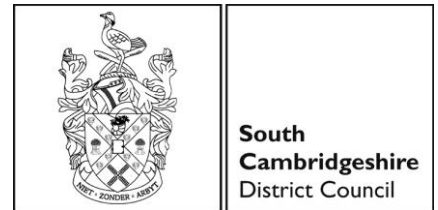


South Cambridgeshire Hall  
Cambourne Business Park  
Cambourne  
Cambridge  
CB23 6EA

t: 03450 450 500

f: 01954 713149

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



27 November 2020

To: The Leader – Councillor Bridget Smith  
Deputy Leader (Statutory) – Councillor Dr. Aidan Van de Weyer  
Members of the Cabinet – Councillors Bridget Smith,  
Dr. Aidan Van de Weyer, Neil Gough, Bill Handley, Dr. Tumi Hawkins,  
Peter McDonald, Brian Milnes, Hazel Smith and John Williams  
Quorum: Majority of the Cabinet including the Leader or Deputy Leader (Statutory)

Dear Councillor

You are invited to attend the next meeting of **Cabinet**, which will be held in the **Virtual meeting - Online** at South Cambridgeshire Hall on **Monday, 7 December 2020 at 10.00 a.m.**

Yours faithfully  
**Liz Watts**  
Chief Executive

**The Council is committed to improving, for all members of the community, access to its agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you.**

---

## Agenda

	Pages
1. <b>Leader's Announcements</b>	
2. <b>Apologies for Absence</b> To receive Apologies for Absence from Cabinet members.	
3. <b>Declarations of Interest</b>	
4 (a) <b>Minutes of Previous Meeting</b> To authorise the Leader to sign the Minutes of the meeting held on Monday, 19 October 2020 as a correct record.	1 - 8
4 (b) <b>Written answer relating to Minute 5 of the minutes of the meeting held on 19 October 2020</b> <b>Supplementary Question:</b> "My concern is the Council is basically attempting to monetise its regulatory function as the local planning authority, and I'd also be concerned if the Council is going to become a 'for profit land developer', it could also potentially leverage this to given a	

competitive advantage over other local developers who are not the local planning authority. Have these concerns been given any consideration at all?"

**Response from Councillor Bridget Smith, Leader of the Council:**

"There is and has always been a clear divide between the Executive and the Planning Authority, and this is set out in law. The Council's Investment Partnerships will need to comply with planning regulations just as any other developer would and there are safeguards in place to ensure this will be the case. For instance, a planning application submitted on behalf of an Investment Partnership will always be reported to the Council's planning committee for a decision rather than being dealt with under delegated powers.

If the council were fully funded to run its services, we would not need to undertake commercial activity. However, following the 2008 financial crash, local authorities were heavily encouraged to become more commercial and to substitute diminishing government grant with new income streams. The alternative was to cut services, and we want to avoid this where at all possible.

Added to the financial pressures that we face as a council, we know our residents face extreme housing pressures both in terms of availability and affordability. We believe that we can play an important role in providing high quality, sustainable and affordable housing that would not be available without our intervention."

**5. Public Questions**

**6. Actions taken under Chief Executive's Delegated Powers 9 - 12**

**7. Quarter Two Performance Report 13 - 36**

**8. Equality Scheme 37 - 62**

**9. Refugee Support 63 - 66**

**10. Medium Term Financial Strategy 67 - 98**

**11. Capital Programme Update and New Bids 99 - 124**

**12. Fees and Charges 125 - 158**

**13. Quarter Two Monitoring Report**  
Report to Follow

**GUIDANCE NOTES FOR MEMBERS OF THE PUBLIC FOR REMOTE MEETINGS**

Members of the public are welcome to view the live stream of this meeting, except during the consideration of exempt or confidential items, by following the link to be published on the Council's website.

Any person who participates in the meeting in accordance with the Council's procedure rules, is deemed to have consented to being recorded and to the use of those images (where participating via video conference) and/or sound recordings for webcast purposes. When speaking, members of the public should not disclose any personal information of any individual as this might infringe on the rights of that individual and breach the Data Protection Act.

For more information about this meeting please contact [democratic.services@scams.gov.uk](mailto:democratic.services@scams.gov.uk)

This page is left blank intentionally.

# Agenda Item 4a

## South Cambridgeshire District Council

Minutes of a meeting of the Cabinet held on  
Monday, 19 October 2020 at 10.00 a.m.

Present: Councillor Bridget Smith (Leader of Council)  
Councillor Dr. Aidan Van de Weyer (Deputy Leader of Council (Statutory) -  
Strategic Planning and Transport)

Councillors:	Neil Gough	Deputy Leader (non statutory) - Transformation and Projects
	Bill Handley	Lead Cabinet Member for Community Resilience
	Dr. Tumi Hawkins	Lead Cabinet member for Planning Policy and Delivery
	Peter McDonald	Lead Cabinet Member for Business Recovery
	Brian Milnes	Lead Cabinet Member for Environmental Services and Licensing
	Hazel Smith	Lead Cabinet member for Housing
	John Williams	Lead Cabinet member for Finance

Officers in attendance for all or part of the meeting:

Anne Ainsworth	Chief Operating Officer
Jonathan Dixon	Planning Policy Manager
Andrew Jennings	Project Manager - Shared Planning Service
Stephen Kelly	Joint Director of Planning and Economic Development
Peter Maddock	Head of Finance
Rory McKenna	Deputy Head of Legal Practice/Monitoring Officer
Jeff Membery	Head of Transformation
Ian Senior	Democratic Services Officer
Liz Watts	Chief Executive

Councillors Anna Bradnam, Grenville Chamberlain, Dr. Claire Daunton, Sue Ellington, Geoff Harvey, Dr. Douglas de Lacey, Judith Rippeth, Bunty Waters and Dr. Richard Williams were in attendance, by invitation.

### 1. **Leader's Announcements**

There were no apologies for absence.

### 2. **Apologies for Absence**

There were no apologies for absence.

### 3. **Declarations of Interest**

Councillor Peter McDonald, Lead Cabinet Member for Business Recovery and Skills declared a non-pecuniary interest as a member of the Investment Partnerships Board.

#### 4 (a) Minutes of Previous Meeting

Cabinet **authorised** the Leader to sign, as a correct record, the public version of the Minutes of the meeting held on Wednesday, 2 September 2020, subject to the following:

- Councillor Douglas de Lacey requested the inclusion of Councillor Richard Williams' doctorate, and to amend Minute 8, replacing "(the Chair of the Council) was pleased with the detail within each indicator, although hoped there would be comments with all indicators" with "was pleased with the promise of greater detail within the indicators, but was surprised there was no comment on the improvement in the Contact Centre".
- Redraft Minute 10 to read "this was about an underspend in some of the council's services which was identified but there was a small overspend in finance and corporate services related to additional resources, and in facilities to help with Covid-19 related issues. We have also supported the community and businesses through the crisis, and it is not clear yet if the government grant will cover the costs to the General Fund."

Councillor Neil Gough sent apologies for absence at the meeting held on 2 September 2020 and abstained from voting to affirm the minutes thereof.

#### 4 (b) Written answers relating to Minute 9 of the minutes of the meeting held on 2 September 2020

Cabinet **noted** the written response relating to Minute 9 of the previous meeting.

Councillor Heather Williams asked how savings of £156,000 In Health and Wellbeing had been achieved (paragraph 5).

Written answer: The £156,000 underspend was made up as follows:

- £86,000 on various expenditure items. This has often been underspent and around £50,000 of this was removed from the budget in 2020/21.
- £47,000 additional income, this was unbudgeted income from NHS England for the Sports coordinator. This project was expected to end in June 2019 but was extended for another year. This income is to cover the staff costs and additional costs relating to the Let's Get Moving campaign.
- £19,000 salary underspend due to vacancies.
- £4,000 that was in the original budget was subject to virement and spent on the Northstowe Healthy New Town budget

Councillor Heather Williams asked about redundancy out of budget, and how many redundancies had South Cambridgeshire District Council made during the last 12 months.

Written answer: There had been three redundancies during the year 2019-20. Where possible, redundancy was funded from salary underspends, and this was the case during 2019-20.

Councillor Heather Williams referred to paragraph 17 of the report (Investment Budget 2020-2021), and asked how much of the budget was remaining for budget purposes, as at 2 September 2020.

Written answer: The budget set in February 2020 for the investment strategy had been £96 million in 2020-21. Spending as at 2 September 2020 was £7.76 million primarily on 296 Cambridge Science Park but also with some expenditure relating to 270 Science Park. There was therefore £88.24 million remaining as at 2 September 2020. Since then, a further £12.3 million had been spent relating to the Vitrum Building. The capital allocation will need to be re-profiled as part of the budget process as it is unlikely that all of this will be spent in 2020-21.

## 5. Public Questions

There were two public questions received ahead of the meeting.

### (a) From Mrs. Jane Williams

“At any time during this calendar year, have any funds been transferred from the Collection Fund to any other account of the district council or have any funds from the Collection Fund been used for any expenditure by or on behalf of the district council?”

Councillor John Williams, Lead Cabinet Member for Finance responded:

“Each financial year an amount is transferred from the Collection Fund to the General Fund that is equal to the value of the District Council Precept and the total of all Parish Council Precepts. This amount is fixed when the budget for that year is set in February of the preceding financial year. The amount of the District Precept is used to fund District Council Expenditure and the amount transferred in relation to Parish Councils is used to pay Parish Precepts.”

Mrs. Jane Williams was invited to ask a supplementary question:

“Is there anything in the public domain that would say whether or not at any time during this calendar year have any funds being transferred other than the ones that Councillor (John) Williams has referred to, as it is not possible to see these accounts”

Councillor John Williams responded:

“No, I think I need to explain what the collection fund is. We are the Billing Authority, which means we have a task of sending the bill to the Council Tax Payer on behalf of all those who has set precepts, so the Council Tax Payer receives one bill, then we receive all that money into what we call a collection fund, and then we take out of that collection fund what we have precepted, and we take out of that collection what the Parish Councils have precepted, so that

we can pay them their money, so there is no other reason why we would take money out of that collection fund because what left in it is there for other precepting authorities, (such as) the County Council, the Fire and Police. So I do hope that explains the workings of the collection fund, we take out of the collection fund what we have asked our Council tax payer to pay for South Cambs services in their Council tax. Similarly, we take out what the Parish Councils have asked of their parishioners to pay for their services.”

Mrs. Jane Williams thanked Councillor John Williams for the responses.

**(b) From Mr. Daniel Fulton**

“The Council recently announced that it will be contributing £170 million over the next four years towards new development partnerships with the Hill Group and Balfour Beatty. The council’s announcement also stated that “identifying suitable land opportunities will be a core element of work by the partnerships” and that target sites are located within South Cambridgeshire.”

Could the Leader of the Council please identify the parishes in which these target sites are located, and does the Leader of the Council foresee any potential conflicts of interest that could arise as a result of the Council’s dual role as a profit-making land developer and its statutory duties for plan making and development management as the district’s local planning authority?

The Leader of the Council responded:

“The Investment Partnerships are in the very early stages of development, with initial meetings between partners taking place this month. Any potential sites would be discussed by the Council’s Investment Governing Board members before any further appraisal work is undertaken.

In terms of conflict of interest, the investment strategy is clear. Our aims are to: ‘provide a robust and viable framework for the acquisition of commercial property investments and the pursuance of redevelopment and regeneration opportunities that contribute to Business Plan objectives and can deliver positive financial returns for the council’. The potential for any conflicts of interest to arise is one the council takes very seriously, and as a result, we have thought in great detail about the decision making and advisory approach to be taken with regards to the investment partnerships. We have also taken legal advice and considered best practise from elsewhere, where similar models have been introduced. Therefore, at this point, whilst we have taken steps to avoid any conflicts of interest arising we would always be vigilant in this regard and believe that those involved in the process are fully aware of their obligations and will seek further advice, if at any point they believe it is required.”

Mr. Daniel Fulton was invited to ask a supplementary question:

“My concern is the Council is basically attempting to monetise it’s regulatory function as the local planning authority, and I’d also be concerned if the Council is going to become a ‘for profit land developer’, it could also potentially leverage this to given a competitive advantage over other local developers who are not the



local planning authority. Have these concerns been given any consideration at all?"

The Leader of the Council responded that those concerns had been given consideration but would provide a full written response.

## 6. **Issues arising from the Scrutiny and Overview Committee**

Cabinet **received and noted** a report from Councillor Grenville Chamberlain, Chair of the Scrutiny and Overview Committee, and Councillor Judith Rippeth, Vice-Chair of the Scrutiny and Overview Committee, informing it about the discussions at, and recommendations from the Committee's meeting held on 7 October 2020.

The report related to:

- **Compulsory Purchase Order Policy**

## 7. **Compulsory Purchase Order Policy**

Cabinet considered a report from the Head of Finance. Councillor John Williams, Lead Cabinet Member for Finance, detailing the reasoning behind the introduction of the policy, and thanked the Scrutiny and Overview Committee for their contributions to the published report, particularly the introduction of the exit strategy. Councillor Grenville Chamberlain, Chair of the Scrutiny and Overview Committee believed the comments from the most recent meeting enabled an improved policy.

After a short discussion, the Leader of the Council, Councillor Bridget Smith closed the debate, and Cabinet:

**Approved** the Compulsory Purchase Order Policy as the basis for considering the use of compulsory purchase powers to acquire land or property interests for the purpose of carrying out development, redevelopment or improvement, where there is a compelling case in the public interest to do so, subject to further minor amendments resulting from the Scrutiny and Overview Committee review.

## 8. **Response to Government Consultation: Planning for the Future White Paper**

Cabinet considered a report from the Director of Greater Cambridge Shared Planning Service. Councillor Dr. Tumi Hawkins, Lead Cabinet Member for Planning Policy and Delivery, introduced the report noting the proposed joint response with Cambridge City Council. The Leader of the Council, Councillor Bridget Smith requested that the Lead Cabinet Member and Director of the Greater Cambridge Shared Planning service cross reference the response with the District Council network at the Local Government Association (LGA), and the East of England LGA. Councillor John Williams noted paragraph 22 of the draft response did not mention the impact on Section 106 funding for local Parish

Councils. Councillor Hazel Smith, Lead Cabinet Member for Housing agreed with the previous comments, but also highlighted the absence of protected characteristics in paragraph 26, notably the lack of provision for the Traveller community.

Following a further discussion, Councillor Bridget Smith, the Leader of the Council, thanked Members for their comments, and Cabinet:

- a) **Noted** the initial response to the Government's White Paper (Planning for the future) consultation as set out in Appendix A to the report; and
- b) **Agreed** to delegate the wording of the final joint response and any individual response to the Director of Greater Cambridge Shared Planning Service, in consultation with the Lead Cabinet Member for Planning Policy and Delivery.

## 9. **Pre-Application Fees Proposal**

Cabinet considered a report from the Director of Greater Cambridge Shared Planning Service. Councillor Dr. Tumi Hawkins, Lead Cabinet Member for Planning Policy and Delivery, described the standardisation of the pre-application charging schemes at Cambridge City Council and South Cambridgeshire District Council. Councillor John Williams, Lead Cabinet Member for Finance highlighted the discretion to Charities, detailed in paragraph 15 of the report, and recommended it should be extended to Parish Councils.

Councillor Bridget Smith, the Leader of the Council, concluded by thanking Officers involved in this report, and Cabinet:

**Recommended** that the Lead Cabinet Member for Planning **agree** the proposals for South Cambridgeshire District Council to introduce the revised pre-application service offer and charging schedule set out in the report for the South Cambridgeshire District Council area from 2 November 2020.

## 10. **Exclusion of Press and Public**

Cabinet **agreed** by affirmation that the press and public be excluded from the meeting during consideration of item 11 in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (as amended) (exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act). Paragraph 3 refers to information relating to the financial or business affairs of any particular person (including the authority holding that information).

## 11. **Minutes from the Previous Meeting - Confidential**

Cabinet authorised the Leader to sign, as a correct record, the exempt version of Minute 13 (3C Shared Services Renewal Agreement), Minute 14 (Minutes of the Previous Meeting – Confidential), Minute 15 (South Cambs Limited Trading As Ermine Street Housing: Review Of Business Direction), Minute 16 (Commercial

Property Investment) and Minute 17 (Property Acquisition) of the minutes of the meeting held on 2 September 2020.

Councillor Neil Gough sent apologies for absence at the meeting held on 2 September 2020 and abstained from voting to affirm the minutes thereof.

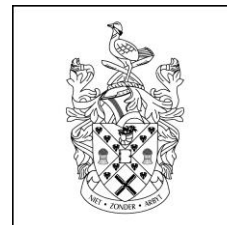
---

**The Meeting ended at  
11.07 a.m.**

---

This page is left blank intentionally.

# Agenda Item 6



South  
Cambridgeshire  
District Council

Appendix A

**REPORT TO:**

Cabinet

7 December 2020

**LEAD OFFICER:**

Liz Watts, Chief Executive

---

## **Actions taken under Chief Executive's delegated powers**

### **Executive Summary**

1. As required by the Council's Constitution, this report informs the Cabinet of actions taken under the Chief Executive's delegated powers.

### **Key Decision**

2. No

### **Recommendations**

3. To note the action taken under the Chief Executive delegation (delegation 4.4, Table 7, Part 3 of the Constitution). Details of this action is set out in appendix A.

### **Reasons for Recommendations**

4. Advise the Cabinet of the decisions taken under the Chief Executive's emergency delegated powers as required by Delegation No 4.4, Table 7, Part 3 of the Constitution.

### **Report Author:**

Jonathan Malton – Cabinet Support Officer  
Telephone: 07716 959184

Appendix A

Date of Decision	Subject	Background
Wednesday, 18 <sup>th</sup> November	National Lockdown Business Support Policy	<p>To approve the National Lockdown Business Support Policy, including details of the Local Restrictions Support Grant, Additional Restrictions Support Grant, and Local Restrictions Discretionary Hardship Scheme for Businesses, to be administered by the Council.</p> <p>This policy has been developed following guidance from Government and consultation with Cabinet.</p> <p>Local authorities are responsible for delivering Local Restrictions Support Grant and Additional Restrictions Support Grant funding to eligible businesses. In addition, a Local Restrictions Discretionary Hardship Scheme for Businesses has been devised locally. In order to formalise arrangements for carrying out this function, the Chief Executive, in exercise of the emergency delegation in paragraph 4.4 of the Scheme of Delegation in Part 3 of the Constitution, and the emergency delegation approved by the Leader of the Council on 30 March 2020, authorising the Chief Executive to exercise all executive functions, or to authorise specified officers to exercise any such functions, and after consultation with the Leader of the Council:-</p> <ol style="list-style-type: none"> <li>1. Approves the National Lockdown Business Support Policy, including details of Local Restrictions Support Grant, Additional Restrictions Support Grant and Local Restrictions Discretionary Hardship Scheme for Businesses.</li> <li>2. Authorises the Chief Finance Office to approve future individual discretionary grants for small businesses, as set out within the policy.</li> </ol> <p>Due to the Covid 19 emergency and the need for the Council to administer these grants in line with Government guidance and to</p>

		support local businesses impacted by the pandemic and subsequent restrictions.
--	--	--

This page is left blank intentionally.



# Agenda Item 7



**REPORT TO:** Cabinet

07 December 2020

**LEAD CABINET MEMBER:** Cllr Neil Gough

**LEAD OFFICER:** Head of Transformation

---

## 2020-21 Quarter Two Performance Report

### Executive Summary

1. This report presents Cabinet with the Council's Quarter Two (Q2) position regarding its operational Key Performance Indicators (KPIs) and 2020-25 Business Plan actions, for consideration and comment.
2. These performance reporting arrangements allow performance monitoring and management to take place by providing opportunity to examine quality of service provision and progress against Business Plan actions and timescales, to identify any areas of concern and decide on the appropriate action.
3. This is not a key decision.

### Recommendations

4. Cabinet is invited to:
  - a) Review the KPI results and comments at **Appendix A** and progress against Business Plan actions at **Appendix B**, recommending, where appropriate, any actions required to address issues identified.

### 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 (KPI) report

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

### Business Plan Action Update Report

8. **Appendix B** provides updates in relation to the 2020-25 Business Plan actions and timescales. Updates have been provided by Heads of Service and Service Managers, and has been the subject of discussions at Corporate Management Team.

## Implications

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

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

10. All performance indicator results and commentaries are provided by or at the instruction of performance indicator owners. Business Plan updates have been provided by Heads of Service and service managers following discussions at Leadership Team and Corporate Management Team.

## Effect on Council Priority Areas

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

Update report (**Appendix B**) provides a view of progress towards each of the actions and timelines outlined within the within the 2020-25 Business Plan priority areas, as detailed below:

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

## **Background Papers**

South Cambridgeshire District Council Business Plan 2020-25

## **Appendices**

Appendix A - Key Performance Indicator Report

Appendix B – Business Plan Update Report

## **Report Author:**

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

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

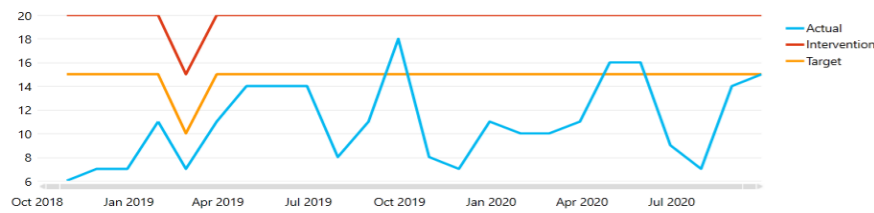
This page is left blank intentionally.

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

**Benefits**

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

Dawn Graham

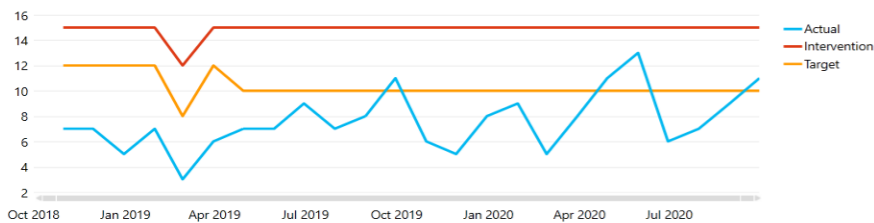


Jul	7	15	20
Aug	14	15	20
Sep	15	15	20

The volume of work received has increased, with the number of processed claims in September having grown by 45% compared to August and the number of changes having increased by 19% compared to August. Over the year to date, the average day to process new claims is 14.31 and 9.25 for change events.

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

Dawn Graham



Jul	7	10	15
Aug	9	10	15
Sep	11	10	15

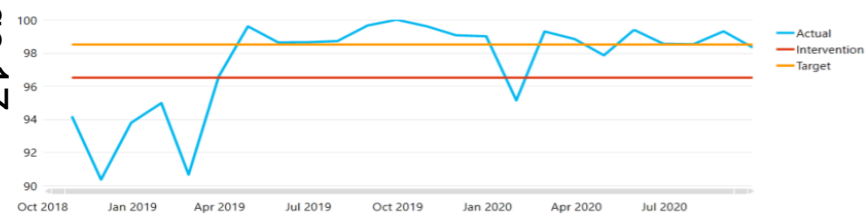
There is a generic team of officers who work on both Council Tax and Benefits and there have been significant volumes of work across the board. We have now obtained additional resources and will be monitoring the impact of these closely, with the expectation that performance will improve.

