to be delivered on the scheme, 72 will be built to Passivhaus principles. 30 homes will be available for purchase through shared ownership. The use of insulation, air-source heat pumps, photovoltaic panels and sustainable building controls will make the properties at the gas-free development highly energy efficient.</p>	Green
Page 30 see above	1c) Use our SCIP partnership to deliver an exemplar site with net zero / passive house (agreed standards tbc)	1ci) Achieve planning permission for the first SCIP housing scheme	Q4	<p>Planning for the SCIP housing scheme has been approved at January Planning Committee. The scheme will deliver 256 new low-carbon homes beside Cambourne, of which 102 will be affordable. The 9.6 hectare residential development will incorporate a range of community amenities, including a cafe, public open spaces and abundant green space and play areas. As part of the development, biodiversity will be increased by 20%, surpassing the required 10% mandated by national planning legislation. For details of energy efficiency standards of the homes, please see the update for 1bi) above.</p>	Purple
1) - see above	1d) Deliver additional housing for refugees above the levels detailed at 1a) and 1ai) as part of the Local Authority Housing Fund (LAHF)	1di) Delivery of new homes for refugees (quantity and timescales to be confirmed subject to additional funding details)	Q4	<p>A total of 66 properties (of which 46 are new build and 20 have been purchased from existing market stock) will be delivered before the end of the year, made possible by successful applications for funding, which have been matched by the new homes programme budget.</p>	Green
<b>2) We will engage with local people to set out where and how new homes and communities are built, to minimise disruption and to help new residents settle in</b>	2a) Run community liaison meetings and forums where significant new developments are planned	2ai) Community forums are run where significant new developments are planned, allowing issues to be raised and discussions about how developments are moving forward	Q4	<p>All forums and liaison meetings working as intended to encourage two-way local engagement. The next series of meetings will take place before the pre-election period in March 2024.</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
2) - see above	2b) Consult communities on the development of a Joint Local Development Plan for the Greater Cambridge area identifying the quantity and location of new homes across the district	2bi) Publish draft Local Plan for public consultation with our communities	Q3	Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members once there is greater clarity on the water supply position. This will not be before March 2024.  An Amber status has been set for this output due to broader sub-regional issues that are outside of our control and which are being discussed and worked through.	Amber
2) - see above	2c) Produce a Housing Strategy setting out how we will meet housing challenges in the district, including ensuring we have the right homes in right places – by June 2024	2ci) Consult on a Housing Strategy to shape our Housing activity	Q1	The draft Housing Strategy will go out to public consultation in January.	Green
<b>3) We will improve the energy efficiency of existing Council housing to reduce carbon impact and running costs</b>	3a) Produce a plan for the improved energy efficiency of Council Housing	3ai) Use EPC and stock data to create a costed 5-, 10- and 15-year plan for the improved energy efficiency of Council housing	Q3	Stock condition surveys are complete. The data is in the process of analysis and during Q4 will be collated and entered onto the Asset management system.  During Q1 2024-25 work will start on the long term plan for retrofit and planned programmes for the next 5, 10 and 15 years.	Green
3) - see above	3a) - see above	3aii) Carry out a stock condition survey on all stock	Q4	Stock condition surveys are complete. The data obtained will go on to inform 5-, 10- and 15- year plans for improved energy efficiency of Council housing, as detailed in 3ai) above.	Purple
3) - see above	3b) Continue to identify and implement opportunities for energy efficiency improvement works as part of relet works, as properties become vacant	3bi) Completion of energy efficiency improvement works as part of relet works on empty properties	Ongoing	We continue to consider and undertake retrofit works, such as the installation of heating systems, insulation, windows etc on empty properties during the re-let period.	Green
<b>4) We will support energy efficiency improvements in private sector housing</b>	4a) With partners and under the 'Action on Energy Cambridgeshire' branding:  Deliver government-funded energy improvements to homes occupied by eligible households	4ai) Delivery of HUG2 (Home Upgrade Grant) scheme to upgrade off-gas properties	Q4	11 privately owned or rented properties have been approved for work to commence by Department for Energy Security and Net Zero and a further 36 properties are awaiting approval. Targeted marketing has commenced to promote the HUG2 scheme, with good uptake to date.	Green
4) - see above	4a) - see above	4aii) All necessary processes (including marketing) in place for households to access self-funded work through Action on Energy Cambridgeshire	Q4	A communications plan has now been established and regular communications are being shared through social media, the Council's website, the Action on Energy website, the Zero Carbon Communities Newsletter and the South Cambs Magazine. A number of in-person events have been attended to promote the scheme including a library drop in session.  Further work to engage this group of residents is to be considered at the upcoming CERP strategic meeting.	Green

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

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
4) - see above	4b) Ensure Private Rental Sector meets legislative requirements in relation to energy efficiency	4bi) Run Minimum Energy Efficiency Standards (MEES) project to identify Private Rental Sector properties which fall below minimum standards and actions required	Q4	A plan has been produced outlining the registered exemptions that will be scrutinised in Q4, with relevant properties to be written to and exemptions challenged where necessary.	Green
4) - see above	4b) - see above	4bii) Establish a private-rented sector landlord forum to share best practise and advise on support for improvement measures	Q4	The landlord forum was scheduled for 14/12/23 but was postponed until Q4 as there were very few expected attendees. The event will be moved to online to attract more attendees.	Green
<b>5) We will work to create healthy and connected communities</b>	5a) Through the development of the Greater Cambridge area Local Plan: Seek to create diverse and connected neighbourhoods where people can live close to where they work, play and access health providers and education	5ai) Publication for consultation the Regulation 18 Joint Local Plan preferred options capturing spatial and local planning policy considerations	Q3	As per update for HTTA 2bi)	Amber
5) - see above	5a) - see above	5aii) Create a policy framework to ensure significant future development proposals are connected to cycle and walking networks, including support for the GCP Greenways programme	Q3	As per update for HTTA 2bi)	Amber
5) - see above	5b) Through the development of the Greater Cambridge area Local Plan: Review approaches to open space and recreation provision, to underpin the delivery of healthy places and sustainable ways of living	5bi) Work with the health community on the development of a contemporary open spaces policy for the Joint Local Plan that places wellbeing as a central policy objective	Q3	As per update for HTTA 2bi)	Amber
5) - see above	5c) Work with partners to influence the delivery of significant improvements in public transportation to our villages	5ci) Support the GCP and Cambridgeshire County Council's delivery of Cambridgeshire Southeast Transport (CSET) and Cambourne to Cambridge through to Transport and Works Act order	Ongoing	Engagement continues during scheme development stages of both (CSET and C2C) projects via the Planning Policy, Strategy & Economy team. The formal TWAO (Transport and Works Act Orders) stages will be dealt with by the Strategic Sites team.	Green
5) - see above	5c) - see above	5cii) Support the implementation of Cambridgeshire County Council's Transport Strategy, that aims to reduce private car use and congestion, and accompanies the adopted Local Plan	Ongoing	As per update for HTTA 2bi)	Amber
5) - see above	5c) - see above	5ciii) Work with partners to influence improved links between villages in the north of the district to existing transport routes (e.g., guided bus ways)	Ongoing	Engagement with partners continues, to seek public transport and active transport schemes to improve links.	Green



Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
5) - see above	5d) Support improved access to green spaces that provide health and wellbeing benefits to our residents	5di) Allocate £150k of Shared Prosperity Funding over two years (2023-25) for projects that bring about improvements to green spaces to bring about improvement to the health and wellbeing of our residents	Q4	Site selection has started based on relevant data and expert analysis. A shortlist of 7 sites is being reviewed internally, and will then go out for feedback and input from parishes and stakeholders. This process will help move to four final sites ready to work with communities to enhance local green spaces.	Green
5) - see above	5d) - see above	5dii) Develop a toolkit to help parish councils provide more allotments with better facilities	Q4	A draft version of the Allotments Toolkit has been created and is in the process of internal review with Lead Member before launch.	Green
5) - see above	5e) Continue to meet annual housing delivery targets identified in the 2018 South Cambridgeshire Local Plan	5ei) Deal with applications for appropriate new residential development effectively and promptly, meeting national targets for speed and quality of decision making	Ongoing	Planning compliance reporting and monitoring systems are in place increasing reporting and monitoring capabilities, revised statistics now reported to SCDC planning committee monthly.  Operational Planning KPIs are monitored and reported quarterly within the KPI section of the performance report (see Appendix A).	Green
<b>6) We will take action to bring empty homes back into use</b>	6a) Identify and prioritise empty homes across the district that need to be brought back into use	6ai) Finalise the Council's Empty Homes Database	Q1	Empty Homes Database has been completed. The database is live and up to date, with empty properties to be added/removed over time. Now that this is in place properties are regularly selected to be worked on by the Empty Homes Officer.	Purple
6) - see above	6a) - see above	6aii) Assign 200 empty homes a priority classification using the scoring and rating system against agreed criteria	Q4	The priority classification exercise has evolved and properties are prioritised based on other factors, with all properties having been categorised under this new system.	Purple
6) - see above	6b) Engage and correspond with empty homeowners and take appropriate action, where necessary	6bi) Bring 20 empty homes back into use which have been empty for longer than 6 months	Q4	Currently on target with 15 properties back in use and a good number of properties that are close to being back in occupation by the end of Q4.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
<b>1) We will create and implement planning policies that address climate and ecological emergencies (including working towards net zero by 2050)</b>	1a) Create policies that will help us to achieve net zero carbon as part of work on the Greater Cambridge Local Plan and North East Cambridge Area Action Plan	1ai) Publish the preferred option (regulation 18) draft of the Joint Local Plan (Q3)  (as part of the process to create policies that will help us to achieve net zero carbon as part of work on the Greater Cambridge Local Plan and North East Cambridge Area Action Plan)	Q3	Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members once there is greater clarity on the water supply position.  An Amber status has been set for this output due to broader sub-regional issues that are outside of our control and which are being discussed and worked through.	Amber
1) - see above	1b) Create processes and policies that will help us to double nature as part of wider work on green infrastructure and the Greater Cambridge Local Plan	1bi) Publish the preferred option (regulation 18) draft of the Joint Local Plan (Q3)  (as part of the process to create policies that will help us to double nature as part of wider work on green infrastructure and the Greater Cambridge Local Plan)	Q3	As per update for GTOC 1ai).	Amber
1) - see above	1b) - see above	1bii) We will plan and prepare processes for the examination of Biodiversity Net Gain obligations on developers (timescale subject to further announcements from DEFRA)	Subject to DEFRA	Training on Biodiversity Net Gain (BNG) continues, although delays to the rolling out of legislation by the Government have caused delays to where we would expect to be in Q3 of 23/24. The BNG Pre-App service for Agents/Applicants is in the final stages and should go live within next few weeks	Green
1) - see above	1b) - see above	1biii) Subject to successful funding bid to Heritage Lottery Fund (HLF), assist parish councils to identify locations within their areas that could be improved	Q4	The Funding bid to the Heritage Lottery Fund (HLF) was unsuccessful. Project paused pending regroup.	Amber
1) - see above	1c) Implement and communicate to all stakeholders the Council's agreed hierarchy for achieving Biodiversity Net Gain ahead of formal regulation in Autumn 2023	1ci) Develop and deliver an engagement programme with the development community, stakeholders and Parish Councils to explain the opportunities around Biodiversity Net Gain	Q4	As per update for GTOC 1biii).	Amber
<b>2) We will work with the City Council, water industry and stakeholders to address water scarcity in the Greater Cambridge area</b>	2a) Engage with the Environment Agency, Water Industry, Lead Local Flood Authority and local stakeholders [including the Cam Valley Forum] to develop a response to water scarcity challenges caused by development in the district	2ai) A strategy for managing new development alongside new water supply and demand management measures set out in approved Water Resource Management Plans for the area	Q3	Work is underway liaising with Cambridge Water and Environment Agency to understand the supply position. Water Scarcity Group, including DEFRA and the Department for Levelling Up, Housing and Communities (DLUHC) representatives, are exploring mitigation measures.	Amber

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
3) We will support nature recovery as part of our 'doubling nature' agenda	3a) Review arrangements for the protection of Trees and Hedgerows across the District, including commencing a programme of work with Parish Councils to review and update the register of Tree Protection Orders (TPOs)	3ai) A review of the process to designate and record TPOs across the District	Q4	This work is ongoing and a report providing details of the pilot study (with Harston and Boxworth parishes) and outcomes is expected in March 2024.	Green
3) - see above	3b) Identify and deliver new opportunities to plant trees, establish wildflower strips and in other ways enhance nature, in consultation with residents	3bi) Plant 35 trees across two sites on our own estate, as part of the Treescapes fund	Q4	<p>Following the planting of 34 new standard trees and 228 whips earlier in the year, evidence was submitted to the Forestry Commission and funding has now been received. The trees on these two sites are being cared for via regular inspections by our grounds maintenance contractor through an agreed programme.</p> <p>We are now considering opportunities to plant additional tree's on HRA land through a series of programmes. Some of these will be completed by the end of Quarter 4 others will form part of our Business Plan for 24/25.</p>	Purple
3) - see above	3b) - see above	3bii) Create wildflower areas on four sites located across the district on our own estate	Q2	<p>The 4 pilot sites (at West Wickham, Coton, Fen Ditton and Guilden Morden) were well received by local residents.</p> <p>We are in discussion with our grounds maintenance contractor to consider opportunities to extend the programme and the likelihood is the 4 pilot areas will continue into next year's growing season.</p>	Purple
3) - see above	3b) - see above	3biii) Undertake a pilot using alternative methods to control weed growth, avoiding harmful environmental impacts	To be confirmed	We are currently reviewing our grounds maintenance service standards with tenant reps which includes the control of weed growth. Discussions will continue into Q4 and new measures will form part of 24-25 business plan objectives.	Green
3) - see above	3b) - see above	3biv) Engage with communities on sustainable agriculture and food production	Q4	<p>A Sustainable Food article was published in the South Cambs Magazine earlier in the year. This included signposts to Community Chest support to help food growing groups get started; food waste campaigns including Fight Food Waste campaign; and plans to develop a network of food banks and community vegetable gardens as part of cost of living support.</p> <p>Planning is underway to develop a network of organisations, partners and individuals to link up work on sustainable food. Part of this work will include identifying opportunities to engage and share relevant work with communities. Work will continue to share notable work with communities where appropriate and relevant.</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
3) - see above	3c) Support local communities to plant trees and help deliver 'doubling nature' at the parish level	3ci) Provide grants to villages to plant trees and help biodiversity projects to deliver 'doubling nature' at the parish level	Q4	<p>Application numbers for grants to help biodiversity projects have been low in the year to date, with one 1 grant having been awarded of £2,000, to help enhance the natural environment on a wooded piece of land in Meldreth.</p> <p>The vision for the site involves planting native hedges and trees, aquatic plants and a wildflower meadow to support and enhance existing biodiversity. There is also a pond and stream on the site and in addition to the grant, our watercourse team and their equipment have also been offered to assist.</p>	Green
3) - see above	3c) - see above	3cii) Deliver trees to at least 50 parish councils through our '6 Free Trees' initiative	Q4	All tree orders now complete and due for delivery end of Jan. 46 Parish Councils have participated.	Green
3) - see above	3d) Share information and local case studies through our Zero Carbon Communities programme of events, e-bulletins and webpages	3di) Deliver conference sessions, webinars and visit two case studies	Q4	November 2023 Climate Conference included three speakers on 'doubling nature'. Case studies detailing visits to three community nature projects have been included in the Zero Carbon Communities newsletter and added to the website, with a further case study to go out in January 2024	Green
<b>4) We will decarbonise the Council's estate and operations</b>	4a) Procure low emissions vehicles or alternative fuels (e.g., HVO biofuel) as replacements for our existing fleet	4ai) Deployment of at least 20% alternative fuels as proportion of total fuel usage by refuse fleet	Q4	In addition to the 3 electric refuse trucks there is a further one currently on order and due to be delivered in March 2024. The service is currently running 14 vehicles on Hydrated Vegetable Oil (HVO) which means that we are avoiding a third of our diesel usage, and reducing carbon emissions accordingly.	Green
4) - see above	4b) Deliver the Waterbeach Renewable Energy Network (WREN) project - to deliver solar PV, battery storage and electric vehicle charging at the Council's Waterbeach depot	4bi) Complete design and implementation review and finalise contracts for the WREN project	Q1	The design and implementation tender is to be issued in January 2024 with proposed contract award by the end of Q4. This follows the agreement of a revised timeline to award contract in Q2 24-25, due to the decision to change contractor and procure a new Principle Designer and Principle Contractor (detailed in previous updates).	Green
4) - see above	4b) - see above	4bii) Start on-site	Q2	This output is now complete and the main works are planned to start from Q2 2024/25.	Purple
4) - see above	4b) - see above	4biii) Finalise installation and commissioning	Q4	The planned installations and commissioning is now scheduled to start in Q2 2024/25 and complete in Q3 2025/26, following an approved change in project timescales (as detailed above at 4bi).	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
4) - see above	4c) Increase the energy efficiency of our South Cambs Hall office building	4ci) Realisation of year 1 benefits (reduced energy costs and carbon emissions) from Greening of South Cambs Hall project	Q4	<p>Delays in the completion of the project mean that full year-1 cost and emissions reduction benefits will not be realised by end of Q4. We have taken on a technical Project Manager, Employers Agent and a Clerk of Works to provide enhanced project management through to completion. Systems and procedures are in place to ensure that problems are reported and that rectification plans are put in place.</p> <p>In the last quarter, we have comprehensively tested the electric vehicle chargers and fixed issues identified. Any replacements were undertaken at the cost of the contractor.</p> <p>A design rectification has been proposed by the contractor to resolve an issue with operation of the chiller and solar carports at the same time. Further work is being undertaken to the design before approval can be granted. This will be undertaken at the contractor's cost.</p> <p>The Heating System has been reviewed by our technical team. We have identified some works that SCDC need to undertake to the trench heating and our main Air Handling Unit. We have made some adjustments to improve the temperature of the building. Our contractor is carrying out works to the Ground Source Heat Pump to ensure that this operates as designed.</p> <p>Workshops for each individual Energy Conservation Measure are taking place between our technical team and our contractor to bring these to a successful conclusion.</p>	Amber
4) - see above	4c) - see above	4cii) Explore opportunities to further decarbonise our office building	Q4	<p>Work has taken place to replace and refurbish the South Cambs Hall curtain-wall glazing and roof, thereby improving the thermal efficiency of the building.</p> <p>The process of decarbonisation will continue until we reach Net Zero, and the 'hard to treat' carbon emissions will be included in future works feasibility in 24-25.</p>	Purple
4) - see above	4d) Increase the energy efficiency of our sheltered housing communal rooms	4di) Install solar PV array at Elm Court sheltered housing scheme, Over	Q4	A design review and costing has been carried out and is due for review early Q4. Viability of the system is in review at this time.	Amber
4) - see above	4d) - see above	4dii) Complete energy retrofit assessments of communal rooms, identify feasible improvements and agree delivery plan	Q1	Energy retrofit assessments of communal rooms are being undertaken and results and analysis will be available during Q4 - to be included in the repairs and maintenance plan for each building.	Green
4) - see above	4e) Improved energy performance of our Commercial buildings	4ei) Review Asset Register for commercial assets and schedule opportunities for energy efficiency improvements at tenant breaks	Q4	Assessments on potential sustainability measures for our Science Park properties are underway. This will consider current EPC rating, potential EPC rating with measures, costs and tenancy breaks for scheduling of works. This is anticipated to be completed in Q4, with submission to Investment Governance Board members for consideration by March 2024.	Green



Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
4) - see above	4f) Reduce carbon emissions from SCDC business travel by reducing mileage and promoting low carbon alternatives	4fi) Communications to help reduce carbon emissions through business travel	Q4	Communications have been provided to staff about the Tusker green car scheme throughout the year, including through the HR newsletter and also a webinar for staff to hear more about the scheme.	Green
<b>5) We will support parish councils and local communities to respond to the climate emergency</b>	5a) Award Zero Carbon Communities grants to community projects that support carbon reduction and community engagement around climate change	5ai) Funding of £125k (up from £100k during 21-22) awarded to eligible projects	Q4	<p>In July 2023 the Grants Advisory Committee approved a total grant award value of £124,900 to 10 projects across South Cambridgeshire through two funding categories (carbon reduction and community engagement on climate and nature).</p> <p>Projects funded in 2023 include a new electric van for Hope Against Poverty's mobile foodbank; Cambridge Carbon Footprint's repair café network, thermal camera scheme and Open Eco Homes work; solar PV for 3 community buildings.</p> <p>This Business Plan action is now complete, however on-going work to promote the scheme and it's outcomes, including through community climate events, continues.</p>	Purple
5) - see above	5b) Promote delivery of EVCPs in Parishes via Electric Vehicle Charge Point Grants Programme	5bi) Award up to £50k funding via Electric Vehicle Charge Point Grants Programme to eligible applicants	Q4	We have awarded £15k in grant funding for community EV chargers so far in 2023/24, for chargers in Shepreth, Milton and Over. Further work has taken place to promote the grant, including two webinars.	Green
Page 38 5) - see above	5c) Provide a programme of networking and information sharing (Zero Carbon Communities and Green Connect)	5ci) Deliver at least four webinars, four e-bulletins and a one-day conference, covering subjects including carbon-friendly diets, community energy and behavioural change	Q4	<p>Green Connect webinar session 'Funding My Project' held in September with 21 sign ups. A further Green Connect session is in development for February/March. This will talk about retrofitting heritage buildings.</p> <p>The fourth Zero Carbon Communities newsletter will be published go out end of January.</p> <p>Local Climate Action Conference held in November with 70 attendees (as detailed at 3di).</p>	Green
<b>6) We will work to promote and protect air quality in the district</b>	6a) Run communications to promote and educate on air quality within the district	6ai) Monitor and publish reports on air quality in at least 6 targeted areas utilising portable equipment (Zephyrs)	Ongoing	All 3 zephyrs are currently installed in a variety of locations. Air quality reports have been provided and discussed at Climate and Environment Advisory Committee using the data from these.	Green
6) - see above	6a) - see above	6aii) Communications campaign highlighting the impacts of air quality, to coincide with Clean Air Day	Q1	An article was published in South Cambs winter magazine promoting air quality and communications are scheduled to promote Clean Air Night (24 Jan - a new initiative for 2024).	Green
6) - see above	6b) Undertake Environmental Permit inspections in line with our new regime, to ensure compliance	6bi) Undertake all Environmental Permit processes in accordance with programmed inspection	Ongoing	Plans and schedules were created in Q3 for the completion of inspections. All visits to be completed by end of Q4.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
6) - see above	6c) Ensure compliance with the Taxi Licencing Policy with regard to emissions standards (Euro 6 compliance, zero or ultra-low emissions category from 1 December 2023 for new licences or renewals)	6ci) Compliance of taxi fleet with current taxi policy	Ongoing	Taxi fleet compliance monitoring is ongoing, with good levels of compliance currently evident. There have been no notable breaches in terms of inappropriate vehicles being used; thus, ensuring emission standards are being met.	Green
<b>7) We will reduce consumption of resources and waste</b>	7a) Identify and implement strategies for overall waste / materials reduction, decreased residual waste and increased recycling	7ai) Work with RECAP partners on new Joint Waste Municipal Strategy setting out how authorities across Cambridgeshire and Peterborough will collect and dispose of waste over the next 10-20 years	Q4	Partnership work has focussed on responding to the proposed implementation of the Environment Bill. The current strategy will remain in place while conversations with DEFRA continue.  The "Simpler Recycling announcement" has been made by government and discussions around funding of food waste collections have begun.	Green
Page 39 see above	7a) - see above	7aii) Provide support for schemes (such as repair cafes, reuse, refill, kit hire and food waste redistribution schemes) that help the transition to a circular economy	Ongoing	To tackle the largest waste component of black bins, the Fight Food Waste campaign was launched in July (running up to end of Dec), asking residents to pledge to reduce food waste for 30 days. They then receive short emails with tips each week (e.g. plan meals, increase freezer use etc). Each month there is a £60 food shop voucher prize draw (the average amount wasted on uneaten food each month by a family).  As part of our work to foster a circular economy we have launched a pilot scheme offering free period cups to those on low incomes as an alternative to disposable period products, which along with other sanitary waste make up around 7% of black bin waste. Participants receive a free Moon cup menstrual cup to keep, and are asked for feedback after 3 months on whether they are using it and whether they would recommend to a friend. This is also a way to tackle period poverty. Foodbank users and students are among those to take part in the scheme so far.  We also continue to support Repair Cafes by promoting them on our social channels, providing printing services for posters, providing waste statistics, collecting e-waste from events and grant funding through the Zero Carbon Communities fund.	Green
7) - see above	7a) - see above	7aiii) Carry out communications campaigns focussed on increasing recycling rates and reducing non-recyclable waste from Circular Resource Plan	Ongoing	Samples of recycling taken during the Metals Matter campaign showed that aluminium packaging captured increased, with almost 3 tonnes of additional aluminium and steel collected during the campaign month of June compared to any other month in Q1-3.  A Communication campaign focussed on correct use of the blue recycling bins has begun this quarter and will be developed further in Q4. This is important for maintaining the quality of recycling we collect, and it's value and reducing common recycling mistakes.	Green
<b>8) We will build carbon reduction and nature recovery perspectives into decision making across the Council</b>	8a) Work towards becoming a carbon literate organisation	8ai) Secure Bronze status as a Carbon Literate Organisation	Q2	Our certification application was approved on 26 September 2023 and we are now a Bronze certified Carbon Literate Organisation. We are now aiming to achieve Silver Carbon Literate organisation status (15% of SCDC workforce Certified Carbon Literate).	Purple

