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4 February 2020

To: Chairman – Councillor Grenville Chamberlain  
Vice-Chairman – Councillor Brian Milnes  
Members of the Scrutiny and Overview Committee – Councillors  
Dr. Shrobona Bhattacharya, Anna Bradnam, Dr. Martin Cahn, Nigel Cathcart,  
Sarah Cheung Johnson, Graham Cone, Dr. Claire Daunton,  
Dr. Douglas de Lacey, Geoff Harvey, Steve Hunt, Peter McDonald and  
Judith Rippeth

Quorum: 5

Substitutes:	Councillors Gavin Clayton, Mark Howell, Sue Ellington, Bunty Waters, Henry Batchelor, Peter Fane, Philip Allen, Jose Hales, Clare Delderfield, Deborah Roberts and Heather Williams
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**There is a pre-meeting session at 5pm for members of the Committee only, to plan their lines of enquiry. This will take place in the Monkfield Room.**

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** on **THURSDAY, 13 FEBRUARY 2020** at **5.20 p.m.**

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

Yours faithfully  
**Liz Watts**  
Chief Executive

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

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## AGENDA

PAGES

- 1. Apologies**  
To receive apologies for absence from committee members.

<b>2.</b>	<b>Declarations of Interest</b>	
<b>3.</b>	<b>Minutes of Previous Meeting</b> To authorise the Chairman to sign the Minutes of the meeting held on 21 January 2020 as a correct record.	<b>1 - 6</b>
<b>4.</b>	<b>Public Questions</b>	
<b>5.</b>	<b>Community Safety Partnership Review and Action Planning 2019-21</b>	<b>7 - 28</b>
<b>6.</b>	<b>Proposed Allocation Policy for the distribution of faith/community land in the new community of Northstowe</b>	<b>29 - 40</b>
<b>7.</b>	<b>2019-20 Quarter Three Performance Report</b>	<b>41 - 52</b>
<b>8.</b>	<b>2019/2020 Revenue and Capital Budget Monitoring</b>	<b>53 - 64</b>
<b>9.</b>	<b>Conservative Group Budget Proposal for 2020/21</b>	<b>65 - 66</b>
<b>10.</b>	<b>EXCLUSION OF PRESS AND PUBLIC</b> The law allows Councils to consider a limited range of issues in private session without members of the Press and public present. Typically such issues relate to personal details, financial and business affairs, legal privilege and so on. In every case, the public interest in excluding the Press and public from the meeting room must outweigh the public interest in having the information disclosed to them. The following statement will be proposed, seconded and voted upon:  “I propose that the Press and public be excluded from the meeting during the consideration of the following agenda items 11, 12 and 13 in accordance with Section 100(A) (4) of the Local Government Act 1972 on the grounds that, if present, there would be disclosure to them of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.”  Paragraph 3 relates to information relating to the financial or business affairs of any particular person (including the authority holding that information).  If exempt (confidential) information has been provided as part of the agenda, the Press and public will not be able to view it. There will be an explanation on the website however as to why the information is exempt.	
<b>11.</b>	<b>Town Centre Development - Northstowe Phases 1 and 2</b>	<b>67 - 76</b>
<b>12.</b>	<b>Investment Partnerships: Legal Agreements</b>	<b>77 - 92</b>
<b>13.</b>	<b>Confidential minute of the previous meeting held on 21 January 2020</b> To authorise the Chairman to sign the confidential Minute of the meeting held on 21 January 2020, as a correct record.	<b>93 - 94</b>
<b>14.</b>	<b>Work Programme</b> For the committee to consider its work programme which is attached with the Council’s Notice of Key and Non-Key Decisions. When considering	<b>95 - 112</b>

items to include in the work programme, the committee is requested to refer to the attached Scrutiny Prioritisation Tool.

**15. To Note the Dates of Future Meetings**  
Thursday 12 March 2020 at 5.20pm.

## **GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL**

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

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

#### **Security**

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

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#### **Emergency and Evacuation**

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

#### **First Aid**

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#### **Toilets**

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

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#### **Banners, Placards and similar items**

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

#### **Disturbance by Public**

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

#### **Smoking**

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

#### **Food and Drink**

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



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# Agenda Item 3

## **SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of a meeting of the Scrutiny and Overview Committee held on  
Tuesday, 21 January 2020 at 4.00 p.m.

**PRESENT:** Councillor Grenville Chamberlain – Chairman  
Councillor Brian Milnes – Vice-Chairman

**Councillors:** Anna Bradnam  
Graham Cone  
Geoff Harvey  
Judith Rippeth  
Heather Williams  
Dr. Martin Cahn  
Dr. Claire Daunton  
Steve Hunt  
Deborah Roberts

Councillors Gavin Clayton, Neil Gough, John Williams, Ruth Betson and Dr. Tumi Hawkins were in attendance, by invitation.

**Officers:** Victoria Wallace  
Peter Maddock  
Gareth Bell  
David Ousby  
Scrutiny and Governance Adviser  
Head of Finance  
Communications Manager  
Head of Commercial Development & Investment

### **1. APOLOGIES**

Apologies for absence were received from Councillors Shrobona Bhattacharya, Sarah Cheung Johnson, Douglas de Lacey and Peter McDonald. Councillor Heather Williams was present as a substitute for Councillor Bhattacharya and Councillor Deborah Roberts was present as a substitute for Councillor de Lacey.

### **2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **3. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 17 December 2019 were agreed as a correct record.

### **4. PUBLIC QUESTIONS**

Mr Daniel Fulton was invited to ask his question, which had been submitted in advance of the meeting. Planning officers were unable to attend the meeting to provide a response however the following written response had been prepared, which the Chairman read out:

The Planning Service is currently carrying out a review of all of the planning conditions used across both South Cambridgeshire and Cambridge, with a view of having a standard list of conditions that will be used for relevant applications. This includes conditions related to sustainable design and construction and policies CC/3 and CC/4 of the Local Plan. This will help to ensure effective implementation of these policies.

## 5. 2020-25 BUSINESS PLAN

The Deputy Leader (non-statutory) presented the 2020-25 Business Plan. The committee considered and commented on the proposed Business Plan and action grid, which detailed the activities the Council would carry out under each of the four priority areas.

Councillor Roberts expressed concern about the priorities identified in the Business Plan and that core ambitions were identified rather than core functions. She expressed concern about the priority of growing local businesses and economies and was unsure what support the Council could provide for entrepreneurs that they needed. Councillor Roberts suggested that the Council looked at where the problems were in the organisation and suggested the Planning department should be a priority area for the Council. She suggested a complete review of the Planning process and Shared Planning Service should be a top priority under the 'A modern and caring Council' priority area. She informed members that the villages she represented were very angry and concerned about how Planning delegation was managed by the Council. In response to this, the Lead Cabinet Member for Planning informed the committee that the delegation process had been put in place by the previous administration in 2016 and had not changed. Councillor Hawkins explained that parish councils could request that a planning application be referred to the Planning Committee and that this request was reviewed by Planning officers in consultation with the Planning Committee Chairman. This process was being looked at as part of the review of the Council's Constitution. Counsel's advice had been sought on this matter and a report would be presented to the Planning Committee. Councillor Hawkins reminded the Scrutiny and Overview Committee that it had received a report on the performance of the Planning service at its December 2019 meeting, during which members had the opportunity to raise any concerns about the service.

In response to the concerns raised by Councillor Roberts, Councillor Gough informed the committee that:

- The Council would provide support sought by any existing South Cambridgeshire businesses and to those who sought support in setting up new businesses in the district.
- The priorities identified in the Business Plan were above and beyond business as usual. The importance of the efficiency of the Planning service was recognised and this, as well as the Council's other core services, were part of business as usual.

Other committee members expressed their support for the priority to support local businesses.

Support was expressed by committee members for the reference to paper free meetings. The resources needed for this were queried. The Lead Cabinet

Member informed the committee that this was about modernisation and that a lot of detail had to be worked through regarding equipment and software in order for meetings to become paper free. The committee was informed that the provision of equipment for members was under consideration and it was recognised that there would be a cost associated with this.

The following comments and suggestions regarding the Business Plan were made:

- Under action B1 of Priority B) Housing that is truly affordable for everyone to live in, it was requested that the wording 'where possible' was amended to provide more clarity.
- Under the list of actions completed from the 2019-20 Business Plan:
  - Regarding the action, 'Signed contracts to deliver 150 new Council houses in the next few years', members requested that the number of years be specified.
  - Regarding the anti fly-tipping campaign that had reached over 40,000 people, members queried whether this had led to a reduction in fly tipping.

In response to the points raised by committee members, the Deputy Leader informed the committee that:

- The Council would continue to monitor the number of fly tips and the number of fly tip prosecutions.
- The Council would continue to ensure the highest renewable energy and energy efficiency standards with all the Council homes it built.
- The Council was trying a number of things to deter fly tipping and was targeting the areas most vulnerable to this.
- There was an additional staffing element in the plan for more community forums.
- £200,000 had been assigned in the budget to create a new team to deliver a new Business Support service. It was difficult to say when the recruitment to this service would be completed.
- In response to concerns raised regarding the difficulty to attract and retain talent in Planning, the committee was informed that recruitment and retention was an issue across many service areas. The Council had seen success, such as in the waste service, through targeted campaigns and creative remuneration packages and training being offered.
- Several of the priority areas focussed on health and wellbeing. The extension of the mobile warden scheme was a very important area of service provision, particularly given the demographics of the district.

Subject to the incorporation of the suggested amendments, the Committee supported the Business Plan's onward submission to Cabinet for consideration and to Council for approval.

## **6. REVIEW OF RESERVES AND PROVISIONS**

The Lead Cabinet Member for Finance and Head of Finance presented the review of the Council's Revenue Reserves and Provisions as part of the 2020/21

budget setting process.

The committee considered and commented on the report:

- Committee members thanked officers and the Lead Cabinet Member for the very clear reports, all of which were easy to understand.
- Members were pleased to see that money in the taxi licensing reserve was being used to employ a new member of staff.
- Councillor Heather Williams felt that this document and the other political documents being presented to the committee, were sound enough to be presented to Cabinet for review. She requested that it be recorded in the minutes that this did not however mean that she endorsed the contents of these reports.
- It would be useful to understand how the Bad Debt Provision compared to other councils.
- The Head of Finance informed the committee that ICT software was normally treated as capital expenditure, however as there were more cloud-based systems, this could not be treated as capital expenditure and more revenue expenditure would have to be found to fund this.
- The committee was informed that there was no intention to withdraw contributions to the Cambridge Sports Lake Trust.

The committee endorsed the recommendations to Cabinet.

## **7. CAPITAL STRATEGY**

The Lead Cabinet Member for Finance and Head of Finance presented the refreshed version of the Capital Strategy.

Committee members considered the Strategy and made the following comments:

- Accessibility of the document for those with visual impairment was queried in relation to the design of the front cover and the use of text against colour.
- The inclusion of a glossary was suggested.
- At paragraph 9.2 of the Strategy, it was suggested that the words 'or mainly' be removed.
- It was suggested that the wording at paragraph 9.3 of the Strategy was changed from 'The Council accepts higher risk on commercial property investment', to 'The Council acknowledges/recognises the higher risk on commercial property investment'

The committee endorsed the recommendations to Cabinet.

## **8. CAPITAL INVESTMENT PROGRAMME**

The committee considered the Capital Investment Programme for the financial years 2020/2021 to 2024/2025, which was presented by the Lead Cabinet Member for Finance and Head of Finance.

The committee had no specific comments to make on this and endorsed the recommendations to Cabinet.

## **9. TREASURY MANAGEMENT STRATEGY**

The committee considered and commented on the Treasury Management Strategy which was presented by the Lead Cabinet Member for Finance and Head of Finance.

As with the Capital Strategy, the accessibility of the document for those with visual impairment was queried in relation to the design of the front cover.

Some concern was raised by committee members regarding the potential risk to the Council of future interest rate rises, however members were reassured that the Council was doing all it reasonably could to balance the risks.

The committee endorsed the recommendations to Cabinet.

## **10. SUMMARY GENERAL FUND BUDGET 2020/21**

The committee considered and commented on the summary General Fund Revenue Budget for 2020/21, which was presented by the Lead Cabinet Member for Finance and the Head of Finance.

Concerns regarding the economic outlook were discussed, as was the economic resilience of the district. In response to concerns raised if build out rates at Waterbeach and Northstowe slowed due to the economic climate, the Lead Cabinet Member emphasised that the Council was keen to be proactive in bringing forward housing, particularly affordable housing. The Council was providing as much support as it could and would intervene where appropriate to ensure homes were delivered.

The anticipated impact of the fair funding review on the Council was also discussed. The Head of Finance had been working on this and set out what was expected, which were cuts to business rates and the New Homes Bonus.

The Deputy Leader (non-statutory) thanked the Head of Finance and other officers for their work on the business rates retention scheme, which would see the Council benefitting from additional income of £1.1 million.

The committee noted the report and endorsed the recommendations to Cabinet.

## **11. PROPERTY INVESTMENT DECISION**

The committee considered this item in confidential session. The committee heard representations from the local members and Town Clerk. The committee had no specific recommendations. The committee supported the continuation of negotiations and for the final decision on this matter to be taken by full Council.

**12. WORK PROGRAMME**

The committee noted its work programme.

**13. TO NOTE THE DATES OF FUTURE MEETINGS**

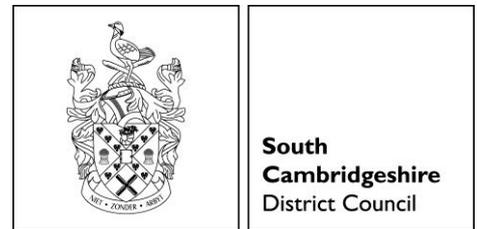
The next meeting would take place on Thursday 13<sup>th</sup> February 2020 at 5.20pm. Members were reminded to attend the Investment Partnerships Members Agreements training that would take place from 1-5pm that afternoon.

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**The Meeting ended at 6.25 p.m.**

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# Agenda Item 5



**REPORT TO:** Scrutiny & Overview Committee 13 Feb 2020

**LEAD CABINET MEMBER:** Cllr Bridget Smith

**LEAD OFFICER:** Mike Hill, Director Health & Environmental Services

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## **Community Safety Partnership Review and Action Planning: 2019-21**

### **Executive Summary**

1. The Community Safety Partnership (formerly the Crime and Disorder Reduction Partnership, CDRP) was established following the Crime and Disorder Act 1998 (The Act) to reduce crime, disorder and substance misuse.
2. At the February 2019 meeting of the then CDRP it was agreed that the Partnership's purpose and functions needed to be reviewed and refreshed. A Development Day was held in October 2019, where it was agreed, amongst other things, that the CDRP would change its name and become a Community Safety Partnership (CSP), bringing it in line with the other CSPs across the county.
3. The purpose of this report is to:
  - ensure members are aware of the scope of the remit of the CSP; and
  - demonstrate the inextricable link between the core work of the Council and the work of the CSP.

### **Key Decision**

4. No, this is not a key decision. The constitution of the Council states that the work of the CSP should be brought to the Scrutiny and Overview Committee on an annual basis.

### **Recommendations**

5. It is recommended that the Scrutiny and Overview Committee notes the information contained within the report and appendices and make recommendations and/or request further information about the approach the Council is taking with regard to Community Safety Partnership work.

## Reasons for Recommendations

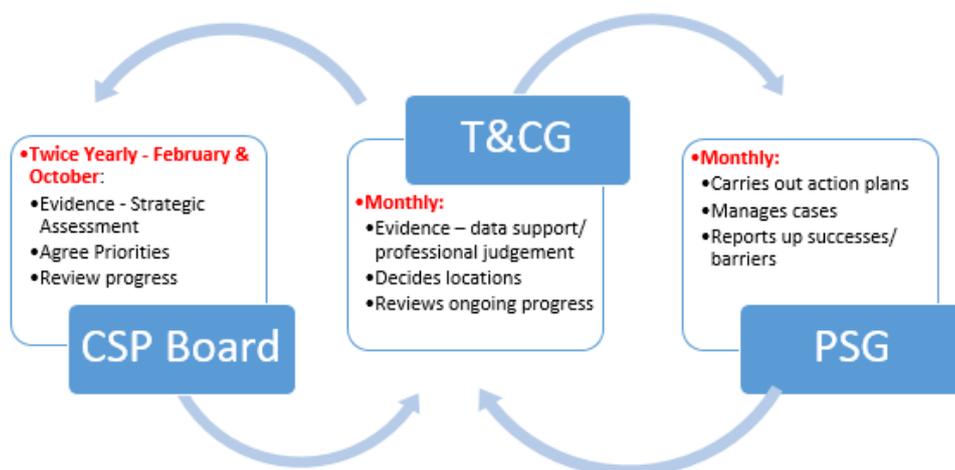
6. The CSP is a statutory partnership and the district council is one of a number of named 'responsible authorities', the others being Cambridgeshire County Council, Cambridgeshire Constabulary, Cambridgeshire Fire & Rescue Service (CFRS), Cambridgeshire and Peterborough Clinical Commissioning Group (C&P CCG), Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire Community Rehabilitation Company (BeNCH CRC Ltd) and the National Probation Service.
7. In brief, the statutory requirements are:
  - set up a strategic group to direct the work of the partnership
  - regularly engage and consult with the community about their priorities and progress achieving them
  - set up protocols and systems for sharing information
  - analyse a wide range of data, including recorded crime levels and patterns, in order to identify priorities in an annual strategic assessment
  - set out a partnership plan and monitor progress
  - produce a strategy/ies to reduce reoffending and substance misuse
  - commission domestic violence homicide reviews
8. The Police and Crime Commissioner must have regard to the CSP priorities within their police and crime plan. A few topic-based countywide delivery partnerships exist to support the work of the local CSPs in meeting their statutory duties. These were set up with the agreement of local CSPs and cover issues that can be tackled more appropriately on a larger scale (e.g. reoffending, substance misuse and rural crime – through the Rural Community Action Team (RCAT)).
9. In addition to the statutory partnership, responsible authorities are also required, under s.17 of The Act, to consider the implication on crime and disorder of all their day to day activities.
10. The table at Appendix A shows the Council's current work on the CSP and in tackling crime and disorder more generally.