**Finance**

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

Peter Maddock

Page 17



Jul	98.5	98.5	96.5
Aug	99.3	98.5	96.5
Sep	98.8	98.5	96.5

**Revenues**

**FS102 % Housing Rent collected**

Katie Kelly

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

Jul	93.9	95.4	93.5
Aug	95.2	96.0	94.1
Sep	96.0	97.1	95.2

Results have been impacted by Covid and the limited recovery action currently available (September's figure compares with 96.84% for the same month in 2019). Arrears fluctuate depending on how the month end falls, and while overall trend shows an increase in arrears, September has seen a small reduction in outstanding arrears. Some legal notices can now be sent giving more than 6 months notice of possession proceedings. Tenants are being signposted to additional support available via the Discretionary Housing Payments scheme.

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

Katie Kelly

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

Jul	39.6	41.0	40.2
Aug	48.8	50.2	49.2
Sep	58.0	59.8	58.6

The impacts of Covid are still negatively affecting collection figures (September's figure compares with 60.30% for the same month in 2019). Statutory reminders are now being issued, and courts open for hearings from November. In comparison to last year, the monthly variance is reducing from a -4.5% in June, down to -2.2% difference in September.

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

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Comments
<b>FS105 % Council Tax collected (year to date)</b> Katie Kelly				
Line chart not included as scale means that actual is indistinguishable from target	Jul	42.2	40.5	Despite the challenges of the Covid-19 pandemic, Council Tax collection has remained above target and we remain on target to achieve good performance as the year progresses.
	Aug	51.4	50.0	
	Sep	60.8	59.8	

Report continues on the following page

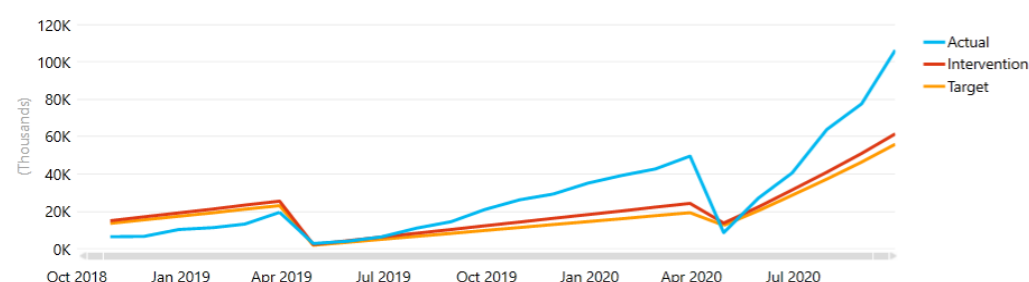
**Note:** While some KPIs are reported monthly others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep).

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

**Housing Advice**

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

Sue Carter



Jul	63646	37047	40752
Aug	77390	46160	50776
Sep	106155.6	55729	61302

B&B expenditure targets were revised for 2020/21 in light of additional responsibilities to accommodate homeless households during the Covid-19 lockdown. Results have exceeded these estimates due to the backlog of households accumulating in temporary accommodation but unable to move-on. The majority of those in B&B are single people either with complex needs or who would normally be able to stay short term with friends and family, but this is not available due to Covid related restrictions.

Property allocations through the housing register are now increasing as housing providers start to return to 'business as usual'. Throughout the lockdown period the council attempted to minimise B&B pressure by asking all registered housing providers to offer void accommodation for use as direct lets and/or temporary accommodation when there were no lettings through Home-Link. In addition, the supply of accommodation for single people has continued to grow via the HMO pilot managed by Shire Homes. Without this option the number accommodated in B&B would be higher.

The number in B&B will continue to be dependent on external factors, particularly in relation to any future lockdown scenario, and it is not possible to provide any guarantee when a reduction will occur.

**Housing and Property Services**

**AH204 % tenants satisfied with responsive repairs**

Geoff Clark

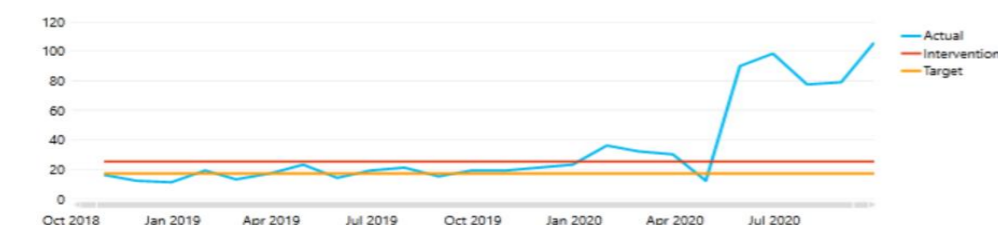
Q2 19

Jun	96.29	97	92
Sep		97	92

It has not been possible to retrieve a Q2 result because of Covid restrictions that have prevented the usual method of collecting this feedback (on hand-held devices at the time of the repair). New methods of collecting this data are being investigated.

**AH211 Average days to re-let all housing stock**

Geoff Clark



Jul	78	17	25
Aug	79	17	25
Sep	106	17	25

Due to government guidance that advised against letting vacant properties unless absolutely necessary, no general needs properties were advertised between March and mid-June and no sheltered accommodation was advertised until 1st Aug. Following these dates, a limited number of properties were advertised to allow the system to be tested and ensure that applicants were able to bid, arrange viewings and accept offers with confidence. As a result, some properties let in Sep became void in Mar and Apr.

There are also additional factors at play, such as longer viewing times and acceptance times, scarcity of some essential parts and materials required for void works and an increase in the number of empty properties to double the usual number normally expected.

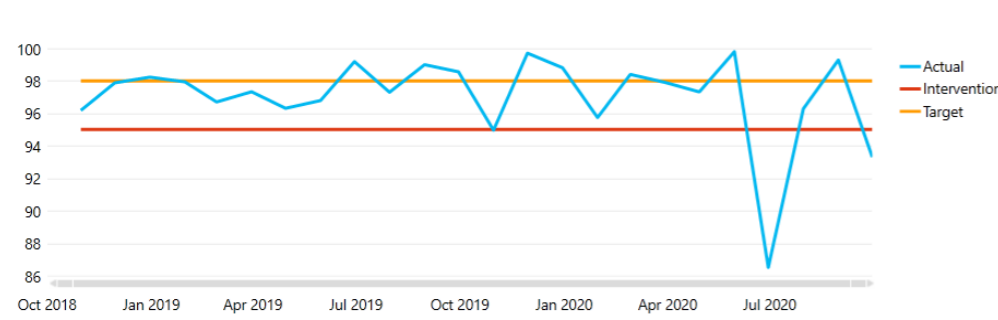
To mitigate some of these circumstances we have moved some voids to another contractor (with agreement of Mears) and have regular meetings with contractors around prioritisation of properties. We are also focussing on letting vacant properties as our number one task and having regular discussions around which properties to prioritise. It is likely that void times will continue to be higher than we would normally expect for much of the rest of the year whilst we continue to work through the backlog that has accumulated since March.

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

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

**SH332 % emergency repairs in 24 hours**

Geoff Clark



Jul	96.28	98	95
Aug	99.29	98	95
Sep	93.30	98	95

This result has been discussed at the Housing Service Management Team Meeting and arrangements put in place to review the cause of the reduction in September's result.

Report continues on following page

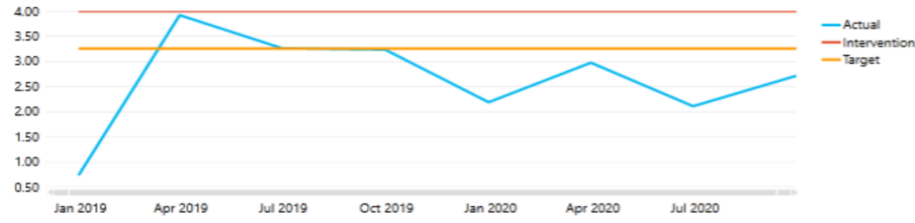


Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Comments
--	--------	--------	--------------	----------

HR

**FS117 Staff turnover (non-cumulative)**

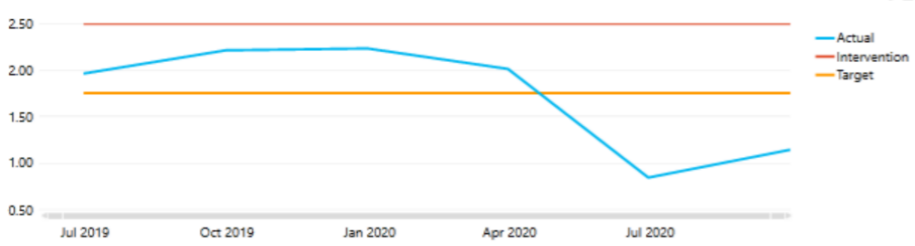
Susan Gardner Craig



Jun	2.1	3.25	4
Sep	2.7	3.25	4

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

Susan Gardner Craig



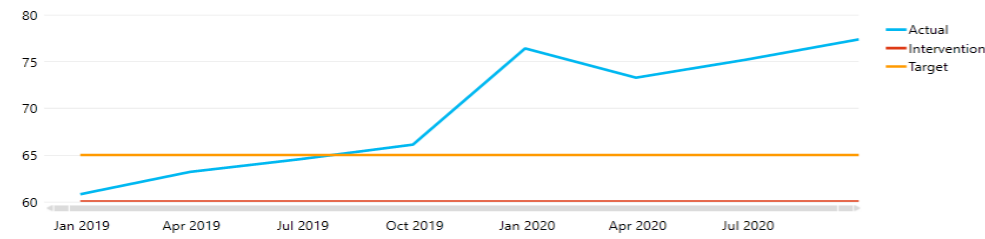
Jun	0.84	1.75	2.5
Sep	1.14	1.75	2.5

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

Dev. Management

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

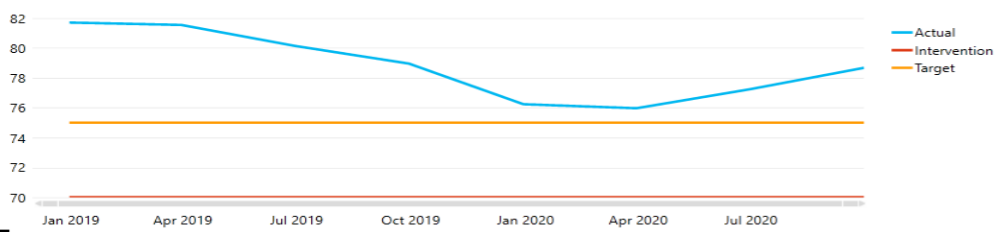
Sharon Brown



Jun	75.21	65	60
Sep	77.37	65	60

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

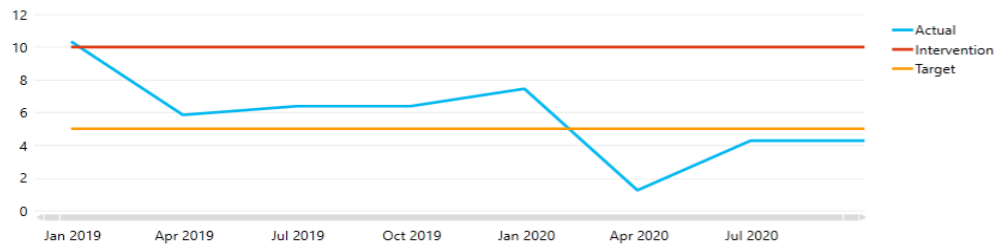
Sharon Brown



Jun	77.24	75	70
Sep	78.68	75	70

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

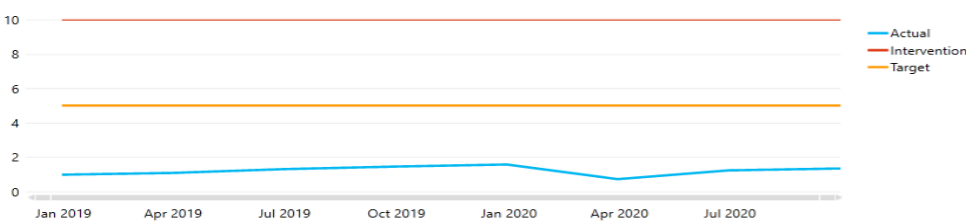
Sharon Brown



Jun	4.27	5	10
Sep	4.27	5	10

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

Sharon Brown



Jun	1.23	5	10
Sep	1.34	5	10

Page 22

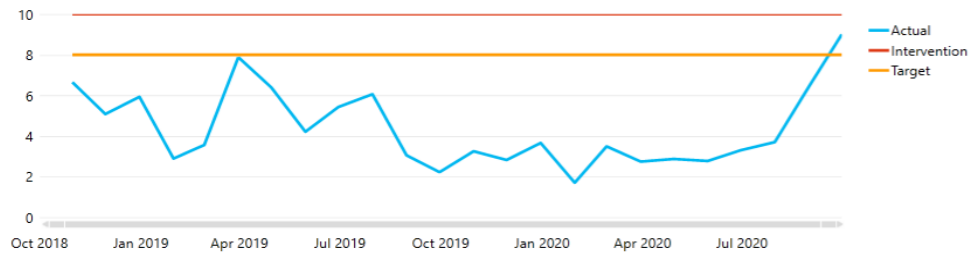
**Note:** While some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep).

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

**Land Charges**

**SX025 Average Land Charges search response days**

Charlene Harper



Jul	3.7
Aug	6.4
Sep	9.0

8
8
8

10 There was a 50% increase in the number search requests received in Sep (425 requests) compared with Aug (283 requests). This has been driven by the temporary change in stamp duty rules, resulting in more people moving house and so requesting searches.

10 Additionally, we are required to allow personal inspection of the register, whether by a customer of personal search company. Due to restrictions on public access to offices as a result of Covid, we have been completing personal searches as a temporary measure.

10 Additional resources have been allocated from other areas of the TSO team to meet the higher level of requests. We are also looking at other alternatives to ensure we can continue to meet increased demand going forward.

Report continues on following page

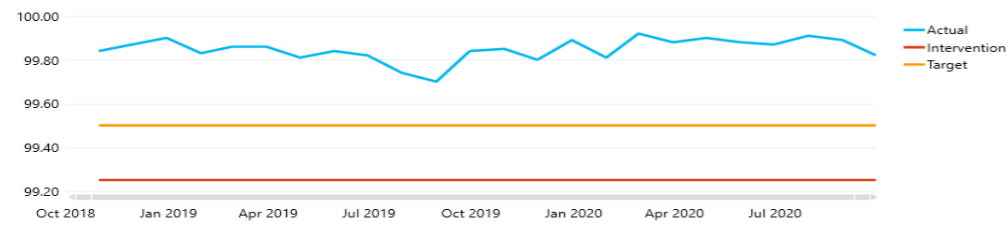
**Note:** While some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep).

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

**Shared Waste Service**

**ES408 % of bins collected on schedule (SSWS)**

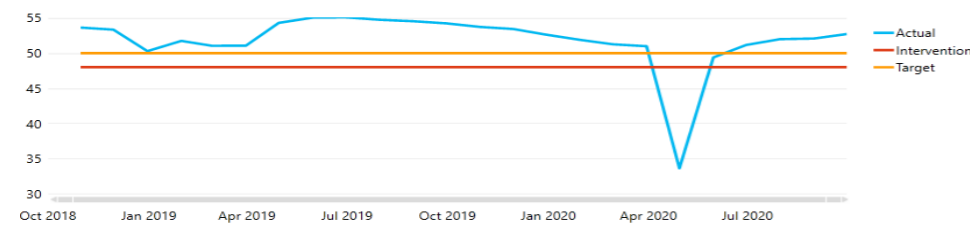
Trevor Nicoll



Jul	99.91	99.5	99.25
Aug	99.89	99.5	99.25
Sep	99.82	99.5	99.25

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

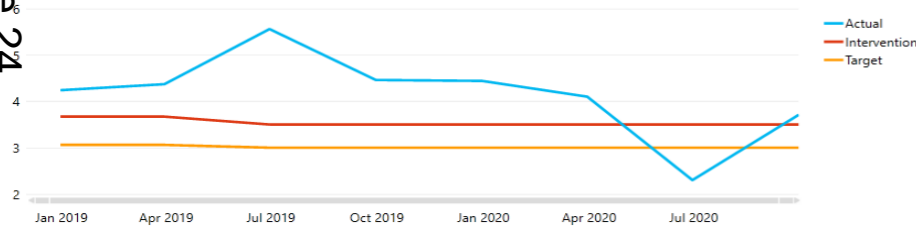
Trevor Nicoll



Jul	52.0	50	48
Aug	52.1	50	48
Sep	52.7	50	48

**ESF786a Staff sickness days per FTE - SSWS**

Trevor Nicoll



Jun	2.3	3	3.5
Sep	3.7	3	3.5

Although September's result was an increase from June and is slightly higher than intervention, the result continues the general trend of a declining number of sickness days per FTE staff member within the Shared Waste Service that has been seen over the past year or so. Cases continue to be monitored and managed closely.

**Environ. Health & Licensing**

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

Jane Hunt

Jun	90	80
Sep	90	80

Data currently not available - this KPI is currently under review.

**ES401 % business satisfaction with regulation service**

Jane Hunt

Jun	90	80
Sep	90	80

The business satisfaction survey that informs this KPI has not distributed as a result of Covid 19.

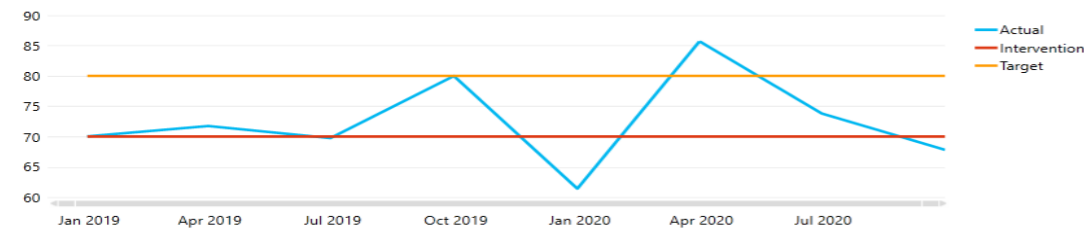
**Note:** While some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep).

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

**Complaints**

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

Jeff Membery



Jun	73.81	80	70
Sep	67.80	80	70

40 of the 59 complaints resolved were completed within timescale in Q2 (11 of 11 in HR, Corporate Services and Finance, 12 of 15 in Shared Waste and Environment, 0 of 9 in Planning and 17 of 24 in Housing).

The reasons for the complaints response performance in the Planning service are being investigated.

Within the Housing team late responses were caused by a range of factors including the impacts of Covid and lockdown on investigation times and communications between SCDC staff and contractors.

Covid also caused some delays to Shared Waste and Environment complaints responses, for example due to additional waiting times when waiting for responses from external partners.

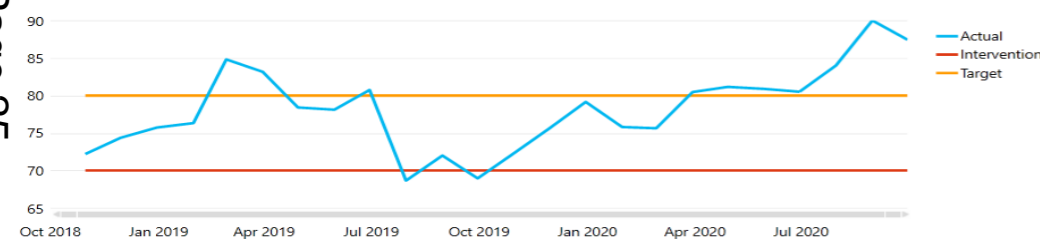
Work is continuing on the complaints portal including a workflow process to allow automated reminders to be sent to complaint investigators at different stages of the investigation.

**Contact Centre**

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

Jeff Membery

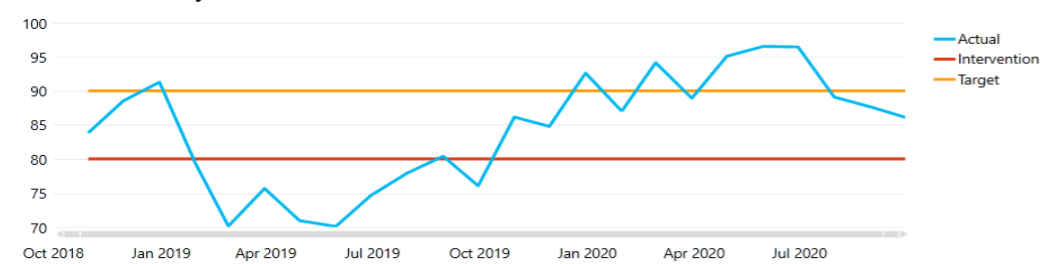
Page 25



Jul	84.01	80	70
Aug	90.03	80	70
Sep	87.45	80	70

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

Jeff Membery



Jul	89.1	90	80
Aug	87.7	90	80
Sep	86.1	90	80

There was a slight reduction in call handling and call answer time performance as a result of a large increase in call numbers in Q2 (25% higher than in Q1).

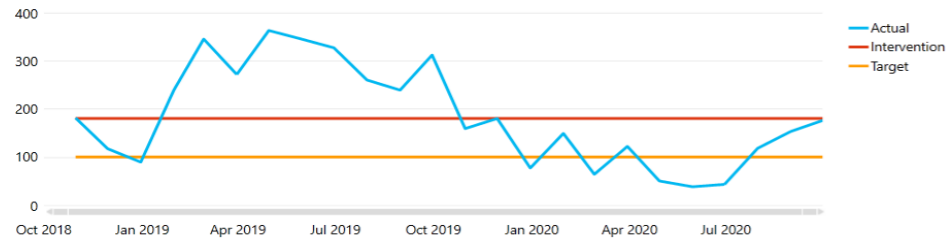
Vacancies within the team have been addressed, with temporary staff and new starters beginning at the start of November. Staffing levels within the service have been increased to provide additional resilience within the team and ensure that performance is maintained above target during periods of vacancy.

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

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

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

Jeff Membro



Jul	118	100	180
Aug	153	100	180
Sep	176	100	180

See comment above.

Note: Measures include a completion date by quarter of the financial year.