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
8) - see above	8a) - see above	8aii) Develop reporting on our Scope 3 (supply chain) carbon emissions reporting	Q4	<p>An analysis of the highest value contract – the housing maintenance contract - has been undertaken to determine requirements for reporting as well as what should be included as part of this. Further work to determine actions taken will be undertaken.</p> <p>Work to identify other relevant contracts where reporting is deemed appropriate will also be undertaken.</p>	Green
8) - see above	8b) Undertake carbon impact assessments in relation to all new budget bids exceeding £20k	8bi) Share carbon impact assessment tool with service areas and put guidance in place to utilise during bids/savings MTFS process	Q2	<p>Completed action for 23-24, with all managers submitting a financial bid or saving with a value of +£20k having completed a Climate Impact Assessment. For Business Plan 2024-25, the proposal is to build upon the Climate Impact Assessment tool's effectiveness at informing decisions alongside how we analyse climate risks and adaptation measures.</p>	Purple
<b>9) Our Councillors will act as climate and environment advocates to promote action by organisations and stakeholders beyond South Cambs</b> Page 40	9a) Promoting action on climate change mitigation and environment, including showcasing good practice	9ai) Articles and presentations promoting action on climate change mitigation and environment, including showcasing good practice	Q4	<p>Councillors have attended local events sharing best practice. In Q3 this included attendance at West Wickham's 'Gardening with Climate Change' event, where the Climate and Environment Advisory Committee Chair provided the closing address. This follows attendance and chairing of the speaker panel at Histon and Impington Eco Fest in Q1.</p> <p>Further promotion activities will take place throughout the remainder of the year.</p>	Green
	9) - see above	9a) - see above	9aii) Representation at key regional, national and international events relating to climate change and environment	Q4	<p>The Climate and Environment Advisory Committee Chair has represented South Cambridgeshire in the Combined Authority areas meeting regarding Locally Determined Contributions (LDCs) for carbon reduction. There was also attendance at the Oxford-Cambridge Pan-Regional Partnership Environmental Sub Group.</p> <p>In Q3, saw attendance at further Oxford-Cambridge events and at the LGA Parliamentary Drop-in on climate change.</p>

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
1) We will ensure the Council is structured and appropriately resourced to deliver efficient and effective services	1a) Complete reviews of all services, identifying and implementing opportunities for improved efficiency and service delivery by the end of 2023.	1ai) 3 service reviews completed and recommendations made	Q4	<p>Corporate Admin Review is complete, with the exception of fixed term contract review - information is being gathered for review by Leadership Team. A manager will be recruited during Q4.</p> <p>Revenues and Benefits Service Review closure report has been agreed and a post-project delivery plan for delivery of benefits will be agreed in Q4.</p> <p>Waste Review commenced. A High Level report will be produced on savings and our target operating model. Clear targets have been agreed around outcomes and savings.</p>	Green
1) - see above	1a) - see above	1aii) Service Review recommendations implemented	Q4	<p>The recommendations from the Executive Assistant review have been implemented and completed. We now have a team of Executive Assistants in place along with a team leader with clearly defined roles and responsibilities to support the Council's Leadership Team.</p> <p>Management restructure completed by Revenues and Benefits Manager. This means the Revenues and Benefits Manager now has a management team in place to oversee the delivery of project benefits, including cost savings.</p> <p>Revenues and Benefits Service Review closure report has been agreed and a post-project delivery plan will be agreed in Q4. This plan will outline timings for implementation and benefits realisation.</p> <p>Implementation of further recommendations will be subject to the completion of the service reviews details at output 1ai above.</p>	Green
1) - see above	1b) Assess the impact of the initial 4 Day Week trial on the efficiency and quality of service delivery and the health and wellbeing of colleagues	1bi), 1ci) and 2bi) Report produced assessing the findings from the 3-month 4 Day week trial	Q1	<p>A report was produced at the end of the 3-month trial, with a review of the KPI's. The overall conclusion was these had been maintained. Data from the Robertson Cooper staff survey was also included in this report and showed the results were overwhelming positive. The recommendation was to extend the trial until March 2024, which was approved.</p> <p>It was also agreed that a 3-month trial would commence in September 2023 for the Shared Waste service. This commenced for domestic collections on 19th September. A report will be produced once the initial Shared Waste trial has been completed.</p>	Purple
1) - see above	1c) Secure approval and undertake a further trial in the Shared Waste Service	1ci) As per 1bi) (Approvals for Shared Waste trial)	Q1	Information and data for reporting on Shared waste service trial is being collated. A report will be produced in Q4 detailing findings.	Purple
1) - see above	1d) Implement approach for the ongoing review of customer feedback in relation to all council services, identifying and acting upon opportunities for improved service delivery	1di) Introduction of annual tenant satisfaction survey to allow implementation of new performance monitoring under new requirements by the Social Housing Regulator	Q1	<p>Annual tenant satisfaction survey sent to all tenants and leaseholders at the beginning of December 2023. Results to be finalised and published by February 2024.</p> <p>Monthly repair surveys are continuing and reported to the Housing Performance Panel.</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
1) - see above	1d) - see above	1dii) Implementation of new approaches to the collection and review of customer feedback	Q2	<p>A process is now in place for the collection and monitoring of Customer Feedback.</p> <p>Investigation is taking place looking at how to broaden scope to include all surveys in results and data reported.</p> <p>Working on a process for reporting to Corporate Management Team alongside Learning from Complaints data.</p>	Green
<b>2) We will attract and retain the best talent and ensure we are an employer of choice</b>	2a) Offer a wide range of development initiatives to ensure we're growing our own talent and providing development opportunities for staff	2ai) 10 apprenticeship courses completed by SCDC staff during the 2023-24 year	Q4	<p>We have 9 apprentices completing courses at Levels 2-7 who are on track to complete their apprenticeships by April 2024. 1 apprentice left the Council before completing their apprenticeship.</p> <p>Apprenticeships represent a key opportunity for us to develop colleagues and to bring in new talent.</p>	Green
2) - see above	2a) - see above	2aii) Promotion of apprenticeships as a development route for SCDC staff and recruit a new intake of apprentices (internally or externally) to commence their courses during the year	Q4	<p>7 new starters and 2 colleagues have begun their apprenticeships.</p> <p>We now have 34 apprentices, which represents 4.9% of our workforce.</p>	Green
Page 42 2) - see above	2a) - see above	2aiii) Complete the delivery of a modular leadership development program for 49 managers	Q2	<p>Leadership Academy provided SCDC's leaders with an opportunity to develop their skills and awareness of self, others, change management, critical thinking and performance management. Sessions on financial management, motivation, resilience and negotiation skills were also offered.</p> <p>Two remaining mop up sessions will take place in Q4, after which this output will be complete.</p> <p>The programme has been a success and the Council's Leadership Team have approved concept and structure of a phase 2 programme.</p>	Green
2) - see above	2a) - see above	2aiv) Assess the outcomes of the 'Essential Tools for Managers' training pilot for new and first line managers	Q1	<p>This pilot programme has been assessed and a new line manager training programme is being developed and will launch in Q4.</p>	Purple
2) - see above	2b) Assess the impact of the initial 4 Day Week trial on our ability to attract and retain talent and consider a longer trial to enable better data collection and analysis	2b) As per 1di) (Ability to attract and retain talent)	Q1	As per 1bi)	Purple

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
2) - see above	2c) Promote SCDC as an employer of choice	2ci) Attend 3 careers fairs to develop better relationships with schools and colleges and encourage SCDC as a realistic local employment opportunity, including the provision of work experience opportunities	Q4	<p>We attended 1 career fair this quarter at Comberton Village College for local employers. Earlier in the year we attended a careers fair at Cambridge Jobcentre and the Shared Planning Service attended Long Road Sixth Form Careers Fair (Cambridge) to promote opportunities within the Planning Service.</p> <p>We provided a work experience placement in Q1 and looking forward are developing a week-long work experience programme for local Y10 students - to launch Q1 24-25.</p>	Purple
<b>3) We will generate additional income through our services and commercial activities</b>	3a) Explore and pursue ways of increasing income generation through our services	3ai) Increase Greater Cambridge Commercial Waste Service customers by 150 over the course of the year	Q4	October and November were very busy months with December less so. During Q3 there have been 24 new customers bringing the total so far this year to 103. The total annualised value of all new work year to date is £425,406.22.	Green
3) - see above	3a) - see above	3aii) Improve cost recovery for discretionary services provided within the Shared Planning Service through the effective use of Planning Performance Agreement and pre-application charging regimes and appropriate partnership working arrangements where possible	Q4	The successful review of the Planning Performance Agreement (PPA) has lead to improved cost recovery through PPAs and the pre-application process. In Q4, the Shared Planning Service is planning to launch the updated collaborative PPA process via webpage updates and social media campaign.	Green
3) - see above	3b) Generate rental income from our office space	3bi) Lease office space at our South Cambs Hall office	Q3	As per GLBE 2ai)	Green
3) - see above	3c) Maximise returns from commercial space owned by the Council	3ci) Lease office space at our 270 Science Park premises	Q4	As per GLBE 2bi)	Green
<b>4) We will make it easier for customers to access and carry out transactions online</b>	4a) Make it easier for customer to access and complete services online	4ai) 12 services made easier for customers to access online, via self-service, online	Q4	8 new services have now been made easier for customers to access online via self-service, the latest being Land Charges and Personal Alcohol Licence (iteration 1). Another 4 services are due to go live by end of April 2024.	Green
4) - see above	4a) - see above	4aii) Provide an integrated portal for businesses to access SCDC online services	Q4	Work has begun and we are looking at a business portal for accessing services online. This is a collaborative project between the Business Support and Transformation Teams, and conversations will continue between the two teams in Q4.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
4) - see above	4a) - see above	4aiii) Launch of web-chat functionality	Q4	<p>Webchat Iteration 1 is live and being used successfully.</p> <p>Iteration 2 has been paused while we investigate linkages with emerging Artificial Intelligence technology.</p> <p>In addition, Transformation and Web Teams are closely working with our Web Team colleagues to enhance our customer journey.</p>	Green
4) - see above	4b) Make it easier for customer to find information on our webpages	4bi) Design and implement new websites for SCDC and Greater Cambridge Shared Planning	Q4	<p>Internal stakeholder workshops have been carried out to ensure the designs for the websites meet the needs of the organisation and our customers. The supplier appointed has created new designs and these have been signed off. Work to begin to technically build the new sites will start in late January, with the Shared Planning site build scheduled first.</p> <p>Website content is being reviewed in parallel to ensure the new sites make it easier for customers to carry out transactions online. The project will not be complete by end of March 2024 due to scale of work required to deliver a high quality product.</p>	Green
<b>5) We will work with communities and individuals to tackle issues that are affecting them locally</b>	5a) Support communities to consider and address the local initiatives that matter to them using our Community Led Plan framework.	5ai) Carry out a review to consider best way to support communities to consider issues that are affecting them locally beyond existing Community Led Plan work	Q4	<p>Review was completed in Q3. Toolkits and support have been made available on our website and communicated to parishes. Officer support is available for communities who choose to undertake a Community Led Plan.</p>	Purple
5) - see above	5a) - see above	5aii) Continued support for the creation of neighbourhood plans and village design guides	Q4	<p>We continue to support Parishes preparing plans including Linton &amp; Hildersham, Pampisford, Harston and Shelford and Stapleford. Haslingfield and Bourn have been designated as Neighbourhood Areas, while Pampisford consulted on the Regulation 14 (Pre-submission version) of their Neighbourhood Plan in Q3.</p> <p>An updated support offer was included in the Statement of Community Involvement consultation, and will be finalised in March 2024.</p>	Green
5) - see above	5b) Ensure a consistent approach to consultation, providing all groups with opportunities to make their views known	5bi) Launch an internal SCDC consultation toolkit to achieve a consistent approach to consultation	Q2	<p>We have worked with The Consultation Institute (TCI) to develop a toolkit for all officers to refer to. The toolkit has been available on the intranet since September. Colleagues from service areas including Housing and Policy and Performance, as well as Communications, have so far taken advantage of this new approach. Further work is needed internally to raise awareness and embed new practices.</p>	Purple
5) - see above	5b) - see above	5bii) Carry out a review of the Greater Cambridge Statement of Community Involvement (SCI) which outlines how communities are engaged on planning related matters	Q4	<p>Draft Statement of Community Involvement (SCI) has been subject to public consultation, and representations are currently being considered. Responses to comments and an updated SCI will be reported back to Cabinet in March 2024 for adoption.</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
5) - see above	5c) Work with partners to produce an agreed cultural strategy for South Cambridgeshire	5ci) Release an action plan and toolkit for the delivery of a cultural strategy	Q4	A District Councillor arts and culture survey has been completed to understand the preferred scope of this work. This work has taken longer than expected and the project may now not be completed before the end of the financial year, with reference to arts and culture work included within the draft 24-25 Business Plan. Taking more time to understand views of councillors has made sure more views could be considered before a position statement drafted to give options for consideration.	Green
5) - see above	5d) In partnership with Cambridgeshire County Council and the Greater Cambridge Partnership deliver a civil parking enforcement scheme for South Cambridgeshire.	5di) Launch the civil parking enforcement scheme	Q3	Scheme went live on 19 December following final notification from Department for Transport to Cambridgeshire County Council. Additional warnings provided to motorists until end of January 2024, with ticketing and fines then implemented from 1 February 2024. A parish, town, district and county member briefing session was held on 7 November 2023.	Purple
5) - see above	5e) Establish mechanisms for council tenants to have an input into wider estate management issues	5ei) Complete at least 86 estate inspections (note inspections take place over an 8-month period)	Q4	Formal Estate inspections were carried out with the support of tenant reps during the summer months. These have helped to ensure our estates are kept clean and tidy. Any issues identified are recorded and taken forward as actions.  A new programme of formal estate inspections for 2024 will be agreed by the end of Q4. In the meantime, officers in the Housing Management Team continue to carry out informal inspections during the winter months.	Green
5) - see above	5f) Take action to minimise fly tipping	5fi) Deploy additional cameras at new locations to deter fly tipping	Q4	Cameras continue to be deployed / replaced at sites around the District, We have just appointed two new Enforcement officers who's duties will include the siting and deployment / monitoring of the covert camera system once in post (early 2024).	Green
5) - see above	5f) - see above	5fii) Prompt clearance of fly tips to reduce further occurrences at the same site	Q4	Fly tips are currently being responded to and cleared within target response times (10 days). In Q3 98.5% were within timescale against a target of 85%	Green
5) - see above	5f) - see above	5fiii) Deter criminal activity through development and use of 'fly tip under investigation sticker' highlighting ongoing investigations	Q4	Our new 'fly tip under investigation' stickers have arrived and are being applied to fly tip and Envirocrime sites to highlight ongoing investigations.	Green
5) - see above	5f) - see above	5fiv) Undertake joint roadside checks initiatives with the Police, HMRC and other partners	Q4	No further joint roadside checks have been carried out in Q3; however joint enforcement exercises took place in April and September 202 year, as previously reported.	Green



Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
<p><b>6) We create places where people feel safe and communities thrive</b></p>	<p>6a) Undertake all landlord safety checks (including electrical safety, gas installations and where appropriate fire risk assessments and water safety tests).</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)</p>	<p>Q4</p>	<p>As at end of Q3:</p> <ul style="list-style-type: none"> <li>- Gas Compliance is 99.4% due to 2 properties having access issues, but appointments are in place to address.</li> <li>- Electrical Compliance with our new policy of 5 year cycle in dwellings is 95.08%, up from 89% at end of Q2. There are no properties certificated longer than 10 years ago.</li> <li>- This year's cycle of Fire Risk Assessments is complete, the results of which have been prioritised and actioned where needed. Procurement for outstanding issues has been completed and works started on site.</li> <li>- Water Hygiene is 100% with no outstanding actions.</li> <li>- Our regulatory responsibilities relating to asbestos inspections is 100% compliant across 98 public access spaces.</li> <li>- We have 100% coverage on asbestos reports on dwellings falling outside of regulatory requirements, however we have identified that some are older than we would like and have a programme of resurveying ahead of any major works. We also have 810 garage blocks being resurveyed each year and are 100% compliant on these.</li> </ul> <p>Q4 will see the ongoing review of compliance actions and of the corporate fire strategy for HRA stock communal areas and Sheltered schemes following changes in regulations in 2019/2020 and 2022.</p>	<p>Green</p>
<p>6) - see above</p>	<p>6b) Provide support to help people to live safely in their homes</p>	<p>6bi) Support 200 new clients through the housing department's visiting support service (Q4)</p>	<p>Q4</p>	<p>The visiting support service has exceeded the target of 200 new clients, with 211 new referrals received by end of Q3.</p> <p>In Q3, the Visiting Support Service was supporting 131 clients (including 49 new referrals between the 1st and the 26th of November). This includes:</p> <ul style="list-style-type: none"> <li>- 21 with mental health issues and 16 with dementia.</li> <li>- 69 with physical disabilities and 71 with mobility issues.</li> <li>- 8 clients with hoarding issues.</li> <li>- 16 clients with their home care needs</li> </ul> <p>30 clients reported an improvement in self-confidence and 28 felt less isolated.</p>	<p>Purple</p>
<p>6) - see above</p>	<p>6b) - see above</p>	<p>6bii) Spend disabled facilities grant and repairs grant to allow people to live independently and safely in their homes</p>	<p>Q4</p>	<p>Better Care Fund Allocation received from County 2023/24 is £787,473. Grants are available to qualifying applicants (in line with the Cambridgeshire Adaptations &amp; Repairs Policy 2019) in the private sector or in housing association properties across the district.</p> <p>Budget position as at the end of November 2023:</p> <ul style="list-style-type: none"> <li>- Spent: £416,380</li> <li>- Committed Spend (applications approved): £472,749</li> <li>- Pipeline cases: £257,800</li> </ul> <p>Some of the committed and pipeline spend are likely to fall within financial year 2024/25.</p>	<p>Green</p>

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
6) - see above	6b) - see above	6biv) Run a communications campaign promoting the reporting of concerns about private rental housing conditions to the Council	Q4	A damp and mould article was included in the spring edition of the South Cambs magazine.  Information on damp and mould and advice on renting housing in poor conditions has also been made available on the SCDC website.	Green
6) - see above	6b) - see above	6bv) Undertake inspection visits to all caravan sites to ensure that residents have suitable housing provision	Q4	A list of remaining sites that need inspecting has been produced and these inspections will take place in Q4. There are also some other sites that are being identified from historical records and these will be added to the list.	Green
6) - see above	6b) - see above	6bvi) Run a workshop to promote the Mobile Wardens scheme and plan the development of the new scheme which will run from 2024-27 (Q2)	Q2	There is £105,908 in funding available for Mobile Warden Schemes (MWS) for 2024-25. This now includes £5,908 of Care Together seed funding. £15,000 of this funding has been set aside for new schemes wanting to set up and applications can be made between 3/1/24 until end Feb 2024. This will enable further development work with schemes to take place to find a more sustainable and long-term funding model. This work is expected to be complete in the summer of 2024.	Purple
6) - see above	6b) - see above	6bvii) Support tenants facing mental health issues to maintain their tenancies and prevent homelessness	Ongoing	Support for tenants struggling with their mental health continues to form part of the day to day activity for colleagues in our Housing Management and Housing Enforcement Teams. We are seeing evidence of more people coming forward who need our support and advice.  We have now introduced a referral form for our specialist mental health worker role so that cases can be triaged, and expectations managed. This role is currently managing 29 active cases. More detailed information is available on cases support since Jan 23.  This role continues to be a great success with valued outcomes recognised across a range of services and multiple compliments received from service users.	Green
6) - see above	6c) Target support to improve health and wellbeing outcomes for vulnerable residents	6ci) Run a series of outdoor activity events to support young people to improve their mental health	Q4	Referrals from health partners for our outdoor nature-based programme have been low in number. This saw the September programme postponed. The number of young people on a waiting list for support / interventions with NHS is high and YOUUnited, the single point of contact for children's mental health, run by CPFT, are now engaging with us to agree a way forward to increase referrals. The new referral approach is planned to be trialled in January with the next programme planned for late February / early March subject to availability at Milton Country Park.	Green
6) - see above	6c) - see above	6cii) Provide funding to support activities that benefit the health and wellbeing of our residents, in the form of Service Support Community Chest and Let's Get South Cambridgeshire Active grants	Q4	The Service Support Grant process for 2023-2026 has been reviewed and allocations are complete. £167,400 awarded to the voluntary sector. Two 12 week fitness programmes for adults with a BMI of over 25 complete at Sawston and Melbourn with good uptake and outcomes. Linton will complete soon and Cambourne is part way through.	Purple

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
6) - see above	6d) Assist in the relocation and support for refugees and asylum seekers in the district	6di) Coordinate the Homes for Ukraine scheme to ensure support for hosts and guests, and to help guests to transfer from hosted to more independent living where required	Q4	All processes are in place to ensure a safe and secure arrival with hosts. These processes are working effectively and are fully resourced. Arrival rate is now minimal. We currently have around 250 Ukrainians living in South Cambridgeshire under the scheme. Main focus for the programme is now support for the Moving On project.	Green
6) - see above	6d) - see above	6dii) Support further requests to aid and support refugees, should they be located in the district	Q4	<p>The Government has extended host thank you payments into a third year. This has been communicated to hosts and a survey will be carried out in January to understand when each hosted family is likely to need to move on. Around 250 guests are living with hosts in South Cambridgeshire and a team in place to advise on the options for each family, including financial support.</p> <p>Homes for Ukraine team have assisted 57 households with some form of move on or rematch.</p> <ul style="list-style-type: none"> <li>- 18 of these found private accommodation</li> <li>- 25 were provided with social housing</li> <li>- 14 rematches were facilitated,</li> </ul> <p>We are supporting 2 families who have successfully claimed asylum from the hotel at Bar Hill and expect several more. These families have refugee status but are not eligible for the LAHF properties and so are progressing through homelessness applications with support from Cambridge City resettlement team when required.</p> <p>We currently have 3 matches for Afghan families to move into 4 bed LAHF properties.</p>	Green
6) - see above	6e) Provide support to residents through the cost-of-living crisis	6ei) Review (Q1) and implement the cost-of-living support package for the 2023-24 financial year	Q4	<p>The Mobile Food Hub continues to service 6 villages across South Cambridgeshire and has been increasing in visitor numbers.</p> <p>12 Community Hubs are in operation with the capacity for an extra 8 to be set up early in 2024.</p> <p>The free electric blanket scheme has been well received with a response rate of over 80%. Nearly 500 blankets have been sent out to those 'just about managing' so far.</p> <p>A winter advertising campaign has been undertaken encouraging people to claim the cost of living support they are entitled to, including adverts in the Cambridge Independent, on The Busway, and on Facebook.</p>	Green
6) - see above	6f) Work as part of the South Cambridgeshire Community Safety Partnership to identify and take action to combat local crime and anti-social behaviour issues	6fi) Plan the delivery of a £100k Shared Prosperity Fund project to prevent ram raids against ATM machines	Physical measures to be delivered in 2024-25	Initial work to assess ATMs highlighted by the Police for priority has now been expanded to include an assessment of all known ATMs in the district. Engagement with relevant local district councillors and parish councils has been carried out to ensure this initiative is only progressed where funding criteria allows, where measures such as planters would be effective and there is local support. A report is expected in early 2024 to agree implementation of the viable projects.	Green

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
6) - see above	6g) Build on Domestic Abuse Housing Alliance accreditation to ensure best practice and fully embedded response to domestic abuse	6gi) All staff complete mandatory domestic abuse training and targeted training updated for roll out to specific roles	Q1	<p>53% of desk-based staff have completed mandatory domestic abuse e-learning training to date.</p> <p>In addition to mandatory training, in Q3 Domestic Abuse Champions focussed on internal communication and awareness raising linked to White Ribbon and 16 Days of Activism. This included daily awareness raising and signposting updates on the Council's intranet.</p> <p>During Q4, further communications will be delivered to increase the e-learning completion rate, and domestic abuse training will be delivered to 150+ operational staff within the Shared Waste Service.</p>	Green
6) - see above	6g) - see above	6gii) Role out and promotion of a network of Domestic Abuse Champions across the organisation	Q1	As Above at 6gi)	Purple
<b>7) We will deliver a range of community buildings at Northstowe</b>	7a) Delivery of two Sports Pavilions	7ai) Phase 1 Sports Pavilion delivery	Q1	Practical completion was delivered 11th October. Tender for an operator has returned and the successful bidder is now operating the facility.	Purple
7) - see above	7a) - see above	7aii) Start land transfer process for Phase 2 Sports Pavilion	Q4	Application remains live. SCDC New Build Team continue to engage with colleagues in Communities Team, Greater Cambridge Shared Planning Service and Sport England to ensure a coordinated approach, which learns the lessons from the delivery of Western Park.	Green
7) - see above	7b) Delivery of Community Centre (including the delivery of an Interim Community facility)	7bi) Delivery of the Interim Community facility	Q1	<p>Interim Community Centre ('The Cabin') was delivered June 2023 and opened July 2023. Residents, community groups and NHS now using this building to deliver services.</p> <p>At end December 2023 the 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 opening. 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</p>	Purple

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
7) - see above	7b) - see above	7bii) Submit Planning application for delivery of Phase 1 Community Centre	Q2	<p>Planning for the Community Centre was approved at committee on 13 December. The centre will be built using Passivhaus principles, meaning it will have very high standards of insulation and air tightness, reducing energy demand. Solar panels and ground source heat pumps will be included to provide on-site renewable energy generation. The building will also feature green roofs and surrounding spaces for nature to help achieve a Biodiversity Net Gain of 19% within the site.</p> <p>The centre will be two storey and with a courtyard garden and 70 bicycle parking spaces have been included as it is expected most residents will walk or cycle to the centre.</p> <p>The construction of the community centre is now out to tender for a contractor.</p>	Purple
7) - see above	7c) Delivery of Civic Hub (containing health, library and community facilities)	7ci) Full stakeholder consultation prior to submission of planning application for the Civic Hub	Q3	<p>SCDC met with Health colleagues to understand their space requirements and whether these have changed in light of structural changes to ICS (Integrated Care System) and ICB (Integrated Care Board).</p> <p>We are working with Health partners to ensure our programme timetables, governance arrangements and decision points do not impact negatively on delivery timescales.</p> <p>SCDC New Build Team attended Homes England Town Centre pre-app end Nov 2023.</p> <p>SCDC New Build arranged consultants to undertake feasibility testing of Homes England proposed options - to commence Q4.</p>	Green

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# Agenda Item 6



**South  
Cambridgeshire**  
District Council

<b>Report to:</b>	Scrutiny and Overview Committee 15 February 2024
<b>Lead Cabinet Member:</b>	Councillor John Batchelor – Lead Cabinet member for Housing
<b>Lead Officer:</b>	Peter Campbell – Head of Housing
<b>Key Decision:</b>	Yes  The key decision was first published in the September 2023 Forward Plan.