## Details

11. CSPs generally exist at a district-level, however, partnerships can apply to the Secretary of State to merge with other CSPs locally. The district council is usually the accountable body for district-level CSPs. SCDC has been the accountable body for the South Cambridgeshire CSP since it was formed.

12. The CSP Board sets the direction and headline priorities for the work of the partnership and oversees the identification of resources for this work, managing risk and reviewing progress. Decisions regarding actions and the allocation of specific resources are delegated to the Tasking and Co-ordination Group (TCG).
13. As requested at the Development Day, there has been a review of membership, frequency of meetings, funding (including funding for Domestic Homicide Reviews (DHR)) and the role and purpose of the meetings that feed into the CDRP, namely the TCG and the Problem Solving Group (PSG).
14. The TCG itself is leading on a 2-part review of:
  - how the TCG and PSG function and the lines of communication between these groups and the Board (see fig 1 below, which represents the two-way communication flow that is essential for identifying issues, priority setting and decision-making, and delivering solutions);
  - how data is used to inform the Strategic Assessment and priority-setting for the CSP.

Figure 1 Summary of annual evidence gathering process of the CSP



15. The following proposal for how the CSP focuses its work is to be discussed by the CSP Board at the 27 Feb 2020 meeting:
  - *Priorities driven by data and informed by professional judgement will be organised under the following headings:*
    - *Emerging - areas where multiple issues are presenting and/or where escalating issues have been identified (an example might be Cambourne)*

- *Preventing – growth areas and/or existing communities where vulnerabilities are predicted to be an issue for the future (examples might be Northstowe or Scams)*
- *Sustaining – areas where work has been / is being done to tackle known issues are supported to improve future resilience (an example might be Willingham)*
- *Areas where communities are galvanising energy into action and can share their experiences with others to improve community resilience (examples might be Gamlingay Community Safety Group / Bassingbourn - developing young people's diversionary activities)*

16. Appendices B and C show the operational plan ('business as usual') and the Transformation Topic action plan (funded by the OPCC) for 2019-21.

17. A summary of the budget reported to the CSP for 2018-19 and 2019-20 can be found at Appendix D. The only change to this is that the CSP has received confirmation of an award of £36,650.00 from the OPCC.

18. SCDC has its own Community Safety budget of approx. £66,000 which covers £15,000 of recharges, £35,000 salaries, £7,000 County Research Analyst and leaves £9,000 for projects and interventions as required. The CSP is not financially secure enough to enable the employment of staff.

19. Historically, the cost of the strategic assessment (SA) delivered by the crime research team has been shared between Cambridgeshire County Council, SCDC and police, giving these agencies greater control over how the SA is delivered (number of reports per year, attendance at meetings of analysts) and giving staff greater job security.

## **Implications**

20. 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**

21. There is a financial implication for the Council of commissioning further Domestic Homicide Reviews. The Pooled Fund is sufficient for one further DHR. Beyond that there is a statutory responsibility to undertake DHRs with no further funding set aside by the partnership. The Cambridgeshire County Council Asst Director for Community Safety is leading a piece of work to create a new, centrally held pooled fund for this work, to which the district council will be expected to contribute annually.

## **Staffing**

22. There are implications for CSP work with regard to officer capacity within the Sustainable Communities Team.

## **Alignment with Council Priority Areas**

23. The CSP is a statutory partnership whose work aligns to that of the Council in tackling crime and disorder.

## **Appendices**

Appendix A: Table of the Council's current work on the CSP and in tackling crime and disorder more generally.

Appendix B: CSP Operational Plan

Appendix C: CSP Transformation Topic Plan

Appendix D: Summary of budget 2018-19 & 2019-20 as presented to the Board Oct 2019

## **Report Author:**

Kathryn Hawkes – Programme Manager, Sustainable Communities and Wellbeing  
Telephone: (01954) 712932

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Appendix A - Table of the Council's current work on the CSP and in tackling crime and disorder more generally.

Summary of function	Approx. Council Resource (per annum hrs or £)	Outcomes
Coordination and management of the CSP	120hrs	Fulfilment of statutory duty
Coordination and management of the TCG	190hrs	Fulfilment of statutory duty
Coordination and management of the PSG	178hrs	Fulfilment of statutory duty
Contribution to research costs for the CSP	£7,500	Fulfilment of statutory duty
Ensuring the CSP has effective and legal information sharing arrangements in place	12hrs	Fulfilment of statutory duty
Accountable body for the CSP	8hrs	Fulfilment of statutory duty
Domestic Homicide Reviews (DHR)	As and when required: there have been 2 in the last 12 months (est. 72hrs per DHR)	Fulfilment of statutory duty of CSP
Countywide Community Safety Board	14hrs	Fulfilment of statutory duty of CSP

Summary of function	Approx. Council Resource (per annum hrs or £)	Outcomes
EH Enforcement work	The remit of multiple officers across the authority	
Housing management	The remit of multiple officers across the authority	
Planning	The remit of multiple officers across the authority	
Scrutiny	4hrs	
Representation on Police & Crime Panel	(Councillor Daunton – approx. 6 meetings per annum)	
Communications	4hrs	

## South Cambridgeshire Community Safety Partnership

### Operational Plan 2019/20/21

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

Through our two-year Operational Plan we will:

1. Support vulnerable groups
2. Build resilient communities

As a partnership all our actions try to add value to what we can do individually as organisations. We do not list everything we do separately. We also have a two-year Transformation Plan that should be viewed alongside this one.

The Community Safety Partnership Board meets twice a year to provide direction and oversight. The Tasking and Coordination Group meets monthly to make sure that the partnership's plans are delivered.

#### Summary Action Plan

Action	Lead Team, Organisation	Resources	Timescales (complete by)
Coordinate agency responses to local issues (Problem Solving Group)	Environmental Health, South Cambridgeshire District Council	<ul style="list-style-type: none"><li>• Staff time</li></ul>	Monthly, ongoing
Coordinate, manage and participate in the Community Trigger process	Environmental Health, South Cambridgeshire District Council	<ul style="list-style-type: none"><li>• Staff time</li></ul>	Ongoing, as required
Domestic Homicide Reviews: <ul style="list-style-type: none"><li>• Support and facilitate</li></ul>	Sustainable Communities and Wellbeing Service, South	<ul style="list-style-type: none"><li>• Pooled funding (allocated)</li></ul>	HO guidance states within 6 months. This is rarely

<p>the completion of two Domestic Homicide Reviews</p> <ul style="list-style-type: none"> <li>• Commission further reviews as required</li> </ul>	<p>Cambridgeshire District Council</p>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<p>possible, and permission is sought, and granted to extend timescales as a matter of course.</p> <p>DHR 1 – at action planning stage</p> <p>DHR 2 – at report-writing stage</p>
<p>Hoarding Project to tackle the causes of hoarding behaviours:</p> <ul style="list-style-type: none"> <li>• Confirm project</li> <li>• Carry out and evaluate project</li> </ul>	<p>Environmental Health, South Cambridgeshire District Council</p>	<ul style="list-style-type: none"> <li>• OPCC Funding (allocated)</li> <li>• Staff time</li> </ul>	<p>Seek OPCC permission to carry forward and use grant funding underspend – Dec 2019</p> <p>Define Project – Jan 2020</p> <p>Deliver Project – Feb-May 2020</p> <p>Evaluate – June 2020</p>
<p>Communicate with local communities so they can recognise and report incidents or concerns about:</p> <ul style="list-style-type: none"> <li>• Domestic abuse</li> <li>• Violence against women and girls</li> <li>• Cyber harassment, particularly young people focussed</li> <li>• Scams and rogue</li> </ul>	<p>Sustainable Communities and Wellbeing Service, South Cambridgeshire District Council</p>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<p>In accordance with CSP comms plan. Ongoing as appropriate.</p>

trading <ul style="list-style-type: none"> <li>• Radicalisation</li> <li>• Hoarding</li> <li>• Hate crime</li> <li>• Modern Slavery</li> </ul>			
Host at least one 'Community Safety Event' annually to engage with local people	Sustainable Communities and Wellbeing Service, South Cambridgeshire District Council	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• £500 for venue, refreshments, printing etc (Pooled Fund)</li> </ul>	Next event, March 2020

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## **South Cambridgeshire Community Safety Partnership Transformation Plan 2019/20/21**

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

Our two-year Transformation Plan aims to:

1. Make sure we know what makes our communities vulnerable
2. Give communities the knowledge and skills to tackle concerns themselves
3. Share our learning across Cambridgeshire and Peterborough

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

This year and next, rather than just focusing on the crime types that are committed, we will be focusing on understanding what causes people to be vulnerable to becoming victims or perpetrators of crime and anti-social behaviour in the district.

In addition to the things included in this plan, the partnership will still come together to resolve specific issues and cases that cannot be resolved by one agency on its own and fulfil its statutory duties. The duties include assessing relevant data each year, reviewing Community Trigger cases and carrying out Domestic Homicide Reviews. Please see our Operational Plan for further information.

## **Making sure we know what makes our communities vulnerable**

We will work together to better understand what makes people vulnerable in South Cambridgeshire. We will do this by looking at all relevant data available to us, and especially data that we haven't looked at in the past. We hope that this will help us to see how we can better help people to avoid becoming vulnerable.

What we know already:

- Our rural areas are faced with lots of risks that can be hard to understand.
- Our communities tend to focus on the crimes that have been committed rather than the reasons why people commit crimes or become victims. We need to look at both.
- As a very rural area, it is not easy to predict where crimes will take place based on what has happened in the past. Risks such as domestic abuse, modern day slavery and county lines do not show in statistics, however, we know that they are happening in our area.
- Not all our communities are the same. We have different needs in the various communities, and some are more able than others to protect themselves.
- Our communities expect a lot of us. We need to work together, as well as with our communities, to make the most of resources.
- Our communities often think that there is more crime than there is, and that they are at more risk than they are.

In looking at the data and anecdotal evidence in more detail we hope to:

- use a greater range of data to examine the concerns of communities.
- better address the causes of crime and victimisation.
- show if we need to focus on issues that do not show in statistics.

First we will set up a data group to:

1. review how we currently know who is vulnerable in our area.
2. look at how we share information now and compare it to best practice elsewhere.
3. design a way to use this information to help vulnerable people living in a rural district.

Second, we will use any new information from the data group to help us decide which risks and vulnerabilities we will focus on. This will help:

- The CSP to agree which should be looked at together (districtwide, local level or non-geographic community-level).
- The Problem Solving Group to better prioritise and focus.
- Individual agencies to better understand the risks and vulnerabilities that will inform their own work.
- Community groups to make informed decisions.

### **Giving communities the knowledge and skills to tackle concerns themselves**

We will work with our rural communities to develop and share a series of projects and initiatives that will help us to work together with them or help them to help themselves where they would like to, and we are unable to do so.

What we know already:

- Many of the traditional ways to help communities cannot be used because organisations do not have the resources to use them.
- Many of the traditional ways to help communities do not involve community safety organisations working with communities to solve concerns together.
- The rural nature of the area makes it difficult for organisations to tackle every community's concerns.

Through this work we hope to:

- improve partnership working at a local level.
- provide communities with the information and skills to help themselves if they would like to.
- increase our communication with communities that we are working with or those that are helping themselves.

Using our newly agreed priorities and processes, we will:

1. coordinate and communicate with active local communities.
2. help communities turn their desire for change into action.
3. support local action through:
  - a. developing and publishing a toolkit for how to make things happen.
  - b. providing skills training if required.

4. offering small grants to turn ideas into action.

### Sharing our learning across Cambridgeshire and Peterborough

Once we have developed our toolkit and piloted the approach in South Cambridgeshire's rural communities, we will share our experiences. We hope to be able to show how community energy can be converted into action that makes a difference to people locally.

The toolkit will be a library of off the shelf projects and initiatives for communities to use, backed up by support from local agencies who can provide advice where needed. We will include templates, 'how to' videos, first-hand experiences from communities and advice on how to keep projects running and evaluate their success.

Ultimately, we want to help our communities as much as possible within the resources we have. We want to collaborate with them, as well as provide them with the right support to be able to solve their own issues and help themselves.

### Summary Action Plan

	Action	Lead Team, Organisation	Resources	Timescales (complete by)
1	Set up data group: <ul style="list-style-type: none"> <li>• Brief organisations</li> <li>• Agree date/time of first meeting</li> </ul>	Research Group, Cambridgeshire County Council	<ul style="list-style-type: none"> <li>• Researcher time – funded by partners</li> <li>• Staff time – organisational budgets</li> </ul>	30 September 2019
2	Facilitate data group: <ul style="list-style-type: none"> <li>• Agree terms of reference</li> <li>• Relevant officers to attend meetings</li> </ul>	Research Group, Cambridgeshire County Council	<ul style="list-style-type: none"> <li>• Researcher time – funded by partners</li> <li>• Staff time – organisational budgets</li> </ul>	31 December 2019
3	Report on findings from data group, to include current processes, proposed new processes and	Research Group, Cambridgeshire County	<ul style="list-style-type: none"> <li>• Researcher time – funded by partners</li> </ul>	5 February 2020

	analysis of data collected: <ul style="list-style-type: none"> <li>• Present written report to CSP Tasking &amp; Coordination Group</li> </ul>	Council		
4	Agree focus for action: <ul style="list-style-type: none"> <li>• CSP Tasking &amp; Coordination Group to make recommendations</li> <li>• CSP Board to agree focus</li> </ul>	Cambridgeshire Fire & Rescue Service	<ul style="list-style-type: none"> <li>• Partners time – organisational budgets</li> </ul>	27 February 2020
5	Collect, assess and pilot case studies of community-led success stories: <ul style="list-style-type: none"> <li>• Set up 'toolkit group'</li> <li>• Contact and collect information from local communities and further afield</li> <li>• CSP Tasking &amp; Coordination Group agree first set of case studies for the toolkit</li> <li>• Criteria, governance and delivery of funding</li> </ul>	Sustainable Communities and Wellbeing Service, South Cambridgeshire District Council	<ul style="list-style-type: none"> <li>• Additional staff time - £4,750</li> <li>• Pilot projects – kick start funding £8,000</li> <li>• Project evaluation - £3,000</li> </ul>	30 June 2020
6	Produce toolkit: <ul style="list-style-type: none"> <li>• Request quotes for case studies</li> <li>• Develop 'How to' videos</li> <li>• Design and create online</li> </ul>	Sustainable Communities and Wellbeing Service, South Cambridgeshire District Council	<ul style="list-style-type: none"> <li>• Additional staff time - £1,900</li> <li>• £10,000 video development</li> <li>• Host toolkit – SCDC</li> </ul>	31 August 2020

	toolkit		operational costs	
7	Develop support package: <ul style="list-style-type: none"> <li>• Identify training needs</li> <li>• Work with communities to develop support materials where professional training is required</li> </ul>	Cambridgeshire Constabulary	<ul style="list-style-type: none"> <li>• Additional staff time - £3,800</li> </ul>	30 September 2020
8	Launch toolkit and support package: <ul style="list-style-type: none"> <li>• Host launch event, inviting local communities and countywide partners</li> <li>• Publicise launch of toolkit and support</li> <li>• Host local information events, if required</li> <li>• Promote other Cambridgeshire CSP projects, e.g. Community Eyes and Ears, where appropriate</li> </ul>	Sustainable Communities and Wellbeing Service, South Cambridgeshire District Council	<ul style="list-style-type: none"> <li>• Additional staff time - £1,900</li> <li>• £2,000 event costs</li> <li>• £800 publicity materials</li> <li>• £500 training costs</li> </ul>	31 March 2021

# CDRP Spending plan 2018/19

FUNDING SOURCE	AMOUNT
Line1 Pooled Fund Start Balance	£33,113.94
Line2 Rollover OPCC from April 2017 to March 2018	£6,000.00
Line3 OPCC funding for April 2018 to March 2019	£5,000.00
Line4 <b>TOTAL FUNDING AVAILABLE</b>	<b>£44,113.94</b>

ITEM	ORIGINAL PROFILED BUDGET	OUTTURN / COMMITTED	NOTES AND CONTEXT	FUNDING SOURCE		NOTES
				OPCC	POOLED	
Line7 Tough Love Theatre Production for village colleges and community	£5,000.00	£6,870.00	Tough Love cost £4,870; County Lines cost £4,950.  Incomes from schools (total across both productions) was £2,950.	£6,870.00	£0.00	
Line8 County Lines Theatre Production for village colleges and community	£5,000.00					
Line9 Community Safety Event	£165.00	£0.00	Event held on 9 March 2019 for parish councils, including community resilience workshop. The cost of the event was covered by CDRP partners.	£0.00	£0.00	
Line10 Community Protection Project	£2,000.00	£2,000.00	Financial fraud, scams and rogue trading prevention, training and awareness resources that have been shared with South Cambs residents and through parish councils.	£0.00	£2,000.00	
Line11 Domestic Homicide Review 1	£9,350.00	£9,350.00	Underway.	£0.00	£9,350.00	
Line12 Domestic Homicide Review 2	£10,000.00	£10,000.00	Underway.	£0.00	£10,000.00	
Line13 <b>TOTALS</b>	<b>£31,515.00</b>	<b>£28,220.00</b>		<b>£6,870.00</b>	<b>£21,350.00</b>	