Quarter 1 – April to June

Quarter 2 – July to September

Quarter 3 – October to December

Quarter 4 – January to March

## A) Growing local businesses and economies

2020-21 priorities:

Action	Measure	Position at end of Quarter 2
A1) Create a business team with a single point of contact for business enquiries when they involve more than one team	<ul style="list-style-type: none"> <li>Establish of a Business Team (quarter 2)</li> </ul>	<ul style="list-style-type: none"> <li>The team of 4 is now fully in place and acting as a central conduit for all business-related queries.</li> </ul>
A2) Help start-ups and home-based businesses to find workspace	<ul style="list-style-type: none"> <li>Complete a feasibility study looking at how South Cambs Hall can be used to provide workspace for businesses, including start-ups (quarter 2)</li> <li>Provide a new space for up to 5 growing small business (quarter 4)</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility study is underway, however there may be issues around social distancing that may impact on timeline for delivery and occupation.</li> <li>The new business support team is creating a central knowledge base of premises and financial support available for start-ups. The team is actively talking to and helping those who are looking to set up, scale or diversify.</li> </ul>

<p>A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit</p>	<ul style="list-style-type: none"> <li>• Hold 8 business support workshops (quarter 4)</li> <li>• Provide business support advice to 100 businesses (quarter 4)</li> </ul>	<ul style="list-style-type: none"> <li>• An annual series of events/webinars is being scheduled to showcase how different parts of our council can help support local businesses. The inaugural event is October 20<sup>th</sup> - an overview and introduction to the Business Support team. Subsequent events will cover Procurement, Planning, Licencing, Environment, as well as partner events with local networks such as FSB and Chamber of Commerce.</li> </ul>
<p>A4) Promote the area and Enterprise Zones to retain businesses and attract new ones which will protect and create local jobs</p>	<ul style="list-style-type: none"> <li>• Complete strategy and begin actively promoting Enterprise Zones to secure new businesses locating there (quarter 3)</li> <li>• 500 additional jobs created on Enterprise Zones by end of 2024/25 financial year</li> </ul>	<ul style="list-style-type: none"> <li>• Not progressing as we may have expected. Still actively pursuing investment at Northstowe, even if we don't progress as far in terms of delivery.</li> <li>• The new business support team will assist with up and coming marketing requirements and business engagement relating to Cambourne and Northstowe in particular.</li> </ul>
<p>A5) Identify gaps in the land and premises available for businesses as an input to our new Local Plan</p>	<ul style="list-style-type: none"> <li>• Complete employment land and premises study (quarter 2)</li> </ul>	<ul style="list-style-type: none"> <li>• The interim consultant's report has been completed and stakeholder webinars/panel sessions will take place in November and December. This will feed in to our first iteration of the statutory Housing and Employment Land Availability Assessment (HELAA) as part of the emerging Greater Cambridge Local Plan (GCLP).</li> <li>• Potential med/long term impacts of Covid on land use in relation to employment space means we will be looking at undertaking further iterative work in the plan making process and have a retained</li> </ul>



		contract with consultants to continue this work with us.
--	--	--

## B) Housing that is truly affordable for everyone to live in

2020-21 priorities:

Action	Measure	Position at end of Quarter 2
B1) Increase the number of Council homes built each year to support people on lower incomes. These will include high energy standards and renewable energy.	<ul style="list-style-type: none"> <li>Complete 50 new Council homes in 2020-21 (quarter 4) as part of doubling the number being built by 2024</li> </ul>	<ul style="list-style-type: none"> <li>We are on site on all 8 of our sites within the district. We are still delivering, but social distancing measures are likely to impact on pace of delivery.</li> </ul>
B2) Work with local people to set out where and how new homes and communities will be built across the Greater Cambridge area	<ul style="list-style-type: none"> <li>Produce a report assessing feedback provided by local people from the first Local Plan consultation. This will inform the next steps in the Local Plan process (quarter 1)</li> <li>Complete and publish a North East Cambridge draft Area Action Plan for consultation (quarter 2)</li> </ul>	<ul style="list-style-type: none"> <li>There will be changes to timing, however we are not stopping consultation, which will still take place within deadline. In some areas this is taking place earlier than originally foreseen.</li> </ul>

<p>B3) Create and continue to run liaison meetings and forums where significant new developments are being planned to minimise disruption and help new residents settle in</p>	<ul style="list-style-type: none"> <li>• Establish liaison meetings in Sawston and Duxford/Hinxton (and other locations if required) in 2020/21</li> <li>• Continue to carry out liaison meetings in Cottenham</li> <li>• Continue to carryout community forums in Northstowe, Waterbeach, North-West Cambridge, and Cambridge East.</li> <li>• Establish new community forums covering Bourn and Cambourne West, and North-East Cambridge in 2020/21</li> </ul>	<ul style="list-style-type: none"> <li>• The liaison meeting locations were agreed by Cabinet at the end of June. The first new liaison meeting held on Tuesday 22 September with the other locations being planned for the following weeks at a pace agreed with the local community. All meetings on track to get underway.</li> </ul>
<p>B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs</p>	<ul style="list-style-type: none"> <li>• Carry out an audit of energy efficiency of existing housing stock relative to zero carbon target (quarter 1)</li> <li>• Approve a work programme for insulation measures over the next four years to narrow the gap on the zero-carbon target (quarter 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Zero Carbon Asset Management plan is in development.</li> </ul>
<p>B5) Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe</p>	<ul style="list-style-type: none"> <li>• Submit planning permission for the new sports pavilion (quarter 3)</li> <li>• Complete local engagement to understand what the community wants in the new community centre (quarter 4)</li> <li>• Award design contract for a new Civic Hub (quarter 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Sports pavilion site investigation delayed, because of COVID-19. To be completed to allow planning to proceed. Investigation works have commenced and a pre application has been submitted in relation to the sports pavilion.</li> <li>• Community Engagement Forum took place on 7<sup>th</sup> October 2020 via Zoom, having previously been delayed due to COVID-19.</li> </ul>

		<ul style="list-style-type: none"> <li>• Potential delay to award of design contract for Civic Hub due to COVID-19 and requirement of County Public Health and CCG/NHS input.</li> <li>• Possible for future design requirements to change as a result of COVID-19.</li> </ul>
--	--	--

## C) Being green to our core

2020-21 priorities:

Action	Measure	Position at end of Quarter 2
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	<ul style="list-style-type: none"> <li>• Complete a zero-carbon strategy for the district to inform an action plan (quarter 3)</li> <li>• Agree action plan to reduce the Council's emissions for all our buildings and operations (quarter 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Zero Carbon Strategy was adopted by Full Council in May and an action plan has been now been developed. A progress update on the action plan will be reported to Climate and Environment Advisory Committee's 3 November meeting.</li> </ul>
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	<ul style="list-style-type: none"> <li>• Hold a local Climate Summit (quarter 3)</li> </ul>	<ul style="list-style-type: none"> <li>• Planning is underway for a season of online Climate &amp; Environment events to take place in February targeting different audiences.</li> </ul>
C3) Retrofit our Cambourne office with renewable energy	<ul style="list-style-type: none"> <li>• Complete retrofit of Cambourne office (quarter 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Planning permission has been approved and a revised Ground Source Heat Pump design has been approved by Leadership Team, reflecting the</li> </ul>

<p>generation and energy efficiency measures</p>	<ul style="list-style-type: none"> <li>• Reduce mains gas and electricity demands from our Cambourne office by over 50% per year (from March 2021 onwards compared to baseline in 2019).</li> <li>• Reduce carbon emissions from our Cambourne office by 49% per year (from March 2021 onwards compared to baseline in 2019).</li> </ul>	<p>need for cooling in the summer and changes to financial incentives available from central government.</p> <ul style="list-style-type: none"> <li>• There have been some delays to refine the design details, obtain planning permission, respond to changes in government financial incentives and reflect outcomes from other interlinking projects taking place in the building. The revised timeline will see work start in November 2020 and completion in August 2021 (with some measures to be completed before August).</li> </ul>
<p>C4) Trial electric recycling and waste vehicles, including the investigation of on-site solar panel energy generation</p>	<ul style="list-style-type: none"> <li>• One electric bin lorry and two small vans operating to assess feasibility (quarter 3)</li> <li>• Prepare a business case on further investment in alternative fuel bin lorries and power generation for 2021-22 budget setting</li> </ul>	<ul style="list-style-type: none"> <li>• We should have a local demonstration of a vehicle in June and delivery is due for October. Demonstration initially delayed from March, however June date is still on track.</li> </ul>
<p>C5) Support Parish Council and community group projects to reduce reliance on fossil fuels and move toward the zero-carbon target</p>	<ul style="list-style-type: none"> <li>• Provide £100,000 to community and voluntary groups through the Zero Carbon Communities grant and support programme.</li> </ul>	<ul style="list-style-type: none"> <li>• 57 applications for Zero Carbon Communities grant funding have been received and are being processed. Funding awards will be made following recommendations from the Grants Advisory Committee at their meeting on 27 November, to which the Climate and Environment Advisory Committee will also be invited.</li> </ul>
<p>C6) Upgrade our stock of 1,800 streetlights to LED,</p>	<ul style="list-style-type: none"> <li>• Completion of lighting upgrade to LED (quarter 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Work commenced on 5<sup>th</sup> October in Linton. The programme is in place with a planned completion</li> </ul>

## Appendix B – Business Plan Actions Update Report



South  
Cambridgeshire  
District Council

which will reduce energy consumption and save Parish Councils money	<ul style="list-style-type: none"> <li>• Achieve 60% reduction in energy consumption of streetlighting for Parish Councils (quarter 4)</li> </ul>	for all non-ornamental lights by March 2021, with potential for completion earlier than this.
C7) Agree and deliver our strategy and actions needed to protect and improve the air quality of our district	<ul style="list-style-type: none"> <li>• Strategy and action plan revised (quarter 1)</li> <li>• Air quality monitor in place to gather data at one new location (quarter 1)</li> <li>• Complete a review of how and where we monitor air quality (quarter 2)</li> </ul>	<ul style="list-style-type: none"> <li>• This project has been delayed, however data collected to date would not reflect normal circumstances as a result of the reduction in air pollution during the COVID-19 movement restrictions.</li> </ul>
C8) Improve recycling and reduce waste at community events	<ul style="list-style-type: none"> <li>• Publish a resource toolkit for community groups and parish councils (quarter 1)</li> <li>• Equipment and information kit to minimise and separate recycling at community events available (quarter 1)</li> </ul>	<ul style="list-style-type: none"> <li>• We have worked to produce the resource for community groups and parish councils, but the release date needs to be reviewed and rescheduled for post-COVID-19 to ensure greatest impact.</li> </ul>
C9) Run an information campaign to help reduce the amount of food waste in the black bin	<ul style="list-style-type: none"> <li>• Cut the amount of food waste in the black bin by 200 tonnes per month (quarter 4)</li> </ul>	<ul style="list-style-type: none"> <li>• During COVID-19 a communications programme was undertaken to try and help residents to reduce their overall food waste. Once the waste service is fully operational again we will start a communications campaign to help reduce the amount of food waste put in the black bin.</li> </ul>
C10) Deter fly-tipping at locations where it happens frequently	<ul style="list-style-type: none"> <li>• Agree fly-tipping hotspots and action plans to address this at each one (quarter 2)</li> </ul>	<ul style="list-style-type: none"> <li>• Street scene and enforcement officers are working closely together to identify locations and develop an operational plan.</li> </ul>

## D) A modern and caring Council

2020-21 priorities:

Action	Measure	Position at end of Quarter 2
D1) Make sure that the Council is structured and appropriately resourced to deliver the ambitions of our communities	<ul style="list-style-type: none"> <li>Review all service areas (quarter 4)</li> </ul>	<ul style="list-style-type: none"> <li>Review of all service areas is more likely to be commenced by Q4 rather than completed by this point.</li> <li>Reviews to be thorough rather than light touch.</li> <li>Potential for further spike and lockdown impacting progress</li> </ul>
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice for people with disabilities	<ul style="list-style-type: none"> <li>Complete and analyse an annual staff satisfaction survey and review our benefits package (quarter 4)</li> <li>Successfully fill at least 70% of jobs advertised through first round of recruitment</li> <li>Increase the number of job applications from people with disabilities from 2019-20 levels</li> </ul>	<ul style="list-style-type: none"> <li>Work has taken place on points 1 and 2 (from measures cell), but remains ongoing on point 3.</li> <li>New employee benefits portal launched in April 2020.</li> <li>Target of 70% recruitment has been achieved</li> <li>Equalities in employment report to be completed for 2020</li> <li>Disability Confident – gap analysis and action plan to achieve Level 2</li> </ul>
D3) Generate income through delivering the Council’s investment strategy	<ul style="list-style-type: none"> <li>25% of our income is generated from investments and other commercial activities by end of 2023/24 financial year</li> </ul>	<ul style="list-style-type: none"> <li>Remain on track to meet 23/24 financial year target.</li> </ul>

<p>D4) Make it easier for customers to access and carry out transactions online</p>	<ul style="list-style-type: none"> <li>• Double number of households registered for a OneVu account – 9% registered at December 2019 (quarter 4)</li> <li>• Reduce the number of calls per household by 5% - compared to 2019-20 levels (quarter 4)</li> </ul>	<ul style="list-style-type: none"> <li>• COVID-19 has increased registration numbers and we now have just under 15,000.</li> <li>• Potential for increased calls during the COVID crisis period as businesses and residents need to access support</li> <li>• Additional e-forms added to customer portal</li> </ul>
<p>D5) Council and committee meetings will be run paper-free wherever possible</p>	<ul style="list-style-type: none"> <li>• Paper free cabinet meetings to be held (quarter 2)</li> <li>• Members to be provided with an option for paper-free Council and committee meetings (quarter 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Unlikely to be deliverable by Q2. Delayed by COVID-19 because focus has been on establishing virtual meetings rather than paperless meetings.</li> <li>• Consideration of Member ICT requirements – options paper to be produced</li> </ul>
<p>D6) Increase the number of villages covered by mobile warden schemes to help people to live in their homes for longer</p>	<ul style="list-style-type: none"> <li>• At least 3 new mobile warden schemes set up (quarter 3)</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement exercise close in July 2020. Grants advisory committee to consider outcome of procurement and grants process at September meeting. New schemes on track to commence in by end of quarter 3</li> </ul>

This page is left blank intentionally.



# Agenda Item 8



**REPORT TO:** Cabinet

7 December 2020

**LEAD CABINET MEMBER:** Cllr Neil Gough

**LEAD OFFICER:** Susan Gardner Craig (Head of HR and Corporate Services)

---

## Equality Scheme 2020-24 and Summary of 2019-20 Equality Actions

### Executive Summary

1. This report presents the Equality Scheme, including the council's equality objectives for the coming four years, and a review of Equality, Diversity and Inclusion activities that took place during the 2019-20 financial year.

### Key Decision

2. This is not a key decision

### Recommendations

3. It is recommended that Cabinet:
  - a) Review and approve the Equality Scheme at **Appendix A** (including equality objectives and actions).
  - b) Review the 2019-20 Equality, Diversity and Inclusion Actions report contained at **Appendix B**.

### Reasons for Recommendations

4. Under the Public Sector Equality Duty that came into force in April 2011, local authorities are required to prepare and publish one or more objectives to meet any of the aims of the duty every four years. South Cambridgeshire District Council publishes its equality objectives within its Equality Scheme, which is now due for renewal.
5. Public authorities are also required to publish information annually to demonstrate how the Public Sector Equality Duty is being met, and one way in which this can be achieved is through the publication of information to show steps that have been taken to have due regard to the aims of the equality duty, as at **Appendix B**.
6. In addition to the legal requirements detailed above, these recommendations are required to ensure that Council policies, projects and practices achieve positive outcomes for residents and service users, including protected characteristic groups. On this basis, at the Cabinet meeting of 4 September 2019, it was requested that officers present a report

to Cabinet on an annual basis on the Council's work in respect of equality, diversity and inclusion.

## Details

### Equality Scheme 2020-24

7. The Equality Scheme at **Appendix A** has been created to set out how South Cambridgeshire District Council will progress the aims of the Equality Act and Public Sector Equality Duty during the period 2020-24. It does so by proposing three equality objectives, each containing actions that will contribute towards the achievement of the objective.
8. The objectives have been designed to encapsulate and build on the range of work that is planned or underway throughout the council's service areas, to combat discrimination, promote equality of opportunity and foster good relations. They reflect equality, diversity and inclusion related actions within the South Cambridgeshire District Council 2020-24 Business Plan, the district's equality profile, and commitments from the Council meeting of 14<sup>th</sup> July 2020 as part of the motion discussing racial inequality within society and the Council's role in combatting racism. These objectives have also been the subject of a workshop with Member Task and Finish Groups, where discussions took place allowing Councillors to further shape the scheme, as well as discussions at Leadership Team.
9. The proposed objectives are as follows:
  - Objective 1:** Understand the diversity that exists within the South Cambridgeshire population and identify, prioritise, and deliver actions that will narrow the gap in outcomes between disadvantaged groups and the wider community
  - Objective 2:** South Cambridgeshire District Council is an employer that values difference and recognises the strength that a diverse workforce brings
  - Objective 3:** Protected groups are included and have their voices heard in discussions about the future shape of the district
10. It should be noted that these are high level objectives that include a range of more specific actions for completion, as detailed within **Appendix A**. Actions have been designed to reflect the broad intention of what is to be achieved, rather than precise delivery approaches.
11. Although the requirement under the Public Sector Equality Act is to publish objectives every four years an annual report will be submitted to Cabinet detailing progress that has been made against equality objectives and actions. This provides the opportunity to review the objectives and actions on an annual basis to ensure that these remain appropriate.

### 2019-20 Equality, Diversity and Inclusion Actions Report

12. The 2019-20 Equality, Diversity and Inclusion Actions report at **Appendix B** has been created as a summary of the actions that have been taken to progress the aims of the

Equality Act and Public Sector Equality Duty during the previous financial year. This has been created in response to a request from Cabinet to provide this information annually, and also allows the council to meet one of the specific duties of the Public Sector Equality Duty – “publication of information to show steps that have been taken to have due regard to the aims of the equality duty.”

13. The information contained at **Appendix B** has been obtained through engagement with teams, reviews of the staff intranet, website and press release content from 2019-20.
14. In future years, this annual report will provide an opportunity to review progress towards each of the objectives and actions in the Equality Scheme.

## **Options**

1. Approve the Equality Scheme (**Appendix A**) and the objectives contained within for adoption and publication.

## **Implications**

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

## **Legal**

16. The content of this report and its appendices have been created within the legal context of the Equality Act 2010 and the Public Sector Equality Duty, which came into force in 2011.

## **Financial**

17. Although specific figures are currently unknown, there is potential for some actions included within the Equality Scheme to have associated costs. For example, this could be the case in relation to actions around the review of the arrangements for consulting on key decisions with residents and review of the Council's translation provision.

## **Risks/Opportunities**

18. The recommendations put forward in this report are required to mitigate legal, financial and reputational risks associated with a failure to comply with the Equality Act 2010 and the Public Sector Equality duty.
19. The review, development and publication of our Equality Scheme and objectives at this time also provides opportunities, as detailed below:

Reputational – following several recent incidents at the international and national scale, awareness of equality, diversity and inclusion issues has significantly increased, including greater scrutiny of the actions of organisations to promote equality, diversity and inclusion. In some instances, organisations have faced criticism for what are seen to be public relations exercises as opposed to meaningful action to bring about change. This Equality Scheme and the objectives within provide the council with an opportunity to

demonstrate a range of meaningful actions to eliminate discrimination, harassment, and victimisation; advance equality of opportunity; and foster good relations between different groups.

Financial - whilst perhaps the most obvious cases for the recommendations within this report and the objectives within the Equality Scheme (**Appendix A**) are moral and legal, it can be argued that equality, diversity and inclusion actions also carry within them a financial case. This is clearly outlined within the 2017 'Race in the workplace: The McGregor-Smith Review', which states that "the potential benefit to the UK economy from full representation of BAME individuals across the labour market, through improved participation and progression, is estimated to be £24 billion a year, which represents 1.3% of GDP." It also states that, "a wide body of research exists that has established that diverse organisations are more successful."

## **Equality and Diversity**

20. The Equality Scheme (**Appendix A**) and the objectives contained within set out the organisation's approach and plan for progressing the aims of the public sector equality duty, namely to:

- Eliminate unlawful discrimination, harassment and victimisation.
- Advance equality of opportunity between those who share a protected characteristic and those who do not.
- Foster good relations between those who share a protected characteristic and those who do not.

## **Consultation responses**

21. Feedback from South Cambs teams and managers was been sought, collated and accounted for within the version of the draft Equality Scheme that was submitted to Leadership Team (LT) in August.

22. Following this, a member Task and Finish Group workshop took place in October 2020. Comments and discussion points from this session have been incorporated into the draft scheme and a second review has taken place at LT.

## **Effect on Council Priority Areas**

23. The first proposed equality objective within the draft equality scheme ("Understand the diversity that exists within the South Cambridgeshire population and identify, prioritise, and deliver actions that will narrow the gap in outcomes between disadvantaged groups and the wider community") is about ensuring that equality, diversity and inclusion are carefully considered throughout the range of services and activities that the council provides and undertakes. This objective therefore links with the delivery of all priority areas within the 2020-24 Business Plan. Objective 1 also links closely with the 'A Modern and Caring Council' objective, particularly the inclusive approach promoted through this priority and actions to ensure that the council can deliver on the ambitions of our communities.

24. Objective 2 ("South Cambridgeshire District Council is an employer that values difference and recognises the strength that a diverse workforce brings") also links to the 'A Modern and Caring Council' objective, particularly actions around being an inclusive employer.

However, it can also be argued that this objective will impact on the delivery of other objectives, by helping to attract and retain a skilled and diverse set of skills, approaches and experiences within the workforce.

25. Objective 3 (“Protected groups are included and have their voices heard in discussions around the future shape of the district”) is about ensuring that disadvantage groups are not left behind when deciding what the future of the South Cambridgeshire looks like. This links to the ‘Growing Local Businesses and Economies’, ‘Housing that is Truly Affordable for all to Live in” and “Being Green to our Core” Business Plan priorities. It also links with the action within the ‘A Modern and Caring Council’ priority around ensuring that the council can deliver on the ambitions of our communities.

## **Background Papers**

‘Race in the Workplace: The McGregor-Smith Review’ (2017)

## **Appendices**

Appendix A: Draft Equality Scheme 2020-24

Appendix B: 2019-20 Equality Diversity and Inclusion Actions Report

## **Report Author:**

Phil Bird – Corporate Programme Manager (01954 713335)

Kevin Ledger – Senior Policy and Performance Officer

This page is left blank intentionally.



# South Cambridgeshire District Council Equality Scheme 2020 – 2024

Version	Approval	Date
1.0		

## Introduction and Context

### Legal Context

#### The Equality Act 2010

The Equality Act 2010 came into effect on 1 October 2010, bringing together all previous equality legislation into a single Act, strengthening laws to prevent inequality, and extending equality law to include some forms of discrimination previously unrecognised within legislation.

Under the Equality Act, it is against the law to discriminate against anyone because of:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sex
- Sexual Orientation

These are called protected characteristics.

#### The Public Sector Equality Duty

Included within the Equality Act is the public sector equality duty, which came into force in April 2011. This duty applies to a range of public authorities, including local authorities, and is made up of the general equality duty and specific duties that are intended to help performance of the general equality duty.

#### The General Equality Duty

The general equality duty requires public authorities to have **due regard** to the need to:

- Eliminate unlawful discrimination, harassment, and victimisation.
- Advance equality of opportunity between those who share a protected characteristic and those who do not.
- Foster good relations between those who share a protected characteristic and those who do not.

These are often referred to as the three aims of the general equality duty. To comply with the duty a public authority needs to have due regard to all three of these aims.

The Act explains that having 'due regard' for advancing equality (the second aim) involves:



## Appendix A – Equality Scheme

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people (including taking steps to take account of disabled people’s disabilities)
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

In relation to the third aim, the Act describes fostering good relations as tackling prejudice and promoting understanding between people from different groups.

### **The Specific Duties**

Local Authorities are also required to complete the following specific duties:

- Publish information annually to demonstrate how the General Duty is being met. This is achieved through two methods:
  - The annual publication of equality in employment information.
  - The publication of information to show steps that have been taken to have due regard to the aims of the equality duty.
- Prepare and publish one or more objectives to meet any of the aims of the General Duty every four years.

### **Equality Scheme Purpose**

The purpose of our Equality Scheme is to:

- Set out our equality objectives for the period 2020-24 and provide details to show how these will contribute towards the aims of the General Duty.
- Present the Council’s approach to embedding equality within Council services.
- Provide details of the equality responsibilities of the Council, its employees and elected representatives.
- Set arrangements for monitoring and checking progress against our equality objectives.

### **Equality Objectives**

The equality objectives on the following page show how South Cambridgeshire District Council will meet the three aims of the General Equality Duty during the period 2020-24. These objectives have been set to reflect the context detailed within the facts and figures included at Appendix A (Facts and Figures).