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## Homelessness Strategy

### Executive Summary

1. Every five years, the Council completes a review of homelessness within the district to help determine trends and needs in relation to homelessness. From this a homelessness strategy is developed setting out the Council's aims to help prevent homelessness and assist those who are or become homeless.
2. Many of our trend's mirror those we are seeing nationally, including the main causes of homelessness which are family and friends no longer being able to accommodate, end of an assured shorthold tenancy and domestic abuse. We are also seeing an increase in the numbers in temporary accommodation.
3. Affordability within the district affects all households regardless of their employment status with more applicants being in work rather than solely on benefits. Both house prices and private sector rents are unaffordable for most people on a low income.
4. The aims within the new Homelessness Strategy focus around Homeless Prevention and Housing Options.
5. To prevent homelessness, we want to focus on earlier intervention to increase the chances of resolving applicants' difficulties. This will include specific money advice to help with affordability issues as well as ongoing work with partner agencies to address the needs of those at risk of rough sleeping, those with physical and mental health issues and those at risk of domestic abuse.
6. Housing options will include both social renting and privately renting, including through Shire Homes Lettings to increase the availability of affordable

accommodation. We will be aiming to increase the supply of single person accommodation through both shared and self-contained accommodation.

## Recommendations

7. It is recommended that the Scrutiny and Overview Committee reviews and comments on the new Homelessness Strategy 2023-2028 and makes recommendations to Cabinet where it considers appropriate.

## Details

8. The Homelessness Act 2002 places a statutory duty on all Local Authorities to undertake a review of homelessness in their area and, based on the findings of this review, to develop and publish a strategy to tackle and prevent homelessness. This new Homelessness Strategy will cover 2023 to 2028 and the strategy is reviewed and renewed every five years. Since the last review and strategy were written there have been significant external factors affecting the homeless services, including the pandemic, the war in Ukraine and the ongoing economic situation continues to place increased pressure on household budgets.
9. Following on from the Homelessness Review the priorities for the next Strategy are grouped into two main aims, which are detailed further later in the report:
  - To provide homeless prevention, early intervention, and support.
  - To provide suitable housing options.
10. Key findings from the homelessness review:
  - Homelessness in the district remains high, with on average 453 homeless applications each year. In recent years, more people are approaching us once they are already homeless rather than when they are threatened with homelessness.
  - The main causes of homelessness at prevention stage are end of an assured shorthold tenancy, family or friends no longer being able to accommodate and domestic abuse.
  - The main causes of homelessness at relief stage is family and friends no longer being able to accommodate and domestic abuse, followed by non-violent relationship.
  - Overall the main cause of homelessness is family and friends no longer being able to accommodate, followed by end of an assured shorthold tenancy with domestic abuse being the third highest cause of homelessness.
  - This is the same nationally.
  - The highest household type to approach us at prevention stage is female single parents, closely followed by single males.
  - At relief stage the largest household type is by far single males.
  - Applicants tend to be of working age, with very few applications from those under 18 or over 65.
  - More applicants are employed than in receipt of benefits.
  - The ethnicity of our applicants matches the proportions within the 2021 census.

- The sexual identification categories of our applicants are also similar to the census however, a greater proportion 'prefer not to say'.
- The highest support need for our applicants is mental health, followed by physical health and disability.
- 65% of those who approach us at prevention stage are successfully prevented from becoming homeless.
- In most cases this is due to securing alternative accommodation, similar to the national picture.
- An offer of social housing is the main means of preventing homelessness, followed by the private rented sector.
- At relief stage, whilst a high proportion secure alternative accommodation, the highest proportion end relief due to 56 days having been elapse and therefore moving onto the main duty stage.
- Like at the prevention stage, an offer of social housing is the main means of relieving homelessness, followed by private rented.
- Where a main duty decision is made, in the vast majority of cases this is to accept the main duty.
- Where a main duty is accepted the reason for priority need is largely due to the household including dependent children, followed by mental health and physical health.
- The main means of discharging a main duty is through an offer of social rented accommodation.
- Levels of rough sleeping within the district are low, but have increased recently, which is the same nationally.
- Since December 2019 to August 2022, 55 referrals had been made to the P3 outreach service for rough sleepers in South Cambridgeshire.
- Due to vague or unclear information about the location of a rough sleeper, only 33% of referrals were located.
- However, the service has a high success rate with regards to engaging with people with 89% of those found, engaging in a needs assessment and support plan with the Outreach Service.
- Temporary accommodation increased during the pandemic and remains high and numbers are increasing nationally.
- Shire Homes Lettings has housed over 150 households and as of March 2023 had 67 self-contained properties and 5 houses of multiple occupation providing 21 rooms.
- As at March 2023, there were a total of 1738 applicants on the housing register. The highest proportion of these were single people.
- Over the last 3 years (up to March 23) on average 318 allocations have been made each year from the housing register into Council stock, 24% of which are generally for sheltered accommodation.
- Between 2018/19 and 2022/23, 318 council owned properties have been built including rented and shared ownership.
- Since the last strategy, there have been on average 371 new affordable homes completions each year.
- The number of lettings made to Registered Social Landlords (RSL's) on average each year is 93.

- The lower quartile house price to income ratio is 11.4 for South Cambridgeshire (Oct 2022) – generally house prices of 3 to 3.5 times income are considered affordable.
- The difference between the Local Housing Allowance (LHA) rate for private rent and the median rent payable represents an average shortfall of £65 per week (Oct 2022).

11. The priorities for the next Homelessness Strategy come under two headings:

### **Homeless prevention, early intervention and support**

- The need to promote early intervention to increase the opportunities to prevent homelessness, including family breakdown and other forms of insecure housing.
- Ensuring we prevent and intervene to resolve rough sleeping.
  - Early intervention through protocols and pathways including the criminal justice system and care leavers.
  - Access to private rented accommodation including a rent deposit scheme and our private sector leasing scheme, Shire Homes Lettings.
  - Street outreach service provided by P3
- Early and targeted money advice for those on a low income, including those in employment, to help with affordability.
  - Include training package for tenancy responsibilities.
  - Include review of energy efficiency to increase affordability (through links with our Net Zero Carbon Strategy).
- Ongoing support and assistance for tenants and landlords in the private rented sector.
- Ensuring we provide an inclusive service, taking account of all protected characteristics, particularly due to the increase in domestic abuse and high levels of homeless applications from those with mental and physical health needs.
  - Rectify the high number of ‘not known’ recordings.
- Further work to build on the improvements to the Council’s response to domestic abuse.
- Joint working with health services to improve early intervention for those with mental and physical health needs.

### **Housing options**

- Improve the housing options available for single people including those who are unsuitable for shared accommodation.
  - Project with Ermine Street to provide additional single person self-contained accommodation.
- Reducing the use of B&B, which is unsuitable as a form of temporary accommodation.
  - Monitor effectiveness of the change of working practice within the service

- Increase provision of access to privately rented accommodation including through Shire Homes Lettings.
- Council and Housing Association new build programmes
- Joint work through the Home-Link partnership to reduce affordability concerns preventing offers of social housing.
- Ongoing work to support government refugee schemes including guests from Ukraine.

## **Reasons for Recommendations**

12. The draft Homelessness Strategy includes a homelessness review of the district identifying the main issues leading to housing need. From these, priorities for the next five-year strategy are outlined.

## **Implications**

13. 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**

14. Financial implications: Generally, within ongoing budgets, however, there is a risk that increasing levels of homelessness will have high financial implications and therefore it is important to invest time and resources in preventative work.

### **Legal**

15. Legal implications: There is a legal requirement to have a Homelessness Strategy and we have a statutory responsibility to provide assistance to those who are threatened with homelessness and who are homeless.

### **Risks/Opportunities**

16. As with the financial implications, there is a risk of homelessness increasing due to a number of external factors – the actions within the Homeless Strategy will help to mitigate these risks.

### **Equality and Diversity**

17. Equality and diversity – an equality impact assessment has been completed.

### **Consultation responses**

18. A 12-week consultation period has taken place between October and the beginning of January. This was available through the website, and a leaflet was produced to encourage applicants and members of the public to respond (including the option to request a hard copy of the documents). Details were also



sent to partner organisations, Councillors, colleagues and a tenants meeting was attended. 13 responses were received.

19. Out of the 13 responses 11 strongly agreed, 1 agreed and 1 strongly disagreed with Aim 1. For Aim 2, 10 strongly agreed, 2 agreed and 1 strongly disagreed. (in relation to the responder that indicated they strongly disagreed, the comments suggest this may have been completed incorrectly as the comments are supportive of the aims).
20. Out of the 13 responders, 8 were members of the public and 5 were partner organisation or local agencies. No-one claimed to have experienced homelessness, although one had experienced some housing difficulties.
21. Comments relating to the aims of the homeless strategy are included in Appendix C.

## **Alignment with Council Priority Areas**

### **Housing that is truly affordable for everyone to live in**

22. The homeless strategy relates to those in housing need and who are either homeless or at risk of homelessness. The aims of the homeless strategy are to prevent homelessness or provide sufficient alternative housing options. All options and prevention outcomes must be affordable, including those in the private rented sector.

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

23. There are links with the Council's Net Zero Carbon Strategy which we will explore further with the aim of making existing homes more energy efficient and affordable.

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

24. As well as providing affordable housing solutions, applicants will often need support and assistance beyond the bricks and mortar to help them to prevent homelessness and maintain their homes successfully in the future. The homeless strategy incorporates support services and assistance that is available such as money advice, outreach services and protocols and pathways with other agencies.

## **Appendices**

Appendix A: Homelessness Review

Appendix B: Homelessness Strategy

Appendix C: Consultation responses to request for any further comments relating to the priorities identified.

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# Homelessness Review

2023

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## Chapter 1 - Introduction

### Outcomes from the 2018 – 2023 strategy

The 2018 – 2023 strategy focussed on four main areas:

- Working closer with partner agencies to prevent homelessness
- New private rent initiatives
- Access to information
- Access to accommodation and support

### Working closer with partner agencies to prevent homelessness

This was a priority of the Trailblazer project, which included many agencies signing up to the commitment to make homelessness the unacceptable outcome. The Trailblazer project came to an end in December 2020; however, great work was achieved with partner agencies and these links remain in place with a stronger commitment to work together to improve outcomes for those who are homeless or at risk of homelessness.

### Specific outcomes

- Procedures in place for public services to refer those at risk of homelessness to the local housing authority, under their 'duty to refer'.
- Criminal Justice protocol
- Care Leavers protocol
- Increased casework with all homeless applicants (including non-priority homeless applicants), including personal housing plans.
- Mental Health, Substance Misuse and Housing toolkit
- Emmaus – increased referrals and supported the completion of pods to provide move on accommodation.





- Domestic Abuse Housing Alliance (DAHA) accreditation due to work on domestic abuse including joint panels such as MARAC and the Perpetrator Panel.

### **New private rent initiatives**

Prior to the start of this strategy, the ending of an assured shorthold tenancy was the Council's main cause of homelessness and there was a severe lack of affordable accommodation in the private sector. Social rented accommodation was unable to keep pace with demand and therefore we needed to look to the private sector for alternative forms of affordable accommodation.

### **Specific outcomes:**

- Increased supply of private rented properties through the Shire Homes Lettings private sector leasing scheme.
- Completion of pilot scheme for houses of multiple occupation (HMO's) within the Shire Homes Lettings scheme – this proved to be successful and has continued as business as usual.
- Evaluated the outcomes of the new business development officers, through the Trailblazer scheme, and methods to increase access to private rented sector, however, concluded that specific schemes were best achieved at a local level based on needs and supply.
- The Greater Cambridge Build to Rent Policy was published in July 2021 as an Annex to the Greater Cambridge Housing Strategy. This sets out the Council's expectations in terms of the delivery of Build to Rent and the provision of Affordable Private Rent. Early discussions with developers on some of the strategic sites within South Cambridgeshire are ongoing regarding the delivery of Build to Rent as part of the overall housing delivery.
- Reviewed rent deposit guarantee scheme and agreed to bring this in-house and manage alongside other spend to save initiatives.



- Continued use of discretionary housing payments (DHP) specifically for homeless prevention.
- Continued close working relations with Ermine Street Housing in their capacity as a Council owned company and private landlord.

### **Access to information**

Access to information was identified as a priority prior to this strategy, and events over the past couple of years have also highlighted the need for access to helpful and useful advice and information that can help residents to resolve their housing difficulties and / or that they can access at any time via the internet.

### **Specific outcomes**

- Updated written and website information covering advice on rights and responsibilities to help residents prevent homelessness from their current accommodation.
- Updated information covering advice on housing options available.
- Improved working to ensure better advice and information for partner agencies. This includes joint working on protocols and pathways.

### **Access to accommodation and support**

Affordability is a severe problem in South Cambridgeshire and access to affordable and decent accommodation is crucial to meeting housing need. Solutions therefore centred around preventing homelessness and providing temporary or longer term social and affordable rented homes.

### **Specific Outcomes:**

- Increased the supply of affordable accommodation through new build programme, private sector leasing and access via other private rent incentives.



- Regular monitoring of temporary accommodation including hostel vacancies and the use of B&B.
- Increased the number of properties under management by Shire Homes Lettings private sector leasing scheme.
- Continued to work with the City and contributed to the Single Homeless Service.
- Commenced the use of Houses of Multiple Occupation (HMOs) within the Shire Homes Lettings scheme.
- Worked with Emmaus to improve referrals from the Housing Advice Team to Emmaus and supported the completion of six Pods on site.
- Enabled existing and potential tenants to access appropriate support to enable them to maintain their accommodation – this included floating support, visiting support, Citizens Advice Bureaux (CAB) money advice service and discretionary housing payments.
- Worked with our Housing Benefit colleagues to support clients through the Universal Credit roll out in South Cambs.
- Reviewed the lettings policy in light of impact of Homeless Reduction Act responsibilities and duties.
- Awarded Domestic Abuse Housing Alliance accreditation.
- Created money advice and income maximisation roles within the team.
- Accommodated four Syrian families, 10 Afghan families and worked with over 350 Ukrainian households, totalling 769 guests, to offer support and assistance as required.

### Profile of South Cambridgeshire

South Cambridgeshire is located centrally in the East of England region at the crossroads of the M11 / A14 roads and with direct rail access to London and to Stansted Airport. It is a largely rural district, which surrounds the city of Cambridge and comprises 105 villages. It is surrounded by a ring of market towns just beyond its borders, which are generally 10 – 15 miles from Cambridge. Together, Cambridge, South Cambridgeshire and the market towns form the Cambridge Sub-



Region. South Cambridgeshire has long been a fast-growing district and in 2021 census recorded a population of 162,119, showing an 8.9% increase since the 2011 census.

Affordability remains a growing problem for South Cambridgeshire with the cost of buying or renting on the open market consistently high; with South Cambridgeshire being the second most expensive district for house prices in the county after Cambridge City. The average house price in October 2022 was £513,935, an increase of £46,598 in just six months (compared to an increase of £23,897 in the East of England and £22,664 in England). The lower quartile house price to income ratio is 11.4 for South Cambridgeshire (October 2022) – generally house prices of 3 to 3.5 times income are considered affordable.

There is an active private rental market with high demand. Rents in the district are expensive, making most private rentals unaffordable for those on benefits or a low income. Private rentals at the lower end of the market are few and far between and for those relying on housing benefit to pay their rent, the difference between the Local Housing Allowance rate and the median rent payable represents an average shortfall of £65 per week (October 2022).

## Links with other Strategies

### **Greater Cambridge Housing Strategy**

This strategy outlines the strategic direction for housing activity in Cambridge City and South Cambridgeshire. Its purpose is to set the context as to how both councils aim to meet the housing challenges facing the area for both new and existing homes and residents.

The strategy is currently under review but will support a strong emphasis on preventing homelessness.

### **Sub-Regional Homeless Strategy Action plan**

As a sub region there are a number of common themes shared between ourselves and our neighbouring authorities. These are therefore joined together within a sub-



regional action plan where we can monitor trends, issues and good practice and identify opportunities for joint working between ourselves and other agencies.

### **Cambridgeshire and Peterborough Domestic Abuse and Sexual Violence Partnership**

The Partnership is made up of key agencies in the county that have a role in preventing and providing services and support to survivors of domestic abuse and sexual violence. These key partners form the Domestic Abuse Safe Accommodation Strategic Board. The Board is responsible for producing and updating the Strategy and action plan for domestic abuse services in Cambridgeshire, along with commissioning safe accommodation and outreach support, the Independent Domestic Violence Advisory Service (IDVA's), awareness raising and training for professionals.

### **Cambridgeshire Safe Accommodation Strategy**

This strategy sets out the ways in which provision for accommodation-based domestic abuse support will be developed, commissioned, and delivered. Accommodation-based domestic abuse support includes provision of support to victims and their children in a range of settings, including refuge accommodation, specialist safe accommodation, dispersed accommodation or sanctuary schemes. The strategy also covers how other forms of domestic abuse support will be provided including advocacy support, prevention advice, specialist support for victims with relevant protected characteristics, children's support, housing related support and counselling and therapy for adults and children.

### **The Joint Health and Wellbeing and Integrated Care strategy**

The joint Health and Wellbeing and Integrated Care strategy highlights the importance of housing on health and wellbeing including a chapter focussed on housing and employment. In particular it includes actions around rough sleeping and access to health services, and homeless prevention and how early intervention from health services can have better outcomes.



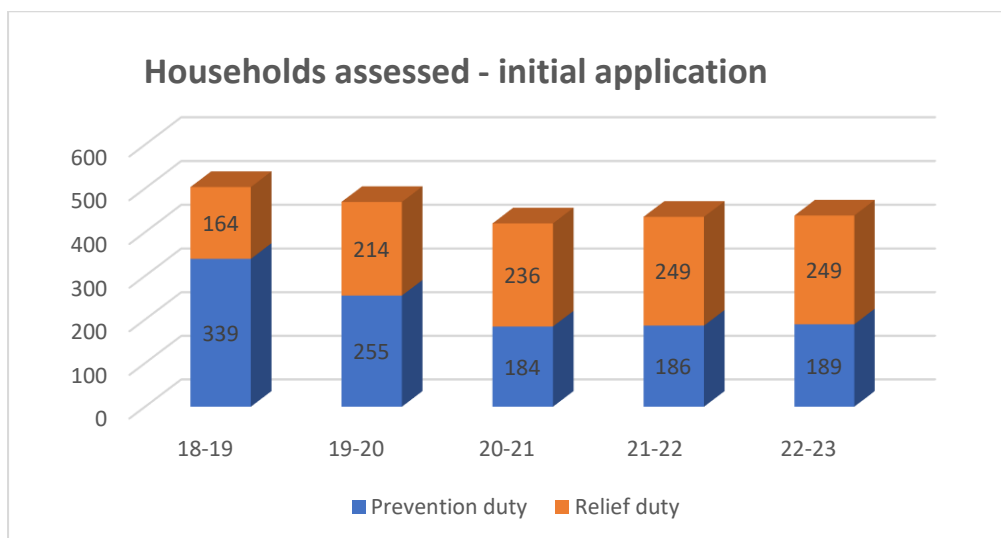
## Chapter 2 – Homelessness in South Cambs

### Current levels of homelessness

#### Homeless assessments

The following table shows the number of homeless assessments completed due to the applicant being homeless or at risk of homelessness. This has been relatively steady across the past five years and demand for the service remains high though anecdotally the main impact over recent years has been the complexity of cases. Under the Homeless Reduction Act there are two stages to prevention, the first being ‘prevention’ prior to the applicant leaving the accommodation they are to become homeless from, and the second being ‘relief’, where homelessness is resolved after they have become homeless, but prior to a main duty decision being decided. Statistics are recorded at each stage.

Our aim is to see most clients at prevention stage, as the earlier we see them the more chance we have of being able to resolve their homelessness. However, in the more recent years we have seen a shift towards more people seeking assistance when they are already homeless (relief stage). This reflects the impact of Covid, where people have been unable to make or extend any temporary arrangements and needed emergency assistance.





When we compare our figures for 2021 / 2022 to the East of England and the rest of England, we can see that whilst there are small differences, levels of prevention duties accepted are slightly higher across the East of England than relief, but across England as a whole there are slightly more relief duties accepted than prevention at the initial assessment.

Area	South Cambridgeshire District Council	East of England	England
Prevention duty accepted	42.5%	48.5%	46%
Relief duty accepted	56.8%	46.6%	49.9%
Not homeless	0.7%	4.9%	4.2%

### Reason for loss of last settled accommodation

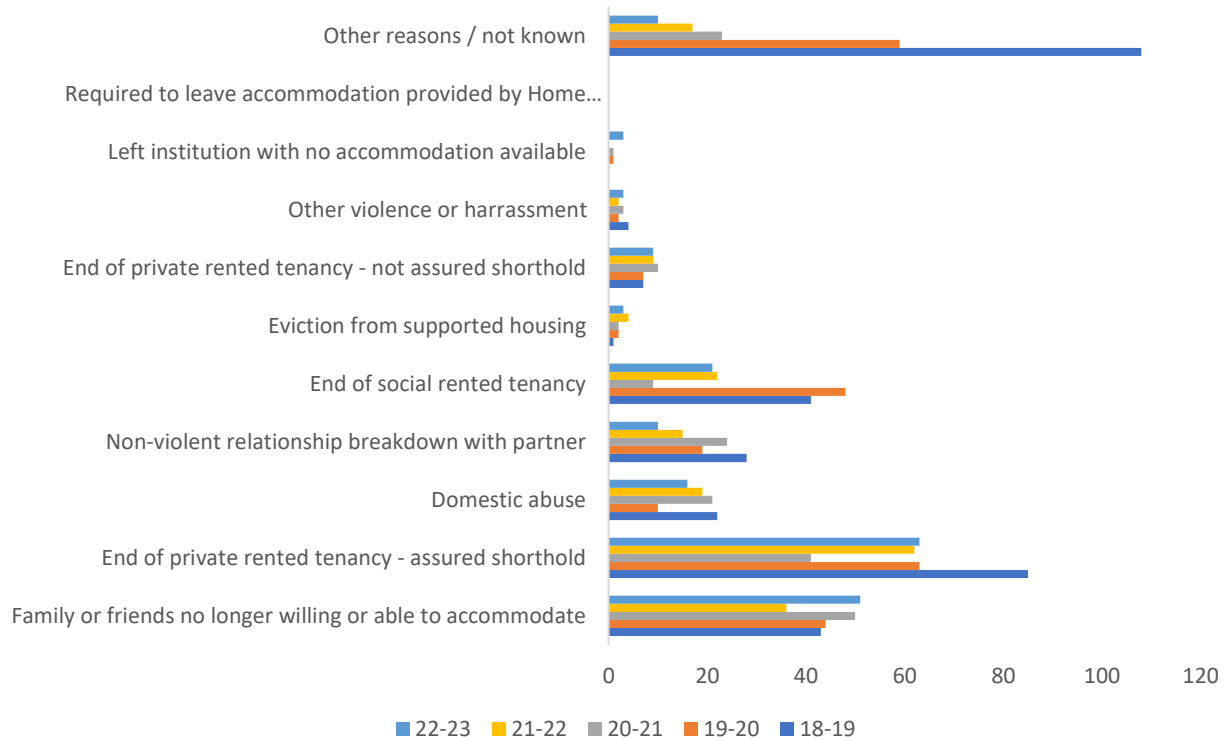
The following graphs show the main causes of homelessness at the prevention stage and the relief stage.

At the prevention stage the main cause is loss of an assured shorthold, followed by family or friends no longer being able to accommodate and domestic abuse. (Please note a considerable number of reasons are recorded as not known, which is largely due to an issue with the recording system and is reflected nationally – this is an ongoing issue that we are trying to improve).

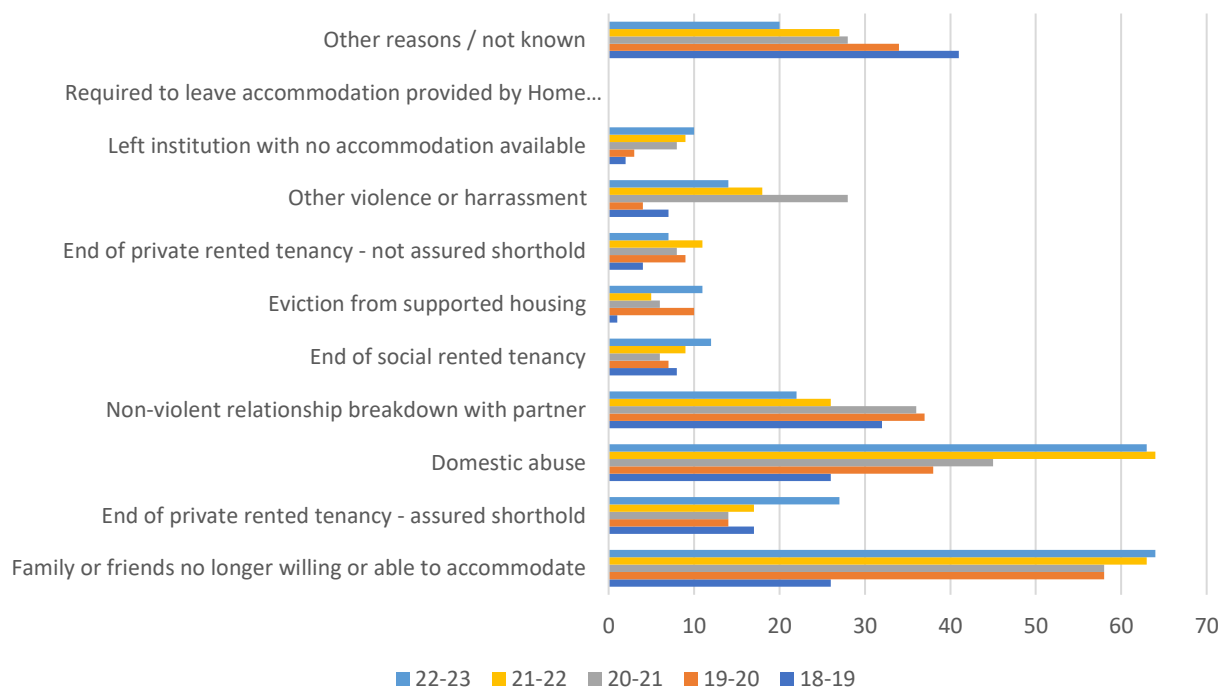
At the relief stage, where clients are coming into us with more urgent housing needs the highest causes of homelessness is family and friends no longer being able to accommodate and domestic abuse both of which have increased over recent years. Again, this reflects the impact of the COVID pandemic and an increase in family breakdown.