OPCC = Office of the Police and Crime Commissioner

OPCC element  
Pooled Fund element  
TOTAL FUNDS ALLOCATED 2018/19

£6,870.00  
£21,350.00  
£28,220.00

# CDRP Spending plan 2019/20

## UPDATED SEPTEMBER 2019

	FUNDING SOURCE	AMOUNT	
Line1	Pooled Fund Start Balance	£11,598.94	£11,763.94 incl £165 unspent
Line2	Rollover OPCC from April 2018 to March 2019	£4,130.00	
Line3	OPCC funding for April 2019 to March 2020	TBC	£36,650.00
Line4	<b>TOTAL FUNDING AVAILABLE</b>	<b>£15,728.94</b>	

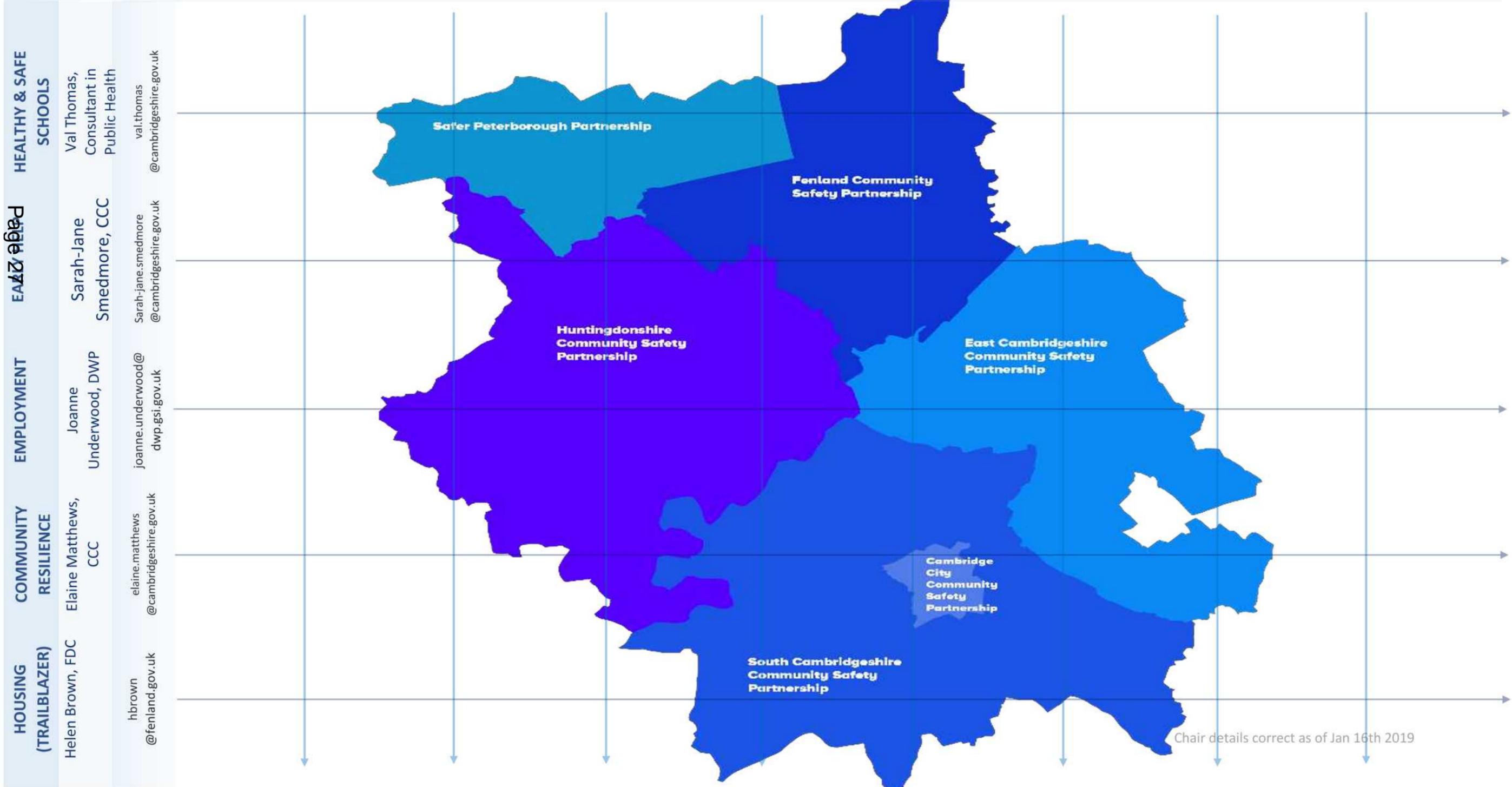
				FUNDING SOURCE			
Line6	ITEM	PROFILED BUDGET	PROJECTED OUTTURN	NOTES AND CONTEXT	OPCC	POOLED	NOTES
Line7	Domestic Homicide Review Reserve	£10,000.00		Zero projected outturn un	£0.00	£10,000.00	
Line8	Hoarding Project	£1,000.00	£1,000.00	Carried forward from 2017/18	£1,000.00	£0.00	
Line9	OPCC Transformation Project			Amount TBC by OPCC		£0.00	
Line10	<b>TOTALS</b>	<b>£11,000.00</b>	<b>£1,000.00</b>		<b>£1,000.00</b>	<b>£10,000.00</b>	

OPCC = Office of the Police and Crime Commissioner

OPCC element	£1,000.00
Pooled Fund element	£10,000.00
<b>TOTAL FUNDS ALLOCATED</b>	<b>£11,000.00</b>
2019/20	

# PARTNERSHIP MATRIX

Mental Health Delivery Board	DA & SV Delivery Group	CCJB Offender Sub-Group	Road Safety Partnership	Child Exploitation, Gang Activity & County Lines Delivery Board	PREVENT Delivery Board	Drug & Alcohol Misuse Delivery Board	Youth Justice Management Board	Organised Crime & Modern Slavery Delivery Group
Co-Chairs: Dr Emma Tiffin, CCG Supt. Laura Hunt	Co-Chairs: Sarah Ferguson, CCC/Det. Supt. Martin Brunning,	Chair: Matthew Ryder, National Probation Service	Chair: Ray Bisby, Deputy PCC	Chair: Det. C/Insp. Neil Sloan	Chair: C/Insp. Marcia Pringle	Co-Chairs: Dr Liz Robin, CCC/Supt. Laura Hunt	Chair: ACC Dan Vajzovic	Chair: DCI Rebecca Tipping
emma@dremmatiffin.com	Sarah.ferguson@ Cambridgeshire.gov.uk	matthew.ryder@ justice.gsi.gov.uk	Ray.bisby@cambs.pnn. police.uk	neil.sloan@ cambs.pnn.police.uk	Marcia.pringle@ cambs.pnn.police.uk	Liz.Robin@cambridgeshir e.gov.uk	dan.vajzovic@ cambs.pnn.police.uk	Rebecca.tipping@ cambs.pnn.police.uk



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# Agenda Item 6



**REPORT TO:** Scrutiny and Overview Committee 13 February 2020  
Cabinet 04 March 2020

**LEAD CABINET MEMBER:** Cllr Tumi Hawkins,  
Lead Cabinet Member for Planning

**LEAD OFFICER:** Liz Watts, Chief Executive

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## **Proposed Allocation Policy for the distribution of faith/community land in the new Community of Northstowe**

### **Executive Summary**

1. The new community at Northstowe, in the north west of the district, has been planned as a distinctive new town of 10,000 homes, with green space used to separate it from the neighbouring villages of Longstanton and Oakington.
2. In accordance with the development framework in place at the time of s106 agreements negotiated for Phase 1 and Phase 2 Northstowe, faith/community land allocations were secured to be offered at nil consideration; the mechanism for determining which faith/community groups would gain access to this land was not set out and instead left to the discretion of the district council.
3. The current Local Plan requires similar provisions are made for faith groups and so the policy adopted for Northstowe could have wider application to all future growth sites.
4. Cabinet is now invited to consider the allocation policy proposed for Northstowe and whether the allocation policy should be applied to all growth sites subsequently.

### **Key Decision**

5. Yes.

### **Recommendations**

6. It is recommended that the Scrutiny and Overview Committee:
  - (a) Considers and comments on the proposed policy, which has been developed in conjunction with faith groups to which it will be applied.
  - (b) Recommends that Cabinet endorses the proposed policy and agrees the application of this policy to growth sites across the district.

## Reasons for Recommendations

7. This Council requires inclusion of provision for faith groups among the range of services and facilities likely to be required in new settlements through policy SC: Meeting Community Needs of its Local Plan (2018). This has resulted in the provision of land at nil consideration and a quantity of floor space being secured at Northstowe for this purpose. Cognisant of its duty towards minority groups, any process by which this Council allocates land or space secured through policy SC4 must be allocated in a fair, transparent and reproducible way. The proposed allocation policy provides such a mechanism and has the support of the faith and community groups thus far consulted.

## Details

8. The s106 agreements for Northstowe Phases 1 and 2 make the following provision for faith/community land:
9. Phase 1 provision is 0.25 hectares, at master planning stage two sites were identified, one being in the Western Park, adjacent to the Sports Pavilion and the other at the entrance to the Phase 1 Waterpark. The former is not now deemed feasible, as there is no space available. The waterpark site might in fact be more suited to community uses (for development of a visitor centre, for example), than for a faith site.
10. Phase 2 makes provision for between 1,000m<sup>2</sup> and 1050m<sup>2</sup> gross internal floor space at nil consideration for faith/community use. The town centre strategy allows for a place of worship to be included within the Civic Hub building, or within a block on the High Street, designated for community use/place of worship. Homes England have indicated that for the purposes of this allocated space, it will be either one of these locations, not both. The phasing plan for the town centre would see the Civic Hub brought forward in Stage A (2021/22) and the alternative location in Stage C, expected to be developed from 2026.
11. The s106 also indicates that an area of serviced land within the open space land for faith/voluntary groups, which will be identified in the phasing plan “having regard to the needs of the Faith/Voluntary Groups that have specified through the Councils or otherwise; an interest in taking up space at the Development.”<sup>1</sup>
12. Both allocations will be transferred prior to the 2250<sup>th</sup> dwelling across the site (phases 1 and 2 together).
13. A Northstowe Faith Strategy group has been established to understand the needs of the faith communities and seek their view on how an allocation process might be developed.
14. Pre-application discussions with Homes England, the master developer for Phase 3 are underway at the time of writing, with requests for additional Faith land made by the Sustainable Communities team.
15. In theory, other opportunities may exist for Faith groups within other community buildings delivered through the s106 agreement commitments, but these are yet to be defined.

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<sup>1</sup> Phase 2 s106 Schedule 11 Land for Faith/Voluntary Groups

## Considerations

16. There is wide acknowledgement of the positive role to be played by Faith groups in community development, resilience and cohesion, as captured in the MHCLG publication, "Faith in Communities: Bridging the Divide."<sup>2</sup>
17. There is pre-existing guidance on how faith land may be distributed, provided by the Cambridgeshire Horizons study (published 2008), which recommended the application of eligibility criteria for free or subsidised land on development sites; these recommendations remain of key relevance.
18. The study recommends that proposals from Faith groups made to secure free or subsidised land must demonstrate the following:
  - i. The building would accommodate, and staff would be available to support, the provision of a range of community activities that are open to all (including making premises available to other community and faith groups).
  - ii. They had the resources and practical skills to bring forward the new facility within a reasonable time.
  - iii. The organisation that would own and manage the building had charitable status.
19. Various approaches to land allocation have been considered internally by this Council, and can be summarised as follows:
  - a. First come first served.
  - b. Bidding rounds, with community consultation and a Council decision.
  - c. Bidding rounds, with a community panel decision.
20. A Faith Strategy Group has recently been established for Northstowe, to enhance and enable inter-faith dialogue and joint working to support community development, community cohesion and to consider issues such as faith land allocations.
21. The membership of the Northstowe Faith Strategy Group includes the three tiers of local government for Northstowe, i.e. Longstanton Parish Council, South Cambridgeshire District Council and Cambridgeshire County Council and a reference group of local faith leaders/representatives, who were invited to join this group.
22. The Strategy Group includes faith leaders of groups currently active in Northstowe i.e. Emmanuel Church Northstowe (affiliated to the Fellowship of Independent Evangelical Churches) and Pathfinder Church (Church of England) and others representing a spectrum of faith groups, including the Cambridgeshire County Ecumenical Officer (representing the Ecumenical Council which includes the Roman Catholic Church and a range of Protestant churches), the Cambourne Crescent and Cambridge Hindu Forum (which represents a diverse Hindu, Jain and Buddhist membership).
23. The various approaches outlined in paragraph 19 were put to the Northstowe Faith Strategy Group (November 2019) to gauge support for each. The response of the Faith Strategy Group can be summarised as follows:

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<sup>2</sup> Faith in Communities: Bridging the Divide, A report on how faith communities are helping to make strong communities, November 2018, Ministry of Housing, Communities and Local Government

24. Option (a) garnered least support. This would favour whichever group was organised first, with those currently active in Northstowe potentially at an advantage. This option may not provide the best longest term fit with the needs of Northstowe residents.
25. Option (b), **Bidding rounds, with community consultation and a Council decision** was strongly supported – it was felt that the Council as decision maker would make for the most objective process, although thorough community consultation would be a prerequisite to properly inform the decision making.
26. Option (c) was thought to have merit, but concern that it would be difficult to ensure a community panel was both representative and disinterested, favouring option (b).
27. Therefore, the consensus of the Northstowe Faith Strategy Group was to recommend to Council that Option (b) would provide a fair and transparent allocation process that would benefit from the support of the faith strategy group and would allow for community groups to bid on an equal footing.
28. Subsequently a view was sought from the community and voluntary sector via CCVS: they concurred with the Faith Strategy Group, favouring a district council decision coupled with community consultation.
29. To assist the development of this process, it was suggested that a list of the opportunities, described as “lots”, could be generated including both the allocated land and potential co-location opportunities. Faith/community groups could then indicate their interest and order of preference against these lots, to enable the Council to identify the groups likely to come forward with eligible proposals. This may look similar to the table presented in Appendix C.
30. Further work to develop and refine the criteria produced by the Cambridgeshire Horizon study has been undertaken, resulting in the following modifications:

Allocations of land and/or space provided through s106 agreements for faith/community purposes in new developments will be managed by the district council via competitive bidding rounds, with a Council decision.

The Council will provide information on the land and or/space coming forward within the development and promote these opportunities and the timetable for bidding, such that eligible groups will have reasonable time to prepare a bid.

In order to be eligible a faith/community group applicant must be able to demonstrate the following:

- i. The faith/community group has an association with Northstowe.
- ii. The organisation that would manage the faith/voluntary land and any building delivered would have charitable status.
- iii. The applicant organisation has the financial resources and organisational capacity, with evidence required to be provided as part of the application process, to bring forward any new facility within the timeframe described in the invitation to bid.
- iv. Any building delivered on the faith/voluntary land should accommodate, in addition to any dedicated worship space, shared space to be made available, with staff, to support the provision of a range of community activities open to all. Such shared space must also be made available to other community and faith groups without restriction by reason of faith, belief or lifestyle by the applicant/managing group.

31. The application process would require the applicant to provide information as set out in Appendix D with a weighted scoring matrix used to assess the relative merits of bids received, judged by officers comprising an assessment panel.
32. Project proposals and officer assessments would be published, followed by a six weeks period for consultation, with views invited from the community to inform the final council decision; the degree of public support would contribute to the weighted scoring.
33. The Council would publish its final decision, with a period of one month allowed for appeals, before the successful applicant would be made an offer.
34. Failure to disclose relevant information during or post application, failure to adhere to policies provided or failure to deliver to agreed milestones could result in withdrawal of any offer and the termination of any leasehold agreement with the applicant.

### **Options**

35. Cabinet could
  - (a) approve the draft policy for Northstowe Faith/Community land allocation or
  - (b) recommend changes to the draft policy and/or application assessment format
  - (c) recommend the draft policy be adopted for the district to cover all growth sites.

### **Implications**

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

### **Financial**

37. The district council would be responsible for any land transferred to it by the developer, prior to transfer to the successful faith/community applicant. The costs associated with managing that land in the interim would fall to the district council and therefore it would be preferable if this exposure was minimised. This requires careful consideration of the timing of any bidding rounds to enable either direct transfer to the successful bidder (i.e. the faith or community group) or to minimise the period of district council ownership thereby eliminating transfer fees and/or minimising land management costs.

### **Legal**

38. The district council must adopt a policy for the allocation of faith/community land which is compatible with the Equalities Act 2010.