**Objective 1: Understand the diversity that exists within the South Cambridgeshire population and identify, prioritise, and deliver actions that will narrow the gap in outcomes between disadvantaged groups and the wider community**

<b>Action</b>	<b>Ownership (and Timescale)</b>	<b>What success will look like</b>
Review SCDC policies, projects and services to ensure equality considerations are embedded within service design and delivery	Policy, Performance and Projects  (Q2 2021-22)	Increase the number of policies, strategies, projects and other proposals with accompanying EqlAs, identifying actions to narrow the gap in outcomes between disadvantaged groups and the wider community  Actions identified within EqlAs undertaken are undertaken and completed within the timescales set out
Review access to Housing, Homelessness and welfare support by those with protected characteristics, identifying actions on how the Council can adopt remove barriers to inclusion	Task and Finish Group  (Q1 2021-22)	Creation of a report setting out findings.  Implementation of recommendations from Task and Finish group.
Establish an Equality, Diversity and Inclusion Forum to understand the diversity that exists within the South Cambridgeshire population and best practice to help identify improvements to narrow the gap in outcomes between disadvantaged groups and the wider community	Policy, Performance and Projects; HR  (Q4 2020-21)	Equality, Diversity and Inclusion Forum established, trained and actively updated on changes to make up of the district and identifying improvements to narrow the gap in outcomes between disadvantaged groups and the wider community.
Improve the collection and analysis of quantitative and qualitative information about the makeup of our residents and customers, to inform decisions that might impact on different protected characteristic groups	Policy, Performance and Projects	A single format for gathering and presenting equality data, accessible across Council services

Appendix A – Equality Scheme

	(Q4 2021-22)	Data available in relation to protected characteristic groups, including forecasts of future makeup of the district
Encourage and promote the benefits of a diverse workforce to South Cambridgeshire businesses	Business Support Team  (Q4 2021-22)	Promotion of materials, training, and relevant local groups and networks
Review and re-launch the Council's translation provision for different language users and accessible formats, including through the use of technology	Policy, Performance and Projects  (Q4 2021-22)	Review of languages provision and publicise to staff and residents through various channels.
Establish an Equality and Diversity training programme for all existing staff, and all new staff as part of the Council's induction process	Policy, Performance and Projects; HR  (Q4 2020-21)	All existing staff having received Equality and Diversity training.  Regular training sessions are included as part of the induction process for new staff.
Equality, Diversity and Inclusion training will be rolled out for Members	HR and Democratic Service  (Q2 2021-22)	A programme of Equality, Diversity and Inclusion training has been delivered to SCDC elected members.

**Objective 2: South Cambridgeshire District Council is an employer that values difference and recognises the strength that a diverse workforce brings**

Action	Ownership (and Timescale)	What success will look like
Review and examine SCDC structure and processes to ensure people with protected characteristics are not disadvantaged, including through remote working arrangements	Task and Finish Group  (Q4 2021-22)	Creation of a report setting out findings and making recommendations.  Implementation of recommendations from Task and Finish group.  Increase the number of job applications from people from the protected characteristic groups from current levels.
Celebrate and promote diversity by marking key dates within the calendar including but not limited to Black History month and LGBTQ+ month and investigate other possible events	Policy, Performance and Projects  (Q4 2020-21)	Programme of engagement with online resources and events.
Achieve Disability Confident Level 2 accreditation and undertake a disability friendly assessment of our office buildings and buildings that we are designing and delivering	HR, Facilities Management  (Q4 2021-22)	Disability Confident Level 2 achieved  Assessment completed and assurance received from Disability Cambridgeshire
Collect data about the South Cambridgeshire District Council workforce to monitor and analyse representation of people from different protected characteristics	HR  (Q4 2021-22)	SCDC produces BAME pay-gap reporting on an annual basis and uses this to inform future actions to encourage BAME representation at all levels.

		<p>Introduce BAME and disability pay-gap reporting to align with existing gender pay-gap reporting arrangements.</p> <p>Complete and analyse annual staff satisfaction surveys around equality, diversity, and inclusion, and publish ‘you said, we listened’ examples internally following analysis of the survey results.</p> <p>Progress towards workforce diversity that represents the local equality profile.</p>
--	--	---

**Objective 3: Protected groups are included and have their voices heard in discussions about the future shape of the district**

<b>Action</b>	<b>Ownership (and Timescale)</b>	<b>What success will look like</b>
<p>Develop the Greater Cambridge Local Plan, with consideration given to Equality, Diversity and Inclusion opportunities, particularly within the consultation stages</p>	<p>Greater Cambridge Planning Service; Housing Strategy</p> <p>(Q2 2023-24)</p>	<p>Equality Impact Assessments are completed identifying actions to include and represent the voices of people from protected characteristic groups within plan consultation and development.</p> <p>Actions identified within EqlAs undertaken are undertaken and completed within the timescales set out</p> <p>Undertake evidence gathering exercises to understand needs of people with protected</p>

		<p>characteristics. This will include an accommodation needs assessment of Gypsies and Travellers.</p> <p>Completed sustainability appraisal including sections covering social and health impact</p>
<p>Review the Council’s arrangements for consulting on key decisions with its residents</p>	<p>Communications (Q2 2022-23)</p>	<p>Revised approach to consultation identified and implemented</p>
<p>Engage as a member of the Community Safety Partnership to influence an increase in the recruitment and development of more BAME Police Officers for Cambridgeshire; to ensure that BAME people are not disproportionately subject to the stop and search powers in Cambridgeshire; and to ensure that arrest and custody measures are proportionate in Cambridgeshire.</p>	<p>Sustainable Communities (Q4 2021-22)</p>	<p>Regular reports to be received by Community Safety Partnership detailing initiatives and progress, enabling SCDC to exert its influence as a member.</p>
<p>Work with the Local Resilience Forum and the NHS to review the impact of the coronavirus on protected characteristic groups, particularly the BAME community, and identify opportunities to lessen the impact</p>	<p>Task and Finish Group (Q4 2021-22)</p>	<p>Completion of a review on the impact of the coronavirus on BAME communities, with a breakdown to district level.</p>
<p>Take action to foster good relations in areas experiencing high levels of growth, including between people with protected characteristics and those from the wider community</p>	<p>Sustainable Communities (Q4 2020-21)</p>	<p>Create and continue to run community liaison meetings and forums where significant growth is planned, to help new and existing residents (including those from protected characteristic groups) settle in.</p>

Appendix A – Equality Scheme

<p>Equality, Diversity and Inclusion considerations will be promoted through our Neighbourhood Planning processes and guidance</p>	<p>Planning Policy (Q4 2020-21)</p>	<p>EqIAs are completed and published relating to each Neighbourhood Plan that the Council adopts</p>
<p>Conduct an audit of street names and any public monuments the Council is responsible for that name individuals or organisations that may give rise to sensitivity</p>	<p>Task and Finish Group (Q4 2020-21)</p>	<p>Produce a set of recommendations on any actions that should be taken.  Implement any actions as recommended</p>

## **Embedding Equality within Council Services**

South Cambridgeshire District Council provides a wealth of services to its residents and businesses. The following approaches are used to ensure that equality is embedded within our service delivery.

### **Equality Impact Assessments**

Equality Impact Assessments (EqIAs) are completed during the development of policies, procedures, projects, functions, strategies, and services. EqIAs provide a methodical approach to the assessment of impacts across the nine protected characteristics, allowing us to plan mitigating action and to seek to maximise opportunities to advance equality within our services. Once completed, EqIAs are published on the Council's website.

### **Staff and Member Training**

South Cambridgeshire District Council is committed to ensuring that it is operating fairly and equitably in both service delivery and employment. To ensure that equality and diversity standards are upheld during the delivery of services, essential training will be provided to all staff and members.

Additional equality and diversity training can be provided to staff according to their specific service requirements.

The Council ensures that all staff have completed safeguarding training, this training also includes an e-learning module on Modern Slavery.

### **Policies**

**Officers' Code of Conduct** - All employees of South Cambridgeshire District Council are expected to work to our code of conduct, including fair and equitable treatment of all staff, customers, and residents.

**Dignity at Work Policy** - SCDC positively encourages and promotes a working environment where all persons are treated with dignity and respect. The Council is committed to creating a fair and safe working environment where employees can work free from abusive, threatening or unwelcome behaviour. Complaints of harassment and/or bullying or victimisation will be taken seriously and dealt with fairly, sensitively and confidentially.

**Pay Policy** - The Council is committed to ensuring that its pay strategy is fair and equitable, affordable, transparent and easily understood. This enables the organisation to attract, retain and develop a skilled and flexible workforce. Our staff salaries are evaluated using the National Joint Council (NJC) Job Evaluation Scheme which is based on the principle of joint ownership, openness, transparency and equality.

**Recruitment Process** – SCDC's Recruitment and Selection policy and procedures are designed to recruit staff in a fair and consistent way that supports equality of



opportunity. Our recruitment processes are open and robust with procedures for checking that interview attendees are eligible to work in the UK and for requesting and following up applicant references. We also aim to ensure that interview panel members have received interview training, covering equality and diversity, to ensure a consistent and fair process.

**Safeguarding Policy** - SCDC is committed to safeguarding and promoting the welfare of children and adults at risk of harm and their families. The council works under Cambridgeshire County Council's Adult Safeguarding policy guidelines and procedures. We take our responsibilities seriously and expect all staff, partners and contractors to share this commitment. We ensure our procurement and contracting policies and procedures adequately reflect our safeguarding responsibilities. All incidents of poor practice, allegations and suspicions are taken seriously, reported, and are always responded to. Additionally, all staff are expected to attend regular safeguarding training.

**Whistleblowing Policy** - The Council encourages staff, contractors and elected Members who have serious concerns about any aspect of the Council's activities, to come forward and voice those concerns. Our Whistleblowing Policy has been prepared in consultation with staff and with the help of the independent charity, Public Concern at Work. It commits the council to ensuring that whistle-blowers will suffer no recrimination or victimisation as a result of raising a genuine concern about malpractice.

### **Service Review**

The Council reviews the equality impacts of its services and employment practices by gathering information in following ways:

- Equality employment statistics and report (annual)
- Staff surveys
- Customer feedback
- External stakeholder engagement and consultation
- An annual Equality, Diversity and Inclusion Actions report

### **Our Equality Pledge**

South Cambridgeshire District Council has made the following equality pledge, recognising the benefits that different communities contribute to South Cambridgeshire and the surrounding region:

"We believe in the dignity of all people and their right to respect and equality of opportunity. We value the strength that comes with difference and the positive contribution that diversity brings to our community. Our aspiration is for South Cambridgeshire and the wider region to be safe, welcoming and inclusive"

More information about the equality pledge, including details of how to sign up as either an organisation or individual, are included on our [Equality and Diversity webpage](#).

## Race Equality Motion

At the Council meeting of the 14<sup>th</sup> July 2020, a motion was passed setting out the Council's beliefs that:

- Racism in all forms, both structural and in individuals, continues to be a serious and often unseen problem in the UK. This is as true in Cambridgeshire, where the ethnic minority population is 18.6%, as it is in areas with greater diversity.
- Although progress has been made in combating racism, work to eradicate it entirely is far from complete.
- This Council, representing people in South Cambridgeshire, has a duty as a public leader to actively lead that work.

This motion also brought forward a number of commitments in relation to the Council's work to promote race equality, which have been incorporate within the equality objectives section of this scheme.

Following the motion, the Leader of the Council has sent formal correspondence requesting the following actions:

- That the Secretary of State for Education reviews the national curriculum to ensure the inclusion of BAME history and culture in lessons, including providing further historical context for events normally only seen through the lens of white British history.
- That the Police & Crime Commissioner reports on measures to reduce the disproportionality of BAME people affected by the use of stop and search powers; to increase the recruitment and development of more BAME officers for Cambridgeshire; and to ensure that arrest and custody measures are proportionate.
- District MPs ask that while conducting another race inequality review, the Government also accelerate the implementation of recommendations from previous reviews - for example, the Lammy and Windrush recommendations.

## Appendix A – Facts and Figures

### A Growing District

The South Cambridgeshire population is forecast to increase by **7%** by 2031 from 2018 levels (from 158,500 in 2018 to 169,300 in 2031, an increase of 10,800 residents) (Cambridgeshire Insight, 2020)

### Indices of Multiple Deprivation (2019)

Growth is underpinned by high levels of employment, education, skills and training, affluent area, relatively low levels of crime and good living environment, as demonstrated by, South Cambridgeshire's scores against Indices of Multiple Deprivation.

Where number 1 is the most deprived and number 317 is the least deprived, South Cambs places:

**307th** for Education, Skills and Training

**304th** for Employment

**302nd** for Income

**258th** for Living Environment

**248th** for Crime

**98th** for Barriers to Housing and Services (rurality and high cost of housing)

However, this will not be the experience for everyone, and the potential for isolation within the district, particularly amongst vulnerable groups, is highlighted by the significantly lower score in the terms of the 'Barriers to Housing and Services' category, due to the rurality of the district and high cost of housing.

### South Cambridgeshire Equality Profile Headlines

- At the time of the 2011 census **93.3%** of South Cambridgeshire residents identified as White (including **0.3%** Gypsy or Irish Traveller), **3.7%** Asian/Asian British, **1.8%** Mixed/Multiple Ethnic groups, **0.8%** Black/African/Caribbean/Black British and **0.5%** Other ethnic group (Census, 2011)
- **95.3%** of South Cambridgeshire residents speak English as their main language. **6,802** residents do not speak English as their main language.

## Appendix A – Equality Scheme

Following English the next highest main language groups are Other European (1.9%), South Asian (0.7%) and East Asian (0.7%) (Census, 2011)

- As of 2018 **10.8%** of South Cambridgeshire residents were non-UK nationals (ONS, 2019)
- South Cambridgeshire residents aged 65+ are forecast to increase to **22.2%** in 2031 from 16.6% in 2011 (ONS, 2019)
- Pockets of high fertility (between 2011 and 2015) exist in places such as Waterbeach & Landbeach (**84.9** births per 1000 females aged 15-44, compared with **64.4** per 1000 for South Cambs and 63.2 per 1000 for England) (Public Health England, 2020)
- **11.2%** of residents have a long term disability limiting day-to-day activities. **8.5%** have a long-term disability affecting the kind or amount of work they might do (ONS, 2020)
- Male residents in FT work earn **£4.03ph** more than female residents in FT work (compared with £1.22ph difference nationally) (NOMIS, 2020)
- In 2018/19 **10 per 1,000** Black people were subject to stop and search action, 4 per 1,000 Mixed ethnicity people, 3 per 1,000 Asian people and 1 per 1,000 White people in Cambridgeshire (Gov.uk, 2020)

### Some National Context

- Almost **1 in 5** LGBT staff have been the target of negative comments or conduct from work colleagues in the last year because they're LGBT (Stonewall, 2018)
- **1 in 8** trans people have been physically attacked by customers or colleagues in the last year because of being trans (Stonewall, 2018)
- The ethnic minority employment rate is **62.8%** compared with 75.6% for White workers (McGregor-Smith Review, 2018)
- In 2018/19 **38 per 1,000** Black people were subject to stop and search action, 11 per 1,000 Mixed Ethnicity people, 11 per 1,000 Asian people, 7 per 'Other inc. Chinese' people and 4 per every 1,000 White people (Gov.uk, 2020)
- In 2015/16, **47.6%** of disabled adults were in employment, compared with almost 80% of the non-disabled adult population (EHRC, 2017)
- In 2012-14 **45.3%** of disabled people reported difficulty accessing health, benefits, tax, culture, sport and leisure compared with 31.7% for non-disabled people. (EHRC, 2017)

## Appendix B: Equality and Diversity Responsibilities

Category	Responsibilities
All Staff	<ul style="list-style-type: none"> <li>• Value difference and recognise the strength that diversity brings to the organisation.</li> <li>• Behave in a professional and appropriate manner, treating colleagues, partners and customers with respect and dignity.</li> <li>• Challenge bias within selves and amongst others, remaining open to challenge, and aware of opportunities to minimise or eliminate bias from processes, behaviours, and decisions.</li> <li>• Adopt an open and inclusive approach and report behaviour believed to be inappropriate, offensive, or discriminatory.</li> <li>• Consider the impacts of work on people with protected characteristics and seek ways that positive impacts may be maximised, and negative impacts minimised.</li> </ul>
Managers	<ul style="list-style-type: none"> <li>• Listen carefully to, take seriously, and offer support in relation to any concerns that are raised about potential discrimination, bullying, harassment, or victimisation.</li> <li>• Respond professionally to complaints that may arise in line with relevant policy guidelines.</li> <li>• Explain and take responsibility for decisions and actions, and effects on employees and South Cambridgeshire service users.</li> <li>• Demonstrate clear leadership and act as a role model in the promotion of equality, diversity and inclusion. Set a clear and consistent behaviour code that values difference and promotes a culture of inclusion.</li> <li>• Ensure new proposals or existing practices under review are assessed using the Equality Impact Assessment Process, prior to approval. Impacts on people with protected characteristics should be identified and actions explored for the advancement of equality of opportunity and the fostering of good relations between those who share a protected characteristic and those who do not.</li> </ul>
Elected members	<ul style="list-style-type: none"> <li>• Ensure actions and conduct are beyond reproach when dealing with officers and members of the community in line with the Constitution Members Code of Conduct and Protocol on Member/Officer relations.</li> </ul>

## Appendix A – Equality Scheme

	<ul style="list-style-type: none"><li>• Challenge bias within selves and amongst others, remaining open to challenge, and aware of opportunities to minimise or eliminate bias from processes, behaviours, and decisions.</li></ul>
--	---

## Appendix B - 2019-20 Equality, Diversity and Inclusion Actions Report

E,D&I Related Activity	Date	Summary / Achievements
Mental Health Week	May	During this week the HR Team ran several courses and drop in sessions focussing on different aspects of wellbeing, including tools for reducing stress, and raising awareness of support that is available for staff, such as our team of Mental Health First Aiders.
Breast Feeding Room	May	A specific Breast Feeding Room was allocated for staff and visitor use.
Menopause Policy	July	The Menopause Policy was introduced to better support those Council employees experiencing menopausal symptoms. The aim of the policy is to make managers aware of the Council's responsibility to understand menopause and related issues, how they can affect staff and other work colleagues, and adjustments and additional support that can be provided to those experiencing menopausal symptoms.
Premature Baby Policy	September	The Premature Baby Policy was introduced to support new Mums and Dads employed by the Council if their baby arrives early or is sick. This entitles them to additional paid leave after the birth of a child who requires an extended stay in hospital.
Black History Month	October	A staff and Member event was hosted by the Cambridge African Network to celebrate Black History Month, with market stalls, craft activities, Caribbean food and a talk that was given by Cllr Tumi Hawkins.
LGA Equality, Diversity and Inclusion Conference	October	Three members of staff from the Policy and Performance and HR teams attended a Equality, Diversity and Inclusion (ED&I) conference run by the LGA, reporting back to the Head of HR to inform the Council's ED&I agenda going forward.
Hate Crime Awareness Week	October	The Communications Team ran social media posts to help raise awareness of what hate crime is and how to report it. Between the posts shared 7,222 people were reached and the posts had 450 engagements in total.
Toilet Facilities	October	The Council now provides gender neutral toilet facilities to our visitors. Work was also undertaken to ensure that the language of signs on all of our accessible toilets is correct.
Promotion of Men's Health to coincide with International Men's Day	November	Posts on the Council Intranet raising awareness of men's mental health, and publicising the 'Movember' fundraising completed by a group of staff to raise awareness of men's health.
Launched Monthly Staff Coffee Morning	November	Monthly free coffee mornings for staff, aimed at improving communication across the organisation, giving employees a space to discuss mental health and wellbeing, and improving staff social wellbeing
Strategic Equality and Diversity Training	December	Members of the Policy and Performance and HR Teams attended a training session outlining 'A Strategic Approach to Equality, Diversity and Inclusion' in order to help inform the organisation's equality agenda going forward.
Greater Cambridge Economic Action Plan	December	The action plan captures projects to be delivered in South Cambridgeshire including: <ul style="list-style-type: none"> <li>- Promoting Greater Cambridge as an area which welcomes diversity in the workforce</li> <li>- Supporting local businesses to gain access to Employee Health and Wellbeing programmes, including Mental Health First Aider training.</li> <li>- Developing and distributing information resources for EU workers in South Cambridgeshire.</li> </ul>
Holocaust Memorial Day	January	Cllr Cahn and his wife gave a presentation to staff and Members about the atrocities that happened during World War II, and how they effected individuals, families and Jewish communities.
Review of use of title and pronouns fields on customer e-forms	January	We reviewed the way that we collect the preferred titles and pronouns of our customers for some of our e-forms to ensure a more inclusive approach. This work will continue to be developed in the 2020/21 financial year.
Stress Management Training	February	This was a session designed for our managers on how to spot and manage stress in their teams.

## Appendix B - 2019-20 Equality, Diversity and Inclusion Actions Report

Local Plan Consultation	February	The 'First Conversation', or Issues and Options consultation as it is formally known, ran from 13 January to 24 February and marked the start of the process to develop the new Greater Cambridge Local Plan – the first joint Local Plan between Cambridge City and South Cambridgeshire District councils. The consultation was carefully planned to obtain a diverse range of views, including those of traditionally harder to reach groups, and as such reached more residents than ever.
Faith and Community Land Allocation Policy for Northstowe	February	The Sustainable Communities Team developed a policy which balances the needs of faith communities to help establish inclusive community facilities in Northstowe, with the recognition of equality and diversity issues in the wider population. This policy can now be applied across all South Cambridgeshire growth sites.
Task and Finish Group established to progress SCDC actions under the Disability Confidence Scheme (Committed - Level 1)	March	A Task and Finish group was set up and we have engaged with a number of local disability groups following a motion at Council in early 2019 to sign up to the Disability Confidence Scheme (which replaces the old 'two ticks' scheme).  Some of the things we are doing to meet our Disability Confident Commitments include: - Offering recruitment information in accessible formats e.g. large prints. - Offering candidates who declare a disability assistance to attend interview, support with tests or any other reasonable adjustments. - Carrying out our duty to support our employees with disabilities by making reasonable adjustments.
Equality Impact Assessment review	March	The Policy and Performance Team reviewed and redesigned the Equality Impact Assessment template so that it's more user-friendly and effective in terms of prompting consideration of equality issues during the design and delivery of projects, policies, and service delivery activities and procedures.
Planning of Equality, Diversity and Inclusion Training	March	A contract has been awarded for the delivery of Equality, Diversity and Inclusion training for all staff, to be carried out in the 2020-21 financial year.
Modern Slavery Statement	March	The Council published its annual Modern Slavery Statement, setting out the steps the Council is taking to tackle modern slavery and make sure that it plays no part in our business or supply chains.
Modern Slavery Communications Planning	March	Communications have been planned around the publication of our Modern Slavery Statement, to raise awareness of modern slavery and human trafficking issues. Posts have already been published on the Staff Intranet (including the promotion of a flyer on modern slavery and COVID-19), and social media posts will follow alongside a South Cambs Magazine article.
Equality and Anti-Slavery Member Champion	March	Discussions took place with a view to the appointment of an Equality and Anti-Slavery Member Champion (now appointed as of early 2020-21), to play a key role in continuing to develop the Council's equality, diversity and inclusion agenda going forward.
Promotion of mental health awareness throughout COVID-19	March	Daily tips for managing mental health sent to all staff members, as well as regular online wellbeing sessions being held for staff to raise awareness of mental health, and the measures that can be taken to manage this.
Adult Safeguarding Course	March	Introducing staff to the basic principles of safeguarding adults at risk of abuse or neglect, the concept of wellbeing, the safeguarding principles and initial considerations for making safeguarding personal.
Accessibility Compliance	Ongoing	Work has taken place throughout the year to ensure that the Council is on track to meet the requirement for all online documentation to meet accessibility requirements by September 2020. A full time member of staff has been employed in the Communications Team for this purpose.
Equality in Employment Report	Ongoing	Work has been ongoing throughout the year to gather information and data to inform this report, which is due to be presented to the Employment and Staffing Committee in the first half of 2020-21.