### Reason for loss of settled – owed prevention duty



### Reason for loss of settled – owed relief duty



(Estimated figures for Q4, 2022 / 2023)





If we look at the combined figures for prevention and relief duties accepted during 2021 / 2022, we can see that overall 'family and friends no longer willing or able to accommodate' is the highest reason for homelessness in the district. 'End of an assured shorthold tenancy' had been our highest cause of homelessness but this dropped in recent years, reflecting the ban on privately rented evictions during the pandemic, but is now on the increase again. Domestic abuse has also increased, becoming our third highest cause of homelessness in 2021 / 2022. This mirrors the main three causes of homelessness across both the East of England and England as a whole.

Area	Prevention	Relief	Combined
<b>South Cambs</b>	1.End of AST 33.3% 2.Friends and family 19.4% 3.Domestic abuse 10.2%	1.Domestic Abuse 25.7% 2.Family and friends 25.3% 3.Non-violent relationship 10.4%	1.Family and friends 22.35% 2.End of AST 20.05% 3.Domestic abuse 17.95%
<b>East of England</b>	1.End of AST 32.5% 2.Friends and family 26.5% 3.End of social rented 7.2%	1.Friends and family 30.4% 2.Domestic abuse 17.9% 3.Non-violent relationship 10.8%	1.Friends and family 28.45% 2.End of AST 21.15% 3.Domestic Abuse 12.25%
<b>England</b>	1.End of AST 33.1% 2.Friends and family 25.5% 3.Domestic abuse 7.8%	1.Friends and family 30.5% 2.Domestic Abuse 16.8% 3.End of AST 9.9%	1.Friends and family 28% 2.End of AST 21.5% 3.Domestic abuse 12.3%

\*AST – Assured Shorthold Tenancy

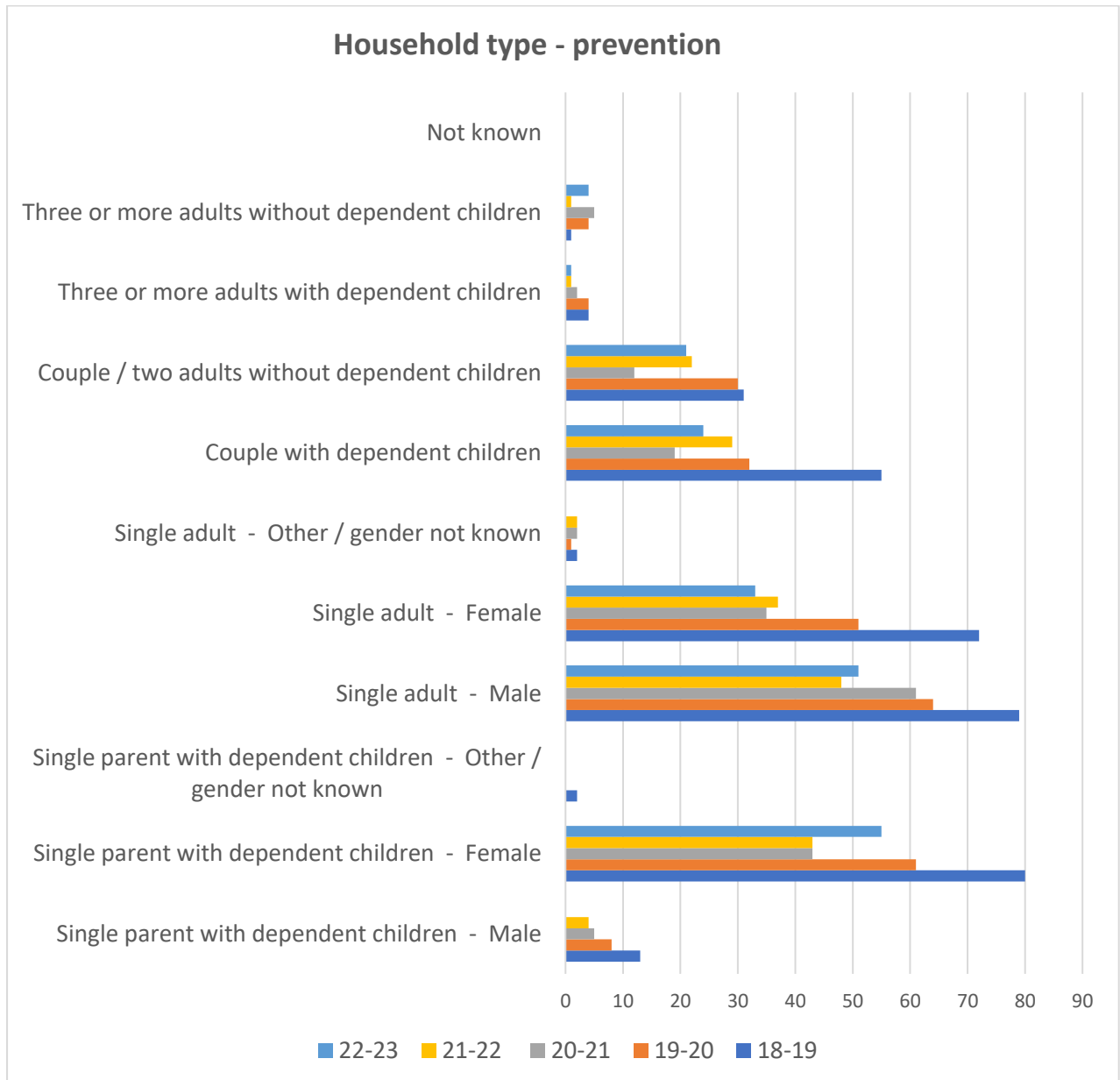


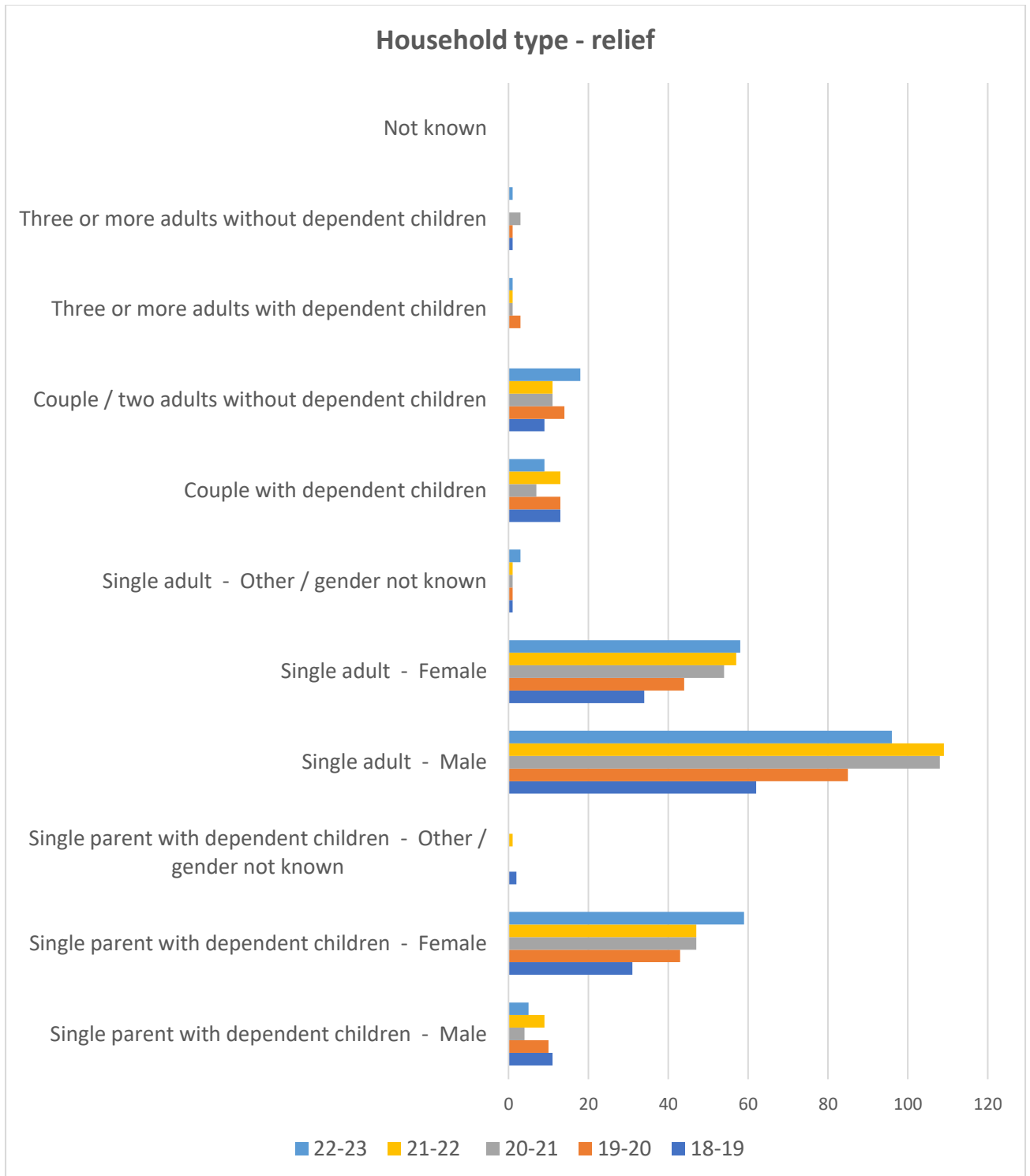
**Household type**

In the following tables we can see that the family compositions are different in terms of those who contact us at the earlier stage of prevention and those who approach us at an emergency stage.

Single people (with the greater proportion being single men) are more represented at the relief stage, possibly reflecting more insecure living arrangements, where notice is either not required or very short term.

These groups also show high representation at the prevention stage, although their numbers are lower, along with female single parents.



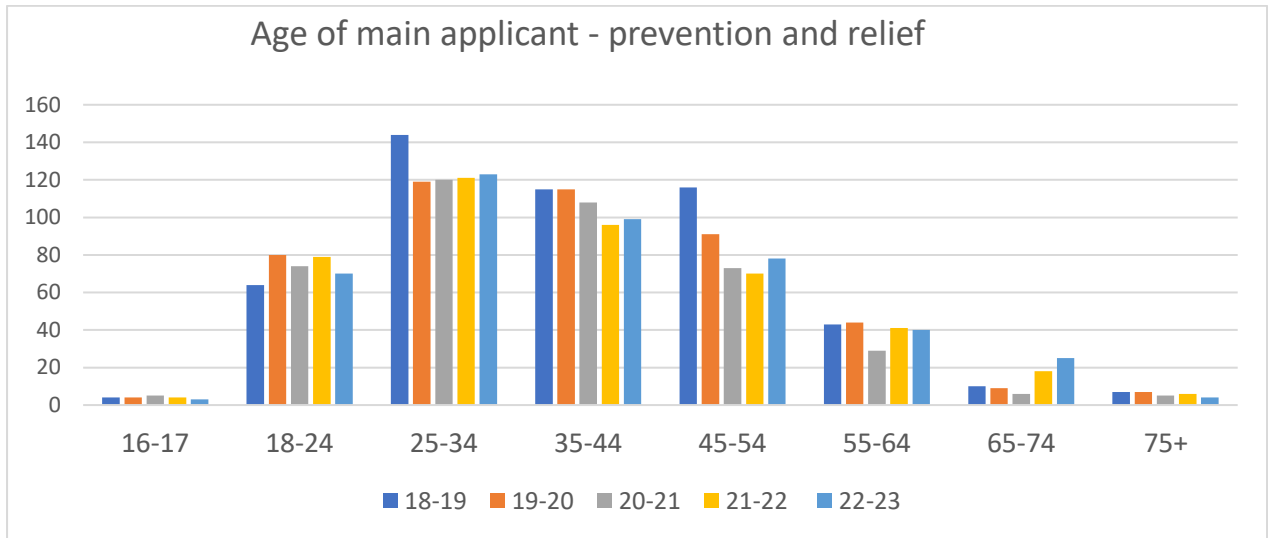


(Estimated figures for Q4, 2022 / 2023)



**Age of applicants**

The following table shows that the age of most applicants is within working age groups, with the highest numbers within the 25 – 34 age category. We receive very small numbers from the younger and older age range categories.



(Estimated figures for Q4, 2022 / 2023)

**Employment status of those owed a duty**

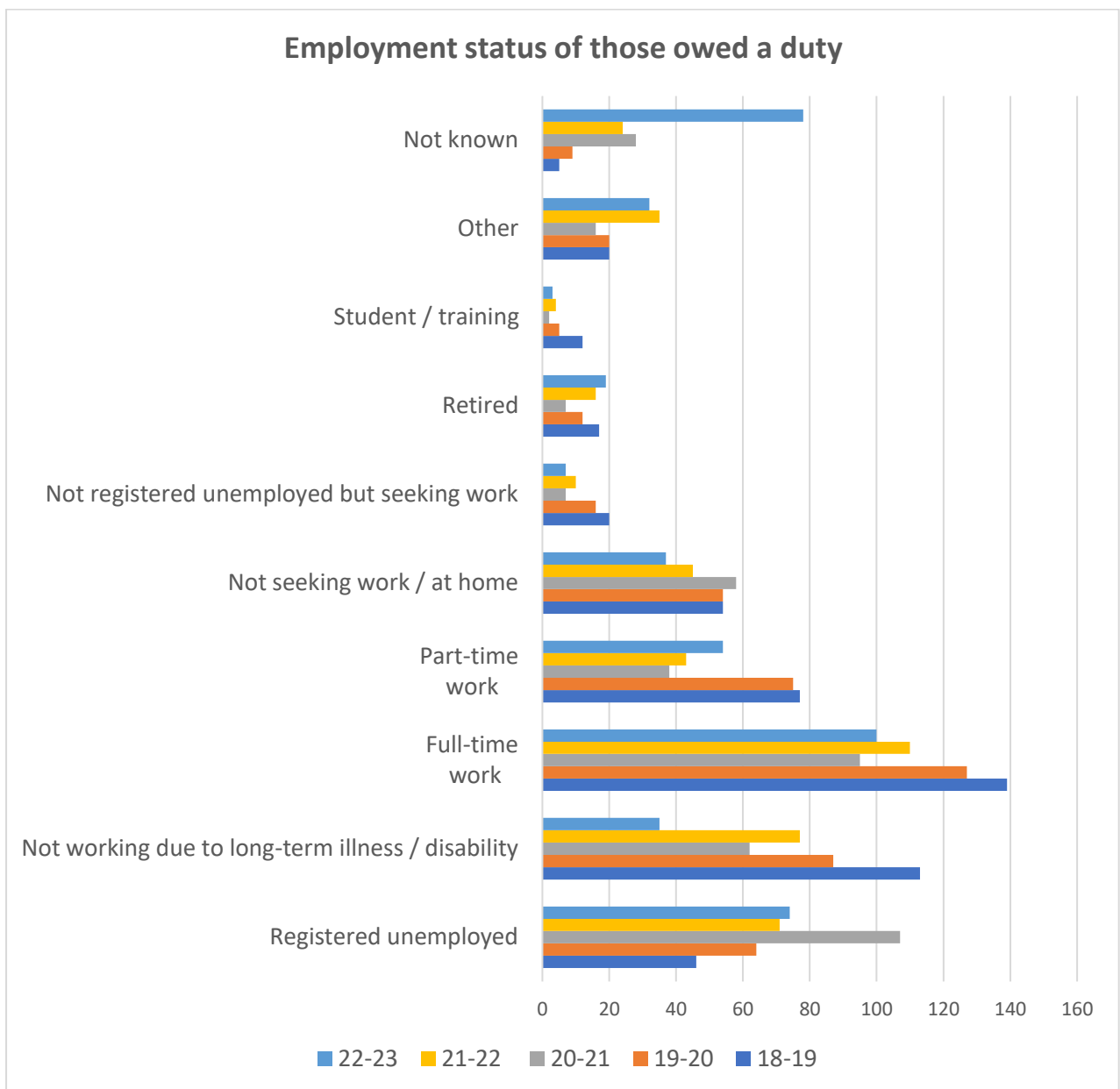
These figures vary over the previous five years, however, with the exception of 2020 / 2021, the highest employment status for those owed a duty is working full time. This is followed by those who are unable to work due to long term illness or disability, reflecting the high level of vulnerability amongst applicants, and those registered as unemployed.

**Employment status categories:**

- Registered unemployed
- Not working due to long-term illness / disability
- Full-time work

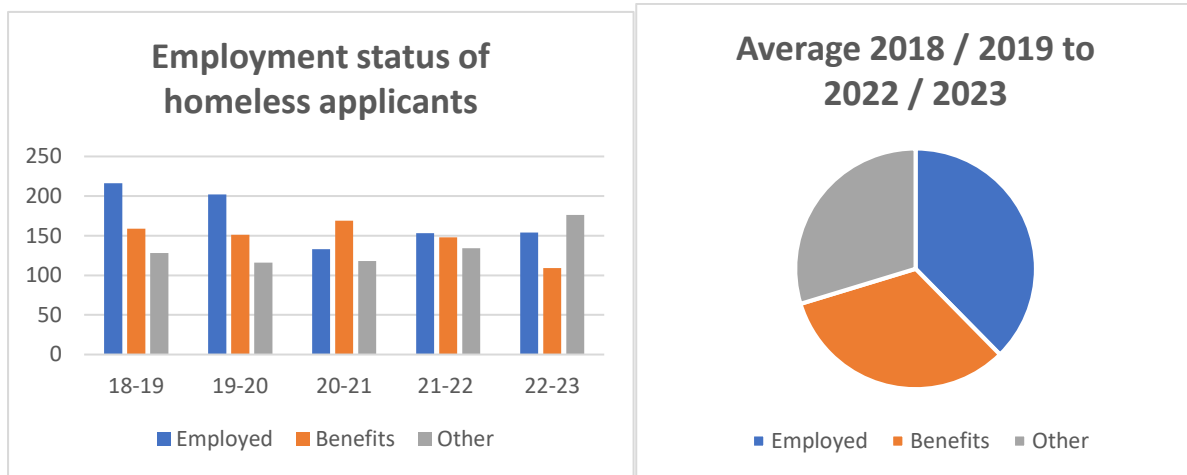


- Part-time work
- Not seeking work / at home
- Not registered unemployed but seeking work
- Retired
- Student / training
- Other
- Not known





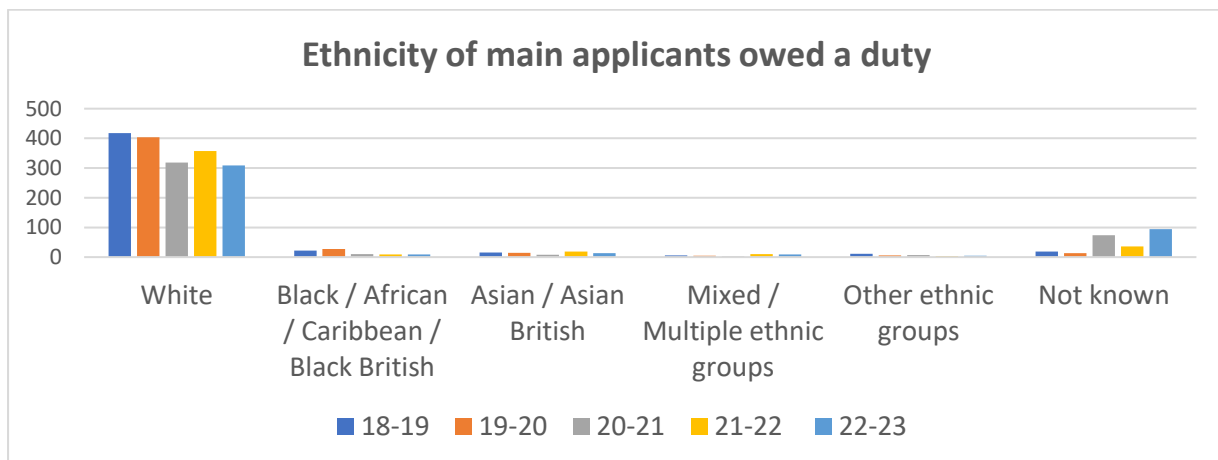
Grouping these categories into employment, benefits and other, it is clear that a high proportion (the highest proportion in three of the four previous years) of applicants are in employment.



(Estimated figures for Q4, 2022 / 2023)

### Ethnicity

The ethnic minority population in South Cambridgeshire remains very small and this is reflected in the ethnicity of our applicants. In the 2021 census 11% of South Cambridgeshire’s population were from ethnic minority groups. This is the same proportion as those owed a homelessness duty.

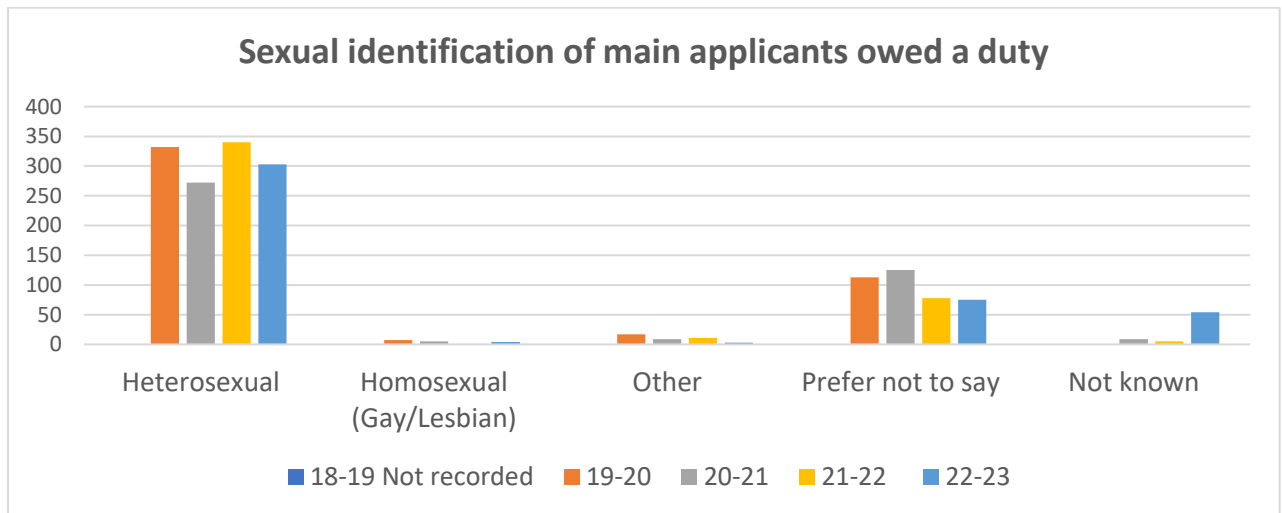


(Estimated figures for Q4, 2022 / 2023)



**Sexual identification of main applicants owed a duty**

The highest proportion of applicants are heterosexual, with the second highest being ‘prefer not to say’. In 2021 /2022 79% of homeless applicants considered themselves to be heterosexual, compared to 90% of the population of South Cambridgeshire in the 2021 census. However, 18.1% of homeless applicants preferred not to answer this question compared to 7.2% of the South Cambridgeshire population in the census. This could reflect our need to be more inclusive to those in need from gay, lesbian or other communities. For example, for those fleeing domestic abuse we have been / are developing more awareness and signposting to specialist services to support these groups and the type of abuse they may experience.



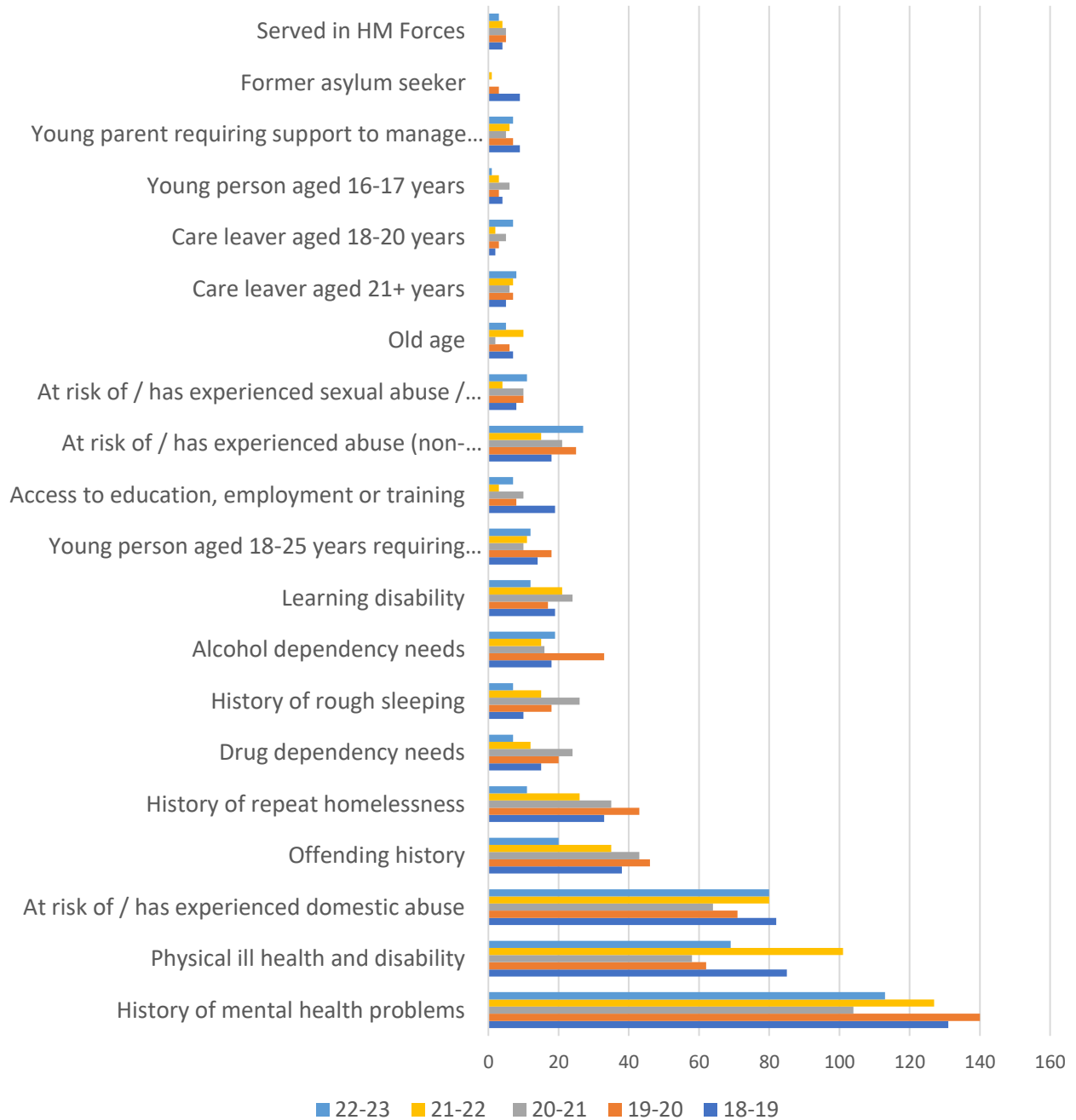
(Estimated figures for Q4, 2022 / 2023)

**Support needs**

The highest category of support needs is a history of mental health problems. This highlights the importance of mental health support for the many vulnerable applicants who need help with their housing. This is followed by physical health and disabilities showing the impact health can have on someone’s welfare. The third highest relates to domestic abuse and correlates with one of our highest causes of homelessness.