### **Staffing**

39. It will be possible to implement this draft allocation policy for Northstowe within existing resources.

## Risks/Opportunities

40. The Council has the opportunity to support community building in new communities by ensuring s106 commitments to provide faith/community land and space in the new community of Northstowe (and potentially elsewhere in the district) can be delivered in practice, in a fair and transparent fashion.
41. The loss of support from faith groups through a process which does not enjoy their confidence could undermine positive place making in new communities and endanger community cohesion.
42. The process must also ensure that the community buildings or services promised by the successful can be delivered within the desired timeframe, to ensure community benefits and prevent problems arising from land left undeveloped.
43. There is the potential to explore opportunities to co-develop and deliver other community facilities with faith groups separate to the s106 provision by application of this faith/community land allocation policy and the selection process proposed therein.

## Equality and Diversity

44. A full Equality Impact Assessment (EqIA) has been carried out to inform the development of this policy proposal. The EqIA details the impact of this policy on all groups with protected characteristics, not least those of marriage and civil partnership, of race and of religion or belief. The policy outcome will impact on residents' ability to enjoy freedom of thought, belief or religion and take part in religious worship; on implementation the policy must support community diversity and cohesion in the new communities and respond to the particular characteristics of the new community.

## A modern and caring Council

45. An appropriate Faith/Community land allocation policy will help the Council to establish and sustain successful and new communities – which can only be achieved through a process which will allow decisions to be made in an open, transparent and inclusive way.

## 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.

## Appendices

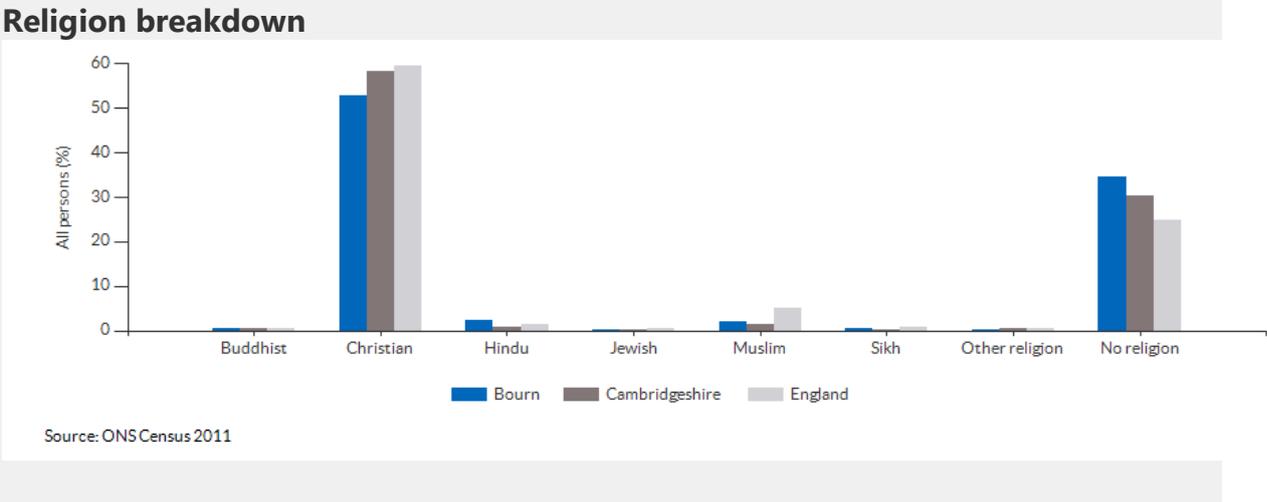
- Appendix A: Local Plan 2018 Policy SC4 (relevant sections)  
Appendix B: Religious diversity in Bourn Ward  
Appendix C: For illustrative purposes only – Lot descriptions prior to bidding rounds  
Appendix D: Draft application assessment format

**Report Author:**

Clare Gibbons – Northstowe Healthy New Town Programme Lead  
Telephone: (01954) 713290

Appendix B: Religious diversity in Bourn ward

New Communities tend to be more ethnically and religiously diverse than longer established communities. This is illustrated by Cambridgeshire Insight data for Bourn Ward, within which the new community of Cambourne was included at the time of the last national census (2011) and until the change of ward boundaries at the last local election.



Religion	Bourn		Cambridgeshire		England	
	Count	%	Count	%	Count	%
Buddhist	62	0.6	3,264	0.5	238,626	0.5
Christian	5,453	52.8	361,532	58.2	31,479,876	59.4
Hindu	229	2.2	4,142	0.7	806,199	1.5
Jewish	22	0.2	1,652	0.3	261,282	0.5
Muslim	216	2.1	8,990	1.4	2,660,116	5
Sikh	45	0.4	895	0.1	420,196	0.8
Other religion	24	0.2	2,636	0.4	227,825	0.4
No religion	3,575	34.6	189,016	30.4	13,114,232	24.7

Appendix C: (For illustrative purposes only – Lot descriptions given prior to bidding rounds)

Bidding round 1: Bidding round to open beginning Q2 2020/21 and close by end of Q3					
Lot	Description of the opportunity	Location	Restrictions	Timeframe for transfer	Delivery timeframe
Lot 1	Phase 1 faith/community land: an area of serviced land provided as part of the on-site public open space 0.25 hectares – use may include the construction of buildings. Leasehold interest (terms to be defined) at nil consideration.	Phase 1 Waterpark	Contract will include a covenant that any building subsequently constructed on Faith/Voluntary Groups Land shall be used for the benefit of local faith and voluntary groups associated with the development which may include any and all purposes reasonably ancillary thereto.	Land transfer to SCDC expected prior to occupation of 75% of the dwellings within the adjacent development parcel (H13). Estimated to be Q X XXXX	The applicant must use reasonable endeavours , to deliver the project within two years of the lease being signed.
Lot 2	An area of serviced land within the site capable of providing not less than 1,000m <sup>2</sup> or more than 1,050m <sup>2</sup> gross internal floor area of a stand-alone facility together with provision for or appropriate access to parking provision for disabled users of the facility. Leasehold interest (for a term not less than 125 years but with break clauses of not less than 5 years in favour of the tenant only) at nil consideration.	Town Centre	Contract will include a covenant that the Faith/Voluntary Group Land shall not be used for any purpose other than for the benefit of local faith and voluntary groups or faith/voluntary community groups associated with the development and which may include any and all purposes reasonably ancillary thereto.	The exact boundaries for the Faith/Voluntary Groups Land or a relevant part thereof shall be agreed by SCDC as part of the reserved matters application for the first development parcel adjacent to the Faith/Voluntary Groups Land or the development parcel within which it is located. Estimated to be QX XXXX	The applicant must use reasonable endeavours , to deliver the project within two years of the lease being signed.

## Appendix D: Draft application assessment format

Please state which Lot you are bidding to obtain.

*We will use the term 'organisation' throughout to cover individual groups and consortia (where appropriate). In the following section you will be asked to state the aims and objectives of your organisation and describe the usual activities or services your organisation provides.*

1. What does your organisation do? Please summarise your constitution or mission statement.
2. Is your organisation or lead partner organisation if a consortium, a registered charity? If so, please give your registration number and state your charitable purposes.
3. How many members are involved in your organisation each year? How many of these are from South Cambridgeshire? Please specify whether these are organisations or individuals.
4. What geographical area do you cover?
5. What is your association with Northstowe?
6. How long has your organisation been running?
7. How many staff and how many volunteers work for your organisation?

*Tell us about your proposal.*

8. Describe the project/service you wish to provide. If you are applying as the lead body for a consortium, please include details of the service/s your partners wish to provide. What might the outcomes be?
9. What evidence do you have that there is a need for the service / project and who has been involved in determining that need? Have you or the communities you work with carried out a needs analysis?
10. How many individuals/organisations will benefit from your proposal? (Beneficiary and outcomes information will need to be evidence based.)
11. What will the demographic, socio-economic and ethnic profile of your beneficiaries be? How will you monitor this?
12. Tell us about the capacity and sustainability of your service / project – what will happen if your application is not successful?
  - 1) How will your proposed project be managed and led? What will be the intended governance arrangements? ( Note: applicants must meet relevant legal responsibilities, including those of an employer, and adopt, implement and monitor good employment practices, including having relevant insurances to cover operations.)
13. If your proposal includes delivery of a community building, will your proposal include provision of a dedicated worship space? Will men and women have access to different areas of the building? Do you have an outline specification for the community building?

14. Do you intend to involve the community in helping to develop your plans/designs?
15. Will your proposal include provision of services of benefit to the wider community, open to all (including all those with protected characteristics under UK law)?
16. If your proposal includes delivery of a community building, will your community building provide shared space bookable by other community/ faith groups without restriction (by reason of faith, belief or lifestyle)?
17. If your proposal includes delivery of a community building, over what days/hours would you propose making shared space available to other community/faith groups.

*Financial viability*

18. What is the total cost of your project?
19. Please break down the costs by activity and by partner agency where applicable and include VAT if appropriate.
20. What funds have you/ will you raise as a contribution to project costs?
21. Where will the balance of funding be found?
22. Will your project be dependent on raising funds to meet running costs long term?
23. Please provide information concerning the finances of your organisation, for the last three years:
  - Total income in last financial year
  - Total expenditure in last financial year
  - Date of year end
  - Current unrestricted reserves
  - Current restricted reserves
24. Please provide your organisation's policy on reserves.
25. Please provide a 5 year business plan for this project.

The following documents will be required to accompany your applications:

1. A copy of your organisation's constitution or mission statement
2. A copy of your equal opportunities policy
3. A copy of your child and vulnerable adult protection policy, including details of your DBS checking / safer recruitment policy
4. A copy of your health & safety policy
5. A copy of your volunteer policy
6. A copy of your policy for the protection of the environment
7. An up-to-date copy of your accounts
8. Evidence of a business account with 2 cheque signatories
9. Any other material you feel would support your application

**Declaration**

- I have read the guidance notes for completing this form, have read and understood the criteria and general conditions under which any grant may be awarded and agree to comply with these.
- I agree to let SCDC know if any of the information provided changes at any time during the application process and, if applicable, during the leasehold period.
- I give permission for SCDC to provide a summary of this bid to provide details of the applications received during the consultation period prior to award.
- I give permission for SCDC to make available details of the bid on request should an award become the subject of appeal.

- I give permission for SCDC to record this information in electronic form and to publish details in local press and web-based locations if my application is successful.

#### Eligibility check and bid assessment matrix

		Weighting	Weighted score
Is the applicant or lead organisation a registered charity?	Yes/No		
Has the applicant provided all the documentation requested?	Yes/No		
What evidence has the applicant offered to support the need for their proposal	Score out of 5	10%	
What evidence has the applicant offered to support an association with Northstowe	Score out of 5	10%	
What is the likely benefit to be brought by the proposal to Northstowe residents (consider both the benefits to the community of interest, the services provided to the wider community and the extent to which other groups will benefit from any shared space). What monitoring will be in place to measure outputs and outcomes?	Score out of 5	20%	
Is the applicant able to evidence it has the organisational capacities and resources and are the stated timescales realistic?	Score out of 5	20%	
Is the applicant able to demonstrate a sound financial track-record? What is the extent to which the proposals constitute a sound, resilient and sustainable business plan?	Score out of 5	30%	
What evidence is there for public support for this proposal based on the consultation responses?	Score out of 5	10%	
Total score			

Evaluation of answers under each heading	Scoring
Proposals meet the required standard in all material respects	5
Proposals meet the required standard in most material respects, but are lacking or inconsistent in others	4
Proposals fall short of achieving expected standard in a number of identifiable respects	3
Proposals significantly fail to meet the standards required, contain significant shortcomings and/or are inconsistent with other proposals	2
Completely fail to meet required standard	1
Nil response (no answer provided)	0

#### Post-assessment feedback to applicants

Total assessment scores and rankings will be made available to all applicants following the conclusion of the Council's assessment of all eligible applications.

Further feedback on the breakdown of scoring under the above six headings will be made available to all applicants on request, within the window for appeals.

# Agenda Item 7



South  
Cambridgeshire  
District Council

**REPORT TO:** Scrutiny and Overview Committee 13<sup>th</sup> February 2020  
**LEAD CABINET MEMBER:** Cllr Neil Gough, Deputy Leader (non-statutory)  
**LEAD OFFICER:** Director of Corporate Services

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## 2019-20 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, for consideration, comment and onward submission to Cabinet.
2. These performance reporting arrangements allow performance monitoring and management to take place by providing opportunity to examine quality of service provision, identify any areas of concern and decide on the appropriate action.
3. This is not a key decision.

### Recommendations

4. Scrutiny and Overview Committee is invited to:
  - a) Review the Operational Key Performance Indicator (OKPI) results and comments in this report at **Appendix A**, recommending, where appropriate, any actions, including redeployment of resources, required to address issues identified for consideration by Cabinet.

### Reasons for Recommendations

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

## Details

### Operational Key Performance Indicator (OKPI) report

6. This report presents Operational Key Performance Indicator (OKPI) results that are aligned to high-level, business-as-usual activities that underpin the successful delivery of the Council's services. The OKPI report is submitted to CEMT monthly, and Scrutiny and Overview Committee and Cabinet quarterly.
7. The data in **Appendix A** shows actual performance against target and intervention levels and accompanying comments, as provided by performance indicator owners. The Council uses a 'traffic light' system to denote performance, whereby:
  - **Green** signifies performance targets which have been met or surpassed;
  - **Amber** denotes performance below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions at the operational level to raise standards as required.
  - **Red** denotes performance below the intervention level. This represents underperformance of concern, and should prompt interventions at the strategic level, which are likely to involve the reallocation of resources and proposals to redesign how services are provided.

## Options

1. Recommend to Cabinet any action, including redeployment of resources, required to address issues identified within this report and its appendices.
2. Request clarification from performance indicator owners on any aspects relating to performance indicators, results and comments contained within this report and its appendices.
3. Commission more detailed performance reports from performance indicator owners that drill-down into specific areas relating to the one or more of the performance indicators, results and comments contained within this report and its appendices.

## 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:-

There are no significant implications beyond those raised by performance indicator owners within the comments section of the Operational Key Performance Indicator report.

## **Consultation responses**

9. All performance indicator results and commentaries are provided by or at the instruction of performance indicator owners.

## **Effect on Council Priority Areas**

10. The OKPI report allows business-as-usual performance to be monitored and managed across the Council's range of activities, including those relating to each of the 2019-24 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 Performance Management Framework – this document will be refreshed to account for revised performance reporting methods adopted for the 2019-20 financial year and beyond.

## **Appendices**

Appendix A: Operational Key Performance Indicator Report

### **Report Author:**

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

Phil Bird – Corporate Programme Manager  
Telephone – (01954) 713309

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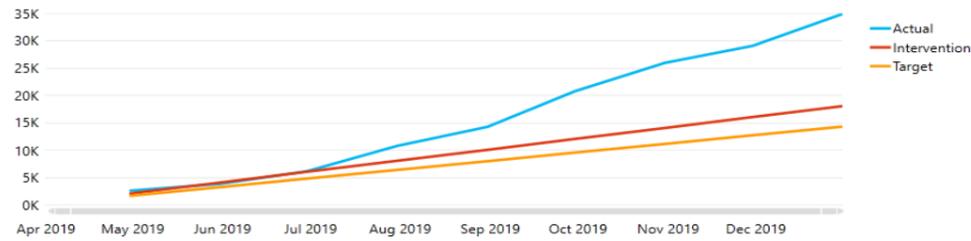
Appendix A - Operational Key Performance Indicator Report

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

AH212 £s spent on Bed and Breakfast accommodation (year to date)

Sue Carter



Oct	25923	11083	14000
Nov	29017	12667	16000
Dec	34873	14250	18000

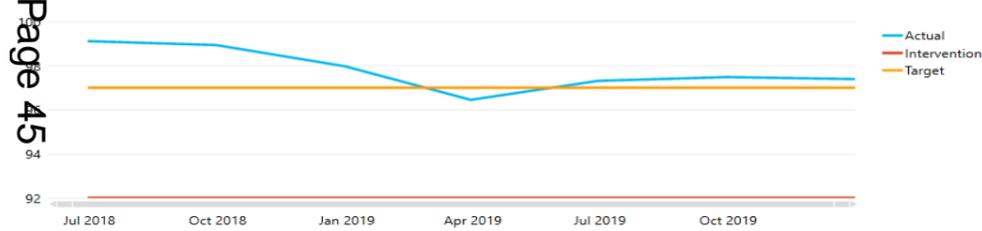
The B&B spend remains at a level which requires intervention and, as such, a more in depth scrutiny of the B&B related processes, has been underway. However, it should be noted that the overall level of B&B usage, when viewed in the wider context of the Housing Advice and Homelessness budget, is unlikely to result in an overspend.

As a result of the greater scrutiny and intervention that has taken place, a helpful meeting was held with the temporary accommodation provider. The current usage of B&B is linked to applicants failing the hostel risk assessment rather than an overall increase in the demand for temporary accommodation. As a result of the meeting, positive process changes have been identified to allow a greater number of temporary accommodation referrals to be accepted, avoiding B&B. We are starting to see improvements in the levels of referrals accepted, resulting in less spend on B&B for single households. In addition, an exploratory strand of work is underway to trial the set up and running of HMOs via Shire Homes Ltd. Our first HMO was opened before Christmas, accommodating three single households. This work is to assess whether HMOs are a financially viable option to help increase the accommodation choices for single people in the district whilst potentially reducing the use of B&B for single people.