## Appendix B - 2019-20 Equality, Diversity and Inclusion Actions Report

Equality Scheme	Ongoing	Work has been ongoing throughout the year to produce a draft revised Equality Scheme, due for presentation to committee and publication in the first half of 2020-21. This will set out the Council's Equality, Diversity and Inclusion objectives for SCDC for the next 4 years.
Quarterly Advertisements placed in Fyne Times (LGBTQ+ lifestyle magazine)	Ongoing	SCDC places quarterly adverts promoting the Council as an organisation that values difference within its workforce. Copies of this magazine are made available to staff and members at communal areas throughout the council building.
Programme of Staff Wellbeing Events	Ongoing	A number of events were held throughout the year promoting mental and physical health of SCDC staff. They included 3 lunchtime strength resilience training, regular pilates, yoga, and fitness classes, supersleep wellbeing event, reflexology and massage sessions and The Big Lunch.
Child Safeguarding Training	Ongoing	Mandatory child safeguarding training rolled out to staff, to introduce the principles of safeguarding children at risk of abuse or neglect, the concept of wellbeing, the safeguarding principles and initial considerations for making safeguarding personal.
EU Settlement Scheme	Ongoing	A range of marketing activities took place during the year to encourage EU nationals in South Cambridgeshire to apply for Settled Status including mail-outs, flyers, social media and magazine articles.
Business Newsletter	Ongoing	The Council's regular COVID-19 Business Newsletter has included information on several initiatives that support businesses owned or managed by people from protected characteristics. For example, the 'Back Her Business' initiative designed to support the set-up of new women-owned or led businesses.
Business Support Webpages	Ongoing	The Council's website is regularly updated with: <ul style="list-style-type: none"> <li>- Information for employers on organisations that they could work with to provide jobs for people with disabilities e.g. the Richmond Fellowship and the Shaw Trust.</li> <li>- Links for young people on starting a business and finding a job.</li> <li>- Information for EU nationals on how they can apply for Settled Status.</li> </ul>
Community Rail Partnership	Ongoing	The Council have partnered with Govia Thameslink Railway in offering 'Try a Train' trips to groups who provide a range of services for children, young people and adults to help build their confidence to travel by train, including: <ul style="list-style-type: none"> <li>- Participants of Eddie's Befriending Scheme and their befrienders were taken on a trip from Cambridge to Stevenage for bowling. Eddie's befriending scheme provides friendship and support for people aged 15-25 with learning difficulties and / or autism to participate in activities.</li> <li>- Red2Green took a group of over 16s with learning difficulties or are on the autistic spectrum from Cambridge to Shepreth to visit Shepreth Wildlife Park. The organisation supports their young people to achieve goals in training, education, work, friendship and fun.</li> <li>- Safe Soulmate also travelled from Cambridge to Stevenage for bowling. The group helps diversely able adults to meet new people, socialise and create friendships in a safe way.</li> <li>- Melbourn Village College took a group of young carers from Meldreth to Cambridge for drinks and biscuits at Caffè Nero. Many of which have never travelled into Cambridge before but will need to in the future for higher education. The school supports their student young carers whose caring roles risks impacting upon their emotional or physical wellbeing and their prospects in their education and life.</li> </ul>

This page is left blank intentionally.

# Agenda Item 9



**REPORT TO:** Cabinet

7 December 2020

**LEAD CABINET MEMBER:** Councillor Hazel Smith, Lead Member for Housing

**LEAD OFFICER:** Peter Campbell – Head of Housing Services

---

## Refugee Support

### Executive Summary

1. The purpose of this report is to update members on the Council's commitment to assist refugees, and to determine our future offer.
2. The report also calls for clarity from Government regarding future funding and expectation in respect of refugees.

### Key Decision

3. No.

### Recommendations

4. It is recommended that:
  - i. Cabinet make a commitment to accept up to 4 refugee families per year within the District as part of the national commitment for the next three years, subject to
    - a. Government providing ongoing funding and developing future schemes, and
    - b. having access to support services that are currently offered by Cambridge City Council or equivalent.
  - ii. the Lead Member for Housing is able to change this timescale if this brings the timescale into line with the announcement of a future government scheme.

## Reasons for Recommendations

5. To ensure that the Council can meet our part of the international commitment to assisting refugees.

## Details

6. In April 2019 Cabinet considered a report seeking its approval of entering a joint pledge to resettle three to five families via the Vulnerable Persons Resettlement Scheme (VPRS) and the Resettlement of Vulnerable Children Scheme.
7. As part of this commitment the Council agreed to offer accommodation for between three and five families within the District. This was offered in conjunction with Cambridge City Council who provided support to the refugees and reflected the Councils 'share' of the 20,000 people who the Government had pledged to assist as part of the SVPRS (Syrian Vulnerable Persons Resettlement Scheme). The Government's scheme was itself part of a United Nations project to aid refugees in Syria and surrounding countries and is distinct from other refugee services that focus on people already within the UK.
8. The Council were on target to meet this commitment and had been able to successfully settle 4 families (15 individuals) within the District. However, one of the families chose to relocate within the UK to be closer to their extended support network.
9. The fifth family were scheduled to arrive in around March 2020. However due to a family illness they were unable fly and therefore could not take up the offer.
10. Shortly afterwards the British Government, as part of the response to Covid-19, took the decision to halt the SVPRS and there have been no further refugees since then.
11. The SVPRS was a time limited project that was due to end in 2020. The Government had mooted that the scheme would be incorporated with other schemes for refugees and relaunched during 2020. On 11<sup>th</sup> November 2020 the Government announced a one-year extension to the scheme with longer term plans being subject to the Government's Spending Review.

## **Options**

12. The Council should consider if it would wish to continue to commit to participating in any future national scheme for refugees. If any new scheme reflects funding available under the SVPRS the Council could commit to helping up to 4 families per year (around 16 individuals). It is considered that this is an appropriate contribution to the national 'ask' but is a number that remains manageable. Any offer of accommodation would be subject to the continuing partnership arrangements with Cambridge City Council to provide the ongoing support required and the availability of longer-term funding from Government being equivalent to the funding offered under the SVPRS. This is the recommended option.
13. An alternative option is not to continue with supporting a future refugee scheme. This option is not recommended as this would be damaging to the reputation of the Council and go against our values of being a caring council.

## **Implications**

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

### **Financial**

15. Assuming that the Government offers continued funding there are no additional financial consequences for adopting this approach.

### **Legal**

16. There are no additional legal considerations relating to this Strategy.

## **Staffing**

17. No additional staffing proposed in this Strategy.

## **Equality and Diversity**

18. An equality impact assessment has been carried out and no specific impacts on any protected groups have been found. It is likely that participation within a refugee scheme would have a positive impact on some ethnic groups within the area.

## **Alignment with Council Priority Areas**

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

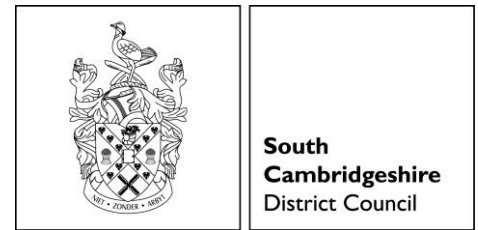
By supporting refugees to settle in our District, we are ensuring that the most vulnerable households in society are able to live in a decent affordable home,

## **Background Papers**

Previous cabinet report April 2019 can be accessed at-  
<http://modern.gov/ie/ListDocuments.aspx?CId=293&MID=7366#AI76651>

## **Report Author:**

Peter Campbell – Head of Housing



**Report To:** Cabinet 7 December 2020

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

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

---

## General Fund Medium Term Financial Strategy

### Purpose

1. This report sets out the medium term budget strategy for the Council. The Council refreshes its Medium Term Financial Strategy (MTFS) twice a year in accordance with best practice. This report updates the MTFS to the financial year 2025/2026.
2. This is not a key decision as there are no resource implications directly arising from the report at this stage. The report does, however, ensure that the Council is aware of the financial challenges over the medium term and the financial forecasts outlined in the MTFS assist in the Council's financial planning.

### Recommendations

3. **That Cabinet is requested to consider the report and, if satisfied, to:**
  - (a) **Acknowledge the projected changes in service spending and the overall resources available to the Council over the medium term;**
  - (b) **Recommend to Full Council the refreshed Medium Term Financial Strategy at Appendix A and updated financial forecast at Appendix B;**
  - (c) **Note the growth bids, detailed at Appendix C, for inclusion in the Budget Setting Report in February 2021;**
  - (d) **Note the proposed range of service efficiency savings/policy options detailed in Appendix D of the report and that these will undergo further refinement and consultation with employees and other stakeholders prior to forming part of the Budget Setting Report in February 2021.**

### Reasons for Recommendations

4. To ensure that the Cabinet is aware of the financial challenges over the medium-term and the strategy that is required to ensure that the Council will be in a position to deliver sustainable public services in the future.
5. To provide Cabinet with an update of the financial position and forecasts for the General Fund over the medium term following a review of financial assumptions.
6. To enable the Cabinet to recommend the MTFS to Council for approval in order to assist in the Council's financial planning.

## Details

### Background

7. The MTFS is the Council's overarching Financial Strategy document and gives financial expression to the Council's plans and fiscal challenges over the medium term. It sets out a range of financial assumptions and in so doing sets parameters within which the Council will deliver key public services over the medium term.
8. The MTFS comprises two key elements (i) an assessment of the resources available to the Council over the medium term and (ii) an assessment of spending pressures based on existing levels of service delivery and known policy/legislative changes. Taken together the movement over the planning period of these two elements represents the financial challenge facing the Council.
9. The report includes an updated financial forecast incorporating the financial risks arising from COVID-19 and it includes the 2021/2022 budget year, which would normally be excluded at this point, in order to provide a full picture of the financial position of the Council. This includes (i) the impact of the Government support package that was introduced to help councils respond to the Coronavirus pandemic and to ensure financial sustainability in the future and (ii) the actual experience of the Council in the year to date. Specifically, the forecast takes account of:
  - Forecast reduction in Council Tax Yield (2020/2021 and in the MTFS period);
  - Forecast reduction in Business Rates Yield (2020/2021 and in the MTFS period);
  - Forecast reduction in Service related income in the initial period of the MTFS;
  - Forecast additional expenditure in the initial period of the MTFS.

It should be noted that these forecasts are based on assumptions in relation to both the duration and severity of COVID-19 and the speed of the UK economic recovery. A longer duration could increase costs and reduce income to a greater degree; an increased severity in economic terms could increase demand led spending and suppress recovery of income levels. The MTFS assumes that the economy will broadly recover by the end of financial year 2023/2024.

10. As far as 2020/2021 is concerned, the Council has received £1.9 million in support grant and, based upon returns to Government, anticipates that this will be adequate to offset the increased costs arising from the impact of COVID-19.
11. In order to be able to deliver the Council's aspirations as set out in its Business Plan, approved by Council at its meeting on 20 February 2020, and meet its statutory responsibilities the Council must take a proactive approach to managing its resources effectively. The MTFS is a key tool for proactive financial management which allows for future projected funding requirements to be identified thus enabling the Council to identify appropriate actions to deal with any funding shortfalls. Coupled with the Service Transformation Programme, currently just commencing, the Council is able to manage its resources effectively in line with its established priorities.
12. The MTFS was approved by Council at its meeting on 20 February 2020 (following consideration by Cabinet at its meeting on 4 December 2019) and it has now been reviewed and refreshed to cover the period 2021/2022 to 2025/2026. The updated version of the MTFS is attached at **Appendix A** with the proposed minor changes identified in red and crossed through text.



13. This document sets out the framework within which the financial forecast, summarised at **Appendix B**, has been determined. The forecast shows that the estimated funding gap between expected resources and expenditure, and between the period 2021/2022 and 2025/2026, stands at **£5.146 million**.
14. In considering the impact of the financial forecasts on revenue budgets during the MTFS period and the key issues for consideration, due regard has been given to the local and national policy context, current financial position, economic indicators, risks and assumptions relating to financial planning.

### Resources

15. It had been expected that, following the one-year spending review for 2020/2021, the Comprehensive Spending Review would be held in 2020 and would apply from April 2021. This was to include major changes in local government funding itself with the planned increase in local business rate share to 75% (from 50%), a business rate baseline reset, a Fair Funding Review, and other changes to key funding streams, such as social care and New Homes Bonus. The delay to these anticipated changes in local government funding resulted in authorities receiving broadly the same resource in 2020/2021 as they did in 2019/2020.
16. This delay benefitted the Council financially in 2020/2021 compared to the existing MTFS forecasts but, in terms of forward planning, the forecast recognised that there would be very significant risks to the funding level from 2021/2022 for District Councils with the expectation that this Council would lose a significant share of its funding as a result of the funding changes – the business rate baseline reset would be particularly damaging in financial terms.

### **(1) Revenue Support Grant/Business Rates Retention**

17. The Business Rate Retention Scheme (BRRS) was introduced in April 2013 to provide councils with stronger financial incentives to support property development and boost the economy in their local area. It means that councils bear a proportion of the real-terms change in business rates revenues in their area: gaining when revenues grow in real terms, losing when they fall. The proportion was initially set at 50% across England. In two-tier areas, like Cambridge, 40% is retained by the District, 9% by Cambridgeshire County Council and 1% by the Fire Authority.
18. The review of Local Government Finance that will comprise (i) the quantum and how existing funding streams will feature within this and (ii) the methodology to allocate funding (Fair Funding) has now been delayed to 2022/2023. Consequently, over the MTFS period there remains uncertainty as to the level and distribution of local government funding. The issues highlighted in previous MTFS reports are set out below and, therefore, remain relevant:
  - (a) It is not clear when (or indeed whether) the proposed 75% Business Rates Retention will be introduced given current public finance turbulence. It should be noted that, if introduced, the model is fiscally neutral (i.e. offset by reductions in funding elsewhere in the system) and, as such, the existing Revenue Support Grant (RSG) would be funded by Business Rates. This will not affect the Council as the level of retained Business Rates has exceeded the threshold at which RSG would have been payable;

- (b) It has been assumed that the tier split for Districts will remain at 40% to enable the County Councils share to be increased to 35% (from 9%, with the Fire Authority proportion remaining unchanged) in order to provide additional funding towards adult social care. The Government's central share falls, as a consequence, from 50% to 25%.
  - (c) It is envisaged that there would be a full business rate baseline reset so that all authorities are at baseline when the Fair Funding Review is implemented. The Council would lose significantly from the reset as the total collected from this source is currently in excess of £7 million above the baseline and, in a full reset, this level of growth will be lost.
  - (d) It had been expected that the Government would be consulting on the planned Fair Funding Review that would form the mechanism to allocate a share of the Local Government Control total to Local Authorities. This review would look at factors that drive spend (population, deprivation) as well as a council's ability to raise local finance (Council Tax and possibly some elements of fee income).
  - (e) The Government is additionally looking at how best to build on the current business rates retention scheme and will consider issues such as business rates appeals, growth and revaluation frequencies/baseline resets.
19. The Government also announced, in its March 2020 budget, a review of business rates and a consultation paper was published in July 2020. The scope of the review is surprisingly broad, with potential outcomes ranging from minor reform of the current system, through to full localisation, and even replacement of the current system with a Capital Value Tax and an Online Sales Tax. Discontent with the current business rates system has been growing for a while now, and fundamental changes must be a very real possibility. Although BRRS is outside the scope of this review, any changes to local business taxes will have implications for the BRRS. None of the proposals in the consultation paper are, however, incompatible with a local retention scheme.
20. Business rates are a vital element of local government funding. There are, however, some critical concerns with business rates and, as a result, this latest consultation represents at least the fourth review of the tax since it was introduced in its current form in 1990. Some of the key criticisms identified in the consultation are:
- (a) The proliferation in the number and value of reliefs means that about one-third of businesses do not pay business rates and this has the effect of narrowing the business rates base;
  - (b) The effect on businesses and their financial viability, with business rates penalising 'bricks and mortar' businesses (and potentially under taxing internet-based businesses).
  - (c) The tax is very complicated, with many reliefs (many overlapping) and eligibility often for many different reliefs.
  - (d) Reliefs are expensive but their benefit is dubious (or at least unproven). Reliefs can end up being capitalised into rents (i.e. rents are increased to offset the reduction in rates, so landlords benefit rather than the occupying businesses). Targeting is not always effective, and eligibility is not consistent

nationwide (the threshold for small business is the same across the country despite rateable values being much higher in London and the south-east).

21. Economic priorities have, however, been influenced by specific and largely unforeseen events. A recurring theme throughout 2019/2020 in the UK was the uncertainty regarding the withdrawal process from the European Union, acting as a dampener on growth and inflation expectations. The General Election in December 2019 provided a working majority to the Government and, in January 2020, withdrawal agreement legislation was passed, taking the UK into a transition period that is due to run until 31 December 2020. Any prospect that the move to the transition period, prior to withdrawal from the European Union, might lead to an increase in growth potential were, however, dashed as the full effects of the Coronavirus pandemic (COVID-19) emerged.
22. It is now suggested that there will not be a multi-year spending review as originally planned, but a single year plan, to be announced on 25 November, followed by the settlement which will be announced in December 2020.

It is expected that the settlement itself will be announced in December 2020.

## **(2) Rural Services Grant**

23. The Council currently receives a Rural Services Grant in the sum of £131,000 in recognition of the additional cost of providing services in sparse rural areas. It is expected that this will continue into 2021/22 before being phased out.

## **(3) New Homes Bonus**

24. The New Homes Bonus (NHB) is a grant paid by central government to local councils to reflect and incentivise housing growth in their areas; it is based on the amount of extra Council Tax revenue raised as a result of new-build homes, conversions and long-term empty homes brought back into use. NHB funding is currently based on the following:
  - (a) NHB is payable on housing growth over a threshold of 0.4% of the Tax Base;
  - (b) Payments are based on a rolling 4 year period.
25. The Government has stated its commitment to review NHB. This is bad news for the Council because housing growth has been significant for the area and, as such, the Council has been a major beneficiary of the grant, receiving a peak of £5.2 million in 2016/2017. Initial reforms have, however, already reduced payments year on year with £2.768 million received in 2020/2021.
26. The 2020/2021 Local Government Finance Settlement stated that no legacy payments would be made in relation to the 2020/2021 allocation, therefore, the MTFs only incorporates legacy payments in relation to NHB payable prior to 2020/2021. This policy results in the last NHB payment being made in 2022/2023.

## **(4) Council Tax**

27. Council Tax has been the most predictable and stable element of Local Government funding, although COVID-19 has created a whole new level of uncertainty. This

source of income is predicted to yield £9.949 million in 2021/2022 based upon an assumed £5 increase in Council Tax (the maximum level of permitted by Government) and an increase in the 'tax base' based upon the latest estimates of housing growth.

28. Given the uncertainty that exists, endeavours are being made to develop a range of forecasting scenarios to show the range of outcomes for South Cambridgeshire. The range is likely to be very significant – but this will show the uncertainty that exists as part of the budget setting process.

### **Medium Term Financial Planning**

29. The MTFS forecast, reproduced at **Appendix B**, outlines the financial forecast and the headline figures for the medium term. These are set out in the table below which incorporates a number of planned savings and estimated additional investment income and factors in additional service pressures that have been identified in 2021/22 and beyond. Having said that further service pressures are inevitable and will exaggerate the funding gap and, wherever possible, these should be managed within existing budgets.

	<b>2021/2022</b> <b>£'000</b>	<b>2022/2023</b> <b>£'000</b>	<b>2023/2024</b> <b>£'000</b>	<b>2024/2025</b> <b>£'000</b>	<b>2025/2026</b> <b>£'000</b>
Council Tax	9,949	10,424	10,847	11,277	11,714
Retained Business Rates	9,036	7,302	7,209	7,512	7,015
Revenue Support Grant	-	-	-	-	-
New Homes Bonus	1,008	478	-	-	-
Rural Services Grant	131	-	-	-	-
Section 31 Grant	-	-	-	-	-
Collection Fund Surplus/(Deficit)	(2,030)	-	-	-	-
<b>Total Resource</b>	<b>18,094</b>	<b>18,204</b>	<b>18,056</b>	<b>18,789</b>	<b>18,729</b>
Net Budget Requirement	18,249	17,923	19,498	20,541	20,807
<b>Net Resource Position</b>	<b>155</b>	<b>(281)</b>	<b>1,442</b>	<b>1,752</b>	<b>2,078</b>

30. Spending pressures are, however, inevitable as the Council responds effectively to the needs of the service and customer expectations and, in this regard, Service Areas have been tasked to identify the existing budget pressures that need to be managed, and to prepare growth bids where existing resources and budgets need to be strengthened. The proposed schedule of these bids is attached at **Appendix C** and these will be subject to further refinement as part of the 2021/2022 budget setting process. Service Areas are also continuing to identify efficiency/savings opportunities across the Council's services that are realistic, achievable and sustainable (including possible 'invest to save' initiatives and income generation opportunities).
31. A service transformation programme is due to commence in response to the funding gap and the financial challenges over the medium term; this includes a programme of targeted service reviews to ensure that value for money is obtained in the delivery of services, together with the continuation of the programme of investment and commercialisation that has commenced, and which has been strengthened by the adoption and review of the Investment Strategy. The impact of COVID-19 has to

some extent necessitated a reorientation of the programme and a reassessment of some projects and project lead times and the resulting impact of the planned savings and additional income is identified at **Appendix D**.

32. The overall impact of the budget pressures, savings opportunities and other base budget adjustments (such as the cost of borrowing, investment income and pay and price inflation) is shown in the table below:

	2021/2022 £'000	2022/2023 £'000	2023/2024 £'000	2024/2025 £'000	2025/2026 £'000
Net Budget Requirement: Before Adjustments	18,511	18,249	17,923	19,498	20,541
Budget Pressures*	234	163	24	23	23
Savings/Income Identified	(2,392)	(2,859)	(727)	(562)	(813)
Other Base Budget Changes	1,896	2,370	2,278	1,582	1,056
<b>Budget Requirement c/f</b>	<b>18,249</b>	<b>17,923</b>	<b>19,498</b>	<b>20,541</b>	<b>20,807</b>

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

33. It is inevitable that a major review of local government financing would be accompanied by some form of 'damping support' to reduce any sudden, adverse impact, although this reduction would be phased out over a period of years. Modelling, based upon the assumption that the reduction in overall resources does not exceed 5%, indicates damping support of about £2.091 million in 2022/2023, reduced by phasing to £1.057 million in 2023/2024 and fully phased out in 2024/2025.
34. The financial forecasts are based upon the latest modelling data, but the medium term forecasts and damping should be treated with caution as the final position is uncertain until the outcome of the 2021/2022 Spending Review is known and eventually confirmed. There is also concern that any further service pressures over the medium term will exaggerate the funding gap. The estimated damping has therefore not been included in the current figures.

### **Financial Modelling**

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

#### **Council Tax**

- (a) For Council Tax, it is assumed that Government will use the existing thresholds for Band D in both a roll-over in 2021/2022 and once a new spending review has been announced. The MTFS baseline model, therefore, includes an increase in Band D Council Tax of the higher of £5 or 1.99% in each year (in the case of South Cambs £5 would be the maximum). This increase is for planning purposes only, and no decision has been made on the actual level of Council Tax increases in the medium term.
- (b) Council Tax Yield has been adversely affected through a combination of an increased uptake of Council Tax Support (Council Tax Reduction Scheme)

and an assumed reduction in Council Tax collected in year. These assumptions have a twofold impact (i) a reduced Tax Base over the medium term and (ii) a Collection Fund Deficit arising in 2020/2021 which is currently forecast to be £75,000 as at 31 March 2021.