Support needs of households owed a prevention or relief duty



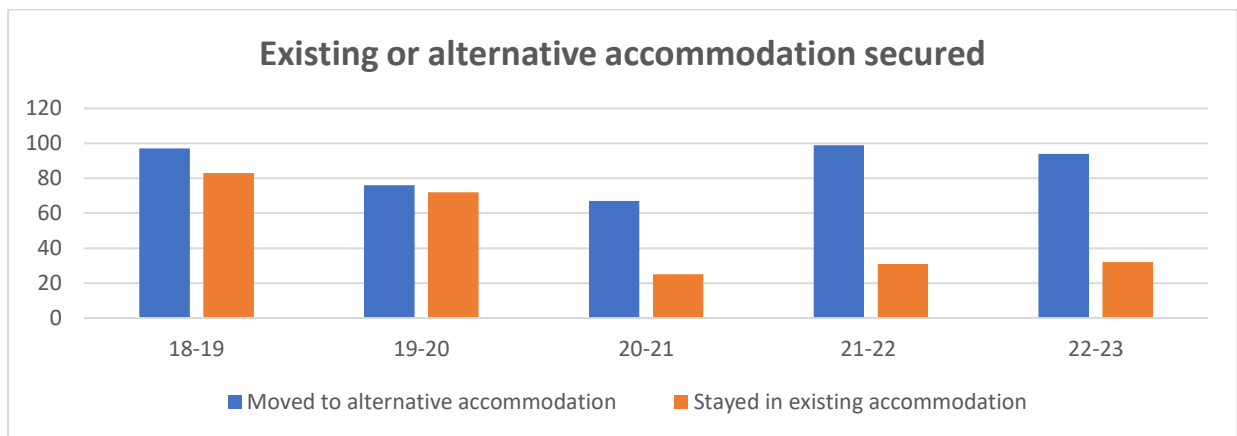
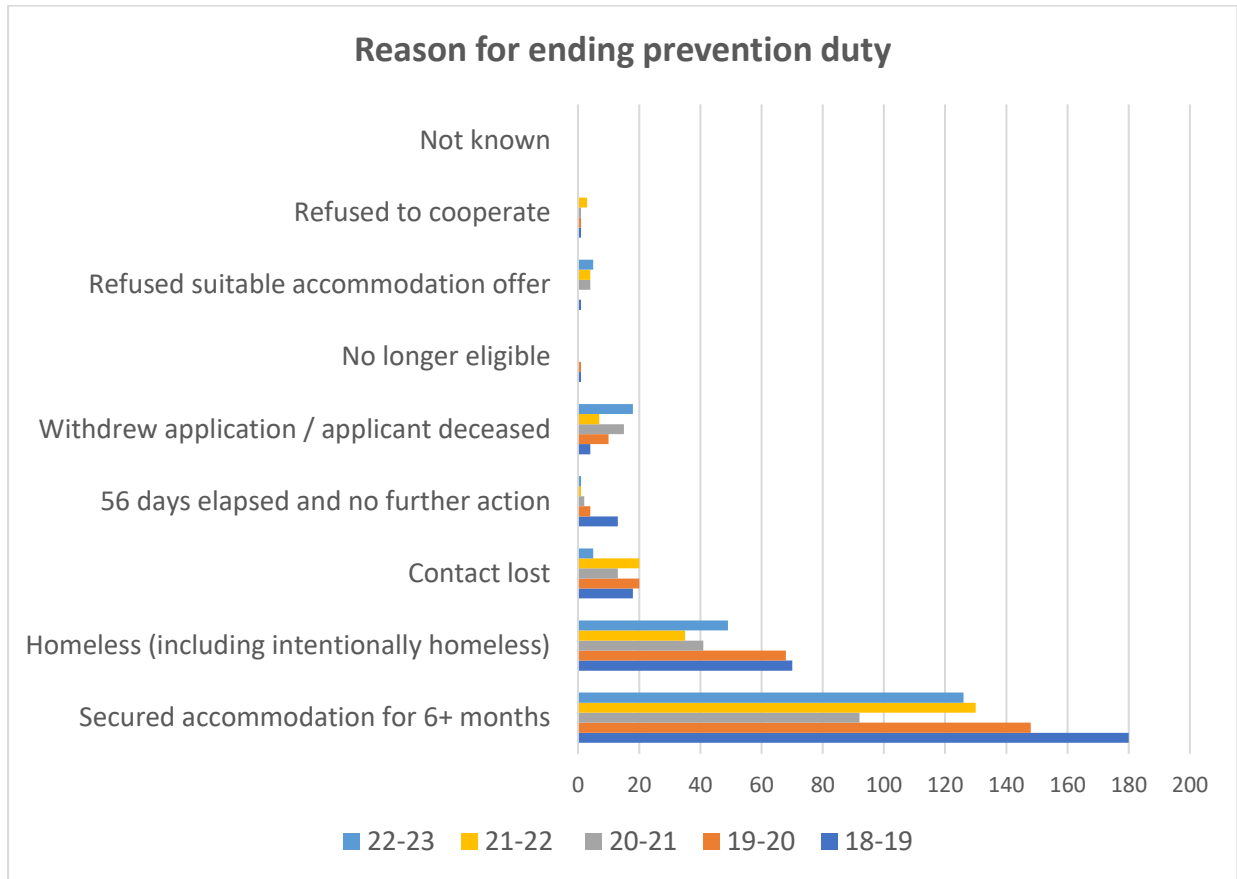
End of prevention and relief duties

In the majority of cases, (where applicants are not already homeless when they approach us), homelessness is resolved at the prevention stage. In 2020 / 2021, 65% of homelessness resolved at this stage, compared to 56% nationally. In a small





amount of cases applications are withdrawn, or contact is lost, but most others continue with their homeless application onto the relief stage.



(Estimated figures for Q4, 2022 / 2023)

In most cases the best outcome would be to enable an applicant to remain in their current accommodation and ideally most incidents of homelessness would be

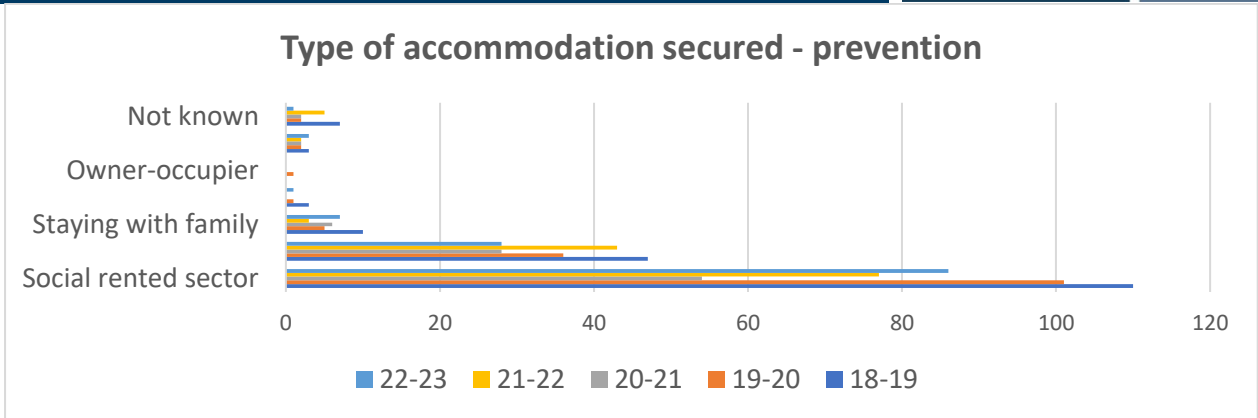


prevented in this way. However, the above graph shows that in more cases than not homelessness is prevented through finding alternative accommodation. In the earlier years there was little difference between the two outcomes, however, this changes from 2020 / 2021 where significantly more homelessness is prevented through moving to alternative accommodation. This reflects our experience through the pandemic where people approached us from more insecure accommodation that could not be maintained.

The following table shows how we compare to the East of England and England as a whole for the first three quarters of 2022 - 2023. All figures show that, in the majority of cases, homelessness is prevented by finding an alternative solution to their current home.

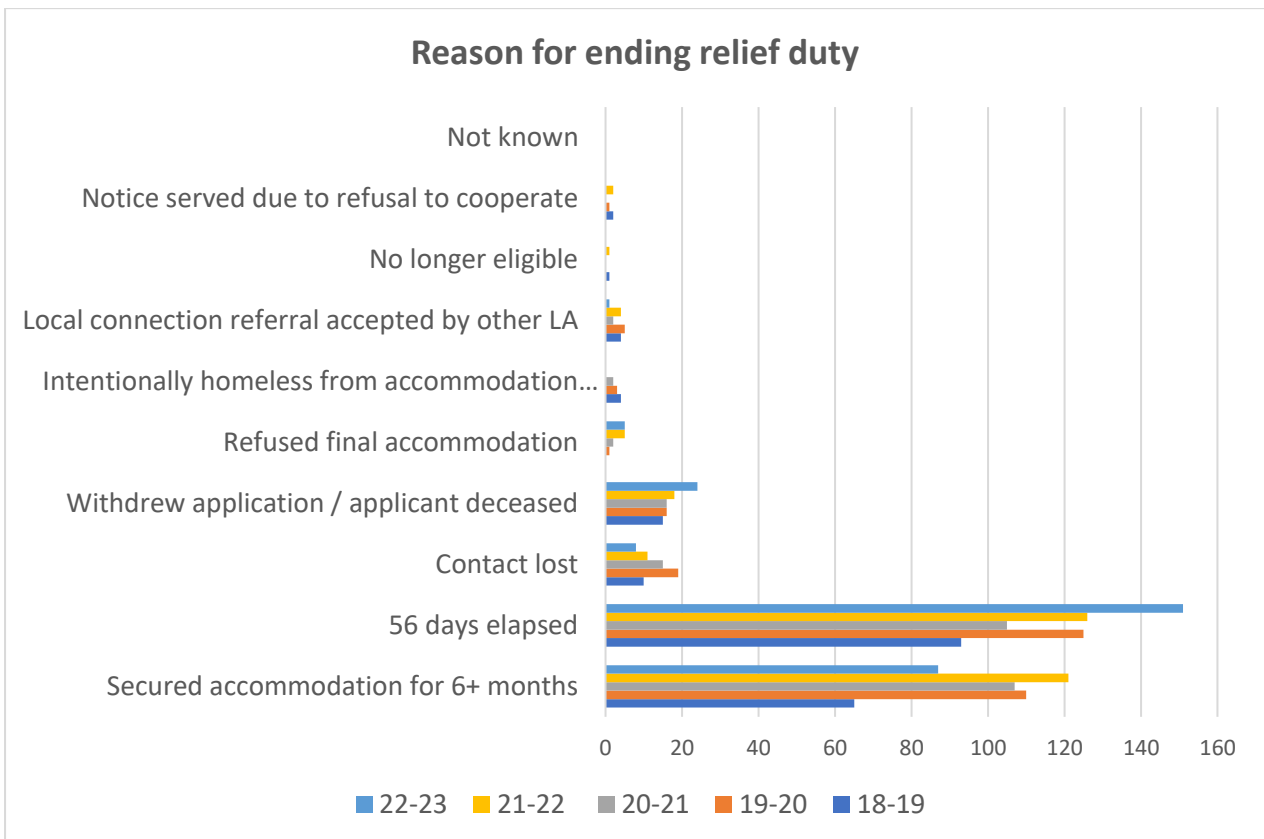
Area	Moved to alternative accommodation	Stayed in current home
South Cambridgeshire	74.5%	25.5%
East of England	69%	31%
England	66.5%	33.5%

The following graph shows that social housing is the main means of preventing homelessness. This will involve an offer through Home-Link our choice-based lettings scheme, although this has reduced over the five-year period. Homeless applicants are awarded a Band B at prevention stage, to give them a level of priority at this stage, although it is by no means a guarantee of an offer. The private rented sector also plays an important role in preventing homelessness and we offer assistance through a rent deposit scheme and our private sector leasing scheme, Shire Homes Lettings.



(Estimated figures for Q4, 2022 / 2023)

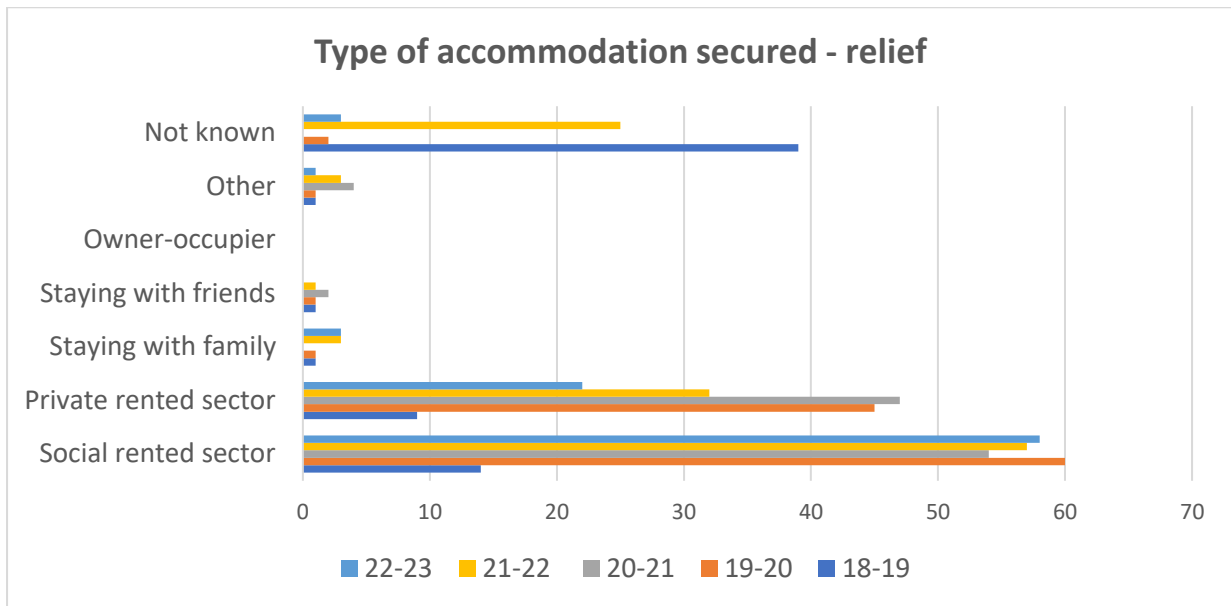
Looking at the main reasons for ending the relief duty and a high proportion are ended through securing alternative accommodation. However, 56 days having elapsed is slightly higher in most years. Where we have been unable to assist the applicant into alternative accommodation within 56 days of the relief duty starting, we can then end the relief duty and continue to the next stage of their homeless application.



(Estimated figures for Q4, 2022 / 2023)

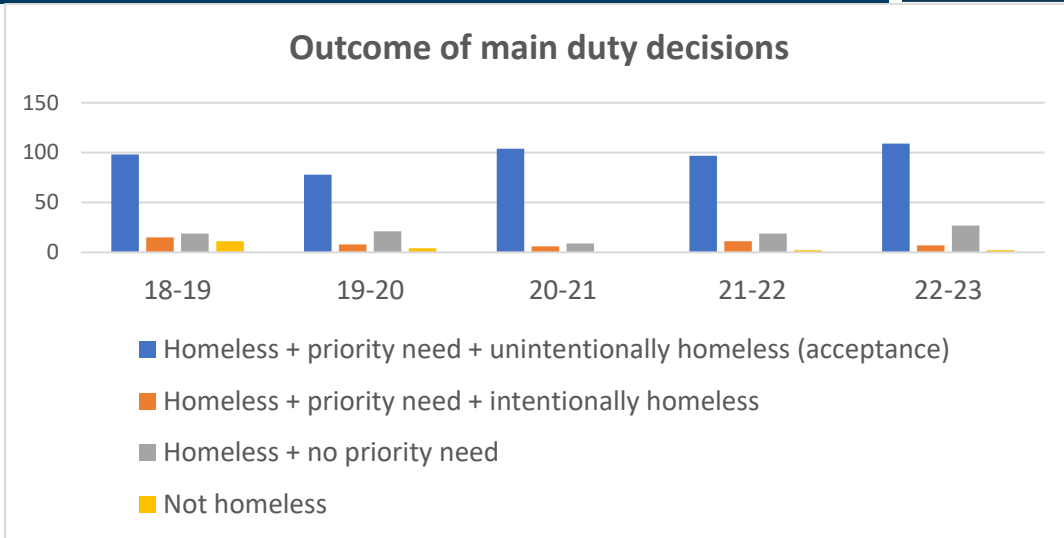


Again, at the relief stage, the highest option for securing alternative accommodation is social rented housing through our Home-Link scheme, followed by private renting.



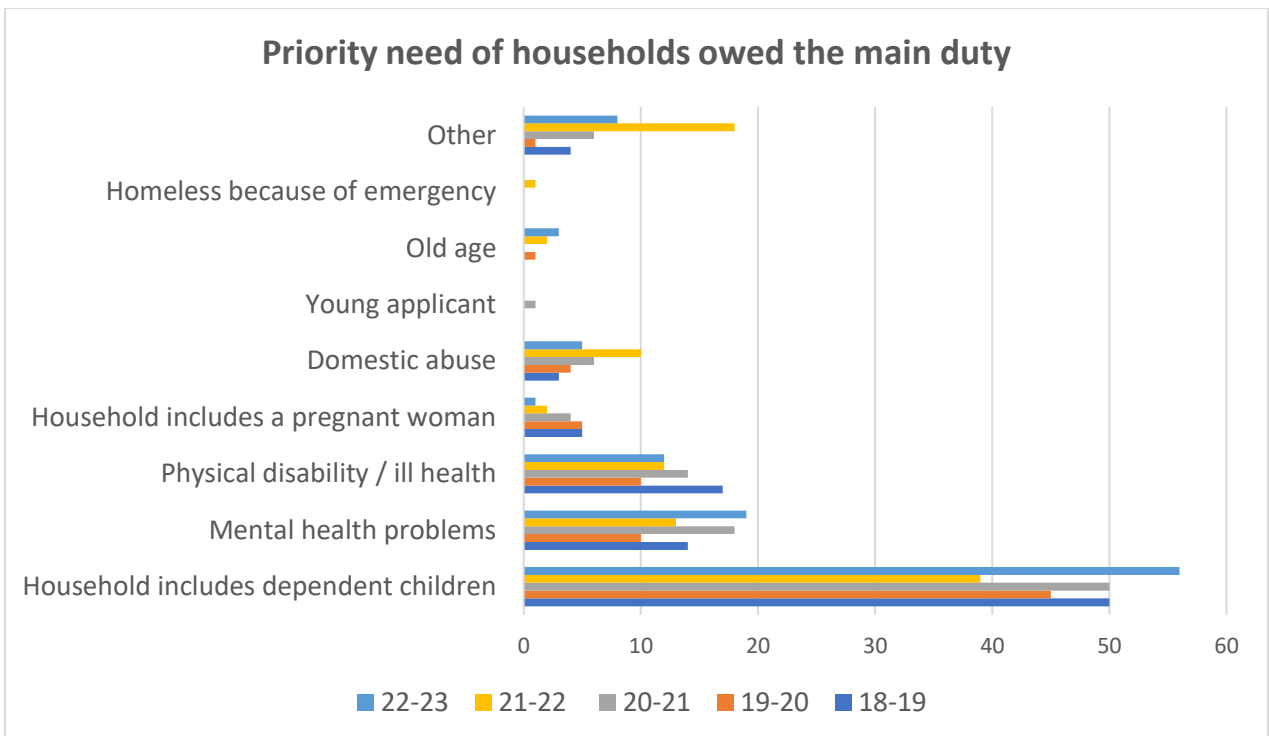
(Estimated figures for Q4, 2022 / 2023)

Where homelessness cannot be prevented or relieved, we will go on to make a main duty decision. This will include determining if the applicant has a priority need for accommodation, such as dependent children, pregnancy or an issue that makes them vulnerable within the meaning of the Act, such as mental or physical health issues, fleeing abuse or leaving care. We also need to determine whether they have become homeless intentionally where they have either done something or not done something that had resulted in their homelessness, such as not paying rent that was affordable to them or anti-social behaviour. As the table below shows, at this stage in the process, the full duty is accepted towards most applicants. This is because Housing Advice Officers are constantly advising their clients on the best options for them, investigating their circumstances and explaining the likelihood of any decision. Those who are likely to be assessed as not being in priority need, or intentionally homeless will not be owed an ongoing duty by the Council and therefore alternative options are all the more important to them.



(Estimated figures for Q4, 2022 / 2023)

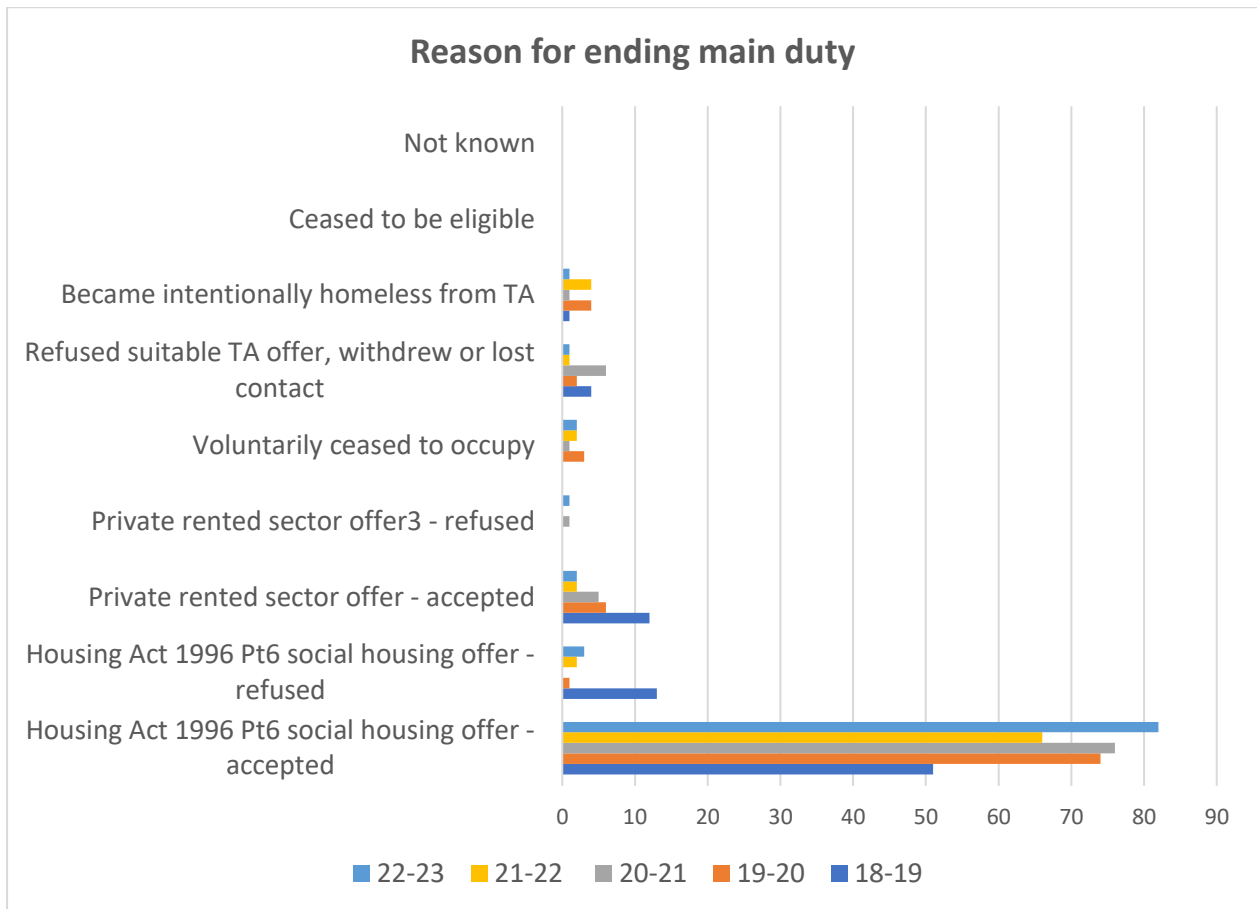
The following table shows the reason for priority need of those who go onto the main duty decision stage. In the majority of cases this is due to the family having dependent children. For those who don't have children the reason for priority need is largely down to mental or physical health problems, closely followed by domestic abuse.



(Estimated figures for Q4, 2022 / 2023)



As the table below shows, by far, the main reason for ending main duty is due to the household receiving an offer of social rented through the Home-Link scheme.