Housing and Property Services

AH204 % tenants satisfied with responsive repairs

Geoff Clark



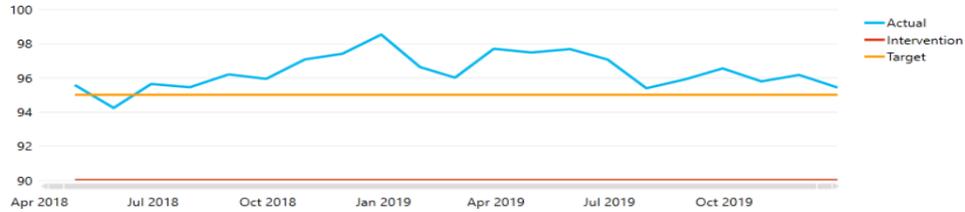
Sep	97.48	97	92
Dec	97.39	97	92

The December result is provisional based on survey results received to date. The final result will be reported in the next quarterly update. September's result is now confirmed at 97.48%. This is a slight reduction from the 98.27% reported within the quarter 2 report but remains above target.

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SH327 % of repair job appointments kept

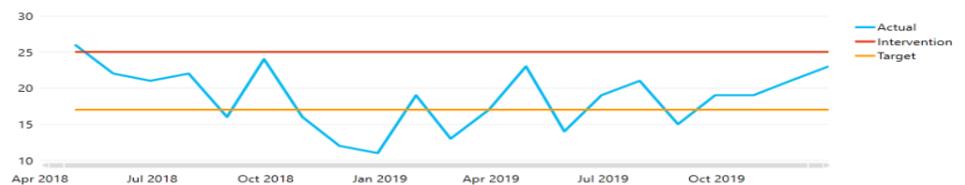
Geoff Clark



Oct	95.8	95	90
Nov	96.2	95	90
Dec	95.4	95	90

AH211 Average days to re-let all housing stock

Geoff Clark



Oct	19	17	25
Nov	21	17	25
Dec	23	17	25

Over the Christmas period we always see an increase in the void turnaround time. This is because our contractors stop working ahead of Christmas and its often difficult to let a property just before the Christmas period. Staff taking leave does have an impact but if we can get a property let the sign up will always be covered by someone in the team.

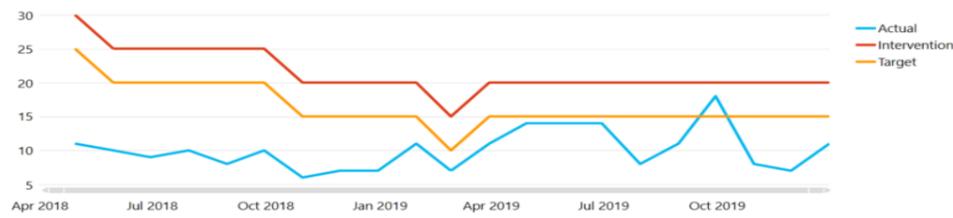
Appendix A - Operational Key Performance Indicator Report

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

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

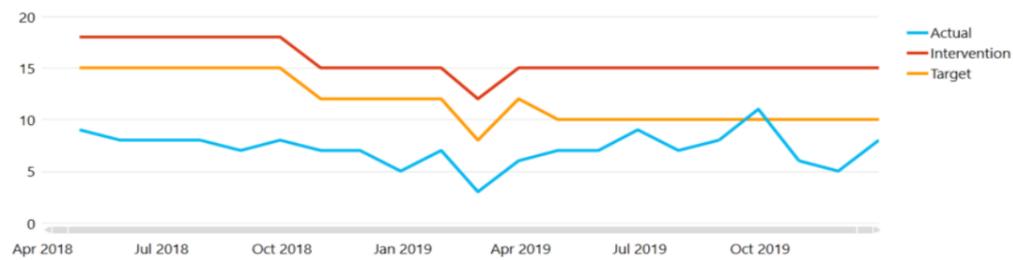
Dawn Graham



Oct	8.0	15	20
Nov	7.0	15	20
Dec	11.0	15	20

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

Dawn Graham

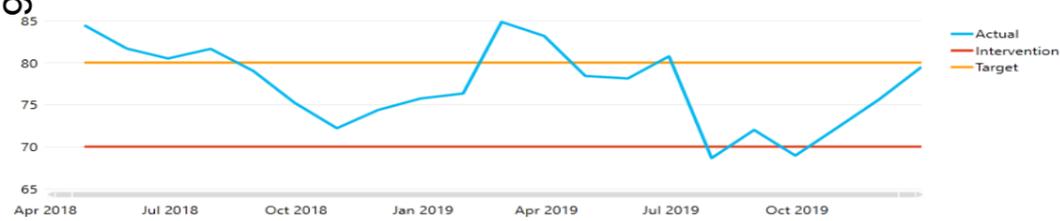


Oct	6.0	10	15
Nov	5.0	10	15
Dec	8.0	10	15

**Contact Centre**

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

Dawn Graham

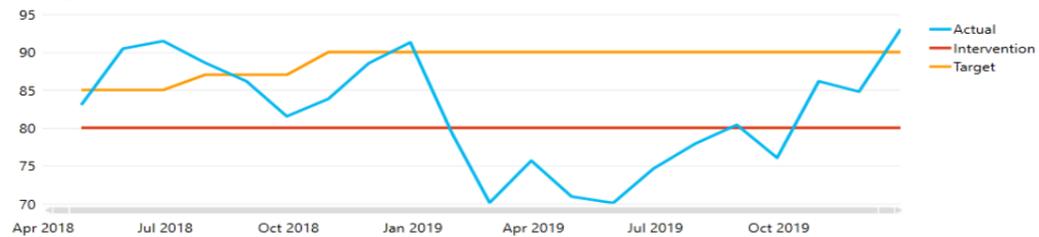


Oct	72.3	80	70
Nov	75.6	80	70
Dec	79.5	80	70

The % of calls resolved at the first point of contact is lower than target; this directly relates to the new advisors who have been recently employed within the team. The knowledge level of the newer advisors will improve as they become more established within their role with the customer contact service and it is expected that performance against this indicator will increase.

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

Dawn Graham



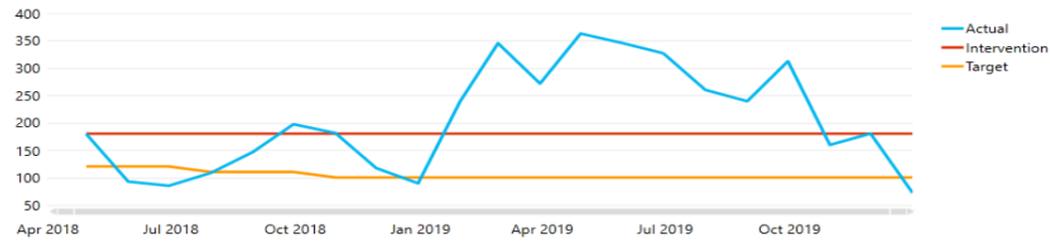
Oct	86.15	90	80
Nov	84.78	90	80
Dec	93.04	90	80

Appendix A - Operational Key Performance Indicator Report

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

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

Dawn Graham

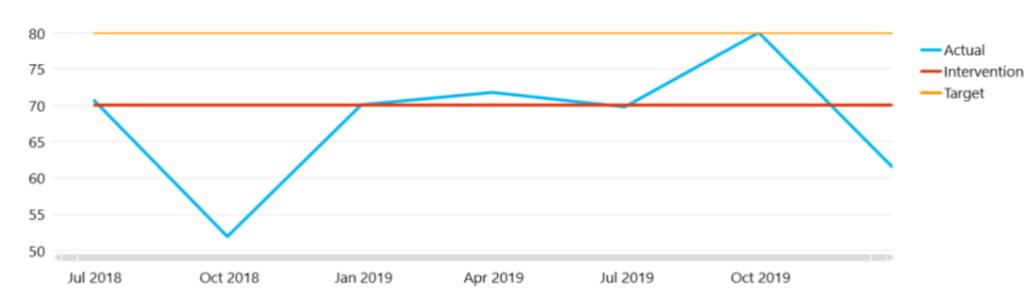


Oct	159.43	100	180
Nov	180.19	100	180
Dec	72.00	100	180

**Corporate Services**

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

EMT



Sep	80.0	80	70
Dec	61.4	80	70

17 of 23 (74%) Affordable Homes, 14 of 17 (82%) Corporate Services, 18 of 27 (67%) Health and Environmental Services and 2 of 16 (13%) Planning and New Communities complaints were resolved within target timescale.

In Health and Environmental Services, service managers are now receiving a weekly summary of the complaints in their team which are outstanding in order that they have an overview of their progress and make sure they are dealt with within required timescales.

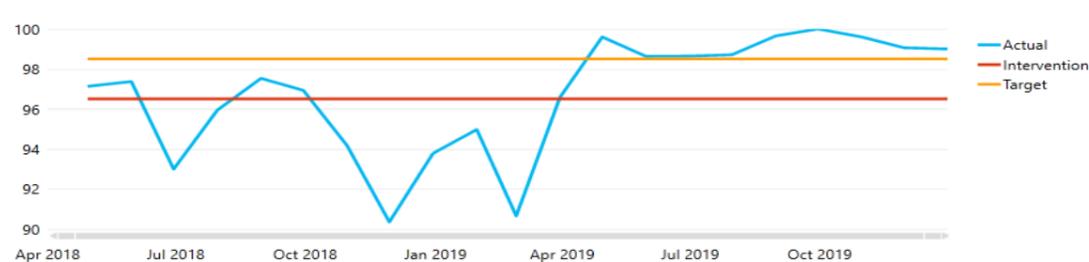
The poor Planning complaints performance was due to having limited capacity to deal with complaints within time limits early in the quarter. From early December Greater Cambridge Planning Service have dedicated resource to handle stage one complaints and have made good progress in clearing a backlog. They have also recently implemented improved tracking and management of complaints through the business support team. This combined with recent Local Government Ombudsman complaints training and the introduction of the OneVu system should lead to improved performance in coming months.

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**Finance**

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

Peter Maddock



Oct	99.60	98.5	96.5
Nov	99.06	98.5	96.5
Dec	99.00	98.5	96.5

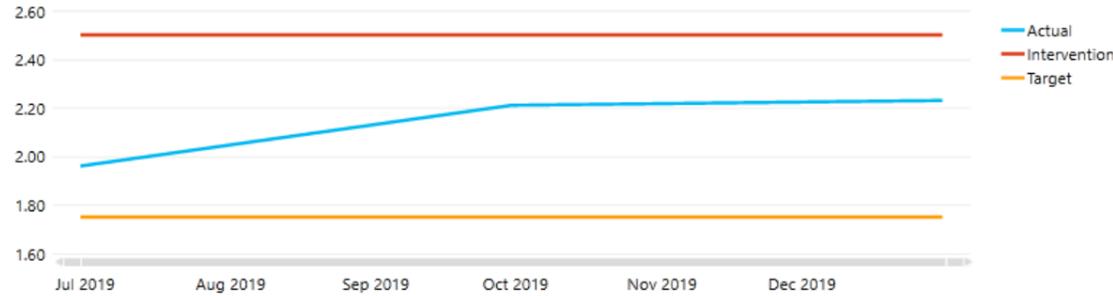
Appendix A - Operational Key Performance Indicator Report

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Comments
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HR

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

Susan Gardner Craig



Sep	2.21	1.75	2.5
Dec	2.23	1.75	2.5

Quarter three performance is marginally up from quarter two although still within intervention levels. A number of long term cases are being brought to case review and pending ill health retirement advice. Stress/Mental Health and Musculo-skeletal remain the main reasons for absence. On average 12% of staff have taken sick leave during this period. The Council seeks occupational health advice on cases. A new H&S Advisor commenced employment with the council in January and a number of assessments including DSE, are being carried out. In late 2019, the council offered free flu jabs for all staff – take up was good. The HR team are holding ‘Back to Basic’ management workshops which cover attendance management, and feedback from attendees has been positive.

Revenues

**FS102 % Housing Rent collected**

Katie Kelly

Line chart not included as scale means that actual is indistinguishable from target

Oct	97.36	97.2	95.26
Nov	97.31	97.3	95.35
Dec	97.66	97.7	95.75

No clear trend on impact of UC as yet, performance being closely monitored.

**FS104 % NNDR collected (year to date)**

Katie Kelly

Line chart not included as scale means that actual is indistinguishable from target

Oct	68.50	68.66	67.29
Nov	77.30	77.85	76.29
Dec	86.60	86.30	84.57

**FS105 % Council Tax collected (year to date)**

Katie Kelly

Line chart not included as scale means that actual is indistinguishable from target

Oct	70.70	69.3	67.91
Nov	79.70	79.0	77.42
Dec	88.70	88.5	86.73

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Report continues on following page

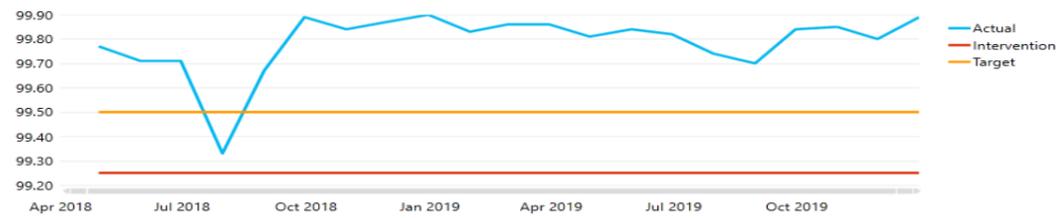
Appendix A - Operational Key Performance Indicator Report

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Comments
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Shared Waste Service

ES408 % of bins collected on schedule (SSWS)

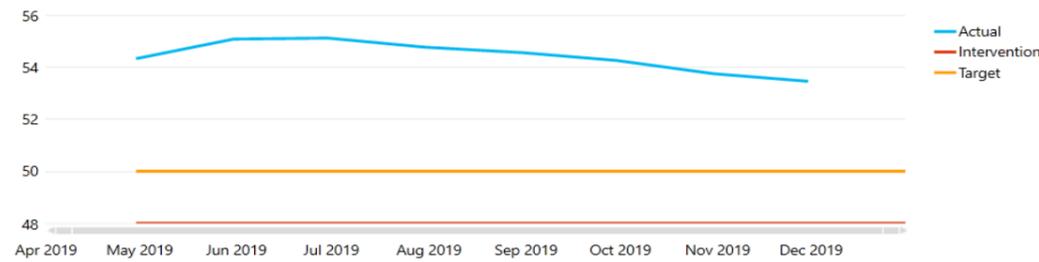
Trevor Nicoll



Oct	99.85	99.5	99.25
Nov	99.80	99.5	99.25
Dec	99.89	99.5	99.25

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

Trevor Nicoll



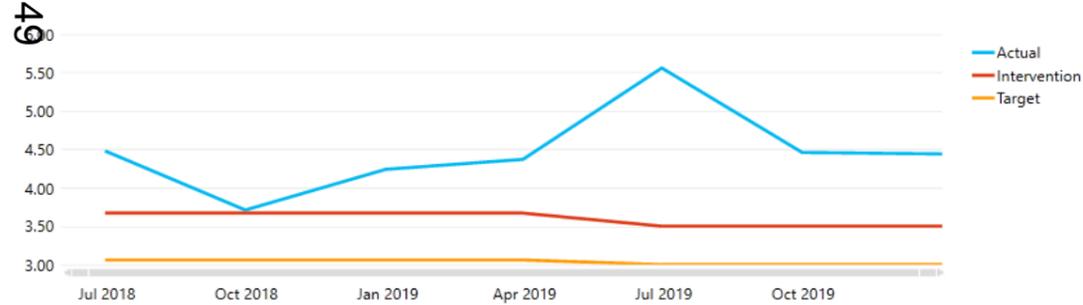
Oct	53.74	50	48
Nov	53.45	50	48
Dec		50	48

This is the first time that November's **ES418** result has been reported.

December's data becomes available at the end of January and will be reported at the earliest opportunity.

ESF786a Staff sickness days per FTE - SSWS

Trevor Nicoll



Sep	4.46	3	3.5
Dec	4.44	3	3.5

The quarter three performance figure shows a slight improvement. Additional HR resources have been deployed to support Team Managers with case management. This has resulted in a reduction in short term absence to 27.75%. Long term absence continues to be a focus for action with a number of cases pending case review meetings and medical advice. Musculo-skeletal and stress remain the main reasons for absence.

The annual staff training sessions took place in January with 150 refuse staff attending the workshops. The workshops focussed on safe manual handling and lifting as well as safeguarding, mental health and financial well being sessions.

Environ. Health & Licensing

ES406 % major non-compliances resolved (in rolling year)

Jane Hunt

Sep		90	80
Dec		90	80

A year end figure that will be provided for **ES406** as part of the quarter four performance report.