The Secretary of State for Local Government has put in place arrangements to allow local authorities with a Council Tax deficit to phase the cost over three years (although guidance on how this will operate has yet to be published). The MTFs, therefore, allows for a repayment of the deficit in 2021/2022, 2022/2023 and 2023/2024.

- (c) The projected increase in the Council tax-base is calculated using the Housing Trajectory in 2021/2022 and the two-year moving average, but an adjustment has been made to the two year average for a spike that occurred in 2019/2020 [which resulted in much higher growth than the previous three years increase] in order to show a realistic future growth rate.

### Business Rates

- (a) The rateable values of non-domestic properties are subject to periodic revaluation by the Valuation Office Agency (VOA), normally every five years although as part of Business Rates Retention it has been suggested that a more frequent revaluation take place. The MTFs has been updated to reflect the revised baseline and yields based on the current position.
- (b) In estimating rates yield from retained business rates for the purpose of the MTFs, the NNDR1 2020/2021 statutory return has been used and no further growth has been assumed in the baseline model. The following key assumptions have also been made:
- The current provision for existing Appeals is sufficient;
  - There are no further significant changes to valuation schemes resulting from Tribunal or Court decisions;
  - There are no significant variations to the levels of rate reliefs;
  - Projected bad debts is higher than historical trends, with the potential impact of the COVID crisis on business bankruptcies and, therefore, non-payment of business rates. The overall forecast used is that bad debts will be higher (2.5% compared to 1.5% of gross rates).
  - The compensation to Local Authorities by way of Section 31 grants to cover the cost of measures introduced to help businesses (e.g. Small Business Rates Relief) will continue and will be increased annually in-line with inflation (if the grants are discontinued it is anticipated there will be a compensating increase in the yield).
- (c) Estimates have been made in relation to a reduced Business Rate yield and a forecast Collection Fund deficit impact of £1.955 million for the current financial year. This deficit is also likely to be phased across 2021/2022 to 2023/2024. It has been assumed that there will be a recovery over the period of the MTFs but this will be over more than one year.

### Other Base Budget Changes

- (a) The revenue impact of the latest Capital Investment Programme needs and priorities has been included in the projections. Interest rate forecasts have been assumed to continue at low levels for the duration of the MTFS, although the 1% increase in PWLB borrowing rates from 9 October 2019 has been factored into the forecasts. Investment income has been determined having regard to the level of expected balances, including capital receipts and expenditure, together with Reserves and Provisions held by the Council.
- (b) An allowance has been included for projects related to the reduction in the Council's carbon footprint in line with the Council's aspiration to be carbon neutral by 2050. Although these are funded from Reserves the cash behind these is tied up elsewhere and borrowing may need to be used.
- (c) An allowance has been made for inflation on the Council's key contracts; and fees and charges. Allowance for a pay award and pay increments (including National Living Wage increases) over the period has also been included.
- (d) An estimate of the impact of the Welfare Benefit Reforms and, in particular, the impact of the Housing Benefit Grant has been included.
- (e) The MTFS incorporates estimated income from Ermine Street Housing Limited for the repayment of loans to reflect the commitments made in the approved Capital Programme.

#### General Reserve

36. The Council has a healthy General Reserve balance of around £16.5 million, taking into account the 2019/2020 General Fund revenue outturn position and the net underspend (after income from Taxation and Government Grants) in that year of £4.665 million, as reported to cabinet on 2 September 2020. In considering future financial forecasts it has been assumed that a sum, in the order of £7 million, will be applied as revenue contributions to capital outlay. This is considered to be prudent as a reasonable level of General Fund balance will be maintained and capital projects, or investments, can proceed without recourse to more expensive funding sources and negate the need to provide a Minimum Revenue Provision.

#### COVID-19 Costs

37. It has been assumed that COVID-19 will have a financial impact over the medium term as follows:
- Non delivery of efficiency savings planned for 2020/2021 due to resources required to deliver savings being deployed to meet the demands of COVID-19 and the consequent changed circumstances in service areas;
  - Staff operating model incorporating revised working practices that may well become embedded for a period of time;
  - Increased Bad Debt Provision;

- Reduced income aligned to business confidence (commercial rents, planning applications)
38. The financial impacts reflect current assumptions in relation to the duration and severity of COVID-19 and as current national measures unfold then the look and profile of the financial impact will alter.
39. There are a number of significant risks in relation to COVID-19 in that it is not clear as to the duration of the virus and severity and length of the economic downturn. In addition, social distancing requirements will more than likely increase costs in some services areas.

## **Implications**

40. 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***

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

### ***Policy***

42. To demonstrate financial resilience the Council sets out its potential funding position over the medium term thereby enabling the most effective strategies to be put in place to ensure that the Council is able to set a balanced budget (as required by statute) on an annual basis. The financial strategy needs to have regard to the “resource envelope” available to the Council; this includes the new funding model, introduced in 2013/2014, predicated on the Business Rates Retention Scheme (BRRS) which means that the Council’s net spending is financed from local sources; Business Rates and Council Tax. As part of this continued transition the Government have been consulting on a Fair Funding Formula that will change the method of distributing funding levels across Councils based on “Need” and “Local Resources”.
43. In addition, the Government commenced consultation in July 2020 on a broad review of business rates, with potential outcomes ranging from minor reform of the current system, through to full localisation, and even replacement of the current system with a Capital Value Tax and an Online Sales Tax. Any changes to local business taxes will have implications for the BRRS and the review will need to be kept under review and reported as part of future MTFs updates to Cabinet and Council.
44. Given the demand for services outstripping income sources, coupled with the impact of COVID-19, the MTFs forecasts identify a funding gap that needs to be addressed over the medium term. The MTFs has been updated to reflect the implications of COVID-19 and this impact will need to be kept under review.



45. The Council has adopted its Business Plan for the period 2020-2025. The areas of focus and key priorities within the Business Plan inform the policy framework for achieving the required ongoing savings whilst meeting the Council's strategic objectives and statutory obligations.

### ***Finance***

46. The MTFS is the Council's key financial planning document and sets out the Council's strategic approach to the management of its finances and Council Tax levels over the medium term, thereby allowing sufficient lead time to develop services consistent with the forecast resource envelope.
47. The MTFS forecast covering the period 2021/2022 to 2024/2025, is attached at **Appendix B**, and is based upon the assumptions underpinning the financial projections and overarching plan. The forecast shows the level of savings that need to be achieved to deliver the indicative Council Tax level.
48. Normally at this point, the financial year 2021/2022 would not be included within the MTFS forecasts as this represents the next General Fund Revenue Budget, however, given the impact of COVID-19 on the delivery of services and overall Council's resources it is deemed prudent to include 2021/2022 with the MTFS forecast at this time as it could have a material impact on future year forecasts.
49. As further information is available in respect of the review of local government funding, it may be necessary to review the forecasts and provide a further report to Cabinet and Council on the implications.

### ***Risk***

50. There are inherent risks in developing a financial strategy over the medium term in that forecasts need to be made with regard to resources (e.g. Fair Funding Review and Tax Base buoyancy) and the service demands placed on the Council.
51. The Council's overall reputation and performance assessment is at risk if it is not aware of the challenges presented by the reduction in resources available to it and their impact on key areas of performance of the Council. There are a number of other risks that need to be understood and broadly these fall into the following categories:
- (a) Savings: it is inevitably more difficult to continue to reduce costs and put in place savings after an extended period of reduced funding, without impact on service provision. It should be noted that the legal requirement to set a balanced budget on an annual basis requires the Council to reduce its net costs in line with funding.
  - (b) Economic: The impact of Brexit and current economic climate, arising from COVID-19, creates further risks that may impact on the Council's finances over the medium term. It is, therefore, important for the Council to assess the potential level of risk which could arise from (i) reduced economic activity adversely business rate income and increased levels of unemployment, (ii) reduced income arising from fees and charges, (iii) increased costs, including welfare related costs and increased demand for services and (iv) potential impact on the Council's supply chain.

- (c) Climate Change: the Office for Budget Responsibility review of Fiscal Risks (July 2019) set out risks in relation to climate change and additionally recognised the need to develop greater sophistication in modelling such impacts. Adverse climate events will have financial consequences; an estimate of the one-off costs will form part of the General Fund risk assessed level whereas those that potentially impact ongoing income/spending need to be considered as potential cost implications over an MTFS period.

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

### ***Environmental***

- 53. There are no environmental implications arising directly from the report. It is appropriate that environmental implications will need to be considered in the context of specific proposals that emerge.

### ***Equalities Impact***

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

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

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

## **Background Papers**

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

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

The following documents are relevant to this report:

- Medium Term Financial Strategy – Report to Cabinet: 4 December 2019
- Service Transformation Programme – Report to Cabinet: 4 December 2019
- General Fund Budget Report – Report to Cabinet: 5 February 2020
- Business Plan 2020/2025 – Report to Cabinet: 5 February 2020
- General Fund Budget Report – Report to Council: 20 February 2020
- MTFS – Forecasts and Assumptions: November 2020

## Appendices

- A Medium Term Financial Strategy
- B Financial Forecasts 2021/2022 to 2025/2026
- C Schedule of Budget Pressures
- D Service Efficiencies/Income Generation Opportunities

**Report Author:** Peter Maddock – Head of Finance  
*e-mail:* [peter.maddock@scambs.gov.uk](mailto:peter.maddock@scambs.gov.uk)



## **Medium Term Financial Strategy 2021-2026**

**November 2020**

Councillor John Williams  
Lead Member for Finance

Peter Maddock  
Head of Finance

# Contents

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



## Introduction

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

## Policy Context of the MTFS

3. The MTFS is the Council's overarching Financial Strategy and Policy document. The purpose of the MTFS is to give financial expression to the Council's plans over the medium term in the context of the Council's longer term plans as set out in the approved Business Plan (approved by Council on 20 February 2020).
4. The MTFS sets out the Council's funding plan, for achieving its goals and priorities, thus balancing available financing and spending ambitions. It highlights the financial projections for financing, spending (revenue and capital), and reserves. It also highlights the underlying financial strategy, the financial assumptions, and the inherent financial risks. Importantly, it endeavours to link decisions on resource allocation to decisions on policy priorities.
5. In addition, the Council has approved corporate policies which, in addition to the MTFS, act as a cornerstone of its Financial Management. These include:
  - Investment Strategy;
  - Corporate Asset Plan;
  - Value for Money Strategy;
  - Procurement Strategy;
  - Organisational Development Strategy;
  - Risk Management Strategy;
  - Digital Strategy.
6. Looking ahead, the Council's financial planning process will continue to develop. It will promote the best use of limited financial resources and facilitate the alignment of those resources to the Council's priorities. Base budgets will be analysed with increasing sophistication and spending that does not contribute to Council priorities will come under increasing levels of scrutiny.

## Linkage to the Business Plan

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

## Revenue Budget

### Revenue Budget Planning

10. The Council's financial planning for 2021/2022 to 2025/2026, as set out in this Strategy, is to contribute to the Council's overall vision and priorities by:
  - Securing stable and sustainable budgets within the financial resources available;
  - Ensuring that limited resources are focussed towards the Council's highest priorities;
  - Recognise risks and ensure an adequate level of financial protection against risk by maintaining a prudent level of financial reserves;
  - Securing an understanding of sources of potential finance;
  - Building financial capacity for fundamental change;
  - Being flexible to allow shifts in spending if circumstances change;
  - Ensuring that the Council is not overburdened with financial commitments.
11. The Council's MTFS is reviewed twice per year on a rolling basis and, through the revenue budget determination process, seeks to link decisions on resource allocation with decisions on policy priorities.

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

#### Revenue Budget Policy

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



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

#### Revenue Budget Monitoring

21. There is a need for effective budget monitoring to be undertaken in line with the Council's Financial Regulations as this will enable the Cabinet to put plans in place to address forecast budget issues.
22. The Cabinet will, therefore, receive regularly reports in respect of budget trends and, as part of these monitoring reports, will identify potential variations to the approved budget and consider appropriate action. Where possible, performance data will be developed over time and reported as part of the process of linking budget allocations to performance attainment.

#### Value for Money

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

#### Financial Regulations

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

#### One-Off Savings, Fortuitous Income and Fixed Term Funding

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

## Growth Prospects

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

## Investment Opportunities

28. The Council has finite resources and will seek to supplement its resource base by exploring income generation opportunities, with appropriate emphasis on the pursuance of "invest to save" opportunities where statutory powers exist and where there is a financial return on the investment over an acceptable payback period. This includes, for example, returns generated from the wholly owned company (Ermine Street Housing), investment in the Council's commercial property portfolio in line with the approved Investment Strategy with a view to enhancing revenue benefits and deriving a financial payback from acquisition of new income earning assets.
29. The Investment Strategy sets out how the Council determines its capital investment priorities in particular in relation to corporate priorities taking into account the capital resources available including borrowing in line with the Council's approved Prudential Indicators. In determining the appropriateness of investment opportunities, the provisions of the Investment Strategy should be fully observed.

## Reserves

30. The Cabinet, as part of the annual budgetary process, or at such other times where it is necessary, will identify one-off unavoidable expenditure and one-off expenditure for identified requirements. Such funding will be held in earmarked reserves until spent but will be subject to annual review by the Cabinet as part of the annual budget process to determine whether the monies still need to be held and that the balances held comply with professional guidance.
31. The Cabinet will, as part of the provisional outturn each year, review the level of General Fund Balance based on a risk assessment. The General Fund Balance should not be adjusted without a full risk assessment.
32. Thus, the policy on reserves is to:
  - (a) establish earmarked reserves for specific commitments and make them subject to review as outlined above;
  - (b) only adjust the General Fund Balance based on a full risk assessment.



## Capital Budget

### Capital Strategy

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

### Capital Finance Policy

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

## Efficiency Requirements

41. The ongoing financial challenges will require the Council to continue to make radical changes in order to transform itself to deliver sustainable services to its residents. The indications are that future spend pressures will significantly exceed the forecast growth in resources (with a significant impact on the delivery of services), which requires the Council to plan for ongoing efficiencies in relation to the provision of services. The financial planning process will, therefore, facilitate the identification and delivery of efficiency savings with emphasis on challenging service delivery, comparing performance, outcomes and delivery options, ensuring competitiveness and consulting fully on emerging proposals and service options.
42. In recognition of the level of Government Grant, set against anticipated spending demands, and the ongoing commitment to efficient and cost effective service delivery, the Council has put in place a programme of initiatives designed to review services delivered, review and improve internal processes and reappraise the workforce model required to deliver services in the most efficient and effective manner.
43. The Council will continue to look for efficiencies and better ways of working as part of the day to day operations of the business, including:
  - (a) Creating capacity through additional efficiencies and service delivery options;
  - (b) Implementing demand management strategies including investment in technology to enable Channel Shift, including greater agile working;
  - (c) Increasing Business Rate income through economic development activity;
  - (d) Raising additional revenue such as increasing income and external funding;
  - (e) Identifying opportunities to “invest to save”.
44. As part of this process, all bids for additional resources must be accompanied by a quality business case and such proposals will be subjected to more rigorous challenge through the strong corporate ‘management line’ within Services, as well as peer review by other Services.



## Risk

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

## Summary & Conclusion

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



## Medium Term Financial Strategy

### Financial Forecasts 2021/2022 to 2025/2026

For Information

	2020/2021 £'000	2021/2022 £'000	2022/2023 £'000	2023/2024 £'000	2024/2025 £'000	2025/2026 £'000
Council Tax	9,562	9,949	10,424	10,847	11,277	11,714
Retained Business Rates	8,022	9,036	7,302	7,209	7,512	7,015
Revenue Support Grant	-	-	-	-	-	-
New Homes Bonus (NHB)	2,768	1,008	478	-	-	-
Rural Services Grant	131	131	-	-	-	-
Section 31 Grant	2,400	-	-	-	-	-
Collection Fund Surplus	406	(2,030)	-	-	-	-
<b>Total Resource</b>	<b>23,289</b>	<b>18,094</b>	<b>18,204</b>	<b>18,056</b>	<b>18,789</b>	<b>18,729</b>
Net Budget Requirement: Before Adjustments		18,511	18,249	17,923	19,498	20,541
Budget Pressures *		234	163	24	23	23
Savings/Income Identified		(2,392)	(2,859)	(727)	(562)	(813)
Other Base Budget Changes **		1,896	2,370	2,278	1,582	1,056
<b>Net Budget Requirement</b>	<b>18,511</b>	<b>18,249</b>	<b>17,923</b>	<b>19,498</b>	<b>20,541</b>	<b>20,807</b>
<b>Net Resource Position</b>	<b>(4,778)</b>	<b>155</b>	<b>(281)</b>	<b>1,442</b>	<b>1,752</b>	<b>2,078</b>
Earmarked Resource Movements	1,096					
<b>Appropriation to General Reserve</b>	<b>(3,682)</b>					<b>5,146</b>

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

\*\* Other base budget adjustments include the cost of borrowing, investment income and pay and price inflation.

## MTFS: Key Assumptions

The assumptions are outlined at paragraph 36 of the report and are summarised as follows:

- (a) Council Tax: An increase in Band D Council Tax of the higher of £5 or 1.99% in each year.
- (b) Council Tax: The increase in the Council tax-base is calculated using the Council's housing trajectory for 2021/2022 and the two-year moving average thereafter.
- (c) Business Rates: No further growth has been assumed in the baseline mode, balancing the opportunities of the growth area with the current economic caution, but an inflationary increase has been applied to the Business rates multiplier.
- (d) Business Rates: The current provision for existing Appeals is sufficient and there are no further significant changes to valuation schemes resulting from Tribunal or Court decisions or to the levels of rate reliefs.
- (e) Other Base Budget Changes: Allowance has been made for the following:
  - The revenue impact of the latest Capital Investment Programme needs and priorities has been included in the projections.
  - Interest rate forecasts have been assumed to continue at low levels for the duration of the MTFS, but the October 2019 increase in PWLB rates by 1% has been factored into the modelling.
  - Investment income has been determined having regard to the level of expected balances, including capital receipts and expenditure, together with Reserves held.
  - An allowance has been included for projects related to the reduction in the Council's carbon footprint in line with the Council's aspiration to be carbon neutral by 2050.
  - An allowance has been made for inflation on the Council's key contracts; and fees and charges. Allowance for a pay award and pay increments (including National Living Wage increases) over the period has also been included.
  - An estimate of the impact of the Welfare Benefit Reforms and, in particular, the impact of the Housing and Council Tax Benefit Grant has been included.
  - The MTFS incorporates estimated income from Ermine Street Housing Limited for the repayment of loans to reflect the commitments made in the Capital Programme.



## Summary of Service Pressures/New On-Going Funding Bids

New Revenue Budget Bids: Staff Related	Ongoing £ pa
<p><b>Corporate Fraud:</b></p> <ul style="list-style-type: none"> <li>Fraud Team Leader/ Administrator Post (1 FTE)</li> </ul> <p>To support the commitment to protect public funds and resources, funds are required to support a restructure which will include additional resource to replace a fraud officer post with a Fraud Team Leader post and a part time administrator.</p>	25,000
<p><b>Housing Function – Homelessness:</b></p> <ul style="list-style-type: none"> <li>Housing Advice &amp; Options [3 FTE]</li> </ul> <p>Three additional posts were created within the Housing Advice and Options service in 2017/2018 to manage the additional demands placed on the Council by the introduction of the Homelessness Reduction Act. These were initially on fixed term contracts, which have been extended and funded through a government grant (Flexible Homeless Support Grant).</p> <p>It is evident that the additional staffing posts are essential on an ongoing basis to respond to the obligations of the Homeless Reduction Act. This is particularly important in relation to preventing and relieving homelessness, addressing the needs of many complex cases and minimising expenditure on expensive forms of temporary accommodation (such as bed and breakfast). The posts include a Complex Case Officer (37 hours), Housing Advice Officer (30 hours) and Housing Advice Assistant (37 hours).</p>	120,000
<p><b>Finance Function – Accountancy:</b></p> <ul style="list-style-type: none"> <li>Chief Accountant [1 FTE]</li> </ul> <p>There is a need to increase capacity in the Finance service and across the Council as a whole by the creation of a Deputy Section 151 Officer post.</p> <ul style="list-style-type: none"> <li>Financial Reporting Team [1 FTE]</li> </ul> <p>It is proposed to provide apprentice support for the Accountancy's financial reporting team. Core duties would be to support the transaction processing and reconciliations. The apprenticeship is for a 2 year term, however, the proposed post is permanent.</p>	72,000
<p><b>Commercial Development &amp; Investment:</b></p> <ul style="list-style-type: none"> <li>Resource Capacity [1.5 FTE]</li> </ul> <p>Additional staffing resources to ensure that there is sufficient capacity to deliver the priorities and ambitions in the Investment Strategy.</p>	19,000
	76,000

<b>TOTAL:</b>	<b>£312,000</b>

**Summary of New On-going Funding Bids:**  
**Non-Staffing Related**

<b>NEW REVENUE BUDGET BIDS: NON - STAFF RELATED</b>	<b>ONGOING £ PA</b>
<p><b>Corporate Fraud: Training</b></p> <p>There is a need for a training budget to ensure team members are able to carry out their duties as effectively as possible.</p>	8,000
<p><b>Transformation: IT Microsoft Agreement</b></p> <p>The current Microsoft Agreement was negotiated by the Crown Commercial service (CCS) in March 2018 on behalf of all local authorities and is referred to as the Digital Transformation Arrangements (DTA). The DTA agreement expires in March 2021 and, while it is strongly expected the CCS will negotiate a similar deal, it is possible that costs will be higher. It is also expected that additional features will be available, as recently evidenced with the NHS agreement.</p>	13,000
<p><b>Transformation: Data Centre Support</b></p> <p>The proposal is for 24/7 support of the Data Centre environment that will ensure the correct specialised assistance is available when required, along with improved fault resolution times.</p>	10,000
<p><b>Commercial Development &amp; Investment: Operational Costs</b></p> <p>This is a budget for the cost of feasibility studies and other reports relevant to the property portfolio, some of which will be abortive.</p>	50,000
<b>TOTAL</b>	<b>£81,000</b>

**Overall Total** **£393,000**

**Value Attributable To:**

<b>General Fund</b>	<b>£234,000</b>
<b>Housing Revenue Account</b>	<b>£39,000</b>
<b>Earmarked Reserves (Homelessness)</b>	<b>£120,000</b>

## Service Efficiencies/Income Generation Opportunities: 2021-2025

Theme 1: Develop a Workforce Operating Model		Timeline/Saving			
		2021/2022 £	2022/2023 £	2023/2024 £	2024/2025 £
1	Undertake a thorough review of processes across the organisation to identify potential changes to workforce deployment and a more efficient senior management structure, targeting a saving of <b>£600,000 per annum</b> by 31 March 2024. (* proposals approved by Council in May 2019)	<b>£170,000 *</b>	<b>£100,000</b>	<b>£100,000</b>	-
2	A package of measures responding to the anticipated shortfall in income for planning applications and land charges income arising. Measures are focused around (i) reducing contract/agency staff costs associated with reductions in anticipated application numbers (including legal costs) and in line with service improvements/efficiencies, (ii) the re-profiling of spending on the Joint Local Plan/AAP to reflect the new Local Development Scheme, (iii) improved cost recovery and management for discretionary services – including to partners; and (iv) the consolidation of costs in the Business Support team. The package builds upon the existing savings commitments within the previous MTFS (2020/21).	<b>£394,000</b>	-	-	-
3	Rationalise processes and budgets to focus on efficient service delivery and effective resource deployment, including a review of:				
	(a) the HR function following the implementation of a new Human Resource Information System, including an extension of self-service arrangements.	<b>£50,000</b>	-	-	-
	(b) Arrangements for the commissioning of external Graphic Design work	<b>£10,000</b>			
	(c) An in-house road litter picking service (reducing the need for contractors), including the recruitment of an additional operative to focus on "A" road picking. This would generate a saving of £45,000 in contractors fees offset by the estimated cost of the operative at £25,000.	<b>£20,000</b>	-	-	-