(Estimated figures for Q4, 2022 / 2023)

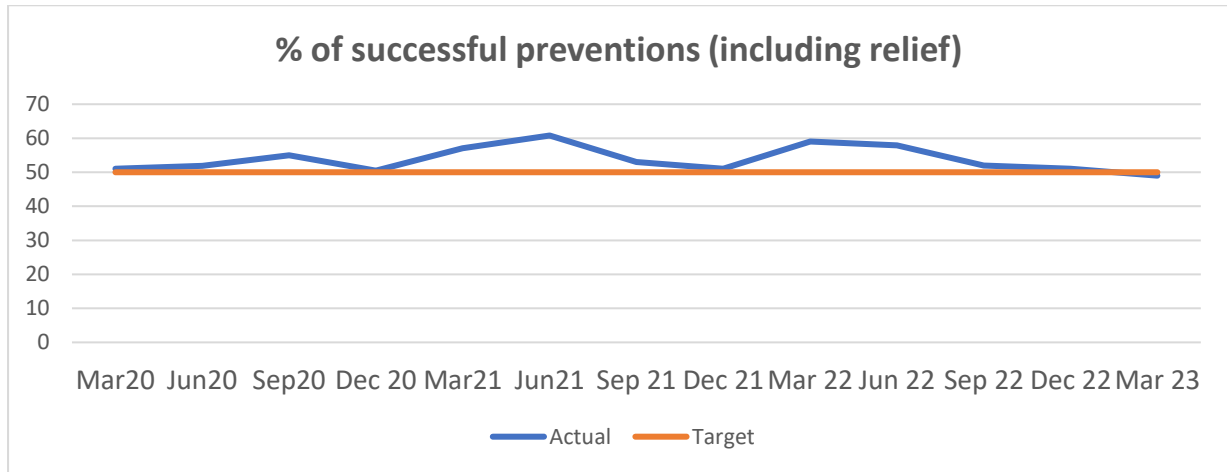
### Key Performance Indicators (KPI's)

We measure two KPI's for this service:

1. % successful homeless prevention as a proportion of all homelessness cases closed.
2. Number of households with family commitments who have been accommodated in B&B for longer than six weeks. (This is a new KPI which has been measured since 2022 and reflects a statutory requirement not to accommodate families with children in B&B for more than six weeks. To date we have met the target of zero.)



The table below shows how we have performed against our prevention target, generally at or above the target of a 50% success rate.



### Levels of Rough Sleeping

#### Annual Rough Sleeping Estimate

The Council are required to complete a rough sleeping count or provide an estimate each year by the Department for Levelling Up, Housing and Communities (DLUHC). Because of the rural nature of the district and the relatively few numbers of rough sleepers it is not feasible to undertake rough sleeping counts across the district on a particular night. Therefore, SCDC provide an estimate each year. District Councillors and Parish Councils are written to asking whether there are any known rough sleepers in their areas. In addition, staff and local agencies - such as the police and homeless services - are contacted and asked to respond with any rough sleepers they were aware of.

Historically our figures have been very low. Our figures are generally in the region of 0 - 3 although the estimate undertaken in November 2022, showed the highest figure in recent years:



Date	Rough Sleeping estimate
November 2018	0
November 2019	2
November 2020	3
November 2021	2
November 2022	5

Nationally there has also been an increase in rough sleeping with a 26% increase between 2021 and 2022. Nationally the rate of rough sleeping per 100,000 population is 5.4, (Official statistics February 2023). In South Cambridgeshire, this rate is 3.1 per 100,000 population. South Cambridgeshire does not therefore have a significant problem with rough sleeping, in proportion to its population, and it is unlikely that this will become a problem in the future since rough sleepers tend to migrate to Cambridge City where there are support services / facilities. It is, however, acknowledged that there are a number of single people who are homeless or threatened with homelessness that could be at risk of rough sleeping and therefore solutions are required for this group.

### **Helping Rough Sleepers during the pandemic**

The risk of rough sleeping was evident during the pandemic when it was harder for people to stay temporarily with friends and family, and we were required to accommodate those rough sleeping or at risk of rough sleeping, under 'Everyone in'. During this period (end of March 2020 to July 2021) we accommodated 32 individuals on this basis.

### **End to rough sleeping plan**

During 2021 / 2022 we developed an 'end to rough sleeping plan'. This includes objectives on prevention, intervention and recovery for rough sleeping.





Stage	Objective
<b>Prevention</b>	<p>Reducing rough sleeping through early intervention through protocols and pathways including the criminal justice system and care leavers.</p> <p>Access to private rented accommodation including a rent deposit scheme and our private sector leasing scheme, Shire Homes Lettings</p> <p>Links with housing register applications that is, all applicants identified as at risk of homelessness are referred to housing advice.</p>
<b>Intervention</b>	<p>Street outreach service provided by P3</p> <p>Personal housing plan for each rough sleeper</p>
<b>Recovery</b>	<p>Increase provision of single person accommodation including HMO's through Shire Homes Lettings, more single person accommodation through new build schemes and supporting the provision of six modular homes at Emmaus.</p>

The government published its rough sleeping strategy “Ending Rough Sleeping for Good” in September 2022, which continues this approach of providing prevention, intervention and recovery actions for ending rough sleeping. These objectives therefore remain relevant and will feed into our new Homeless Strategy action plan.

### **P3 Street Outreach Service**

A joint bid between Huntingdonshire, East Cambs and South Cambs District Councils to the Rough Sleeping Initiative funds was successful in 2019. This was for a Street Outreach Service that could provide dedicated assistance to rough sleepers in the three districts. The service supports people sleeping rough, works to find solutions and helps them off the street.



Since December 2019 to August 2022, 55 referrals had been made to the service regarding rough sleepers in South Cambridgeshire, representing 26% of the total referrals received by the service. Many of the referrals may provide vague or unclear information about the location of a rough sleeper, resulting in only 33% of referrals being located, however, the service has a high success rate with regards to engaging with people with 89% of those found, engaging in a needs assessment and support plan with the Outreach Service. 37.5% of referrals gain access to accommodation either through support from P3, the housing team or independently.

### **Other assistance offered to assist or prevent rough sleeping**

Advice and assistance offered to single homeless people include requests for welfare checks, advice on private rent, referral to the rent deposit guarantee scheme and referrals to suitable properties within our private sector leasing scheme. Our private sector leasing scheme, Shire Homes Lettings, provides rooms in shared houses / houses of multiple occupation for single people. However, we also recognise that some single people are particularly vulnerable and sometimes unsuitable for living in shared accommodation. We have therefore been working with Ermine Street Housing to find a solution and increase the number of self-contained single person properties. Ermine Street will use their existing model for assessing financial viability, and South Cambs will pay Ermine Street the amount required to bridge the gap between actual costs and those required to make the purchase financially viable.

## **Chapter 3 – Key impacts**

### **COVID pandemic**

The pandemic had a significant impact on homelessness and the service. The team had to adapt to a new way of working whilst continuing to provide advice and assistance to those in housing need and fulfil our statutory responsibilities. Interim requirements were directed through legislation and guidance including the need to accommodate those who were rough sleeping or at risk of rough sleeping and



changes to the rules around evictions for those in privately rented accommodation. In addition to this, residents were concerned about their own financial positions and affordability of their current homes, and it was difficult to move people on from temporary accommodation due to a reduced number of properties going through the voids process. This led to a high increase in temporary accommodation costs as more B&B placements were used.

### **Private renting**

Temporary measures to protect tenants were put in place during the coronavirus pandemic. These included:

- a stay on possession proceedings between 27 March and 20 September 2020
- a stay on evictions between 17 November 2020 and 31 May 2021
- extended notice periods between 26 March 2020 and 30 September 2021

These measures have now ended.

Whilst this had a positive effect on the levels of homelessness during the pandemic, along with a temporary uplift in the local housing allowance, there is concern about the ongoing impact on homelessness, particularly linked to rent arrears, affordability and the economic climate.

### **Rough sleepers**

At the beginning of the pandemic, the increase in demand largely came from those already in insecure accommodation, or already homeless through, for example, sofa surfing. When temporary arrangements broke down there were little, if any, options for alternative arrangements with family and friends.

Under 'Everyone In' local authorities were instructed to provide emergency accommodation for anyone sleeping rough or at risk of sleeping rough or where they were in accommodation where they could not self-isolate.



## Cost of living crisis

Following on from the COVID pandemic is the cost-of-living crisis, where affordability becomes even more difficult. The cost of fuel and households having to make difficult decisions between rent, heating, and sometimes eating has the potential to put many people at risk of homelessness. The cost-of-living crisis is impacting both working and non-working households.

The Council agreed a cost-of-living package of almost £400,000 to help individuals, families and businesses in the district. This includes additional funds for Discretionary Housing Benefit payments and Discretionary Council Tax discounts along with the expansion of warm hubs, warm packs and food parcels.

We have also used our homeless prevention grant to create three additional posts within the housing advice and homelessness service, to increase the provision of money advice, affordability assessments and signposting to specialised services to help us prevent more homelessness whilst costs are rising.

## Refugee schemes

Since the Homes for Ukraine scheme began 414 sponsors have taken Ukrainian guests into their homes. There are currently 233 sponsors providing a home to Ukrainian guests. This is among the highest number of arrivals from Ukraine in the country.

We have a moving on team who have been working to prevent homelessness where hosts can no longer accommodate their guests. They have rematched 84 guests with new hosts and have helped to secure alternative accommodation for 22 households so far. They work closely with hosts and the welfare team to offer advice and support to help people either remain where they are or to move when appropriate. We are working closely with other teams and with Housing Associations to secure accommodation and prevent homelessness. We are also working with Shire Homes who have provided the scheme with eight properties so far.

The Council have also secured housing for five Syrian families under the UK Vulnerable Person and Vulnerable Children Resettlement Scheme and for another



nine Afghan families. The support provided to families under this scheme is provided by Cambridge City resettlement team.

### **Domestic Abuse Act**

The Domestic Abuse Act received Royal Assent and became an Act of Parliament on 29 April 2021. A key aspect of the act is that it created a statutory definition of domestic abuse, emphasising that domestic abuse is not just physical violence, but can also be emotional, coercive or controlling, and economic abuse. As part of this definition, children under 18, are explicitly recognised as victims if they see, hear or otherwise experience the effects of abuse.

The act also established in law the role of Domestic Abuse Commissioner and placed a duty on local authorities in England to provide support to victims of domestic abuse and their children in refuges and other safe accommodation and provided that all eligible homeless victims of domestic abuse automatically have 'priority need' for homelessness assistance. District Councils in Cambridgeshire are working collaboratively with the Cambridgeshire and Peterborough Domestic Violence Partnership to meet the housing needs of households experiencing domestic abuse.

In order to improve its response to domestic abuse, South Cambridgeshire District Council committed to achieving accreditation with the Domestic Abuse Housing Alliance (DAHA). Full accreditation was achieved in November 2022. Some of the changes that have been implemented include:

- Domestic abuse training programmes for all employees delivered by a domestic abuse specialist.
- Updated policies and procedures including a tailored policy and procedure to support staff and a separate policy to support residents. A network of Domestic Abuse Workplace Support contacts to provide guidance and signpost support.
- Closer working arrangements with specialist support services
- Targeted publicity and awareness raising campaigns



The council remains committed to improving its response to domestic abuse and this continues to be an important aspect of the work undertaken by the housing colleagues.

## Chapter 4 – Existing temporary accommodation and options available

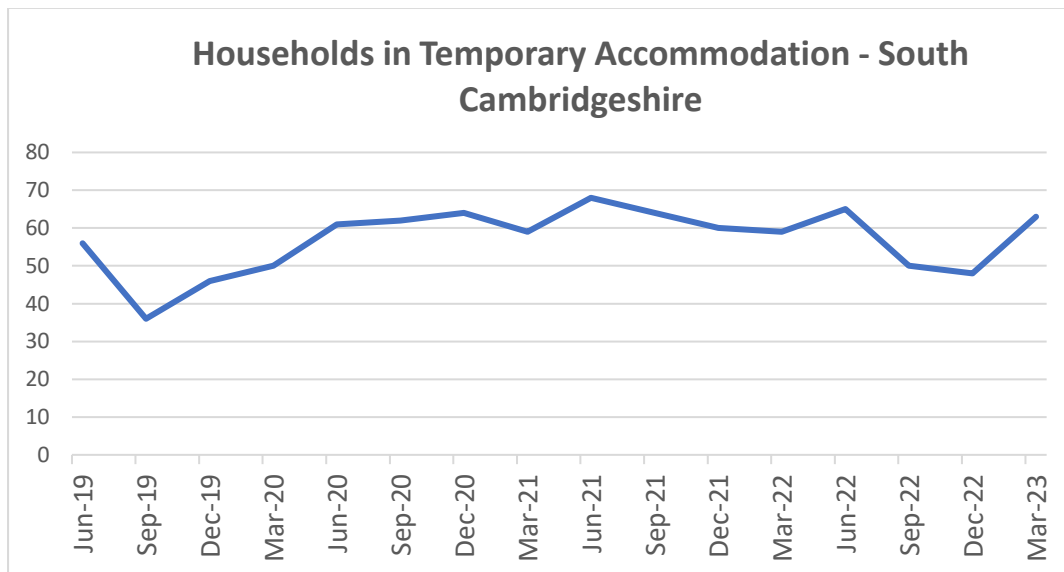
### Temporary accommodation

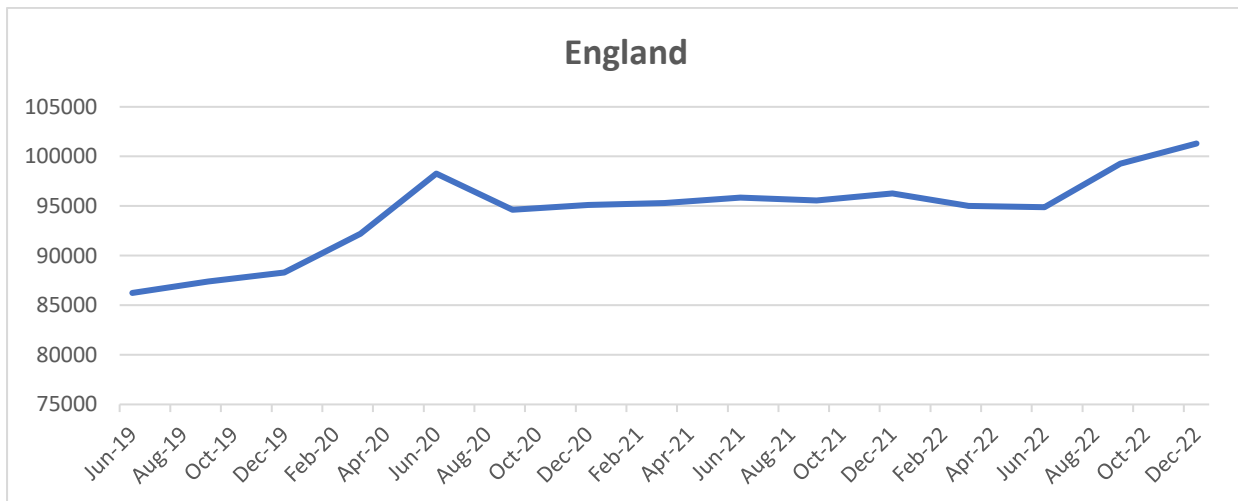
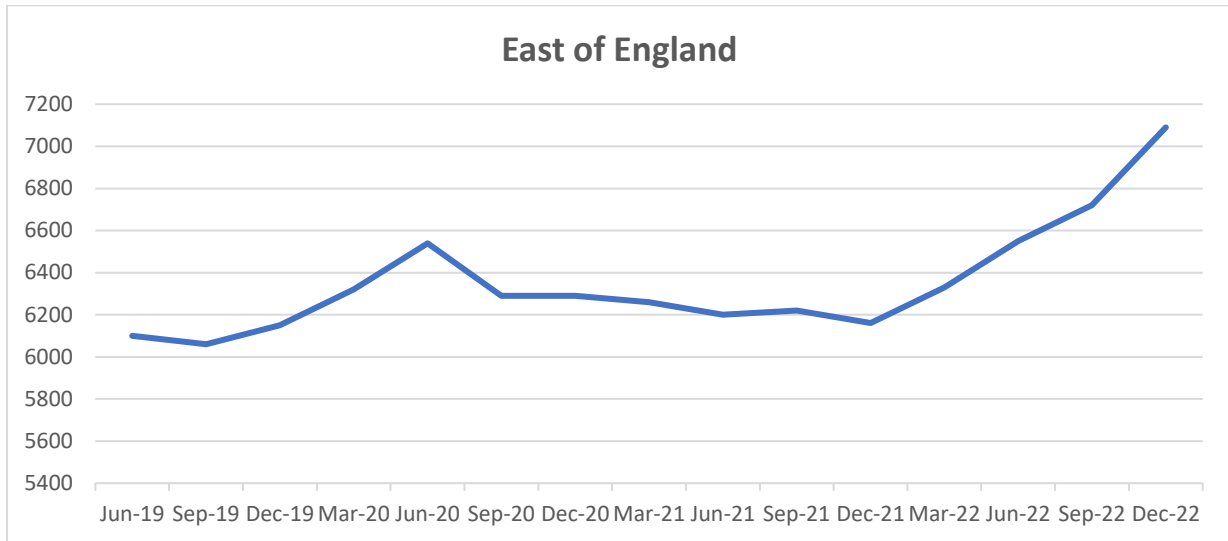
The Council has the following resources for temporary accommodation:

- 30 self-contained flats provided and managed by Sanctuary Housing
- Four hostel rooms managed by Sanctuary Housing
- Varying numbers of self-contained SDCDC properties

When these are full or there are no suitable vacancies B&B accommodation will be used, until such time as a suitable property can be identified.

The following table shows the number of households in temporary accommodation at the end of each quarter. This has fluctuated over the course of the last four years, though a general increase since the COVID pandemic and subsequent cost of living crisis.



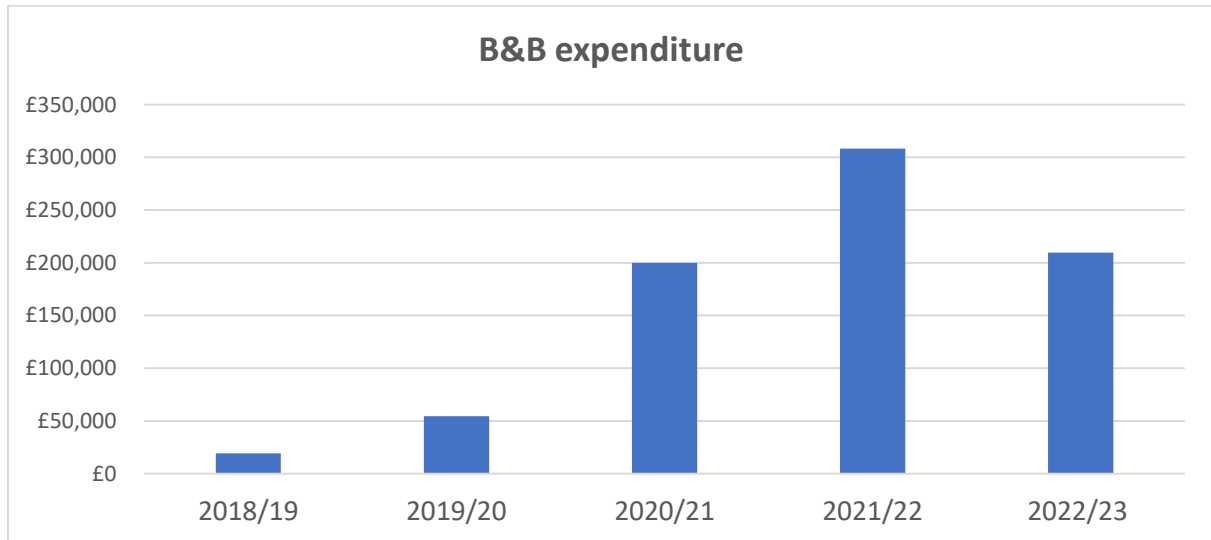


Comparing our figures to the East of England and England as a whole and, whilst we experienced the same spike around April to June 2020, largely due to COVID and, in particular, the ‘Everyone In’ requirements, our numbers have remained proportionally higher in the following years. This reflects the teams concerns over a lack of availability within our temporary accommodation due to limited move on accommodation. Lettings to social housing slowed down due to fewer voids coming through and it was more difficult to find suitable and affordable privately rented accommodation. Appointment times also backed up during this time, resulting in applicants being placed in temporary accommodation whilst awaiting their appointments.



**Cost of B&B**

The following table shows the amount we have spent over the past five years on B&B, which has increased dramatically over the last three years. Most expenditure on B&B is for single people who are vulnerable and unsuitable for shared accommodation. As we have very few self-contained single person accommodation, this can result in lengthy stays in B&B which is also unsuitable and expensive. In addition, the above reasons for ongoing higher numbers in temporary accommodation, will also apply to the higher costs of B&B. This is an area where we recognise we need to find alternative solutions.



**Shire homes Lettings**

Shire Homes Lettings is our in-house private sector leasing scheme. This is operated through a SCDC solely owned company to enable Assured Shorthold tenancies to be issued and provides a private rented housing solution. The scheme takes away the main concerns people may have in relation to private renting. Although the tenancies are Assured Shorthold tenancies there is more peace of mind for tenants that their tenancies will be renewed (lease arrangements with owners are generally for three years), no rents are above the Local Housing Allowance and therefore an affordable option and SCDC staff manage the scheme providing a reputable and professional service.





The purpose of having a private sector leasing scheme is to provide access to affordable, good quality private rented accommodation to help prevent homelessness. The scheme can also be used to provide temporary accommodation for those owed a homelessness duty and as an offer of suitable accommodation to end our homelessness duties.

As of March 2023, Shire Homes Lettings has 67 properties and five houses of multiple occupation (HMO's) providing 21 single occupancy rooms. The scheme has housed over 150 households since its inception in 2017.

### **Other accommodation / specialist support**

Supported specialist accommodation is largely located within the City of Cambridge (and therefore not within the boundaries of South Cambridgeshire District), as it is close to facilities, services, transport links etcetera. Although SCDC does not have specific nomination rights to most of the specialist schemes, referrals can be made to many of the young people's schemes via the in-form facility shared by other partners. The Council has nomination rights to 10 bed spaces at the YMCA for young people aged 16 - 25 as well as a shared emergency bed space with Cambridge City Council.

Supported accommodation for the mental health client group is administered by the monthly accommodation forum at Cambridge and Peterborough Foundation Trust (CPFT). Officers can support applicants within the forum if they have been referred by a Community Psychiatric Nurse, but there are no direct referral mechanisms. Residents of supported accommodation who are ready to move on, can be assessed under the Home-Link Sub-Regional choice-based lettings scheme and, where appropriate, will be awarded Band A.

### **Permanent accommodation**

#### **Council housing**

SCDC is a stock holding authority with 5,295 social rented homes. The stock profile has a strong bias towards provision for older people with 21% being sheltered housing and a further 29% being bungalow accommodation. Whilst there is no age restriction on our bungalow accommodation, this is likely to be more attractive to



older people and priority is given to those with mobility issues where adaptations have been provided in the bungalows. Sheltered housing is available to those of pensionable age, or those with disabilities. (Asset Management Strategy 2021 - 2026)

Stock Category	Bedsit	1 bed	2 bed	3 bed	4+ bed	Total
House (general needs)	0	40	551	1,801	70	2,462
Flat (general needs)	0	133	95	0	0	228
Bungalow (general needs)	13	393	1,077	31	1	1,515
Sheltered housing	7	489	592	2	0	1,090
<b>Total</b>	<b>20</b>	<b>1,055</b>	<b>2,315</b>	<b>1,834</b>	<b>71</b>	<b>5,295</b>

(Asset Management Strategy 2021 - 2026)

The lack of smaller / single person accommodation is increasingly presenting a difficulty in rehousing single homeless people in priority need. This trend is likely to continue as welfare reforms have resulted in an increased demand for smaller accommodation. Meanwhile, pressures remain on the stock of family housing especially for 2-bedroom accommodation.

The New Build Council Housing Strategy 2020 - 2025 (Revised 2023) retains the aims from the previous New Build Strategy from 2015 which are still relevant but takes account of changes to policy and practice. This includes:

- Increase the supply of housing, which is affordable to local people
- Re-balancing of housing supply (number of bedrooms) to offset welfare benefit changes
- Increase the housing choices available to people with disabilities – including an increased supply of wheelchair accessible housing
- To make the best use of the Council's land and property assets
- Reducing fuel poverty and promoting energy efficiency
- Being able to build homes that achieve high standards of design and construction; and the procurement of new homes to achieve best value for SCDC



Following the elections in May 2018 a revised target was set in the Business Plan for the number of new build homes acquired by the Council, increasing the target from 35 to 70 over five years giving a total of 350. South Cambs met the initial target to double the amount of new council homes and a revised target of 75 new homes a year was set for 2023 / 2024 and 2024 / 2025. Between 2018 / 2019 and 2022 / 2023, 309 council owned properties have been built including rented and shared ownership.

Over the last three years (up to March 2023) on average 318 allocations have been made each year from the housing register into Council stock, 24% of which are generally for sheltered accommodation and would not normally be suitable for homeless households.

### **Housing Associations / Registered Social Landlords**

Affordable Housing Completions since the publication of the Homelessness Strategy in 2018:

2018 / 2019 – 341 affordable homes

2019 / 2020 – 379 affordable homes

2020 / 2021 – 264 affordable homes

2021 / 2022 – 340 affordable homes

2022 / 2023 – 529 (indicative)

Since the last strategy, there have been on average 371 new affordable homes completions each year. The Greater Cambridge Affordable Rents Policy was published in July 2021 as an Annex to the Greater Cambridge Housing Strategy. This looks to keep Affordable Rents at an affordable level of 70% of a market rent in South Cambridgeshire and 60% for Cambridge City and the city fringes crossing the border with South Cambridgeshire. This was developed following the sharp increase in the Local Housing Allowance rates from March 2020, which adversely affected the affordability of Affordable Rents where these were set using the new LHA rates.

There has been a drop in completions for 2020 / 2021 and 2021 / 2022 which can be attributed to the impacts of the COVID-19 pandemic, with construction being stalled, people unable to move and the lack of supplies and materials.



The number of lettings made to RSL's on average each year is 93.

### Choice Based Lettings (CBL)

The Cambridgeshire sub region introduced their CBL scheme in 2008, called Home-Link. The lettings policy was reviewed in 2021 to ensure it remained compatible with the new legislation.

As at 31 March 2023, there were a total of 1,918 applicants on the housing register for South Cambridgeshire, split into the following housing needs bands by bedroom need:

Banding	1-bed (of which sheltered)	2-bed (of which sheltered)	3-bed	4+bed	Total
A	102 (37)	57 (3)	71	36	266
B	131 (59)	168 (8)	175	55	529
C	475 (92)	129 (6)	25	2	631
D	230 (116)	179 (9)	72	11	492
<b>Total</b>	<b>938 (304)</b>	<b>533 (29)</b>	<b>343</b>	<b>104</b>	<b>1,918</b>

**Affordability** has become an increasing issue in relation to allocations made through the Home-Link scheme. There are two main strands to this:

- 1) The difference in rent levels, with 'affordable' rents on new build properties being considerably more expensive than the rents on existing properties. For example, a new two bed flat at £195 pw attracted far fewer bids than an older two bed house where the rent was £126 pw.
- 2) Landlord practices which place a pressure on low-income households. For example, the requirement for tenants, including those in receipt of benefits, to fund Rent-in-Advance and requests for prospective tenants to provide a deposit to secure a property viewing.