ES401 % business satisfaction with regulation service

Jane Hunt

Sep		90	80
Dec	96	90	80

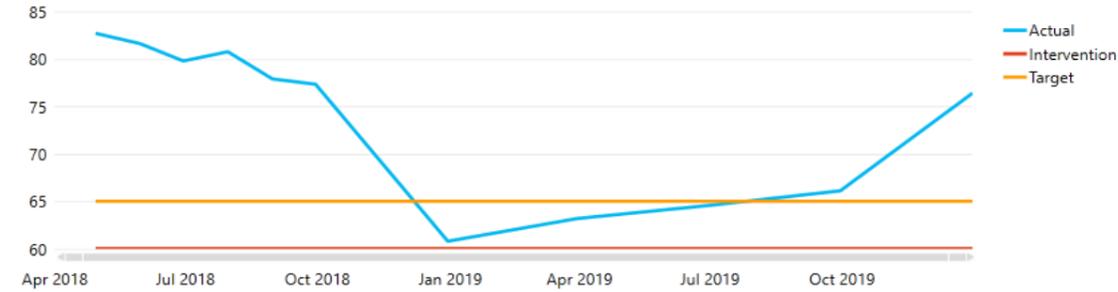
Appendix A - Operational Key Performance Indicator Report

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

**PN510 % of major applications determined within 13 weeks or agreed timeline (designation period cumulative)**

Sharon Brown

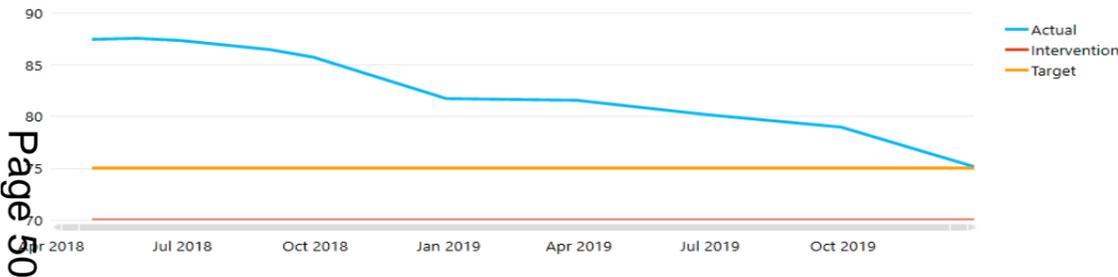


Sep	66.11	65	60
Dec	76.40	65	60

December's **PN510** and **PN511** results are provisional pending publication of updated MHCLG datasheets.

**PN511 % of non-major applications determined within 8 weeks or agreed timeline (desig. period cumulative)**

Sharon Brown

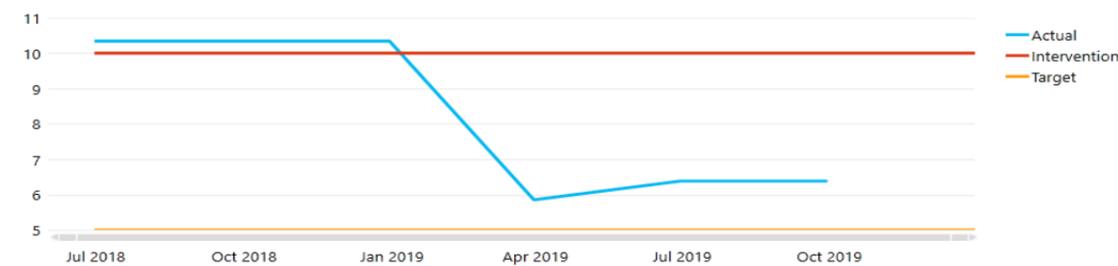


Sep	78.96	75	70
Dec	75.14	75	70

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**PN512 % of appeals against major planning permissions refusal allowed (designation period cumulative)**

Sharon Brown



Sep	6.38	5	10
Dec		5	10

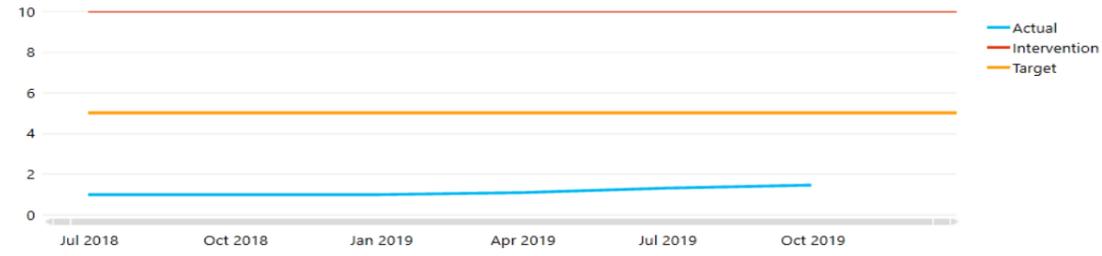
This is the first time that September's **PN512** and **PN513** (following page) results have been reported. These are provisional pending publication of updated MHCLG datasheets.

December results will be reported once planning appeals figures are released for this quarter by the Planning Inspectorate.

**Key Performance Indicator and Owner, organised by Directorate and Service Area**

**PN513 % of appeals against non-major planning permission refusal allowed (designation period cumulative)**

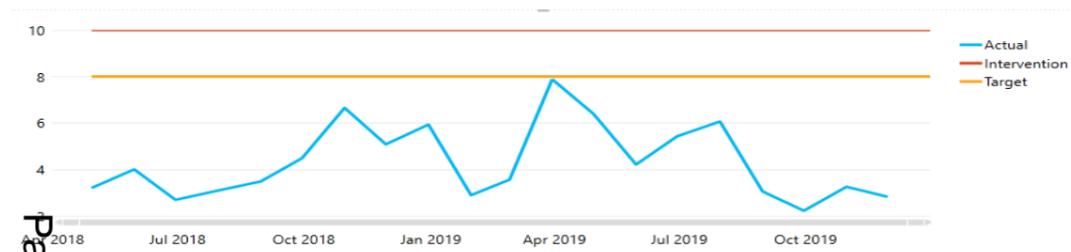
Sharon Brown



Month	Actual	Target	Intervention	Comments
Sep	1.45	5	10	
Dec		5	10	

**Land Charges**

**SX025 Average Land Charges search response days**



Month	Actual	Target	Intervention	Comments
Oct	3.3	8	10	
Nov	2.8	8	10	
Dec	3.7	8	10	

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# Agenda Item 8



South  
Cambridgeshire  
District Council

**Report To:** Overview & Scrutiny Committee  
Cabinet

13 February 2020  
4 March 2020

**Lead Cabinet Member(s):** Councillor John Williams,  
Lead Cabinet Member for Finance

**Lead Officer:** Peter Maddock, Head of Finance

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## 2019/2020 REVENUE AND CAPITAL BUDGET MONITORING

### PURPOSE

1. To consider the latest monitoring data and trends in respect of the 2019/2020 revenue and capital budgets and emerging budget issues.
2. This is not a key decision as there are no resource implications directly arising from the report at this stage.

### RECOMMENDATIONS

3. That Cabinet is requested to consider the report and, if satisfied, to:
  - (a) Acknowledge the 2019/2020 revenue budget position against the approved revenue budget shown in Appendices A, B(1) and B(2), the major variances with reasons for these variances and the action being taken to address the underlying issues;
  - (b) Acknowledge the latest position in respect of the Capital Programme 2019/2020 to 2023/2024 and the variances as shown in Appendix C.

### REASON FOR RECOMMENDATIONS

4. To advise the Cabinet of the latest monitoring information in respect of the 2019/2020 revenue and capital budgets, for the period to 31 December 2019.

### DETAILS

#### 2019/2020 Revenue Budget Monitoring – Overview

5. Effective budget monitoring is a requirement of the Council's Financial Regulations and the Medium Term Financial Strategy (MTFS) and is critical to sound financial management. This process enables the Cabinet to monitor the approved budget, to identify emerging issues and, where appropriate, to put plans in place to address forecast budget issues.
6. A framework for budget monitoring has been established and this enables budgetary performance and agreed efficiency actions to be monitored through the use of performance flags (Red, Amber and Green – RAG Status) and Direction of Travel indicators. This provides a statement of financial health and an overview of how the Council is utilising its resources.

7. An integral part of the monitoring process is the regular meetings with Budget Holders and Lead Cabinet Members to proactively monitor compliance with the approved budget. This enables the identification of potential risks and emerging budget pressures so that appropriate action can be taken at an early stage.

#### Revenue Budget Monitoring

8. This report represents the revenue monitoring information for the period 1<sup>st</sup> April 2019 to 31st December 2019.
9. The budget variances are reported at **Appendix A** and have been assigned a RAG status (Red, Amber and Green) based on the following:

Under spends and overspends up to 2% of the budget	Green
Overspends between 2% and 10% of the budget	Amber
Overspends greater than 10%	Red

#### Revenue Budget Monitoring –Variances

10. This initial monitoring and assessment of the 2019/2020 revenue budget has identified a number of issues that require action to avoid budgetary pressures and issues that need to be kept under review. The key issues that require further reference are discussed in the following paragraphs:

#### Salary Budgets

11. The table below identifies the variance on salary budgets by service area as at 31 December 2019:

	2019/2020			
	Budget to date (31/12/19)	Actuals to date (31/12/19)	Variance	Variance %
Corporate	4,077,720	3,792,602	-285,118	-7%
H&ES	5,730,815	5,623,430	-107,395	-2%
Housing	3,689,550	3,408,046	-281,504	-8%
Planning	4,627,180	4,158,030	-469,150	-10%
<b>Total</b>	<b>18,125,265</b>	<b>16,982,098</b>	<b>-1,143,167</b>	<b>-6%</b>

The analysis takes account of the cost of agency staff backfilling vacant permanent posts (with agency costs generally much higher than permanent appointment), but it does not allow for the budgeted "vacancy factor" allowance of £500,000, or £375,000 for the year to date, that reduces the actual variance for the period to 31 December 2019 to £768,000. The area of highest underspend is Planning but, given the recruitment difficulties experienced in that area, this is not surprising.

#### Precautionary items

12. A prudent level of revenue contingency is maintained to enable unforeseen and "one off" needs (i.e. having no long term ongoing revenue commitment) to be considered for funding. The 2019/2020 revenue budget includes the sum of £75,000 for this purpose. It was previously flagged that there was a serious risk that waste material recovery facility (MRF) contamination could lead to an increase in the price of MRF contract. Additional costs have indeed been incurred though these can be managed within the Shared Waste budget.

### Virement Movements

13. A number of virements have taken place during the financial year, the largest of these is the £130,000 budget for “OneVu” development, which was moved from Human Resources to the Contact Centre to enable it to be accounted for in the same cost centre as the anticipated savings of £75,000 that had been factored into the 2019/2020 approved budget. The customer portal, “OneVu”, is the on-line tool that enables customers to log in, 24/7, and complete on-line forms that can be connected to back office systems, thus enabling the streamlining of business processes. Where a virement has been agreed the budget has been adjusted to reflect this.

### Revenue Budget – Summary Position

14. The table below summarises the budgetary position relevant to each Service Area, with detailed information by Service Area within the General Fund included at **Appendix A, with selected detail in Appendices B(1) and B(2)**:

Directorate	Full	Budget	Actual	Variance	Variance
	Year	to	to	to	to
	Budget	date	date	date	date
	£'000	£'000	£'000	£'000	%
Corporate Services and unallocated	6,134	4,093	3,160	(933)	-23%
Health and Environmental Services	7,247	3,060	2,395	(665)	-22%
Housing General Fund	1,561	116	(217)	(334)	-287%
Planning	5,247	2,136	1,455	(681)	-32%
<b>Net Service Costs</b>	<b>20,189</b>	<b>9,405</b>	<b>6,793</b>	<b>(2,612)</b>	<b>-28%</b>
Overheads	6,293	3,913	4,038	125	3%

15. The Council has a current underspend position of £2.612 million (28%) on its net cost of service. The negative actual on the Housing General Fund relates to receipt of Disabled Facilities Grant from the Better Care Fund held by the County Council and Homeless Prevention Grant from Central Government paid to the Council in advance of spend. There is a slight overspend showing on Overhead Accounts which is charged partly to the services listed above it and partly to the Housing Revenue Account (HRA).

### Business Rates and Council Tax

16. The approved 2019/2020 budget estimates income of £6.811 million from the Business Rates precept and Section 31 grant income (Section 31 grants are amounts given to local authorities to compensate them for rates they cannot collect from ratepayers due to changes to the various reliefs announced by the government to support businesses). Business Rates income growth in the district continues to be good and, based upon current projections, the estimated income to the General Fund from these sources should be a little over £11 million (an additional £4.6 million).
17. The hearing related to the challenge made by National Health Service hospitals to their business rates occurred in November 2019 and ruled that business rates were payable by hospitals. The challenge was whether they should be treated in the same way as charitable organisations however the courts found that they should not as quite clearly they are very different organisations to those in the charitable sector.

18. As regards Council Tax, the precept for this Council has been set at £9.093 million with an estimated surplus at the end of 2018/2019 of £82,000 which is being paid into the General Fund during 2019/2020. Income from council tax is ahead of expectations and, whilst the actual surplus was marginally higher at the end of 2018/2019 than predicted, this and the additional income will also not affect the General Fund until 2020/2021.

#### Capital Budget Monitoring

19. The Cabinet monitors the performance of the capital programme by reviewing on a regular basis the progress of all schemes. Regular reports on the Capital Programme to the Cabinet should identify the following changes:
- any schemes that are not being progressed as originally envisaged or those that are no longer required;
  - the revised phasing of a scheme(s) having regard to the latest information and any changes in forecast funding;
  - changes in funding requirements of committed schemes and the reasons relating thereto;
  - any budget amendments.
20. The Capital Programme is summarised in the tables at **Appendix C**. It should be noted that the Capital Programme set out is that as approved by Council on 28 November 2019.

### **IMPLICATIONS**

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

#### ***Legal***

22. The legal position and relevant issues can be summarised as follows:

(a) Revenue Budget

The Council is required, by law, to set a balanced revenue budget each year which for 2019/2020 was approved by Council on 21 February 2019. The purpose of this report, in accordance with best financial management practice, is to advise the Cabinet of significant variations from that budget.

(b) Capital Programme

Prudential Indicators that underpin the Council's capital investment demonstrate that the investment is prudent, sustainable and affordable. The Council is required, in compliance with the Code, to monitor and report performance against the established Prudential Indicators. The ongoing review of the Capital Programme is required to enable effective monitoring of these indicators.

### ***Policy***

23. There are no policy implications from this report.

### ***Finance***

24. The financial implications are outlined in the report.

### ***Risk***

25. The risk implications can be summarised as follows:

(a) Revenue Budget

When the Council considers each revenue service and function budget it is important that endeavours are made to identify potential risks. Inevitably, during the course of the financial year, some of these risks will occur and impact on the budget by either requiring further expenditure or by reducing the Council's budgeted income.

The budget is monitored on a regular basis to identify risks and take action to mitigate the risks when they arise.

(b) Capital Programme

In relation to Capital resources, the following risks should be taken into account when considering this report:

- (i) Capital schemes can emerge at any time based on newly identified needs or changes in legislation which require funding to be identified;
- (ii) The forecast cost/timing of existing schemes may vary as implementation is undertaken;
- (iii) Forecast capital receipts may not be achieved which could result in some schemes not proceeding until other sources of capital finance become available or unless further recourse is made to borrowing;
- (iv) Key risks associated with the Capital Programme are that budgets are not adequate, leading to over spend with consequent financial implications or that the schemes will not meet the desired objectives.

### ***Environmental***

26. There are no environmental implications arising directly from the report.

### ***Equality Analysis***

27. In preparing this report, due consideration has been given to the District Council's statutory Equality Duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, as set out in Section 149(1) of the Equality Act 2010. A relevance test for equality has determined that the activity has no relevance to South Cambridgeshire District Council's statutory equality duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relation. An equality analysis is not needed.