Theme 2: Alternative Ways of Working		Timeline/Savings			
		2021/2022 £	2022/2023 £	2023/2024 £	2024/2025 £
4	Using digital methods of communications to increase customer self-service and remote access through the continued implementation of the "One-Vu" customer portal project.	£80,000	-	-	-
5	Following the introduction of 'Council Anywhere', and the increased opportunity for remote working, to reduce unnecessary travel to meetings. The Council achieved a £50,000 saving from mileage claims in the first 6 months of 2020/2021. Half of this relates to the General Fund	£25,000	£10,000	-	-
6	Discontinue the use of the councils 0345 number. Currently a charge is made to the customer and the Council for use of this number but there is no financial saving to the customer over use of this number as opposed to the normal 01954 South Cambs number and discontinuing the use of the 0345 number would save the charge to the Council.	£100,000			

Theme 3: Business and Growth		Timeline/Savings			
		2021/2022 £	2022/2023 £	2023/2024 £	2023/2024 £
7	Implementation of the Investment Strategy, approved at Full Council in November 2019, by pursuing, subject to business case justification, commercial investment opportunities.	£1,282,000	£2,725,000	£603,000	£562,000
8	To review Planning Performance Agreements and processes to reduce the current subsidy provided to those who undertake major developments.	£30,000	-	-	-
9	Expand and grow Commercial waste service		£25,000	£25,000	
10	To undertake a review of the Ermine Street Housing recharge model	£3,000			
11	To consider prevailing fee scales and income generation opportunities for regulatory services, including:				

	(a)	A review of the charging policy that applies in respect of the licensing function, to generate additional income from safeguarding training and DBS checks for Taxi Drivers.	<b>£30,000</b>	-	-	-
	(b)	The development of a commercial model for the building control service to generate additional income from consultancy services.	<b>£5,000</b>	-	-	-

<b>Theme 4: Managing Demand Better</b>			<b>Timeline/Savings</b>			
			<b>2021/2022</b> £	<b>2022/2023</b> £	<b>2023/2024</b> £	<b>2024/2025</b> £
<b>12</b>	To review various Greater Cambridge Shared Waste collection service arrangements, including:					
	(a)	Increasing the current charge of £35 for an <b>additional</b> green bin for the collection of garden waste by £5 per year over the next 3 years to bring in line with charges applying at other local Councils (£50). The first green bin would remain free of charge for all households	<b>£19,000</b>	<b>£19,000</b>	<b>£19,000</b>	-
	(b)	Rebalancing the waste collection rounds to make it possible for three rounds to be completed with Driver and only one loader.	<b>£38,000</b>	-	-	-
	(c)	Improvement and better routing of small mini-freighter rounds mainly serving hard to reach areas and farms.	<b>£15,000</b>			
	(d)	Realising a saving on fuel costs due to improved routing and reduction of a fleet vehicle.	<b>£20,000</b>			
	(e)	Realising a saving by removing an existing Commercial Waste Service trade round and redistributing the work to the remaining trade rounds.	<b>£15,000</b>			
<b>13</b>	Review of all council tax exemptions/discounts using data matching techniques (countywide project).		<b>£35,000</b>	-	-	-

<b>14</b>	To pursue, in line with the Business Plan Theme “Green to Our Core”, the following specific investment opportunities:					
	(a)	Energy efficiency and green energy measures at South Cambridgeshire Hall, including a Ground Source Heat Pump, solar canopies in the car park, internal LED lighting upgrades, electric vehicle charging points and chiller modifications and enhancements.	<b>£80,000</b>	-	-	-
	(b)	Installation of roof-mounted solar panels at the Waterbeach Depot	<b>£5,000</b>			
	(c)	The installation of LED footway lighting throughout the District and subsequent reductions in maintenance and energy costs.	<b>£50,000</b>	-	-	-

<b>Total Estimated Savings</b>	<b>£2,476,000</b>	<b>£2,879,000</b>	<b>£747,000</b>	<b>£562,000</b>
<b>Value Attributable to General Fund</b>	<b>£2,392,000</b>	<b>£2,859,000</b>	<b>£727,000</b>	<b>£562,000</b>
<b>Value Attributable to Housing Revenue Account</b>	<b>£84,000</b>	<b>£20,000</b>	<b>£20,000</b>	<b>-</b>

# Agenda Item 11



**Report To:** Cabinet 7 December 2020

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

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

---

## Capital Programme Update and New Bids

### Executive Summary

1. To report to the Cabinet on the performance of the Council's Capital Programme during 2019/2020 and to consider the new Capital Programme bids from 2021/2022.
2. This is a key decision as there are resource implications directly arising from the report; the report provides monitoring information to ensure awareness of capital scheme progress and new capital bids for consideration and allocation.

### Recommendations

3. **That Cabinet is requested to consider the report and, if satisfied, to:**
  - (a) **Acknowledge the performance achieved in relation to the Capital Programme schemes substantially completed in 2019/2020, summarised at Appendix A in the report.**
  - (b) **Consider the capital programme bids for new projects outlined in the report at Appendix B and to determine whether to approve the new capital schemes.**
  - (c) **Recommend to Full Council the revised capital programme for the period 2020/2021 to 2025/2026, at Appendix C for the General Fund and at Appendix D for the Housing Revenue Account, to reflect the new scheme bids, amendments to the programme and the reprofiling of expenditure identified in the report.**

### Reason for Recommendation

4. To enable the Cabinet to consider the outturn performance of the Council's Capital Programme in 2019/2020, new capital project bids for 2021/2022 and the updated capital programme incorporating new items and reprofiling of expenditure.

### Details

**Capital Programme – Performance Monitoring**

5. The Council's approved Capital Strategy and good practice requires that:
- (i) Effective arrangements are established for the management of capital expenditure, including the assessment of project outcomes, budget profiling, deliverability and the achievement of value for money.
  - (ii) It is appropriate that, in terms of project outcomes and deliverability, the Cabinet receive an annual report covering:
    - the details of schemes commenced on time.
    - the details of schemes completed on time.
    - how many schemes were completed within budget?

### **Capital Programme – Performance 2019/2020**

6. A summary of the performance achieved in relation to the Capital Programme schemes (excluding rolling programmes) substantially completed in 2019/20 is detailed in **Appendix A**.
7. In summary, the Cabinet will note that, in many cases, schemes that commenced on time were completed on time and in budget. It is relevant, however, that there was an expenditure under-spend of £1.928 million and equivalent financing underspend in relation to the approved 2019/2020 Capital Programme, with outturn expenditure of only £42.301 million compared to the original funding allocation of £44.229 million.
8. A more detailed post implementation review of key capital projects has been undertaken by relevant Officers in accordance with the Capital Strategy and a summary of the scheme progress is also identified in **Appendix A**.

### **New Scheme Bids**

9. It is appropriate for Cabinet to consider, in line with the Capital Strategy, all new bids for capital investment before making recommendations to Council.
10. It should be recognised that the Council has finite resources and there are competing pressures and affordability issues that need to be taken into account. The corporate focus of capital investment should align with the expectations of the approved Capital Strategy and accordingly there will be a need to:
- (a) invest where the Council has a statutory, contractual or safety obligation including unavoidable requirements emanating from the Council's approved Corporate Asset Plan.
  - (b) invest in discretionary schemes which meet Business Plan priorities.



(c) invest in schemes which provide value for money (i.e. invest to save) provided they are consistent with Business Plan priorities.

11. The schedule of capital programme bids for new projects (i.e. over and above those needed for continued operational purposes, or that form part of a rolling programme) is attached at **Appendix B**. The bids have been subject to the completion of a business case in accordance with the Capital Strategy. This covers, amongst other things, project risks, resource implications and compliance with the key priorities of the Council. The bids are considered to fall into the following categories:

- (1) Legally/contractually unavoidable.
- (2) Essential for health and safety reasons.
- (3) Support Business Plan objectives.
- (4) Benefit from external funding opportunities; and
- (5) “Invest to Save” projects (for which regard should be given to the length of the investment payback period).

#### **Investment Strategy**

12. An updated Investment Strategy was approved by Council at its meeting in November 2019. The Strategy sets out how the Council determines its capital investment priorities and, of the identified sum of £340 million, £314.6 million is due for spend between 2020/2021 to 2024/2025 for potential investment in the following streams:

Stream 1: Prime and close to prime commercial real estate investment let on long leases to good covenants which will provide a secure long-term income over and above their ability to pay back the purchase price debt.

Stream 2: Investment which can generate regeneration or economic development benefits as well as positive financial returns for the Council (e.g. energy storage projects or investments with regeneration benefits).

Stream 3: Investment partnerships with third party developers to deliver new homes (subject to completion of the Members Agreements).

13. The economic conditions caused primarily by the Coronavirus pandemic has had an impact on investment confidence, with much caution with long term property investment commitments. In reviewing the capital programme it is appropriate to consider the projection of likely investments in all three investment streams and a more realistic allocation of funding is as follows:

<b>Funding Allocation</b>	<b>2020/2021 £'000</b>	<b>2021/2022 £'000</b>	<b>2022/2023 £'000</b>	<b>2023/2024 £'000</b>	<b>2024/2025 £'000</b>
Stream 1	19,000	20,000	20,000	20,000	13,600
Stream 2	14,000	48,000	11,000	12,000	7,000
Stream 3	18,000	29,000	37,000	38,000	9,000
<b>Totals</b>	<b>51,000</b>	<b>97,000</b>	<b>68,000</b>	<b>69,000</b>	<b>29,600</b>

## Capital Programme Financing

14. The Council will need to rely on borrowing to fund capital investment going forward and this has a direct impact on the revenue budget. The level of borrowing is clearly a factor that needs to be considered by the Council, but excessive borrowing must be considered with caution as repayment of any loans would fall on Council Tax, at a time when significant budgetary savings must be made to avoid an unacceptable increase in Council Tax or reductions in key services.
15. The ability to generate capital receipts to contribute to the capital programme funding is limited and relates entirely to HRA right to buy sales, with only £200,000 currently forecast for 2021/2022. It would not be prudent, given uncertainty in terms of timing and the planning framework, to include them in projections at this time.
16. In determining its Capital Programme, the Council must comply with the regulations relating to the Prudential Framework for Capital Finance in local authorities and related prudential indicators, i.e. is it prudent, affordable (in Council Tax terms) and sustainable (in the Medium Term). Due regard should, therefore, be given to:
  - (i) The estimate of available capital finance (from borrowing and capital receipts if any) needed to cover existing committed schemes and any residual sum available for uncommitted and future priority schemes.
  - (ii) The estimate of capital finance resource becoming available in the ensuing four years for uncommitted schemes and new priority schemes (e.g. from external borrowing, forecast new capital receipts (if any) or external funding).
  - (iii) The estimated revenue implications (estimated at £55,000 per year per £1 million borrowed over 25 years) of the proposed total programme and impact on Council Tax in terms of affordability.
17. Consequently, the number of new priority capital schemes which can be approved at each annual review of the programme will be limited by these affordability factors.
18. To enter into excessive long-term borrowing would only exacerbate the position and, on this basis, it is strongly recommended that the Council carefully considers the level of capital investment.
19. The Capital Programme is prepared on a five-year rolling programme. As such Cabinet/Council in February 2021 will be considering the programme for the financial years 2021/2022 through to 2025/2026.
20. In the event that all new bids in **Appendix B** are eventually approved, and new borrowing is required for those schemes not financed from Earmarked

Reserves (totalling £800,000), the additional cost of the capital programme in 2021/2022 will be **£44,000** (reflecting the relatively short-term life of the assets). This is in addition to the borrowing required for the existing capital scheme approvals for 2021/2022 (i.e. £99.5 million) at an estimated revenue cost of **£3.49 million**. This is based on an interest rate of 1.5% but the Council is currently able to borrow at significantly lower rates.

21. The total additional cost to revenue for the borrowing costs of the full capital programme (including existing approvals plus the above new bids) is **£3.534 million** in 2021/2022.

### Capital Programme Monitoring

22. Full Council, at its meeting on 20 February 2020, approved new schemes for inclusion in the General Fund and HRA capital programme for the period 2020/2021 to 2024/2025 and also the re-profiling of the existing programme.
23. The full General Fund capital programme, approved by Council in February 2020, is summarised in the table below:

General Fund Capital Programme	2020/2021 £'000	2021/2022 £'000	2022/2023 £'000	2023/2024 £'000	2024/2025 £'000
<b>Gross Directorate Budgets:</b>					
• Corporate Services	98,632	72,799	72,814	72,804	304
• Health & Environmental	2,206	1,389	1,051	1,188	650
• Housing (General Fund)	1,829	3,905	5,305	11,305	1,305
• Advances to Housing Company	16,603	0	0	0	0
<b>Gross Total</b>	<b>119,270</b>	<b>78,093</b>	<b>79,170</b>	<b>85,297</b>	<b>2,259</b>
<b>Financed By:</b>					
• Grants/Contributions	1,319	4,031	5,191	10,855	1,054
• Revenue	4,133	860	766	1,044	418
• Capital Receipts	1,031	702	713	713	787
• Borrowing	112,787	72,500	72,500	72,685	0
<b>Total Financing</b>	<b>119,270</b>	<b>78,093</b>	<b>79,170</b>	<b>85,297</b>	<b>2,259</b>

24. The full HRA capital programme, approved by Council in February 2020, is summarised in the table below:

HRA Capital Programme	2020/20 21 £'000	2021/20 22 £'000	2022/20 23 £'000	2023/20 24 £'000	2024/20 25 £'000
<b>Gross Directorate Budgets:</b>					
• Existing Stock Improvements	7,158	6,985	7,124	7,267	7,412
• Other Improvements	70	70	70	70	70
• New Build	26,871	18,906	4,911	11,200	11,200
• Other	429	341	341	466	466
<b>Gross Total</b>	<b>34,528</b>	<b>26,302</b>	<b>12,446</b>	<b>19,003</b>	<b>19,148</b>
<b>Financed By:</b>					
• Grants/Contributions	1,145	350	550	550	550
• Direct Revenue Financing	15,149	8,798	60	6,136	7,363
• Capital Receipts	6,366	8,122	6,122	3,750	3,090
• Major Repairs Reserve	6,868	7,032	5,714	8,567	8,145
• Borrowing	5,000	2,000	-	-	-
<b>Total Financing</b>	<b>34,528</b>	<b>26,302</b>	<b>12,446</b>	<b>19,003</b>	<b>19,148</b>

25. There is a need to update the capital programme to take into account amendments to and the re-phasing of the 2020/2021 and future year schemes following ongoing monitoring of project progress and factors influencing the timing of deliverability.
26. The table below sets out a summary of the revised General Fund Capital Programme with an explanation of the key variations.

General Fund Capital Programme	2020/20 21 £'000	2021/20 22 £'000	2022/20 23 £'000	2023/20 24 £'000	2024/20 25 £'000
<b>Gross Directorate Budgets:</b>					
• Corporate Services	2,024	1,714	275	34	68
• Finance	51,200	97,269	68,220	69,200	29,800
• Transformation	180	307	104	104	104
• Health & Environmental	2,239	2,415	1,835	2,053	1,490
• Housing (General Fund)	1,435	4,596	5,425	11,325	1,325
• Planning	15	-	-	-	-
• Advances to Housing	13,824	3,288	-	-	-

Company					
<b>Gross Total</b>	<b>70,917</b>	<b>109,589</b>	<b>75,859</b>	<b>82,716</b>	<b>32,787</b>
<b>Financed By:</b>					
• Grants/Contributions	717	5,201	5,635	11,160	1,710
• Revenue	10,520	2,162	1,226	1,746	632
• Capital Receipts	1,856	1,938	998	810	845
• Borrowing	57,824	100,288	68,000	69,000	29,600
<b>Total Financing</b>	<b>70,917</b>	<b>109,589</b>	<b>75,859</b>	<b>82,716</b>	<b>32,787</b>

Key variations can be summarised as follows:

- (a) Lending to Ermine Street Housing has been rephased with the final amounts required to reach 500 properties being lent during quarter 1 of 2021/2022.
  - (b) The remaining amounts of the Investment Strategy allocation from 1 April 2020 (£314.6 million) have been rephased over the life of the programme with £45 million being re-profiled from 2020/2021 to future years with the programme ending in 2024/2025 a year later than originally profiled in the previous capital programme.
  - (c) Reprofiled of some of the allocation made in 2020/2021 for the Greening of South Cambs Hall and the Parish Maintained Street lights into 2021/2022 in recognition of delays to the programme.
  - (d) Reprofiled of a number of other smaller capital budgets due to delays including the Telephony Project, New Housing, Environmental Health and Shared Waste systems and Air Quality monitoring equipment.
  - (e) Inclusion on the new bids listed at **Appendix B**.
  - (f) On the financing side borrowing is required to finance the remaining lending to Ermine Street and the Investment Strategy.
27. Details of the full General Fund Capital Programme from 2020/2021 (current year) to 2025/2026, incorporating new scheme bids, is shown at **Appendix C**.
28. The table below sets out a summary of the revised HRA Fund Capital Programme with an explanation of the key variations.

HRA Capital Programme	2020/2021 £'000	2021/2022 £'000	2022/2023 £'000	2023/2024 £'000	2024/2025 £'000
<b>Gross Directorate Budgets:</b>					

• Existing Stock Improvements	8,769	7,293	7,122	7,265	7,410
• Other Improvements	70	70	70	70	70
• New Build	11,659	22,326	15,173	10,200	10,200
• Other	250	250	250	250	250
<b>Gross Total</b>	<b>20,748</b>	<b>29,939</b>	<b>22,615</b>	<b>17,785</b>	<b>17,930</b>
<b>Financed By:</b>					
• Grants/Contributions	1,045	450	400	400	350
• Direct Revenue Financing	8,840	13,191	5,099	5,256	6,307
• Capital Receipts	3,100	7,499	7,084	4,880	3,800
• Major Repairs Reserve	7,763	6,799	7,032	7,249	7,473
• Borrowing	-	2,000	3,000	-	-
<b>Total Financing</b>	<b>20,748</b>	<b>29,939</b>	<b>22,615</b>	<b>17,785</b>	<b>17,930</b>

Key variations can be summarised as follows:

- (a) Budgets for improvements to existing stock are reprofiled each year in line with requirements. The allocation is high in 2020/2021 revised due to amounts carried over from 2019/2020.
- (b) The Housebuilding programme allocations are reprofiled regularly. The previously unallocated amount in 2020/2021 has now been allocated or reprofiled into 2021/2022 where amounts are not expected to be spend in this financial year.
- (c) On the financing side borrowing was originally expected to be required in 2020/2021 for HRA schemes but due to slippage this is now not expected until 2021/2022.

29. Details of the full HRA Capital Programme from 2020/2021 (current year) to 2025/2026, incorporating new scheme bids, is shown at **Appendix D**.

### Options

30. The option exists of not approving new capital funding bids.

### Implications

31. 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:

### *Policy*

32. The Council has two policies which underpin the Capital Programme, namely the Capital Investment Strategy and the Medium-Term Financial Strategy (MTFS). The former provides the framework for the evaluation, approval and monitoring of capital schemes and this includes a requirement for an annual report each September relating to schemes completed in the previous financial year. The MTFS provides the framework for funding the Capital Programme and, in line with good practice, no capital scheme can be authorised and no commitment made until:
- Capital finance is in place to cover the full capital costs; and
  - It has been determined by Council that the ongoing revenue cost consequences are affordable in the light of forward three year Revenue Budget forecasts and related Council Tax consequences.
33. The Capital Strategy was approved by Council at its meeting on 20 February 2020 and provides the framework for submitting and considering new bids and for reviewing the performance of schemes in the approved programme.
34. Specifically, it is appropriate to submit an annual report (as part of performance monitoring arrangements) in respect of capital schemes that have reached practical/substantial completion in terms of whether or not the scheme has met the objectives and, where appropriate, relevant performance measures.

### ***Legal***

35. The Council is not legally required to have a Capital Programme but from time to time legally unavoidable schemes, such as those relating to Health and Safety, are required for which the Council has to identify an appropriate source of funding.
36. The Local Government Act 2003 introduced the Prudential Code which requires the Council to agree and comply with a number of Prudential Indicators that underpin the Council's capital investment demonstrating that the investment is prudent, sustainable and affordable.

### ***Resource Implications***

37. The net budget for the capital programme will need to be financed from the Council's resources (e.g. capital receipts), revenue financing or, primarily, by borrowing. The borrowing costs are approximately £55,000 per year for every £1 million borrowed and these borrowing costs will need to be factored into the revenue budget when preparing the Medium-Term Financial Strategy.
38. The report outlines a range of new scheme bids, proposed amendments to the programme and the re-profiling of expenditure. The revised programme for the period 2020/2021 to 2025/2026 in relation to General Fund projects is

reproduced in full at **Appendix C** and in relation to HRA projects at **Appendix D**.

### ***Risk Implications***

39. The main risks associated with the capital programme are that budgets are not adequate, leading to overspend and the financial implications arising from this or that the schemes will not meet the desired objectives.
40. The future aspirations for capital schemes must be affordable (i.e. there is identified capital resource to fund schemes) and capital budgets must be adequate to avoid overspending with consequent financial implications.

### ***Environmental Implications***

41. There are no environmental implications arising directly from the report. A number of the proposed bids would have environmental impacts that would be considered prior to implementation.

### ***Equality Impact***

42. The report is exclusively a support or administrative process and has no direct relevance to the Council's duty to promote equality of opportunity, promote good relations and eliminate unlawful discrimination. Individual bids may have specific equality impacts. For example, the highways bid would include improvements to street lighting and footways that would directly benefit people with restricted mobility.

## **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 – Cabinet: 4 December 2019



- Budget Report – Report to Cabinet: 5 February 2020
- Budget Report – Report to Council: 20 February 2020
- General Fund Revenue & Capital Budget Provisional Outturn – Report to Cabinet: 2 September 2020
- Housing Revenue Account Revenue & Capital Budget Provisional Outturn – Report to Cabinet: 2 September 2020

## **APPENDICES**

- A Completed Capital Projects 2019/2020: Performance
- B Capital Programme General Fund – New Bids
- C Updated General Fund Capital Programme 2020/2021 – 2025/2026
- D Updated HRA Capital Programme 2020/2021 – 2025/2026

**REPORT AUTHORS:** Peter Maddock – Head of Finance  
*e-mail:* [peter.maddock@scambs.gov.uk](mailto:peter.maddock@scambs.gov.uk)

Martin Lee – Housing Accountant  
*e-mail:* [martin.lee@scambs.gov.uk](mailto:martin.lee@scambs.gov.uk)

David Hill – Accountant  
*e-mail:* [david.hill@scambs.gov.uk](mailto:david.hill@scambs.gov.uk)



South  
Cambridgeshire  
District Council

**APPENDIX A**

**COMPLETED CAPITAL PROJECTS [GENERAL FUND]: PERFORMANCE - 2019/2020 PROJECTS**

Capital Funded Project	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?	Lead Officer
Network Security	10	0	NO	NO	-	Alex Young
Housing Management System	387	180	YES	NO	Ongoing	Geoff Clark
Financial Management System (FMS)	10	0	NO	NO	NO	Peter Maddock
Health & Environmental Services System	50	3	YES	NO	Ongoing	Trevor Nicoll
Waste Management System	150	102	YES	NO	Ongoing	Trevor Nicoll
Cash Receipting System	69	0	NO	NO	-	Katie Kelly
Desktop Transformation Programme	233	298	YES	YES	NO	Susan Gardner-Craig
Telephony Replacement	30	0	NO	On going	Ongoing	Clare Mapes
Secure Phone Payments	34	0	NO	NO	-	Katie Kelly
Other ICT	0	49	NO	NO	-	Steven Windsor
South Cambs Hall	248	251	YES	YES	NO	Lee Jones
Housing Company: Advance Funding	13,500	12,991	YES	NO	Ongoing	Duncan Vessey
CLIC Investment	1,145	1,145	YES	YES	YES	Peter Maddock
Investment Strategy	26,500	25,400	YES	YES	YES	Peter Maddock
Refuse Collection Vehicles	105	228	YES	YES	NO	Trevor Nicoll
Pavement Street Sweepers	67	67	YES	YES	YES	Trevor Nicoll
Mechanical Sweeper/Truck Replacements	79	24	YES	YES	YES	Trevor Nicoll
Air Quality Monitoring Equipment	100	0	NO	NO	Delayed	Jane Hunt
Northstowe Sports Pavilion	25	18	YES	On going	Ongoing	Kirstin Donaldson
GF Share of HRA Capital Expenditure	25	0	-	-	-	Peter Maddock

Sheltered Properties - Repurchase	500	822	YES	YES	NO	Geoff Clark
Home Repairs Assistance	100	121	YES	YES	NO	Julie Fletcher
Disabled Facilities Grants	862	602	YES	YES	YES	Julie Fletcher
<b>TOTAL</b>	<b>44,229</b>	<b>42,301</b>				

#### REVIEW OF COMPLETED SCHEME: [PROJECT]

**Network Security:** Due to the work involved to complete the Internet Service Provider (ISP) migration from CPSN (Virgin Media) to Eastnet (MLL), there was a delay in commencing the network security project.