Work is ongoing between Home-Link Management Board and our Home-Link partners to address this to ensure properties offered through Home-Link continue to meet the needs of our applicants. This includes updates to the Partnership



agreement to encourage better allocation practices (for example, in terms of Rent in Advance), liaison with Housing Development and Strategy partners in terms of the bidding preferences and improvements to the Home-Link website to provide advice and signposting in relation to money advice. In addition, this council has invested in specialist money advice posts to support households with managing with increased financial pressures. As part of this work, Money Advisers have started to develop a tenancy training program to support new tenants understand their responsibilities and to help them budget.

### Home Ownership

South Cambridgeshire is the second most expensive district for house prices in the county after Cambridge City. The average house price in October 2022 was £513,935, an increase of £46,598 in just six months (compared to an increase of £23,897 in the East of England and £22,664 in England for the same period). The lower quartile house price to income ratio is 11.4 for South Cambridgeshire (October 2022) – generally house prices of 3 to 3.5 times income are considered affordable.

For many households therefore living in the district home ownership continues to be unaffordable.

### Private rent

There is an active private rental market with high demand. Nationally, the Index of Private Housing Rental prices reported record-high UK annual inflation in private rental prices (4.2% in the 12 months to December 2022). Rents in the district are expensive, making most private rentals unaffordable for those on benefits or a low income. Private rentals at the lower end of the market are few and far between and for those relying on housing benefit to pay their rent, the difference between the Local Housing Allowance (LHA) rate and the median rent payable represents an average shortfall of £65 per week (October 2022).



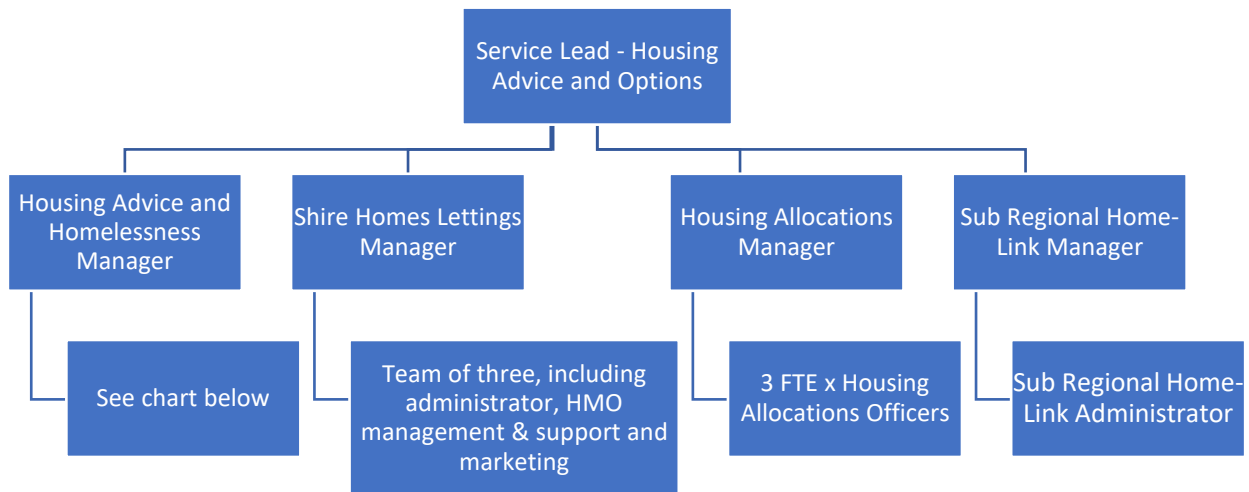
Property size	Median weekly rent	LHA	shortfall
1 bed	£196	£178	£18
2 bed	£253	£196	£57
3 bed	£311	£219	£92
4 bed	£392	£299	£93

(Cambridgeshire Insights – figures for October 2022)

**Homeless prevention activities**

**The Housing Advice and Options Team**

The housing advice and options team is part of the Housing department of the Council. The team provide services that are tenure neutral and available to all residents of South Cambridgeshire.



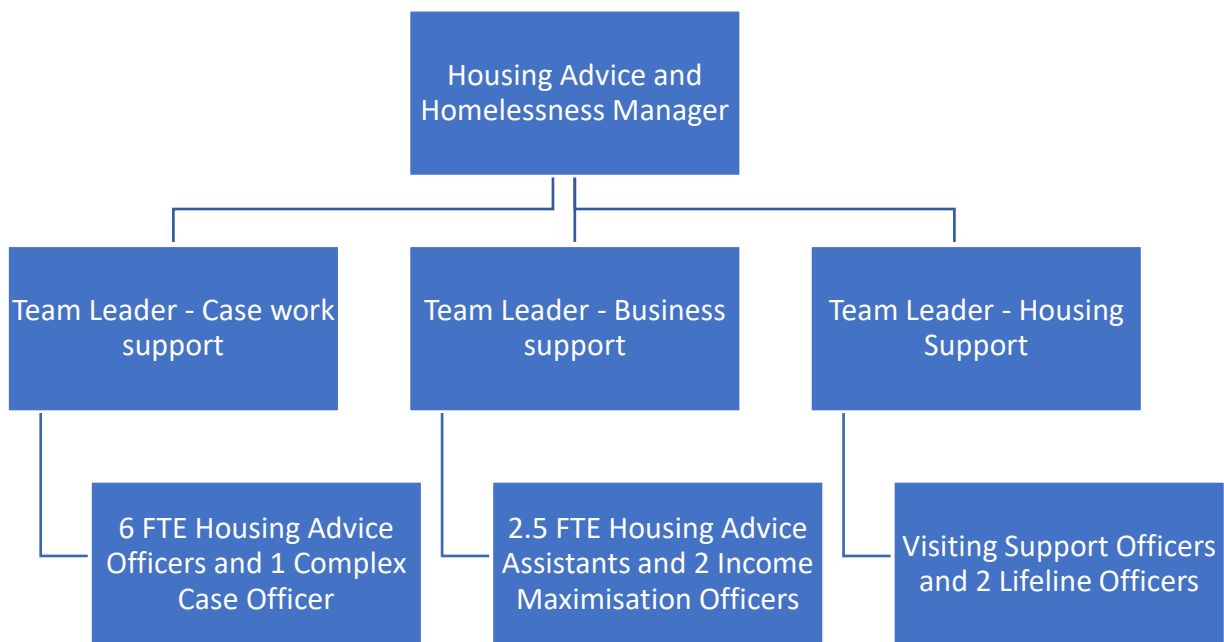
The chart above shows the structure of the housing options and advice team. The service lead for housing advice and options manages the housing advice and homelessness manager, the shire homes lettings manager – who manages a team of three, the housing allocations manager – who manages three allocations officers,



and the sub regional Home-Link manager – who manages a Home-Link administrator.

### Housing Advice and Homelessness

The housing advice and homelessness service is responsible for providing free and confidential advice to the residents of South Cambridgeshire District, including homeless prevention and other statutory duties under the homeless legislation.



The chart above shows the structure of the housing advice and homelessness team. The housing advice and homelessness manager sits above a team leader for case work support, a team leader for business support and a team leader for housing support. The team leader for case work support manages six housing advice officers and one complex case officer. The team leader for business support manages three housing advice assistants and two income maximisation officers. The housing support team leader manages visiting support officers and two lifeline officers.

The housing advice and homelessness section within the team have continued to focus on prevention, whilst fulfilling the Council’s statutory obligations under the homeless legislation contained in the Housing Act 1996 and the Homelessness





Reduction Act. This includes working with clients to prevent and relieve their homelessness, assessing our duties and providing temporary accommodation where necessary.

The team has recently expanded to include an additional Housing Advice Assistant and additional Income Maximisation officers in light of the affordability issues within the district which have been exasperated by the COVID Pandemic and Cost of Living Crisis. These roles help to assess affordability, provide budgeting advice, signposting to specialist services and develop a training package for new tenants. This has been a popular service, having received 157 referrals since October 2022 with 69% being positively helped with through positive change, financial gain or homeless prevention.

The team also work closely with, and provide line management support for, the Homes for Ukraine team. This team includes Housing Advice Ukraine Liaison officers, who work with Ukrainian guests who need other housing options and Homes for Ukraine welfare officers, who check on the welfare needs of Ukrainian guests in the district.

As with all services across the Council, the team had to adapt the service in response to the COVID pandemic and during lockdown were required to work from home, communicating with clients, applicants and agencies largely over the phone or through video calls. The team now operate under a more hybrid approach combining home working and time in the office, maintaining the new ways of working that proved successful during the pandemic whilst recognising that in person discussions are better for some clients and circumstances.

The team are also making changes to their working processes and moving away from an appointments-based system, which was creating a backlog and are now seeing clients and assessing needs in a more responsive way. It is hoped that this will improve the customer experience, create a more efficient service and combine with the additional roles, increase opportunities for early prevention.

The service also provides services specifically for elderly residents in the district including a Visiting Support service that supports residents and helps them to maintain their homes and the Community Alarm service.





## **Allocations**

This service has responsibility for allocating affordable and social rented properties within the district. Properties are allocated via Home-Link, the sub-regional choice-based lettings service. This includes both our own council properties and nominations to housing associations. The team also maintain our housing register, assessing and reviewing new and existing applications in line with the Council's lettings policy.

## **Shire Homes Lettings**

There is a team of four who manage all aspects of Shire Homes Lettings, our private sector leasing company. This includes negotiations with landlords to agree lease arrangements, letting and managing the tenancies, additional management and support for those living in shared accommodation within our HMO's and marketing to attract new business.

## **Sub regional Home-Link scheme**

The Sub-Regional Home-Link Team consist of a Manager and an Administrator. Their roles are to manage and support the Sub-Regional Home-Link partnership. The posts are funded by all partners, but the roles are hosted by South Cambridgeshire District Council and form part of the council's Housing Advice and Options service.

## **Floating support**

A county wide floating support service is in place to support a range of clients aged 16 – 64 who may need housing related support to help them to maintain their accommodation. This is provided by P3, and includes mental health support, which was previously provided under a separate floating support service.

In addition, the Housing Advice service refers clients, who are excluded or struggling to engage and in need of support with mental health issues to the Counting Every Adult service.



### **Deposit guarantee scheme**

The rent deposit guarantee scheme has been in operation for a number of years. The scheme provides either the deposit or a guarantee of the deposit to private landlords. The team have recently brought this scheme inhouse.

The scheme is offered to both priority need and non-priority need applicants at risk of homelessness and enables them to find and choose their own accommodation, subject to checks around affordability and suitability.

### **Discretionary Housing Payments (DHPs)**

DHP's are extra payments to assist with housing payments for those in receipt of housing benefit. The policy prioritises homeless prevention and additional payment towards housing costs such as rent can be made to help prevent homelessness. Funds for DHP's are allocated from Central Government. Our annual budget for 2022 / 2023 was £110,515.00 and it will remain unchanged for 2023 / 2024. The entire budget was spent during 2022 / 2023, but the Council have topped this up by £100,000 to support the household / fuel crisis for 2022 / 2023 and 2023 / 2024. Over 500 applications were received during 2022 / 2023.

### **Safe at Home**

The Housing Advice service work with the Bobby scheme to provide added safety and security measures to survivors of domestic abuse where they wish to remain in their own homes and these measures will provide a safer environment. The team also work with our tenants and our repairs contractors Mears to provide additional security measures within our Council tenancies where necessary.

### **Spend to Save**

As well as the prevention schemes mentioned above, there is also provision within the homeless budget for officers to determine other prevention measures. This is usually a one-off payment and can be creative as long as it will help to prevent homelessness. This will not only be a cheaper option for the Council but will reduce



the disruption and distress to the families caused by homelessness. Some examples include:

- Clearing rent arrears to prevent a family having to leave their home.
- Purchase of driving licence, to provide a form of ID.
- Payment of a guarantor fee to enable access into privately rented accommodation.

These payments are made as a loan which the applicant agrees to repay at an affordable weekly / monthly repayment.

### **CAB – Money Advice service**

The Council works in partnership with Cambridge CAB to provide a money advice outreach service from the Council's offices. Many applicants approach the Council with debt issues, which the CAB can assess and assist with.

### **Homeless prevention via Home-Link**

As part of the Home-Link lettings policy, Band B can be awarded to applicants, likely to be in priority need, who are working with us to prevent their homelessness. As demand and housing need for housing increases there can be no guarantee of rehousing prior to homelessness, however, where households are willing to be as flexible as possible there is some chance of rehousing.

As at March 2023, 70 households were registered on Home-Link with a housing need of homeless prevention and over the last three years on average 116 applicants have been housed each year as a result.



## Chapter 5 – Resources

### Financial resources

#### Expenditure and income of the Housing advice and homelessness service

Description	2012 / 2013	2017 / 2018	2022 / 2023
Payments for Accommodation	£152,324	£117,420	£586,256
Associated homeless costs	£14,992	£17,558	£43,747
Homeless prevention Grants	-	£11,413	£12,519
Prevention Measures	£69,982	£25,327	£50,474
Staff & Central Support Costs	£265,739	£401,403	£970,473
<b>Total Expenditure</b>	<b>£503,036</b>	<b>£573,121</b>	<b>£1,663,469</b>
Income – Contributions	£71,586	£51,782	£119,054
Income – Government Grant	£55,166	£109,047	£639,110
Total Income	£126,752	£160,829	£758,164
<b>Net Expenditure</b>	<b>£376,284</b>	<b>£412,292</b>	<b>£905,305</b>

The above figures show that expenditure on homelessness has tripled over the previous five years, largely due to staffing and staff related costs. This reflects the additional responsibilities placed on homeless services including the requirements of the Homeless Reduction Act and an emphasis on increased prevention at a time when external factors are impacting on homelessness. This is also evident from the increase in government grants, which covers a significant amount of the increase. The government provide an annual grant for homeless prevention, which as can be seen above has increased substantially over the last five years. As well as the annual homeless prevention grant over recent years additional government funding has been provided for rough sleeping and severe weather provision, Everyone In (for rough sleepers during Covid) and the Domestic Abuse Act.



## Grants to external organisations

The Housing Related Grants scheme offers 3-year funding support to voluntary organisations for the delivery of housing advice and homeless prevention related services across South Cambridgeshire. Grants are awarded to services that support the core service aim of preventing homelessness and / or improving housing options. In addition, grant applicants were asked to demonstrate how the application would support one of the following supplementary service aims:

- Supporting Domestic Abuse services
- Support for people with complex mental health needs
- Support for families on low income

A sum of £14,250 was agreed for each of the years: 2023 / 2024, 2024 / 2025 and 2025 / 2026 with the deadline for applications closing in October 2022.

Three grant applications were received, and these were from Cambridge Cyrenians, Cambridge Re-Use, Cambridge Women's Aid. All applications were scored against the published criteria and the following award proposals were agreed by the Lead Cabinet Member for Housing on 4 November 2022.

### Award Proposals for 2023 - 2026

Organisation	Proposed award	Comments
<b>Cambridge Cyrenians</b>	£2,000	The Cyrenians provide support and accommodation for people with an increasing level of need, including ex-offenders and people experiencing mental health issues.
<b>Cambridge Re-Use (previously known as SOFA)</b>	£2,750	Re-use provides low cost household goods to families with a limited income in Cambridge and South Cambridgeshire. The funding will be used to reimburse expenses of the volunteers who help provide the service.



<b>Cambridge Women's Aid</b>	£9,500	<p>CWA has been providing specialist services to survivors of domestic abuse in Cambridge and the surrounding areas for over forty years.</p> <p>Although a new, county-wide service has recently been commissioned this offers a different type of service to the CWA outreach provision (which provides an out of hours response and specialises in support for women).</p> <p>In addition, the council has been able to benefit from the specialist knowledge held by CWA in terms of working with survivors to develop / improve the council's response to domestic abuse.</p>
<b>Total</b>	<b>£14,250</b>	-

## Partnership Working

### Key Forums

The teamwork in partnership with a number of other agencies to support those who are homeless, address their associated needs and improve joint working. Key forums attended by the service include:

- Counting every adult service
- County protocol meetings with social care
- Home-Link Management Board
- Home-Link Operations group
- Temporary accommodation provider meeting
- Mental Health accommodation forum
- MAPPA
- MARAC
- Sub regional homelessness group



- Residents at risk
- Criminal Justice – rehabilitation and resettlement group
- Operational housing pathway group (Criminal Justice)
- Pre-release meeting for HMP Peterborough

This is not an exhaustive list and one-off or ad-hoc meetings are also attended with other agencies as the need arises.

## Protocols

The housing advice and homelessness service have a number of protocols in place with other agencies. Most protocols are, and will need to be, County wide to ensure a consistent approach for County-wide agencies.

### Some key existing protocols include

**Homeless 16 / 17-year-olds:** A vital area of work between Housing and Children's Services to ensure vulnerable 16 / 17-year-olds receive the help and support they need to either resolve the issues at home that have led to the threat of homelessness or those who are living away from their families for the first time, whilst still legally being a minor.

**Intentionally homeless families:** Another protocol between Housing and Children's Services relates to assistance offered to intentionally homeless families. This protocol is due for review, particularly in light of the Homeless Reduction Act, where even greater emphasis is put on prevention.

**Care Leavers protocol:** Covers planned and emergency moves for children leaving care. This protocol is currently under review.

**MAPPA:** This is a protocol between housing and key agencies who are part of Multi Agency Public Protection.

**Cambridgeshire and Peterborough Accommodation Protocol Pathways for people with experience of the Criminal Justice System:** To promote a multi-agency approach to working together to provide effective support to people in prison and prison leavers, to reduce homelessness and in turn the risk of reoffending.



Mental Health, substance misuse and housing toolkit: This toolkit looks at how the three areas; mental health, substance misuse and housing; all based in separate organisations, need to cooperate to achieve the best outcomes for individuals.

## Chapter 6 – Conclusions

Demand for homeless services have continued to be high over the past five years. In addition, there have been some unprecedented impacts over these previous five years, including the Covid pandemic, cost of living crisis and support for refugees. This combination has exacerbated some of the main challenges facing South Cambridgeshire District Council and its homeless service, including:

- The need to promote early intervention to increase the opportunities to prevent homelessness, including family breakdown and other forms of insecure housing.
- Rectify the high number of 'not known' recordings.
- Improve the housing options available for single people including those who are unsuitable for shared accommodation.
- Ensuring we prevent and intervene to resolve rough sleeping.
- Early and targeted money advice for those on a low income, including those in employment, to help with affordability.
- Ongoing support and assistance for tenants and landlords in the private rented sector.
- Ensuring we provide an inclusive service, taking account of all protected characteristics, particularly due to the increase in domestic abuse and high levels of homeless applications from those with mental and physical health needs.
- Ensuring we provide an inclusive service, taking account of all protected characteristics, particularly due to the increase in domestic abuse and high levels of homeless applications from those with mental and physical health needs.
- Further work to build on the improvements to the Council's response to domestic abuse.





- Joint working with health services to improve early intervention for those with mental and physical health needs.
- Reducing the use of B&B, which is unsuitable as a form of temporary accommodation.
- Joint work through the Home-Link partnership to reduce affordability concerns preventing offers of social housing.
- Ongoing work to support government refugee schemes including guests from Ukraine.

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# Homelessness Strategy

2023 to 2028

[www.scambs.gov.uk](http://www.scambs.gov.uk)

01954 713 000

South Cambridgeshire Hall

Cambourne Business Park

Cambourne

Cambs

CB23 6EA



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## Introduction

The Homelessness Act 2002 places a statutory duty on all Local Authorities to undertake a review of homelessness in their area and, based on the findings of this review, to develop and publish a strategy to tackle and prevent homelessness. This new Homelessness Strategy will cover 2023 to 2028 and the strategy is reviewed and renewed every five years. Since the last review and strategy were written there have been significant external factors affecting the homeless services, including the pandemic, the war in Ukraine and the ongoing economic situation continues to place increased pressure on household budgets.

The strategy should be read in conjunction with the Homelessness Review of the district.

The homelessness review document shows the impact on our homeless applications.

New aims and priorities resulting from the Review will help to shape the strategic approach for the next five. The priorities for the next Strategy are grouped into two main aims, which are detailed further later in the strategy:



To provide homeless prevention, early intervention, and support.



To provide suitable housing options.



## Local Policy Context

### South Cambridgeshire District Council's Business plan

The business plan aims to put the heart into South Cambridgeshire by:

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

Housing that is truly affordable for everyone to live in is an important element of homeless prevention and addressing housing need in the district. Likewise, being a modern and caring Council supports the support and assistance many residents need that bricks and mortar alone cannot provide. Being green to our core links in with energy efficiency and making homes more affordable.

### Greater Cambridge Housing Strategy

This strategy outlines the strategic direction for housing activity in Cambridge City and South Cambridgeshire. Its purpose is to set the context as to how both councils aim to meet the housing challenges facing the area for both new and existing homes and residents.

The strategy is currently under review but will support a strong emphasis on preventing homelessness.





## Homelessness in South Cambridgeshire – what we achieved in the previous strategy.

### Working closer with partner agencies to prevent homelessness

- Procedures in place for public services to refer those at risk of homelessness to the local housing authority, under their 'duty to refer'.
- Criminal Justice protocol
- Care Leavers protocol
- Increased casework with all homeless applicants (including non-priority homeless applicants), including personal housing plans.
- Mental Health, Substance Misuse and Housing toolkit
- Emmaus – increased referrals and supported the completion of pods to provide move on accommodation.
- DAHA accreditation due to work on domestic abuse including joint panels such as Marac and Perpetrator panel.

### New private rent initiatives

- Increased supply of private rented properties through the Shire Homes Lettings private sector leasing scheme.
- Completion of pilot scheme for HMO's (houses of multiple occupation) within the Shire Homes Lettings scheme – this proved to be successful and has continued as business as usual.
- Evaluated the outcomes of the new business development officers, through the Trailblazer scheme, and methods to increase access to private rented sector, however, concluded that specific schemes were best achieved at a local level based on needs and supply.
- The Greater Cambridge Build to Rent Policy was published in July 2021 as an Annex to the Greater Cambridge Housing Strategy. This sets out the



Council's expectations in terms of the delivery of Build to Rent and the provision of Affordable Private Rent. Early discussions with developers on some of the strategic sites within South Cambridgeshire are ongoing regarding the delivery of Build to Rent as part of the overall housing delivery.

- Reviewed rent deposit guarantee scheme and agreed to bring this in-house and manage alongside other spend to save initiatives.
- Continued use of discretionary housing payments (DHP) specifically for homeless prevention.
- Continued close working relations with Ermine Street Housing in their capacity as a Council owned company and private landlord.

#### **Access to information**

- Updated written and website information covering advice on rights and responsibilities to help residents prevent homelessness from their current accommodation.
- Updated information covering advice on housing options available.
- Improved working to ensure better advice and information for partner agencies. This includes joint working on protocols and pathways.

#### **Access to accommodation and support**

- Increased the supply of affordable accommodation through new build programme, private sector leasing and access via other private rent incentives.
- Regular monitoring of temporary accommodation including hostel vacancies and the use of B&B.
- Increased the number of properties under management by Shire Homes Lettings private sector leasing scheme.
- Continued to work with the City and contributed to the Single Homeless Service.
- Commenced the use of HMO's within the Shire Homes Lettings scheme.





- Worked with Emmaus to improve referrals from the Housing Advice Team to Emmaus and supported the completion of six Pods on site.
- Enabled existing and potential tenants to access appropriate support to enable them to maintain their accommodation – this included floating support, visiting support, Citizens Advice Bureaux (CAB), money advice service and discretionary housing payments.
- Worked with our Housing Benefit colleagues to support clients through the Universal Credit roll out in South Cambs.
- Reviewed the lettings policy in light of the impact of the Homeless Reduction Act responsibilities and duties.
- Awarded Domestic Abuse Housing Alliance (DAHA) accreditation.
- Created money advice and income maximisation roles within the team.
- Accommodated four Syrian families, 10 Afghan families and worked with over 350 Ukrainian households totalling 769 guests to offer support and assistance as required.

## Key findings from the homelessness review

Homelessness in the district remains high, with more people approaching us once they are already homeless in recent years.

The main causes of homelessness at prevention stage are end of an assured shorthold tenancy, family or friends no longer being able to accommodate and domestic abuse.

The main causes of homelessness at relief stage are family and friends no longer being able to accommodate and domestic abuse, followed by non-violent relationship.

Overall, the main causes of homelessness are:

- family and friends no longer being able to accommodate,
- the end of an assured shorthold tenancy,
- with domestic abuse being the third highest cause of homelessness.

This is the same nationally.



The highest household type to approach us at prevention stage are female, single parents, closely followed by single males.

At relief stage the largest household type is by far single males.

Applicants tend to be of working age, with very few applications from those under 18 or over 65.

More applicants are employed than in receipt of benefits.

The ethnicity of our applicants matches the proportions within the 2021 census.

The sexual identification categories of our applicants are also similar to the census, however, a greater proportion 'prefer not to say'.

The highest support need for our applicants is mental health, followed by physical health and disability.

65% of those who approach us at prevention stage are successfully prevented from becoming homeless.

In most cases this is due to securing alternative accommodation, which is similar to the national picture.

An offer of social housing is the main means of preventing homelessness, followed by the private rented sector.

At relief stage, whilst a high proportion secure alternative accommodation, the highest proportion end relief due to 56 days having elapsed and therefore moving onto the main duty stage.

Like at the prevention stage, an offer of social housing is the main means of relieving homelessness, followed by private rented.

Where a main duty decision is made, in the vast majority of cases this is to accept the main duty.

Where a main duty is accepted, the reason for priority need is largely due to the household including dependent children, followed by mental health and physical health.



The main means of discharging a main duty is through an offer of social rented accommodation.

### Rough Sleeping

Levels of rough sleeping within the district are low, but have increased recently, which is the same nationally. Since December 2019 to August 2022, 55 referrals had been made to P3, a charity who provide an outreach service for rough sleepers in South Cambridgeshire.

Due to vague or unclear information about the location of a rough sleeper, only 33% of referrals were located. However, the service has a high success rate with regards to engaging with people with 89% of those found, engaging in a needs assessment and support plan with the Outreach Service.