### ***Effect on Council Priority Areas***

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

## **BACKGROUND PAPERS**

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

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

The following documents are relevant to this report:

- General Fund Medium Term Financial Strategy – Report to Cabinet: 7 November 2018
- Budget Report – Report to Cabinet: 6 February 2019
- Business Plan 2019 - 2014 – Report to Council: 21 February 2019
- Medium Term Financial Strategy and General Fund Budget – Report to Council: 21 February 2019
- An Organisation for a Sustainable Future – Report to Cabinet: 1 May 2019

## **APPENDICES**

- A Budget Monitoring Summary – Position as at 31 December 2019
- B Revenue Monitoring Tables (1) and (2) – Position as at 31 December 2019
- C Capital Programme – Update Position as at 31 December 2019

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## Budget 2019/20 Q3- Provisional Variance

Directorate	Full year Budget	Budget to date	Actual to date	Variance to date	Variance to date
	£'000	£'000	£'000	£'000	%
<b>General Fund</b>					
Corporate Services and unallocated	6,134	4,093	3,160	(933)	-23%
Health and Environmental Services	7,247	3,060	2,395	(665)	-22%
Housing General Fund	1,561	116	(217)	(333)	-286%
Planning	5,247	2,136	1,455	(681)	-32%
<b>Net Service Costs</b>	<b>20,189</b>	<b>9,405</b>	<b>6,793</b>	<b>(2,612)</b>	<b>-28%</b>
<b>Overhead Costs (Not included in Full Year Budget Total)</b>	<b>6,293</b>	<b>3,913</b>	<b>4,038</b>	<b>125</b>	<b>3%</b>
Savings not Included in Directorate Services					
Finance Charge Reversals	(1,063)	0	0	0	0%
Efficiency reserves and Precautionary	125	0	0	0	0%
City Deal Funding Contribution	742	0	0	0	0%
Internal Drainage Board Levies	202	202	197	(5)	-2%
Cost of Borrowing to fund Capital Expenditure	9	7	37	30	429%
Investment Income	(1,995)	(1,503)	(2,213)	(710)	-47%
Minimum Revenue Provision	176	0	0	0	0%
<b>General Fund total costs</b>	<b>18,385</b>	<b>12,024</b>	<b>8,852</b>	<b>(3,172)</b>	<b>-26%</b>
New Homes Bonus	(2,473)	(1,855)	(1,855)	0	0%
Rural Services Grant	(131)	(66)	(66)	0	0%
Other Non-Ringfenced Grants (s.31)	0	0	(2,051)	(2,051)	-100%
(Surplus) / Deficit on Collection Fund re Council Tax	(82)	(62)	(62)	0	0%
(Surplus) / Deficit on Collection Fund re Business Rates	0	0	(2,600)	(2,600)	-100%
Retained Business Rates	(6,811)	(5,108)	(3,908)	1,200	23%
Council Tax	(9,093)	(6,820)	(6,820)	0	0%
<b>General Fund total income</b>	<b>(18,590)</b>	<b>(13,911)</b>	<b>(17,362)</b>	<b>(3,451)</b>	<b>25%</b>
General fund total	(595)	(1,887)	(8,510)	(6,623)	-351%
Earmarked Reserves	390	0	0	0	0%
<b>Directorate</b>					
	Full year Budget	Budget to date	Total expenditure	Variance	Variance
	£'000	£'000	£'000	£'000	%
<b>HRA</b>					
Housing Repairs - Revenue	4,151	3,114	2,337	(777)	-25%
Supervision and Management General	3,779	2,122	1,858	(264)	-12%
Supervision and Management Special	661	526	151	(375)	-71%
Corporate Management	988	0	0	0	0%
Interest on Loans	7,179	3,589	3,529	(60)	-2%
Depreciation	6,663	0	0	0	0%
Capital Expenditure funded from Revenue	12,622	0	0	0	0%
Other	279	7	4	(3)	-37%
<b>Total HRA expenditure</b>	<b>36,322</b>	<b>9,358</b>	<b>7,879</b>	<b>(1,479)</b>	<b>-16%</b>
Income	(27,986)	(20,979)	(21,201)	(222)	1%
Interest Receivable	(546)	0	0	0	0%
<b>Total HRA</b>	<b>7,790</b>	<b>(11,621)</b>	<b>(13,322)</b>	<b>(1,701)</b>	<b>-15%</b>

## Budget 2019/20 Q3- Provisional Variance

Directorate	Full year Budget	Budget to date	Total expenditure	Variance	Variance
	£'000	£'000	£'000	£'000	%
<b>GF Capital</b>					
ICT Development	983	737	109	(628)	-85%
South Cambridgeshire Hall	330	247	114	(133)	-54%
Waste Collection & Street Cleansing	399	230	203	(27)	-12%
Awarded Watercourses and Footway Lighting	750	0	0	0	0%
Repurchase of GF Sheltered Properties	525	394	808	414	105%
Environmental Protection	100	0	0	0	0%
Improvement Grants	962	722	371	(351)	-36%
Investments	64,645	37,770	28,490	(9,280)	-14%
<b>Total GF Capital</b>	<b>68,694</b>	<b>40,100</b>	<b>30,095</b>	<b>(10,005)</b>	<b>-25%</b>

Directorate	Full year Budget	Budget to date	Total expenditure	Variance	Variance
	£'000	£'000	£'000	£'000	%
<b>HRA Capital</b>					
Preparation of Self-Build Plots	190	143	16	(127)	-89%
New Homes Programme	14,803	11,102	11,447	345	3%
Repurchase of HRA Shared Ownership Homes	415	311	508	197	63%
Housing Repairs - Capital	7,341	5,506	3,095	(2,411)	-44%
<b>Total HRA Capital</b>	<b>22,749</b>	<b>17,062</b>	<b>15,066</b>	<b>(1,996)</b>	<b>-12%</b>

## Significant Items of Variance from Working Budget

## Budget 2019/20 Q3 - General Fund revenue

Service Grouping	Reason for Outturn Variance	Full year budget £'000	Budget to date £'000	Actual to date £'000	Actual (Favourable) / Adverse variance to date £'000	Variance to date %
<b>Overhead Accounts</b>						
<b>Staffing Overheads Total</b>		<b>6,293</b>	<b>3,913</b>	<b>4,038</b>	<b>125</b>	<b>3%</b>
HR Service costs	Variance not significant, therefore not investigated	76	42	38	(4)	-9%
ICT Development	The overspend is partly due to the payment for the use of the old finance system, which is a 3yr contract. 2/3rds of this payment (£33,000) relates to 2020-21 and 2021-22. An adjustment will be made at the year end.	1,917	785	834	50	6%
Cambourne Office	The cyclical maintenance budget is continuing to show an overspend on some catch up works that should have been carried out previously. There are still a few items outstanding and the latest projection shows an overspend is likely.	915	800	848	48	6%
Contact Centre Service costs	The budget to date includes £97,470 allocated to consultancy. This is now being used towards staffing costs of the project instead, so results in underspend here, and offset by an overspend in staff costs. The budget to date is higher than the full year budget set due a to £130,000 virement for the one-vu project from a previously unallocated budget.	202	231	135	(96)	-42%
Contact Centre Savings	Savings included in the budget to offset the costs of OneVu are really Employee related so although a small saving is shown here the bulk of the saving is staff related.	(75)	(79)	(15)	64	-81%
<b>Corporate Services</b>						
<b>Service accounts total - CS</b>		<b>6,134</b>	<b>4,093</b>	<b>3,160</b>	<b>(933)</b>	<b>-23%</b>
Electoral Registration Service costs	Savings here relate to costs of printing (£10,000) and postage and canvassing costs (£23,000). This budget will be underspent at the year end.	200	116	85	(31)	-27%
Democratic Representation Service costs	Underspend on members allowance/ subsistence make up the variance to date. The Budget was originally based on costs before the number of members was reduced and so will be underspent this year. The proposed 2020/21 budget has been reduced to reflect this change.	462	344	264	(80)	-23%
Corporate Management Service costs	Variance not significant, therefore not investigated	1,164	1,409	1,399	(10)	-1%
<b>Health and Environmental Services</b>						
<b>Service Accounts Total - HES</b>		<b>5,247</b>	<b>2,136</b>	<b>1,455</b>	<b>(681)</b>	<b>-32%</b>
Footway Lighting Service and Overhead costs	The favourable variance relates to accruals made in last year's accounts which were expected to be offset by payments to contractors in this financial year - therefore creating a credit in this year hence the - £16,000 in the actual to date. The invoices were in association with our previous contract and were originally in dispute. This dispute is now resolved but the corresponding invoices (£52,000) covering the period 01.07.17 - 31.03.18 have not been forthcoming despite several requests. A decision on how to treat this in the accounts will be made on closing the 2019/20 accounts. The remainder of the variance is a result of the in-year contract costs being lower than budgeted and delays in invoicing.	84	63	(16)	(79)	-125%
Street Cleansing Service costs	£19,000 of this adverse budget variance is derived from larger than expected maintenance costs incurred on our ageing Street Cleansing fleet. Many of these vehicles are due to be replaced during 2020-21 and 2021/22 so this spending pressure should be short term. The remaining over spend is in relation to the recent SCRAP campaign to promote a cleaner street scene and the expenditure incurred on this will be funded from a Government grant that is currently held in our earmarked reserves.	245	113	175	62	55%

Greater Cambridge Shared Waste Services - Service costs* Results shown are those of the Shared Service, not SCDC alone.	Vehicle fleet budgets are showing marked savings across the board. Maintenance and servicing comparators are lower by <b>£23,000</b> ; the fuel budget is showing a saving of <b>£109,000</b> and the budget in-place for the hiring of temporary RCV's is showing a <b>£22,000</b> saving. There has also been a drive to reduce those collection and delivery services that are currently externalised; this has led to the budget heading for sub-contractor charges showing a saving of <b>£23,000</b> . The service budget is also currently showing an underspend of <b>£40,000</b> on the IT licence costs in relation to the new waste management software but it is felt that this is more of a budget profiling issue and that this money will be spent in quarter 4. Over all though the budget will be underspent.	5,142	2,643	2,432	(211)	-8%
Community Chest Grants	Budget profiling allocates the budget equally to all periods, expenditure though is not in line with this pattern. The budget is expected to be spent by the end of the year.	61	45	31	(14)	-32%
Renewable Energy Service costs	No income or spend profiled for Q3. All expenditure is expected in Quarter 4 though a degree of underspend is expected.	200	0	0	0	0%
Health and Wellbeing Service costs	A better understanding of service requirements and budgets has led to a saving of £25,000. This saving is also being included in the proposed 2020/21 budget.	135	95	39	(56)	-59%
Taxi Licensing Service Income	Income is up but this offsets additional costs for the purchase of licence plates	(189)	(134)	(177)	(43)	-32%
Greater Cambridge Shared Waste Services - Income	Income generated from introducing a charge for collecting organic waste from residents with a 2nd green bin has surpassed all expectations and is over <b>£140,000</b> more than budgeted. Greater income has also been attained from the charge imposed on collecting bulky household waste which is <b>£31,000</b> above budgeted levels.	(7,020)	(5,648)	(5,842)	(194)	-3%
<b>Housing General Fund</b>						
<b>Service Accounts Total - H GF</b>		<b>1,561</b>	<b>116</b>	<b>(217)</b>	<b>(334)</b>	<b>-287%</b>
Homelessness Service costs	The budgeted contribution to the Trailblazer project was £20,000 but only £10,000 has been spent.	262	170	166	(4)	-2%
Private Sector Leasing Scheme Service costs	Variance not significant, therefore not investigated	348	181	183	2	1%
Travellers Sites Service costs	This is a demand led budget and is spent in response to maintenance requests which have been lower than expected.	42	30	24	(6)	-20%
Travellers Sites Income	Income is slightly below expectations so far this year and will probably fall short of the budget.	(115)	(86)	(80)	6	-6%
Private Sector Leasing Scheme Income	This relates to cost recovery from Shire Homes and income is expected to be in line with the budget.	(107)	(80)	(68)	12	-15%
Homelessness Income	Actual income has exceeded the full year budget to date and includes £42,000 recharged income from staff on secondment to neighbouring authorities and £40,000 invoiced to recover rent & deposits paid in advance to prevent homelessness. It is possible that some of the income from rents becomes irrecoverable and may need to be written off as it is notoriously difficult to collect. The figures also include government grant toward homelessness prevention initiatives	(465)	(423)	(520)	(97)	-23%
<b>Planning</b>						
<b>Service Accounts Total - PI</b>		<b>5,247</b>	<b>2,136</b>	<b>1,455</b>	<b>(681)</b>	<b>-32%</b>
Development Management Service costs (net of Agency costs)	Majority of the underspend relates to the Transformation Budget, which was planned to be spent in the last 6 months of year (£500,000 budget profiled 1/12). Some of the transformation costs will be spent on additional staff, some on ICT additions.	1,107	894	493	(400)	-45%
Planning Policy Service costs (net of Agency costs)	The overspend relates to consultancy spend on, North East Cambridge Area Action Plan, Greater Cambridge Local Plan (Infographics, Publicity, Event Materials)	580	437	454	18	4%
Strategic Sites Service costs	Legal & Consultancy budget is underspent though should be fully spent by the year end.	97	73	34	(39)	-54%
Development Management Income	Shortfall in income relating to Cambridge City. Income partly mitigated salary underspends, but not in whole, leaving an adverse variance at Q3.	(3,897)	(2,847)	(2,680)	167	6%
Strategic Sites Income	Variance not significant, therefore not investigated	(607)	(455)	(446)	9	-2%

## Budget 2019/20 Q3 - Housing Revenue Account Monitoring

Service Grouping	Reason for Outturn Variance	Full year budget £'000	Budget to date £'000	Actual to date £'000	Actual (Favourable) / Adverse variance to date £'000	Variance to date %
<b>Housing Revenue Account - Income</b>						
Rental Income from dwellings	The 2019/20 budget was built on the assumption that the mandatory disposal of high value vacant housing stock, though deferred, may still be introduced and rental income was reduced accordingly for holding void stock. This assumption has been removed when forecasting future rental income and preparing budgets for year 2020/21	(27,560)	(20,670)	(20,883)	(213)	1%
<b>Housing Repairs - Revenue</b>						
Cyclical and Responsive Repairs	Responsive Repairs currently reporting favourable variance however it is notoriously difficult to predict the timing and demand on a response-led budget like this though spending during the winter months tends to be higher for weather related reasons. It is likely that this budget will be underspent at the year end.	4,151	3,114	2,337	(776)	-25%

## Significant Items of Variance from Working Budget

## Capital Budget 2019/20 Q3 - Major Variances from Budget

Service Grouping	Reason for Variance	Full year budget £'000	Budget to date £'000	Actual to date £'000	Actual (Favourable) / Adverse variance to date £'000	Variance to date %
<b>Housing Revenue Account - Land</b>						
HRA Land	Minimal expenditure has occurred in respect of the preparation of HRA land as self-build plots. This will be underspent.	190	143	16	(127)	-89%
New Homes Programme	The budget was re-profiled as part of the HRA Capital update that was agreed by Cabinet last Month and expenditure is in line with revised expectations.	14,803	11,102	11,447	345	3%
Repurchase of Shared Ownership	This budget is reactive, and spend is dependent upon the number of homes which are re-presented to the Council in any year, and the value at which they are re-acquired.	415	311	508	197	63%
Improvement to the Housing Stock	A significant underspend is showing here for three main reasons. Firstly the main repairs contractor is significantly behind with their invoicing, secondly one contractor went into administration and re-tendering the work has delayed the project and thirdly the fire door replacement programme is behind schedule due to finalising the type of door to be used. The budget therefore needs to be moved into 2020/21 so that the work can be carried out then.	7,341	5,506	3,095	(2,411)	-44%
<b>Total HRA Capital Programme</b>		<b>22,749</b>	<b>17,062</b>	<b>15,066</b>	<b>(1,996)</b>	<b>-12%</b>
<b>General Fund</b>						
Cambourne Offices	The budget relates to a rollover from 2018/19 for works originally planned then but now programmed in 2019/20. Expenditure includes the refurbishment of the toilets and kitchen areas with further expenditure to come. It is now unlikely that all the work budgeted will complete by 31st March so £82,000 is now being slipped into 2020/21.	330	247	114	(133)	-54%
ICT Development	Expenditure in this year so far relates to the new Housing Management System and some expenditure on the planning system. There are a significant number of other systems where expenditure is expected such as the Yotta Waste system, Health and Environmental system, Council Anywhere and indeed further expenditure on the Housing Management Orchard system. Having said that it is extremely unlikely that the budget will be fully spent this year.	983	737	109	(628)	-85%
Waste Collection & Street Cleansing	The budget includes the purchase of five vehicles two for Street Cleansing and three for Shared Waste. The Street Cleansing vehicles and one of the waste vehicles have been purchased with a further purchase expected in quarter four. The final purchase will now not occur until 2020/21 so the budget needs to be reprofiled and £84,000 moved into 2020/21.	399	230	203	(27)	-12%
Footway Lighting	This budget relates to the upgrade to the parish maintained street lights. It was expected that the contract would commence in quarter four but this will now be early in the next financial year.	750	0	0	0	0%
Repurchase of GF Sheltered Properties	This budget is reactive, and spend is dependent upon the number of homes which are re-presented to the Council in any year, and the value at which they are re-acquired.	525	394	808	414	105%
Environmental Protection and Air Quality	The Air Quality monitoring equipment is expected to be purchased shortly	100	0	0	0	0%
Improvement Grants	Applications received for Disabled Facilities Grants throughout the year were lower than anticipated. Unless there is a significant increase in quarter four this budget will be underspent.	962	722	371	(351)	-49%
Ermine Street Housing Loans	Lending for house purchases is broadly in line with expectations.	13,500	10,125	10,571	446	4%
Ice Rink Loan	The loan for the Ice rink has now been completed and interest on the loan is being received.	1,145	1,145	1,145	0	0%
Investment Strategy	The actual includes the purchase of 140 Cambridge Science Park and Colmworth Business Park. The purchase of 270 Science Park was expected during quarter three but due to issues trying to resolve the land title this did not occur until late January hence the large variance. The full year budget assumes a further acquisition before the end of March but this may not happen now.	50,000	26,500	16,774	(9,726)	-37%
<b>Total for GF Capital expenditure</b>		<b>68,694</b>	<b>40,100</b>	<b>30,095</b>	<b>(10,005)</b>	<b>-25%</b>

# Agenda Item 9

## Conservative group budget proposal for 2020/21

### 1. Support for Olympic athletes preparing for the next games

The Council would establish an 'Olympic Hopefuls' Grant to residents of the district, who are in full time education and who are preparing for the next Olympic games in Tokyo, Japan this summer and future games. The applications would be processed, assessed and determined in the same way as Community Chest Grants. We propose an allocation of £10,000 for inclusion in the proposed 2020/2021 revenue budget.

### 2. Youth Engagement

Youth engagement in local issues and the activities of Local Authorities is of great importance. When views on issues are from a representational group that reflects the community, you are more likely to find the best result for all. The Council should organise a youth engagement event or events in order to raise awareness and encourage young people to get involved. Parish councils/meetings would be invited to send 2 representatives aged 21 or under to event(s) where local issues could be debated and an introduction to the different layers of local government and how one can get involved. All members would be able to get involved in these events on an A-Political basis. It is proposed to allocate £5,000 in the proposed 2020/21 revenue budget for such events.

### 3. Long Service Awards

The Council runs a scheme of long service awards that applies after 20 years it is proposed that this be extended in such a way that awards are given to staff at intervals of five years' service starting at five years employment with South Cambridgeshire District Council. A budget of £13,500 is proposed for inclusion in the 2020/2021 revenue budget.

### 4. Funding

It is proposed that the amount required of £28,500 be funded from a reduction to the budget within communications for the South Cambridgeshire magazine of £15,000, still leaving over £20,000 for the magazine and over £30,000 for delivery and where more than one Special Responsibility Allowance is paid to a particular member, in future they receive one allowance. This will produce a saving of £13,500.