### Affordability

The lower quartile house price to income ratio is 11.4 for South Cambridgeshire (October 2022) – generally house prices of 3 to 3.5 times income are considered affordable.

The difference between the Local Housing Allowance (LHA) rate for private rent and the median rent payable represents an average shortfall of £65 per week (October 2022).



As at March 2023, there were a total of

**1,738**

applicants on the housing register.

The highest proportion of these were single people.

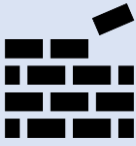
Over the last 3 years (up to March 2023) on average

**318**

allocations have been made each year from the housing register into Council stock,



24% of which are generally for sheltered accommodation.



Since the last strategy, there have been on average

**371**

new affordable homes completions each year through housing associations.

Between 2018 / 2019 and 2022 / 2023,

**309**

council owned properties have been built, including rented and shared ownership.



Shire Homes Lettings has housed over

**150**

households.

As of March 2023 they have

**67** self-contained properties and

**5** houses of multiple occupation providing **21** rooms.

## Aims and priorities moving forward

As the review of homelessness in the district has shown, demand for homeless services have continued to be high over the past five years. In addition, there have been some unprecedented impacts over these previous five years, including the Covid pandemic, cost of living crisis and support for refugees. This combination has exacerbated some of the main challenges facing South Cambridgeshire District Council and its homeless service, including:



**Aim 1: To provide homeless prevention, early intervention and support.**

- The need to promote early intervention to increase the opportunities to prevent homelessness, including family breakdown and other forms of insecure housing.
- Ensuring we prevent and intervene to resolve rough sleeping.
- Early intervention through protocols and pathways including the criminal justice system and care leavers.
- Access to private rented accommodation including a rent deposit scheme and our private sector leasing scheme, Shire Homes Lettings.
- Street outreach service provided by P3.
- Early and targeted money advice for those on a low income, including those in employment, to help with affordability.
- Include training package for tenancy responsibilities.
- Include review of energy efficiency to increase affordability (through links with our Net Zero Carbon Strategy).
- Ongoing support and assistance for tenants and landlords in the private rented sector.
- Ensuring we provide an inclusive service, taking account of all protected characteristics, particularly due to the increase in domestic abuse and high levels of homeless applications from those with mental and physical health needs.
- Rectify the high number of 'not known' recordings.
- Further work to build on the improvements to the Council's response to domestic abuse.
- Joint working with health services to improve early intervention for those with mental and physical health needs.

**Aim 2: To provide suitable housing options**

- Improve the housing options available for single people including those who are unsuitable for shared accommodation.



- Project with Ermine Street to provide additional single person self-contained accommodation.
- Reducing the use of B&B, which is unsuitable as a form of temporary accommodation.
- Monitor effectiveness of the change of working practice within the service.
- Increase provision of access to privately rented accommodation including through Shire Homes Lettings.
- Council and Housing Association new build programmes.
- Joint work through the Home-Link partnership to reduce affordability concerns preventing offers of social housing.
- Ongoing work to support government refugee schemes including guests from Ukraine.

## Action plan and monitoring

An action plan will accompany the strategy covering the actions identified above. This will be monitored annually and updated to reflect progress, emerging challenges and achievements.

Several performance indicators are also monitored on a quarterly basis through the Housing Management Service and the Council's corporate Performance reports.

This includes:

- Total number of presentations, including advice only cases
- Number of homeless applications
- Number of successful homeless prevention
- Number of homeless acceptances
- Numbers of households in temporary accommodation
- Number of households with family commitments who have been accommodated in B&B for longer than six weeks. \*
- Successful homeless prevention as a proportion of all homelessness cases closed. \*

(\* included in corporate performance reports)



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## Appendix C

Consultation responses to request for any further comments relating to the priorities identified.

Response	Comment
Housing should be allocated to people who are actively seeking employment and not another free benefit.	Homeless prevention, homeless duties and allocations policy are guided by legislation and our statutory responsibilities as well as local needs.
Priorities must be set for whom should be the first, second and then third group. Ex MOD personnels must be the first, UK citizens of different levels should be second, foreign, non UK and Asylum must be the third and last.	As above
Specific example provided of a homeless man who will not accept help and concerns for his mental health.	Individuals who require assistance from partner agencies or who do not engage with the service will be referred where and when appropriate.
Better services may need increases in Council Tax, which I would support	
I don't really agree with making housing provision a lower priority, this is a chicken and egg situation surely, you cannot have one without the other.	No reference made in the homeless strategy to making housing provision a lower priority.
Definitely the key is to spot the problems before they become critical. Rough sleepers often have mental illness issues combined with substance and alcohol abuse and minor criminal activity. This largely due to the failure of support networks following the closure of institutions and a lack of adequate community care provision.	Early intervention increases the possibility of a successful outcome. Protocols, pathways and toolkits have been agreed to ensure services work together as effectively as possible where there are multiple issues.
I agree that the strategy should be constructive, and based on helping those who are homeless or at risk of homelessness to find suitable, affordable and stable accommodation, and to remain in it. It should also be aimed at helping people to address wider challenges which may be exacerbating their housing difficulties.	Joint working with other agencies as above, plus referrals for additional support when required. Money advice also being provided to address the wider issues around affordability.
We should be making a stronger link between SCDC's Net Zero Carbon Strategy and the work through CERP – Cambridgeshire Energy Retrofit	Added to Strategy and to be explored further to ensure all support available is being accessed.

Partnership to also deliver outcomes against the Homelessness Strategy.	
There needs to be more work on identifying solutions to these issues - a lot of the review simply says "we must do better". Well so must we all, the question is how, and when? The Strategy needs some tangible programmes, with deliverables. The goal needs to be to end homelessness, at least in its presentation as rough sleeping and over-use of temporary accommodation, with a measured trajectory to achieve and sustain this goal!	Difficult to set a measure trajectory due to the external factors that impact on homelessness. However, the strategy does include certain projects such as the provision of single person accommodation through Shire Homes Lettings and assistance from Ermine Street to provide self-contained units for those who are not suited to shared accommodation. Further contact being made with responder (It takes a City).

# Agenda Item 7



<b>Report to:</b>	Scrutiny and Overview Committee 15 February 2024
<b>Lead Cabinet Member:</b>	Councillor John Williams, Lead Cabinet Member for Resources
<b>Lead Officer:</b>	Peter Maddock Head of Finance
<b>Key Decision:</b>	No

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## Conservative group budget proposals 2024/25

### Executive Summary

1. The Conservative group have formulated their budget proposals for 2024/25 and wish these to be considered by this Committee.

### Recommendations

2. That the Committee consider the attached report on the Conservative group budget proposals and comment as appropriate.

### Details

3. At the meeting of this Committee on 18 January 2024 the detailed draft budget for 2024/25 was presented for consideration prior to onward submission to Cabinet and Council.
4. It is usual for the opposition group to provide their budget proposals to Council for consideration alongside the main budget setting report. The Leader of the opposition with the agreement of the chair of this committee has asked for the Conservative group proposals to be considered at this committee ahead of its submission to Council on 27<sup>th</sup> February 2024 and therefore these are attached to this report at Appendix A.
5. There are a number of proposed additions to the budget along with savings to fund those proposals and the overall impact of these budget amendments are intended to be cost neutral to the Council's General Fund. The proposals are not considered significant when taken in the context of the overall draft general fund budget.

## **Reasons for Recommendations**

6. The leader of the Conservative group has asked that the budget proposals put forward are considered by this Committee and as the Chair has agreed this they are presented for consideration.

## **Options**

7. The Committee could decide not to consider the proposals and leave any debate on this to Council.

## **Implications**

8. 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**

9. The financial impact of the proposals is neutral to the general fund. There are no specific fraud risks arising for this report.

## **Staffing**

10. The proposals include additional staffing costs in some areas and reduced staffing in other areas. This could include recruitment costs and redundancy costs as appropriate.

## **Consultation responses**

11. Consultation on the proposals have been carried out with relevant Heads of Service.

## **Background Papers**

None.

## **Appendices**

Appendix A: Budget proposals and related commentary.

## **Report Author:**

Peter Maddock Head of Finance  
Telephone: (01954) 713000

**Conservative Group Budget Proposal for 2024/2025**

**Ongoing Expenditure proposals**

**1. Freeze the council tax**

It has been a difficult couple of years for residents dealing with the cost of living crisis resulting in part from the Russia-Ukraine war, and also with the pressures of the Covid-19 pandemic. Ever-increasing household bills, particularly in relation to heating and fuel costs, have hit people hard. It is proposed to freeze the council tax at 2023/24 levels to assist residents struggling to meet their living costs. The income forgone in 2024/25 as a result will be around £343,000.

**2. Additional planning enforcement (compliance) officer**

There is a need to bolster resources in the planning enforcement team and it is proposed to add an additional officer at a cost of £62,000 to provide for the growing demands and complexities of investigating breaches of planning conditions and consent.

**3. Additional Envirocrime enforcement officer**

There is an increasing problem with fly tipping nationally and South Cambs is not immune to this. It has been recognised that resources deployed to tackle this issue are woefully short and although additional resources are being deployed they don't go far enough. A further officer and dedicated vehicle are proposed to bolster the resources to tackle this anti-social behaviour. The cost of an officer would be £49,000 and the cost of the vehicle would be £50,000, which would be included in the Capital programme and is accounted for below under 'one off' proposals. The running costs of this additional vehicle are estimated at £21,000.

#### **4. Additional contact centre officers**

The contact centre is a vital resource to the Council in its interaction with residents of the district and it is important that it is properly resourced. Particularly given the extra strain that will be put on it with the administration's decision to hire out parts of the building, two further officers will enable the contact centre to deliver the level of service that the public rightly expect. The cost of this would be £74,000.

#### **5. Tackling Isolation Officer**

Mobility and social interaction are vital lifelines for residents living in more remote, rural South Cambs villages. The proposal is to employ a part-time Tackling Isolation Officer costing £16,000 who will work to support isolated residents and families, enabling them to socially interact within their local area.

#### **6. Self-financing Transformation incentive scheme**

Transformation works best when the process runs throughout the organisation, fuelled by bottom-up ideas. It is proposed to introduce a self-financing Transformation incentive scheme where staff are encouraged to suggest Transformation initiatives, to then be rewarded with a bonus if their idea is selected and if it saves the council money. Any reward would be paid using that saving. Devising new ideas would not be part of their normal day-to-day responsibilities.

### **Funding of ongoing Expenditure Proposals**

#### **7. Scrap the four-day week**

The additional costs relating to the four-day week waste trial of £103,500 be used to part fund the ongoing proposals above.

#### **8. Remove second Special Responsibility Allowance for councillors**

It is proposed that the current policy that allows councillors to receive more than one Special Responsibility Allowance be discontinued, this will save around £14,000. This would ensure the council can continue to maximise the money it directs to delivering for residents.

#### **9. Removal of the Transformation department**

The Transformation department continues to be a significant area of expenditure for the council, amounting to £3.894 million in 2022/23. Further, we have seen this department expand by 63 staff since 2018/19.

It is proposed that the transformation process be done by existing staff in existing departments. Two members of staff would coordinate the programme and a member(s) of existing staff from each department would be seconded the role of delivering transformation in their department. This would ensure transformation is a bottom-up part of the process completed within departments, rather than top-down, and would save the council money in doing so. It is proposed that the difference between the total of expenditure proposals and savings proposals of £306,500 be removed from the ongoing Transformation budgets.

#### **10. Data**

It is proposed that the £111,000 bid for the two staff for the new internal data team is not taken forward at this time. The alternative proposal would be to allocate this responsibility to a member(s) of each department, who can then submit departmental data to senior leaders for collation. Completing this work with existing staff would save money and ensure data collection is done by experts in their respective departments.

## **11. Magazine**

The council produces four issues of the South Cambs Magazine per year. It is proposed to reduce the number of issues from four to two, which will save around £30,000. Six-monthly magazines should provide readers with sufficient updates and information.

### **One off proposals**

## **12. Remove bid for Systems Analyst post**

Remove the bid for an extension to the systems analyst post, saving around £42,000.

## **13. Additional funding for fraud prevention and investigation**

Local Authorities have in recent years seen increasing amounts of attempted fraud against them and, if anything, the Covid-19 pandemic and cost of living crisis has seen this sort of activity increase further. It is important to tackle this growing trend and preventative work is seen as a key element to achieving this. It is therefore proposed to invest £10,000 in further fraud prevention work and raising fraud awareness in the community and other related projects. The additional cost of the successful Key Amnesty project carried out this time last year was minimal.

## **14. Additional vehicle to tackle Envirocrime**

An additional allocation be made in the capital programme for an additional vehicle for Envirocrime in the sum of £50,000.



## **15. Earmarked reserves**

The remaining difference to one off items of £18,000 be funded from earmarked reserves.

### **Cllr Heather Williams**

Leader of the Conservative Opposition

District Councillor for The Mordens Ward

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# Agenda Item 8



**South  
Cambridgeshire**  
District Council

<b>Report to:</b>	Scrutiny and Overview Committee 15 February 2024
<b>Lead Cabinet Members:</b>	Councillor John Batchelor, Lead Cabinet Member for Housing Councillor John Williams, Lead Cabinet Member for Resources
<b>Lead Officer:</b>	Peter Campbell, Head of Housing Peter Maddock, Head of Finance
<b>Key Decision:</b>	No

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## **South Cambs. Limited trading as Ermine Street Housing: Review of the Business Plan 2023/2024 to 2032/2033**

### **Executive Summary**

1. The Ermine Street Housing Business Plan is refreshed annually to include the latest portfolio details, the previous years' performance, and the amended financial assumptions.
2. The Business Plan has been scrutinised and agreed by the Company's Board of Directors and is shared with Cabinet for information.

### **Recommendations**

3. The Scrutiny and Overview Committee is requested to review the contents of this report, note the confidential appendix, and make appropriate recommendations to Cabinet relating to the Ermine Street Business Plan for the period 2023/2024 to 2032/2033.

### **Details**

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. 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.

### **Refreshed Business Plan 2023/2024 to 2032/2033**

12. ESH Board of Directors review and refresh the Business Plan annually to reflect changes in the composition of the portfolio, the gross rental yields achieved and the latest market values of the portfolio.
13. The Business Plan also considers the performance of the Company in relation to the previous year's trading period, updates the financial assumptions and revises key risks and key business sensitivities.
14. The Business Plan, attached at **Appendix A**, is used by the Company's Board of Directors to challenge, and scrutinise the Company's trading activities. It is now shared to enable the Cabinet to consider the updated version.
15. As stated in last year's plan the proposed rate applicable from 1st April 2024 is 4.25%, before reverting to 3.85% in April 2026 should interest rates reduce over the next year.

16. To date lending has been achieved by using the Council's own resources but going forward it is likely that the Council will need to borrow and lend on, should any future expansion be considered.
17. Cabinet received an Additional Growth on 6 February 2024, requesting an investment fund of £20 million for ESH to draw down for investment opportunities and for the provision of homes for the single homeless.
18. The Company's Board of Directors agreed the Business Plan at their board meeting on 25 January 2024.
19. The Subsidy Control Act, April 2022 replaces the EU state aid provisions and is unlikely to be of concern if the interest charged meets the requirement to charge a high enough rate. The Board considered it would be prudent for the Council to seek external legal opinion on the position for the Council and the Company. Any resulting impact for the Company will be reported in future iterations of the Business Plan.
20. As in previous years the Business Plan includes information relating to Minimum Revenue Provision (MRP), which is significant factor for the Council. Government consultation that commenced in late 2021 which indicates that the Council may be required to make Minimum Revenue Provision (MRP) on any lending held / made from April 2023 onwards. However, there has been no information from government relating to the results of the consultation and/or any subsequent date for implementation.
21. Should it be implemented it is possible that the Council would need to set-aside at least 2% per annum on all sums loaned to the ESH. To do this the Council would need to increase the interest rates to such a level that it would be unviable for the Company to continue trading.
22. Representations have been made in response to the consultation, in the hope that an exemption may be granted for the provision of housing.
23. At the time of writing this report, the outcome from the government is still awaited, the impact of this for the Council was outlined in the Ermine Street Housing Business Plan last year, and in the event of an announcement being made the Company will be able to refresh the Business Plan and inform the Council of the impact.

## **Reasons for Recommendations**

24. The Council, as owner of the Company and sole shareholder, has an interest in reviewing the Business Plan to ensure that: (i) the Company is on target to achieve its objectives, (ii) to consider the past year's performance, and (iii) acknowledge the changes in the financial assumptions and the financial return to the Council resulting from the business activity.

## **Implications**

25. 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**

26. 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.

27. 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.

28. 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.

### **Legal**

29. 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**

30. 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.

31. 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.

32. Risk management is monitored by the Council and the ESH board of directors.

### **Climate Change**

33. 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.

34. 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**

35. 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**

36. The Company offers some sub-market rental accommodation particularly in the MOD leased stock. Additionally, the Company leases homes to Shire Homes Ltd, that are used as Houses in Multiple Occupations (HMOs) to provide housing for single homeless people and other homes that are used for temporary accommodation for homeless families.

37. The Additional Growth report received at Cabinet on 6 February 2024 proposes to allow the Company to purchase additional homeless single person accommodation to prevent the use of expensive temporary accommodation.

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

38. The energy efficiency measures being taken as mentioned above in paragraphs 33 and 34.

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

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

## **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:

- 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
- South Cambs Limited trading as Ermine Street Housing: Review of Business Direction- 2 September 2020
- Ermine Street Housing - Additional Growth- Cabinet 6 February 2024

## **Appendix**

**Appendix A:** Ermine Street Housing Business Plan Update (exempt – not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

### **Report Author:**

Duncan Vessey – Head of Ermine Street Housing  
Telephone: (01954) 713139



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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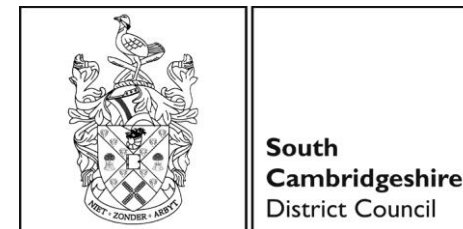
# Scrutiny Work Programme

Date of Scrutiny and Overview Committee meeting	Scrutiny and Overview Committee agenda / work programme
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
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
January 2025	Business Plan Action Plan
February 2025	-
To be allocated	Planning engagement with town and parish councils

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## Cabinet Forward Plan 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 February 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](http://www.scambs.gov.uk)

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

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

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

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

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

**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

Title [If relevant, the reason for considering the matter in private]	Description	Decision Maker	Date of Meeting	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
<p><b>Part 1: Key and Non-Key Decisions</b></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"> <li>• incur expenditure or savings in excess of £200,000; or</li> <li>• acquire or dispose of land or property with a value in excess of £1,000,000.</li> </ul> <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>					
<p>Greater Cambridge Authority Monitoring Report 2022-23</p> <p>Non-Key</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 – agreed subject to call-in</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>Cabinet</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
Shire Homes Lettings Scheme Non-Key	To note the spend-to-save benefit of Shire Homes Lettings and its role in reducing temporary accommodation costs.		06 February 2024 – agreed subject to call-in		Lead Cabinet member for Housing  Susan Carter, Service Manager - Housing Advice and Options	Cabinet report publication expected on 29 January 2024
State of the District - South Cambridgeshire Non-Key	Cabinet is asked to note the report.	Cabinet	06 February 2024 – agreed subject to call-in		Leader of Council  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.  <b>[The report is public but the Business Plan is confidential as it contains commercially sensitive information (Local Government Act 1972 as amended,</b>	Cabinet	12 March 2024		Lead Cabinet member for Housing  Duncan Vessey, Head of Ermine Street Housing	Public Cabinet Report and Confidential Appendix publication expected on 4 March 2024

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**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 Local Plan Timetable</p> <p>Key</p> <p>Page 221</p>	<p><b>Schedule 12A paragraph 3)].</b></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>The Local Plan timetable (previously called the</p>	<p>Cabinet</p>	<p>12 March 2024</p>	<p>Lead Cabinet member for Planning</p> <p>Jonathan Dixon, Planning Policy Manager, Caroline Hunt, Strategy and Economy Manager</p>	<p>Cabinet report publication expected five clear working days before the meeting.</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
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 22</p>	<p>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>Key</p>	<p>To consider a revised Strategy.</p>	<p>Cabinet</p>	<p>12 March 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 4 March 2024</p>
<p>Lifeline Service (dispersed scheme) and the financial impact of the digital changeover</p> <p>Key</p>	<p>To consider the future of the scheme.</p> <p><b>[Confidential report by virtue of paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972 (as amended)].</b></p>	<p>Cabinet</p>	<p>12 March 2024</p>		<p>Lead Cabinet member for Housing</p> <p>Susan Carter, Service Manager - Housing Advice and Options</p>	<p>Confidential Cabinet report publication expected on 4 March 2024</p>
<p>Quarter 3 Performance report</p>	<p>To consider Council performance during</p>	<p>Cabinet</p>	<p>12 March 2024</p>		<p>Lead Cabinet member for Resources</p>	<p>Cabinet report publication expected on 4 March 2024</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
Non-Key	October, November and December 2023				Kevin Ledger, Senior Policy and Performance Officer	
Waste Collection Changes - Update  Key	To extend the four-day-week collection changes until July 2024	Cabinet	12 March 2024		Lead Cabinet member for Environment  Bode Esan, Head of Climate, Environment & Waste	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  Julie Fletcher, Service Manager – Housing Strategy	Cabinet report publication expected five clear working days before the meeting.
Quarter 4 Performance report  Non-Key	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

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**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
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Quarter 1 Performance Report Non-Key	To consider Key Performance Indicators and progress in respect of the Business Plan.	Cabinet	September 2024	Leader of Council Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected five clear working days before the meeting.
Quarter 2 Performance Report Non-Key	To consider Key Performance Indicators and progress in respect of the Business Plan.	Cabinet	December 2024	Leader of Council Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected five clear working days before the meeting/
Quarter 3 Performance Report Non-Key	To consider Key Performance Indicators and progress in respect of the Business Plan.	Cabinet	March 2025	Leader of Council Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected five clear working days before the meeting.
Quarter 4 Performance Report Non-Key	To consider Key Performance Indicators and progress in respect of the Business Plan.	Cabinet	June 2025	Leader of Council Kevin Ledger, Senior Policy and Performance Officer	Cabinet report publication expected five clear days before the meeting.

**Part 2: General Exception Notices**

None

**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
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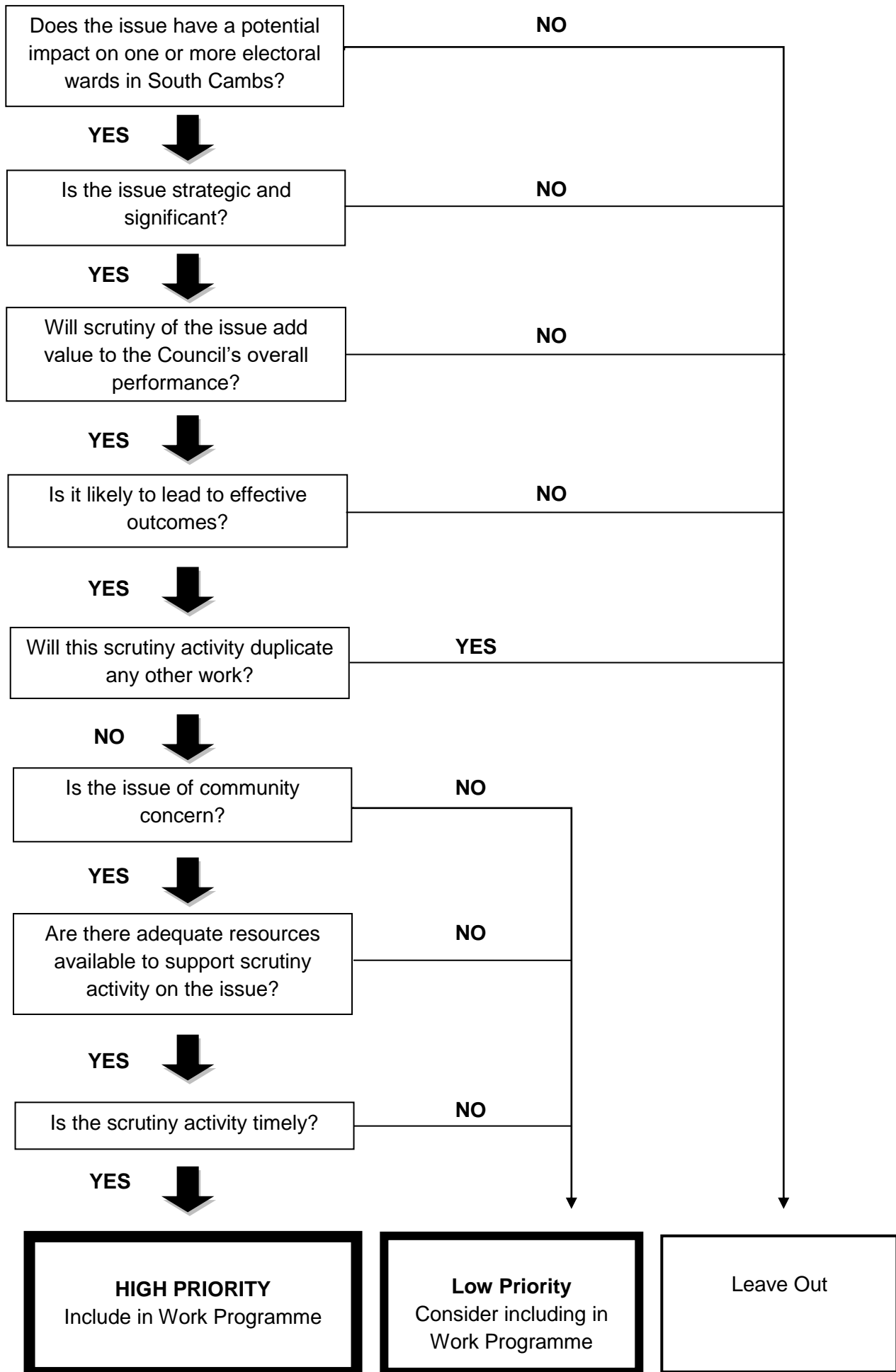
**Part 3: Special Urgency Notices**

None

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## Scrutiny Work Programme Prioritisation Tool



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