**Cllr Heather Williams**  
**The Mordens Ward**  
**Leader of the Conservative Group**

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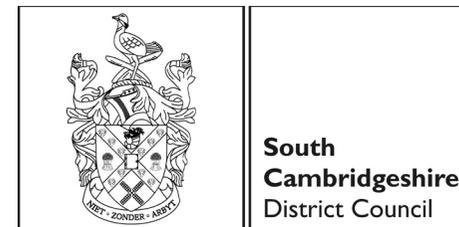
## Scrutiny and Overview Committee Work Programme 2019/20

Meeting date	Potential Agenda item (subject to prioritisation by Chairman and Vice Chairman)
<b>Every meeting</b>	Selected Key Decision items prior to Cabinet Selected Non-Key Decision items prior to Cabinet Work programme Feedback from task and finish groups
<b>March 2020</b>	Items scheduled for April Cabinet Decision: <ul style="list-style-type: none"> <li>• Potential Property Investment decision</li> <li>• Health and Wellbeing Strategy</li> <li>• Shared Services Business Plans</li> <li>• Review of barriers to procurement from SMEs task and finish group outcomes (Non-Key)</li> <li>• Medium Term Financial Plan</li> </ul>
<b>April 2020</b>	Items scheduled for May Cabinet decision: <ul style="list-style-type: none"> <li>• Potential Property Investment Decision</li> <li>• Resident involvement strategy (Key)</li> </ul>
<b>May 2020</b>	Items scheduled for June Cabinet decision: <ul style="list-style-type: none"> <li>• Potential Property Investment Decision</li> </ul>
<b>June 2020</b>	Items scheduled for June Cabinet Decision: <ul style="list-style-type: none"> <li>• Cambridge North East Cambridge Area Action Plan – Draft Plan for Consultation (Key)</li> <li>• Consultation on draft Biodiversity Supplementary Planning Document (SPD) (Non-Key)</li> <li>• Housing Revenue Account and Capital Budget Provisional Outturn 2019/2020</li> </ul>

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## NOTICE OF KEY AND NON KEY DECISIONS

### To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 1 February 2020



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, which is likely:

(1) (a) to result in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or

b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards

(2) On determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance).

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.scamb.gov.uk](http://www.scamb.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.

*If you have any queries relating to this Notice, please contact  
Victoria Wallace on 01954 713026 or by e-mailing [Victoria.Wallace@scamb.gov.uk](mailto:Victoria.Wallace@scamb.gov.uk)*

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

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

Page 6  
Cabinet

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

Councillor Bridget Smith  
Councillor Aidan Van der Weyer  
Councillor Neil Gough  
Councillor Tumi Hawkins  
Councillor Hazel Smith  
Councillor Bill Handley  
Councillor John Williams

Leader of the Council  
Deputy Leader  
Deputy Leader (non-statutory)  
Planning  
Housing  
Environmental Services and licensing  
Finance

**Key and non-key decisions expected to be made from 1 February 2020**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Potential Property Investment Decision  Key  Page 99	Potential decision on potential Investment Strategy acquisition.	Cabinet  Cabinet  Cabinet  Cabinet	05 February 2020  04 March 2020  01 April 2020  06 May 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Leader of Council  Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)  Report (publication expected 25 February 2020)  Report (publication expected 24 March 2020)  Report (publication expected 27 April 2020)
Potential property acquisition decision  Key	Provisional decision item relating to acquisition of property.	Cabinet  Cabinet  Cabinet	05 February 2020  04 March 2020  01 April 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Lead Cabinet member for Housing  Kirstin Donaldson, Head of New Build	Report (publication expected 28 January 2020)  Report (publication expected 25 February 2020)  Report (publication expected 24 March 2020)

**Key and non-key decisions expected to be made from 1 February 2020**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
		Cabinet	06 May 2020			Report (publication expected 27 April 2020)
Communal Room Review - Future use of The Limes/Limes Close Sheltered Communal Room Non-Key	Part of a review of communal rooms. Consultation has taken place with sheltered residents of The Limes/Limes Close, Bassingbourn, who no longer wish to use the building as their communal room. The Parish Council is keen to take on the long lease on the building and to invest in the interior to make it a useable village hall.	Cabinet	05 February 2020		Lead Cabinet member for Housing  Kate Swan, Leasehold Services Co-ordinator	Report (publication expected 28 January 2020)
Business Plan 2020-25  Key	To recommend a revised Business Plan action grid. The Council reassesses its 5 year Business Plan annually. A set of	Cabinet  Council	05 February 2020  20 February 2020		Deputy Leader (non statutory)  Gareth Bell, Communications Manager, Kevin Ledger, Senior	Report (publication expected 28 January 2020)  Report (publication expected 12 February 2020)

**Key and non-key decisions expected to be made from 1 February 2020**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
	themes was agreed as part of the Business Plan for 2019-24. The action plan beneath this has been updated and prioritised for 2020-25.				Policy and Performance Officer	
Greening of South Cambridgeshire Hall Key Page 101	The project seeks to undertake work to ensure that the South Cambs Hall site becomes an example of best practice in energy efficiency and green energy generation/storage/sharing. It aims to minimise emissions through low carbon energy generation and energy efficiency measures, increase energy self-sufficiency and generate income and savings for the Council.	Cabinet	05 February 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Deputy Leader (non statutory)  Philip Bird, Corporate Programme Manager	Report (publication expected 28 January 2020)
Capital Strategy Key	To undertake the annual review of the Council's Capital Strategy.	Cabinet	05 February 2020		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)

**Key and non-key decisions expected to be made from 1 February 2020**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Council Tax Arrangements 2020/2021: Localised Council Tax Reduction Scheme  Non-Key	To consider revisions to the Council Tax Reduction Scheme.	Cabinet  Council	05 February 2020  20 February 2020		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020) Report (publication expected 12 February 2020)
Capital Investment Programme  Key	To determine, for recommendation to Council, the Council's Capital Programme to 2024/20205 together with the Council's proposed Prudential Indicators.	Cabinet	05 February 2020		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
General Fund Budget 2020/2021  Key	To consider the General Fund Budget for 2020/2021 and to recommend the Budget to Council.	Cabinet	05 February 2020		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
Housing Revenue Account (HRA) Budget 2020/2021	To consider the Housing Revenue Account Budget for	Cabinet	05 February 2020	Part or all of the report may be exempt by virtue of	Lead Cabinet member for Finance	Report (publication expected 28 January 2020)

**Key and non-key decisions expected to be made from 1 February 2020**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Key	2020/2021 and to recommend the Budget to Council.			paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Trevor Roff, Interim Director of Finance	
Treasury Management Strategy Key	To undertake the annual review of the Treasury Management Strategy.	Cabinet	05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
Reserves and Provisions Key	To review the level of Reserves and Provisions.	Cabinet	05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
Proposed fees and charges: April 2020 Non-Key	To undertake the annual review of non-regulatory fees and charges.	Cabinet	05 February 2020		Lead Cabinet member for Finance Trevor Roff, Interim Director of Finance	Report (publication expected 28 January 2020)
Ermine Street Housing Business Plan	The Board of South Cambs Ltd trading as Ermine Street	Cabinet	05 February 2020	Part or all of the report may be exempt by virtue of	Lead Cabinet member for Finance	Report (publication expected 28 January 2020)

**Key and non-key decisions expected to be made from 1 February 2020**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Non-Key	Housing, has agreed a revised Business Plan for 2019/20-2027/28 and the plan is presented to the Cabinet/Council for acknowledgement.	Council	20 February 2020	paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Duncan Vessey, New Business Initiatives Manager (Housing)	Report (publication expected 12 February 2020)
Council Tax Resolution 2020/21 Non-Key	To formal approve the Council Tax, including the requirements of precepting organisations.	Council	20 February 2020		Lead Cabinet member for Finance  Trevor Roff, Interim Director of Finance	Report (publication expected 12 February 2020)
Annual Pay Policy Statement Non-Key		Council	20 February 2020		Liz Watts, Chief Executive	Report (publication expected 12 February 2020)
Town Centre Development Northstowe Phases 1&2 Key	To outline arrangements for the design and build of three community buildings in Northstowe as required by planning obligations and the Council role in the process.	Cabinet	04 March 2020		Deputy Leader (non statutory) Chief Executive	Report (publication expected 24 February 2020)

**Key and non-key decisions expected to be made from 1 February 2020**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Health and Wellbeing Strategy  Non-Key	To approve a district wide Health and Wellbeing Strategy for public consultation.	Cabinet	01 April 2020		Lead Cabinet member for Housing  Lesley McFarlane, Development Officer - Health Specialist	Report (publication expected 23 March 2020)
Policy for the allocation of Faith/Community Land at Northstowe  Key	To create a policy for the allocation of Faith/Community Land at Northstowe and apply this policy to all growth sites.	Cabinet	04 March 2020		Lead Cabinet member for Planning  Clare Gibbons, Northstowe Healthy New Town Programme Lead	Report (publication expected 28 January 2020)
Investment Partnerships - Members agreements  Key	To consider membership agreements with framework suppliers.	Cabinet  Council	04 March 2020  02 April 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Leader of Council  David Ousby, Head of Commercial Development & Investment	Report (publication expected 24 February 2020)
Revenue Budget	To consider the	Cabinet	04 March 2020		Lead Cabinet	Report (publication

**Key and non-key decisions expected to be made from 1 February 2020**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Monitoring Key	latest trends in respect of the 2019/2020 revenue budget (Q3) and emerging budget issues.				member for Finance Peter Maddock, Head of Finance	expected 25 February 2020)
Quarterly Performance Report (Quarter 3) Not Key Page 106		Cabinet	04 March 2020		Lead Cabinet member for Customer Service and Business Improvement, Lead Cabinet member for Finance  Peter Maddock, Head of Finance	Report (publication expected 25 February 2020)
Shared Services Business Plans Key	To seek approval of the Shared Services Business Plans.	Cabinet	01 April 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972	Leader of Council Chief Executive	Report (publication expected 24 March 2020)
Review of barriers to procurement from SMEs	To review the outcomes of the work undertaken as	Cabinet	01 April 2020		Sean Missin, Procurement Officer	Report (publication expected 24 March 2020)

**Key and non-key decisions expected to be made from 1 February 2020**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Non-Key	a result of Cabinet's approval of recommendations from the Scrutiny task and finish group which reviewed the barriers to procurement from SMEs.				Johanna Davies, Economic Development Officer	
Medium Term Financial Plan Key	To report an updated Medium Term Financial Plan following the outcome of a mid-year review of financial forecasts and projected changes in service spending.	Cabinet	01 April 2020		Lead Cabinet member for Finance  Peter Maddock, Head of Finance	Report (publication expected 24 March 2020)
Making of the Cottenham Neighbourhood Plan  Non-Key	Following a successful referendum the Council will be required to make (adopt) the Cottenham Plan.	Council	02 April 2020		Lead Cabinet member for Planning  Alison Talkington, Senior Planning Policy Officer	Report (publication expected 23 March 2020)
Resident	To approve the final	Cabinet	06 May 2020		Lead Cabinet	Report (publication

**Key and non-key decisions expected to be made from 1 February 2020**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
Involvement Strategy  Key	Resident Involvement Strategy.				member for Housing  Jennifer Perry, Residents Involvement Team Leader	expected 27 April 2020)
Council Write-Offs  Non-Key	Annual report to Council regarding debts written off in the previous financial year.	Council	21 May 2020		Lead Cabinet member for Finance  Katie Kelly, Revenues Manager	Report (publication expected 13 May 2020)
South Cambs Ltd trading as Ermine Street Housing: Review of Business Direction  Non-Key	To consider the future direction and business objectives of Ermine Street Housing from 2021/2022.	Cabinet	June 2020		Leader of Council, Lead Cabinet member for Finance  Peter Maddock, Head of Finance	Report (publication date tbc)
Proposed extension to the Shared Services Business Plans  Non-Key	To consider an extension of the original Shared Services Agreement for Legal, Building Control and ICT	Cabinet	July 2020	Part or all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act	Lead Cabinet member for Customer Service and Business Improvement  Liz Watts, Chief	Report (publication expected 25 February 2020)

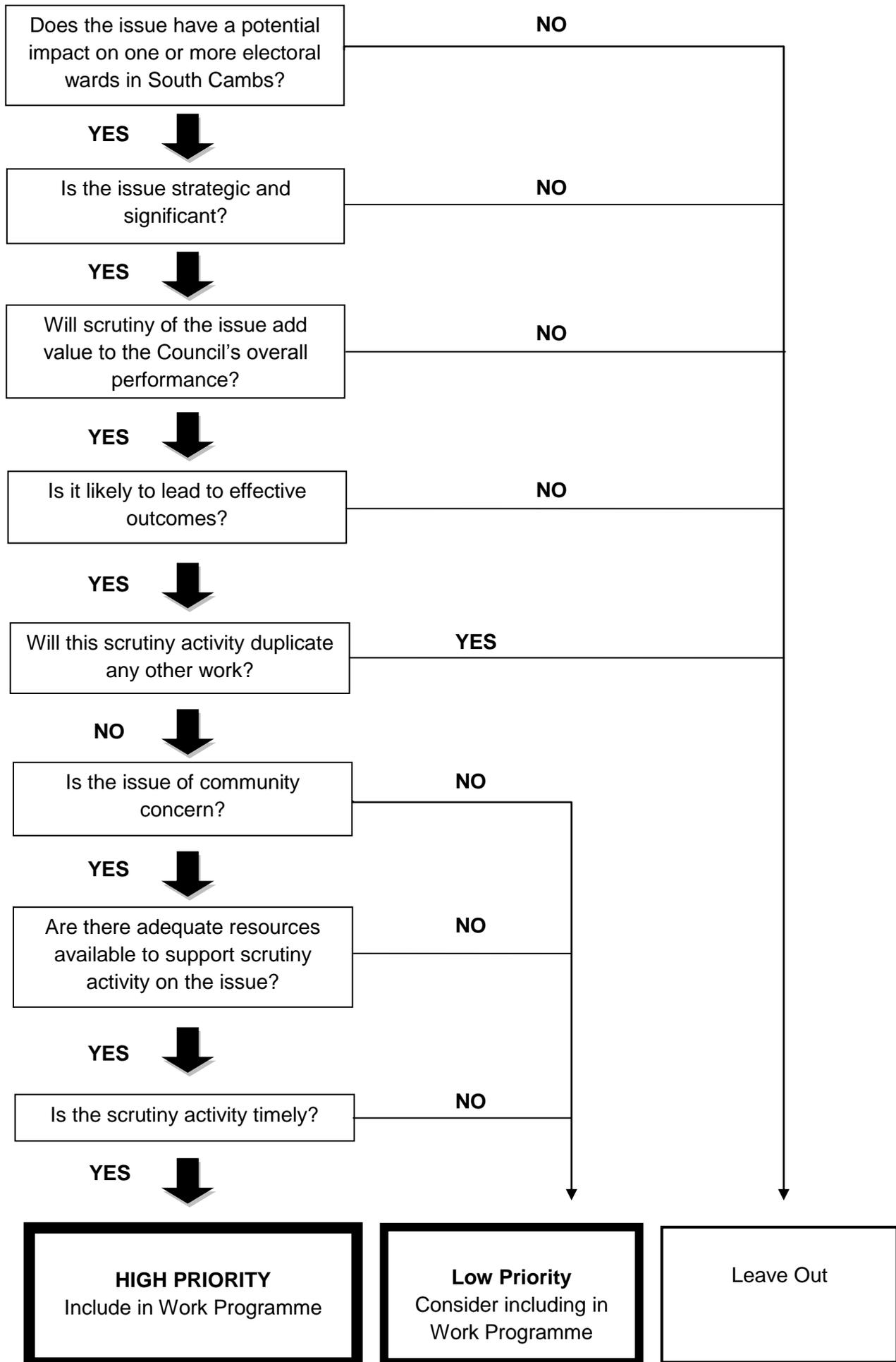
**Key and non-key decisions expected to be made from 1 February 2020**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
	services beyond the expiry date of 30 September 2020.			1972	Executive	
Housing Revenue Account (HRA) Revenue and Capital Budget Provisional Outturn 2019/2020  Non-Key	To receive the HRA revenue and capital outturn position for the financial year 2019/2020.	Cabinet	July 2020		Lead Cabinet member for Finance  Peter Maddock, Head of Finance	Report (publication date tbc)
Consultation on draft Biodiversity Supplementary Planning Document  Non-Key		Cabinet	July 2020		Deputy Leader of the Council  Caroline Hunt, Strategy and Economy Manager	Report (publication date tbc)
North East Cambridge Area Action Plan  Key	To approve the draft Plan report for public consultation. This is a joint AAP with Cambridge City Council for North East Cambridge. The issues and options consultation took place in Spring	Cabinet	July 2020		Deputy Leader of the Council  Julian Sykes, Urban Extensions Project Manager	Report (publication date tbc)

**Key and non-key decisions expected to be made from 1 February 2020**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Portfolio Holder and Contact Officer	Documents submitted to the decision maker
	2019. The draft plan report will outline the Councils' proposed planning policy framework for the development of the area.					
Refreshed New Build Strategy	To approve a refreshed New Build Strategy.	Cabinet	August 2020		Kirstin Donaldson, Head of New Build	Report (publication date tbc)

## Scrutiny Work Programme Prioritisation Tool



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