**Housing Management System:** There have been some delays to the project and rent accounting element of the system has been delayed further as the staff involved have been delivering the Covid business grants schemes.

**Environmental Health System:** There have been some delays to the implementation programme which should be complete during 2020/2021.

**Waste Management System:** There have been some delays to the implementation programme which should be complete during 2020/2021.

**Cash Receipting System:** There has been a delay to the implementation of the new income management system due to the availability of a Project Manager. The project has, however, now commenced.

**Desktop Replacement Programme:** The programme completed toward the end of 2019/2020 but over budget, this overspend was funded from underspends elsewhere.

**Secure Phone Payments:** This will follow the telephony replacement project, which has now commenced.

**Ermine Street Housing:** Purchases in quarter 4 of 2019/2020 were less than expected hence the underspend. It is expected that the 500 homes target will not now be met until quarter 1 of 2021/2022 so the budget will be reprofiled accordingly.

**Investment Strategy:** Whilst the budget was underspent, the properties purchased were as expected. The underspend will be profiled into future years.

**Air Quality Monitoring Equipment:** Equipment was to be bought toward the end of 2019/2020 but this did not occur and the Covid response has meant this has been delayed further. This will be re-profiled as appropriate.

**Disabled Facilities Grants:** These are applications for grant funding and, as such, the Council is dependent upon residents applying or referrals through an Occupational Therapist. The budget was underspent last year due to fewer referrals than the budget assumed but the County funding for this can be applied to expenditure in future years.

**COMPLETED CAPITAL PROJECTS [HOUSING REVENUE ACCOUNT]:  
PERFORMANCE - 2019/2020 PROJECTS**

<b>Capital Funded Project: Improvements to Existing Stock</b>	<b>Funding Allocation £'000</b>	<b>Actual Cost £'000</b>	<b>Commenced on Time?</b>	<b>Completed on Time?</b>	<b>Completed within Budget?</b>	<b>Lead Officer</b>
Water / Drainage Upgrades	81	61	YES	YES	YES	Wayne Newman
Drainage Upgrades	310	196	YES	YES	YES	Wayne Newman
Disabled Adaptations	866	894	YES	YES	NO	Wayne Newman
Change of Tenancy - Capital	500	889	YES	YES	NO	Wayne Newman
Rewiring	325	36	YES	NO	On going	Wayne Newman
Heating Installation	1,520	306	YES	NO	On going	Wayne Newman
Electrical Heating Replacement	500	773	YES	YES	NO	Wayne Newman
Energy Conservation	386	41	YES	NO	On going	Wayne Newman
Estate Roads, Paths & Lighting	93	136	YES	YES	NO	Wayne Newman
Garage Refurbishment	53	0	NO	NO	Delayed	Wayne Newman
Parking/Garages	211	46	YES	YES	YES	Wayne Newman
Window Replacement	276	443	YES	YES	NO	Wayne Newman
Re-Roofing	455	525	YES	YES	NO	Wayne Newman
Full Refurbishments	200	199	YES	YES	YES	Wayne Newman
Structural Works	250	330	YES	YES	NO	Wayne Newman
Asbestos Removal	60	46	YES	YES	YES	Wayne Newman
Kitchen Refurbishment	723	433	YES	NO	On Going	Wayne Newman
Bathroom Refurbishment	282	202	YES	NO	YES	Wayne Newman
Fire Door Replacement Programme	180	0	NO	NO	Delayed	Wayne Newman
<b>TOTAL</b>	<b>7,271</b>	<b>5,556</b>				



Capital Funded Project: Other HRA Capital Spend	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?	Lead Officer
Shared Ownership Repurchase	415	508	Ongoing	Ongoing	Ongoing	Geoff Clark
Self-Build Vanguard - Up front HRA Land Assembly Costs	190	76	Ongoing	Ongoing	Ongoing	Uzma Ali
TOTAL	605	584				

#### REVIEW OF COMPLETED SCHEME: [PROJECT]

**Improvements to Existing Stock:** There have been delays to the heating programme, for example the Elm Court boiler replacement has yet to start. The parking and energy conservation schemes have seen planning approval delays. It has proved difficult to get a suitable contactor for the fire door replacement scheme. The kitchen replacement contractor went into administration. Where it becomes evident during the year that a particular programme will not spend its allocation funds are switched to other programmes. This does sometimes, however, become evident late in the financial year and, as such, there is insufficient time to make the necessary adjustments.

In addition, the time and budget monitoring does not lend itself as well to these programmes as it does to discreet schemes as the rolling nature means that an identified underspend is either switched to fund something else in the programme or carried forward to future years.

**Flats:** An overspend occurred here and this was financed from underspends in the previous category.

**Pembroke Way, Teversham:** There have been a number of delays with this scheme including a complete re-design it was still ongoing at the end of 2019/20 but is now complete.

**High Street, Balsham:** This scheme started late due to planning compliance issues and therefore completed late but was within budget.

**Gibson Close, Waterbeach and Highfields, Caldecote:** Both of these completed on time, although there was a small underspend on the former and a small overspend on the latter.

**Housebuilding Programme:** There are a number of schemes in the programme that are on-going some are ahead and some behind schedule. Overall though spending was above expectations as generally the programme was ahead of that predicted in February 2020.

**Other HRA:** Spend here is notoriously difficult to predict as they are set based on latest trends but, overall, there was a small underspend.



## CAPITAL BUDGET PLANNING 2021-2025

### SUMMARY OF NEW FUNDING BIDS

New Capital Bids	2021/2022 £	2022/2023 £	2023/2024 £	2024/2025 £
<p><b>Waste Service: Vehicle Costs</b></p> <p>Modelling has determined that new vehicles will be required each year to meet the growth in new households and essential replacement programme. This is a shared service with replacements programmed equally between the partner Council's. The cost is based upon the proposed acquisition of electric vehicles, with higher initial costs but reduced revenue costs.</p>	1,900,000	1,595,000	1,900,000	1,390,000
<p><b>South Cambs Hall Adaptions</b></p> <p>There are a number of backlog maintenance and refurbishment works required to the offices that have been identified by the consultants engaged to carry out a structural survey. These include the window curtain walling at both ends of the building, car park resurfacing and fire alarm replacement</p>	787,000	275,000	34,000	68,000
<p><b>Fraud Case Management System</b></p> <p>The current system needs replacing or enhancing to ensure continuity of evidence and compliance and improved day to day case management. It is possible that the current CIVICA Revenues and Benefits system may meet user requirements but further investigation is required.</p>		20,000		
<p><b>IT Investment: Transformation Related Projects</b></p> <ul style="list-style-type: none"> <li>• Performance Management System</li> <li>• Complaints Management System</li> <li>• Customer Records Management</li> <li>• Open Process Module</li> </ul>	60,000	-	-	-
	90,000	-	-	-
	20,000	-	-	-
	25,000	-	-	-
<p><b>IT Investment: Other Projects</b></p> <ul style="list-style-type: none"> <li>• Additional Compute Capacity</li> </ul>	23,000	-	-	-
<b>TOTAL</b>	<b>2,905,000</b>	<b>1,890,000</b>	<b>1,934,000</b>	<b>1,458,000</b>

This page is left blank intentionally.



## Appendix C

NET EXPENDITURE	Budget	Revised	Budget	Budget	Budget	Budget	Budget
	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>DIRECTORATE / SERVICE</b>							
<b><u>TRANSFORMATION</u></b>							
<b>ICT Development :</b>							
PC Refresh Programme							
New Server Technologies				15	15	15	15
GIS Migration							
The creation of a TEST GIS environment							
Extend compute capacity in shared data centre			23				
Share Point Portal Server							
Government Connect							
Network security							
Financial Management System (FMS)							
Desktop Transformation Programme			89	89	89	89	89
Telephony Replacement	120	150					
Secure Phone Payments							
Wi-Fi Access Points	7						
Data Centre Generator	16	16					
Data Centre Capacity Growth	14	14					
Business Analytics Service	4						
OpenProcess Module			25				
An Integrated Performance Management System			60				
A Complaints Management System			90				
A single source Council Business CRM system			20				
<b>TRANSFORMATION TOTAL</b>	<b>161</b>	<b>180</b>	<b>307</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>104</b>



<b>WASTE and the ENVIRONMENT</b>							
Health and Environmental Services System		100	30				
<b>Greater Cambridge Shared Waste Service :</b>							
Waste Management System		50					
Team Manager Vehicles (RV)	36	0	37				
Depot Electric Charging Infrastructure		18	100				
Refuse Collection Vehicles	559	388	1,900	1,595	1,900	1,390	8,740
Trade Skips		32					
<b>Street Cleansing :</b>							
Pavement Street Sweepers					73	74	
Mechanical Road Sweepers			123	240			
Truck Replacements	170	200	30			26	
<b>Land Drainage :</b>							
Tractors	80		80		80		
Flail Mowers	37		37				
Trailer (funded from s106 Capital Contributions)	8		8				
<b>Environmental Protection :</b>							
Air Quality Monitoring Equipment		30	70				
Noise Monitoring Equipment							
Environmental Services Enforcement Vehicle	21	21					
<b>Footway Lighting :</b>							
Parish Maintained Street Lights	1,295	1,400					
<b>WASTE &amp; ENVIRONMENT TOTAL</b>	<b>2,206</b>	<b>2,239</b>	<b>2,415</b>	<b>1,835</b>	<b>2,053</b>	<b>1,490</b>	<b>8,740</b>



Fixed Assets	101,687	56,183	105,151	74,759	81,716	31,787	10,429
Revenue Expenditure funded from Capital under Statute (REFCUS)	17,583	14,734	4,438	1,100	1,000	1,000	1,000
	<b>119,270</b>	<b>70,917</b>	<b>109,589</b>	<b>75,859</b>	<b>82,716</b>	<b>32,787</b>	<b>11,429</b>
<b>Financed By:</b>							
Capital Receipts	(1,030)	(1,856)	(1,938)	(998)	(810)	(845)	(1,763)
S106 Agreement Contribution (ring fenced for Housing)	(149)	(50)	(3,081)	(4,000)	(10,000)		
Capital Contributions (from s106)	(500)		(80)		(80)		
Cambridgeshire County Council (DFG)	(670)	(610)	(850)	(800)	(700)	(700)	(700)
Revenue Contribution from HRA towards software etc	(111)	(265)	(85)	(26)	(26)	(26)	(26)
Revenue Contribution from General Fund		(7,000)					
Internal Borrowing - re Commercial Vehicles	(185)						
External funding from CCC for Trade Skips		(32)					
External funding from CCC for Waste Vehicle			(1,140)	(835)	(380)	(1,010)	(3,420)
External funding from CCC for Waste IT System		(25)					
External funding from CCC for Electric Charging Infrastructure			(50)				
Excess Funding for E-RCV vs Standard RCV from renewables		(406)	(399)	(366)	(965)	(188)	(2,632)
Vehicle Sinking Fund		(221)	(551)	(634)	(555)	(218)	(2,688)
Earmarked Reserves	(4,022)	(2,628)	(1,127)	(200)	(200)	(200)	(200)
Internal Borrowing ESH		(7,824)					
External Borrowing	(112,603)	(50,000)	(100,288)	(68,000)	(69,000)	(29,600)	0
	<b>(119,270)</b>	<b>(70,917)</b>	<b>(109,589)</b>	<b>(75,859)</b>	<b>(82,716)</b>	<b>(32,787)</b>	<b>(11,429)</b>
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0

The Capital Programme has been revised to reflect when expenditure is expected to occur and also includes the capital bids submitted as part of the 2021/22 budget process. In particular the inclusion of allocations to move away from a diesel waste fleet to an electric fleet and backlog maintenance and improvement works to South Cambs Hall. Costs related to the 'greening' of South Cambs Hall and the Parish Maintained Street Lights programme have been re-profiled along with the Investment Strategy and lending to Ermine Street Housing.

## Appendix D

Housing Revenue Account	Original 2020-21	Revised 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Improvements - Existing Stock</b>							
Water / Drainage Upgrades	83	83	85	87	88	90	92
Drainage Upgrades	310	310	310	0	0	0	0
Disabled Adaptations	890	890	908	926	945	964	983
Change of Tenancy - Capital	700	800	816	832	849	866	883
Rewiring	380	380	388	395	403	411	420
Heating Installation	1,400	1,229	969	988	1,008	1,028	1,049
Electrical Heating Replacement	500	1,000	510	520	531	541	552
Energy Conservation	100	444	250	255	260	265	271
Estate Roads, Paths & Lighting	70	70	71	73	74	76	77
Garage Refurbishment	50	50	51	52	53	54	55
Parking/Garages	160	326	163	166	170	173	177
Window Replacement	500	600	612	624	637	649	662
Re-Roofing	550	550	561	572	584	595	607
Full Refurbishments	250	300	306	312	318	325	331
Structural Works	100	200	204	208	212	217	221
Non-Traditional Refurbishment	0	0	0	0	0	0	0
Asbestos Removal	60	60	61	63	64	65	66
Kitchen Refurbishment	500	642	510	520	531	541	552
Bathroom Refurbishment	300	300	306	312	318	325	331
Fire Door Replacement Programme	185	465	141	144	146	149	152
Fencing	70	70	71	73	74	76	77
<b>Total Improvements - Existing Stock</b>	<b>7,158</b>	<b>8,769</b>	<b>7,293</b>	<b>7,122</b>	<b>7,265</b>	<b>7,410</b>	<b>7,558</b>
<b>Other Improvements</b>							
Sheltered Housing and Other Stock	50	50	50	50	50	50	50
Flats	20	20	20	20	20	20	20
Central / Departmental Investment	0	0	0	0	0	0	0
<b>Total Other Improvements</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>

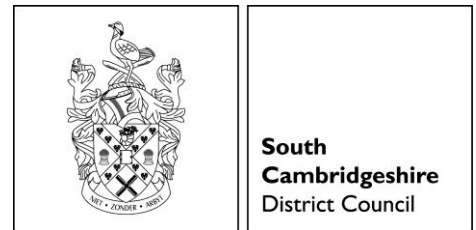
Re-Provision of Existing Homes							
Robinson Court, Gamlingay	0	0	0	0	0	0	0
Other Re-Provision	0	0	0	0	0	0	0
<b>Total Re-Provision of Existing Homes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
HRA New Build							
Pembroke Way, Teversham	411	538	0	0	0	0	0
Pampisford Road, Great Abington	0		0	0	0	0	0
High Street, Balsham	0		0	0	0	0	0
Woodside, Longstanton	0		0	0	0	0	0
Bannold Drove, Waterbeach	0		0	0	0	0	0
Gibson Close, Waterbeach	0		0	0	0	0	0
Highfields, Caldecote	0		0	0	0	0	0
Linton Road, Great Abington	449	161	0	0	0	0	0
Grace Crescent, Hardwick (Rented)	1,671	903	232	0	0	0	0
Grace Crescent, Hardwick (Shared Ownership)	1,109	817	304	0	0	0	0
Burton End, West Wickham	354	304	0	0	0	0	0
Bennel Farm, Toff	2,263	3,273	822	0	0	0	0
Station Road, Foxton	403	215	0	0	0	0	0
Babraham Road, Sawston	5,087	2,661	5,422	354	0	0	0
Impington Lane, Impington	987	1,251	35	0	0	0	0
Northstowe, Phase 2a	5,388	1,139	4,817	5,663	0	0	0
Emerson Road, Great Abington		109	437				
High Street, Meldreth		288	1,154				
Unallocated New Build / Acquisition Budget	8,749	0	9,103	9,156	10,200	10,200	10,200
Unallocated New Build / Acquisition - Section 106 funded	0	0	0	0	0	0	0
Other							
<b>Total HRA New Build</b>	<b>26,871</b>	<b>11,659</b>	<b>22,326</b>	<b>15,173</b>	<b>10,200</b>	<b>10,200</b>	<b>10,200</b>
Other HRA Capital Spend							
Shared Ownership Repurchase	150	150	150	150	150	150	150
Self-Build Vanguard - Up front HRA Land Assembly Costs	152	100	100	100	100	100	100
HRA Share of Corporate ICT Development	127						
<b>Total Other HRA Capital Spend</b>	<b>429</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>Total HRA Capital Spend</b>	<b>34,528</b>	<b>20,748</b>	<b>29,939</b>	<b>22,615</b>	<b>17,785</b>	<b>17,930</b>	<b>18,078</b>

**Housing Capital Resources**

Other Capital Receipts (Land, Dwellings, Shared Ownership)	(967)	(510)	(2,070)	(3,030)	(2,190)	(1,110)	(1,110)
Other Capital Receipts (Self-Build Plot Sales)	(600)	(150)	(450)	(450)	(450)	(450)	(450)
Major Repairs Reserve	(6,868)	(7,763)	(6,799)	(7,032)	(7,249)	(7,473)	(7,704)
Direct Revenue Financing of Capital	(15,149)	(8,840)	(13,191)	(5,099)	(5,256)	(6,307)	(6,229)
Other Capital Resources (Grants / S106 funding)	(1,145)	(1,045)	(450)	(400)	(400)	(350)	(345)
Retained Right to Buy Receipts	(4,799)	(2,440)	(4,979)	(3,604)	(2,240)	(2,240)	(2,240)
Retained Right to Buy Receipts (Used by Registered Provider)			0	0	0	0	0
HRA CFR / Prudential Borrowing	(5,000)		(2,000)	(3,000)	0		0
<b>Total Housing Capital Resources</b>	<b>(34,528)</b>	<b>(20,748)</b>	<b>(29,939)</b>	<b>(22,615)</b>	<b>(17,785)</b>	<b>(17,930)</b>	<b>(18,078)</b>
<b>Net (Surplus) / Deficit of Resources</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Balances b/f</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
Use of / (Contribution to) Balances in Year	(0)	0	0	(0)	0	0	0
<b>Capital Balances c/f</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>



# Agenda Item 12



**REPORT TO:** Cabinet

7 December 2020

**LEAD CABINET MEMBER:** Councillor John Williams,  
Lead Cabinet Member for Finance

**LEAD OFFICER:** Peter Maddock, Head of Finance

---

## Proposed Fees and Charges: 2021/2022

### Executive Summary

1. To undertake the annual review and to determine the non-regulatory fees and charges to be set by the Council for the provision of services from April 2021 (unless otherwise stated), where the law allows a charge to be made.
2. This is a key decision as, if adopted, the revised fee scales will result in the authority receiving additional income from fees and charges, which are significant having regard to the Council budget setting process.

### Recommendations

3. **That Cabinet is requested to consider the report and, if satisfied, to:**
  - (a) **Approve the fees and charges as detailed in Appendix A of the report to take effect from 1 April 2021 (unless otherwise stated) or the earliest feasible date thereafter.**
  - (b) **Note the proposed variations to fees and charges in comparison to the prevailing inflation rate detailed in the report.**

### Reason for Recommendations

4. To ensure that the Council receives income from fees and charges where allowable to contribute to the funding of services, to enable discretionary services to be provided and to assist the Council in preparing its Revenue Budget for 2021/2022.

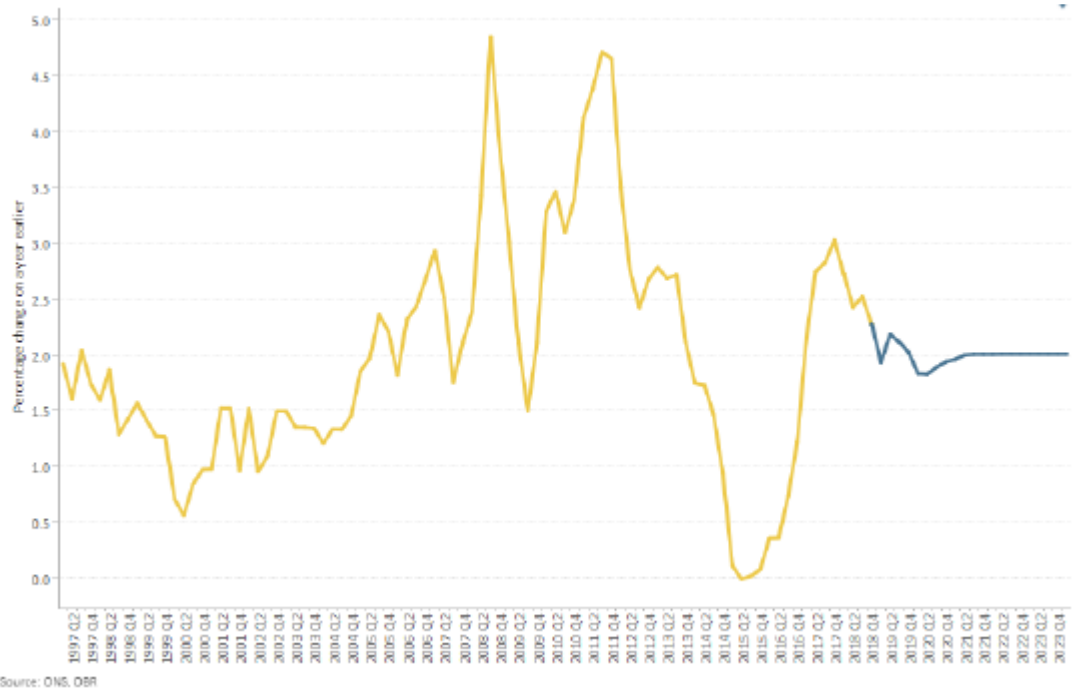
### Details

#### Economic Context

5. In determining the fees and charges for services it is appropriate that some consideration is given to the wider economic context. The Bank of England's Monetary Policy Committee (MPC) sets monetary policy to keep inflation low and stable, which helps to sustain growth and employment; this identifies a target of 2% for the 12-month increase in the Consumer Price Index (CPI). The Bank Rate is kept under review and, until March 2020, this was

maintained at 0.75%. Economic prospects were, however, influenced initially by the uncertainty regarding the withdrawal process from the European Union throughout 2019/2020 and subsequently as the full effects of the Coronavirus pandemic began to emerge, each event acting as a dampener on growth and inflation expectations.

6. In response to the emerging crisis interest rates have been cut globally with banks seeking to provide liquidity through the purchase of financial assets. In the UK, the Bank of England cut the Base Rate on 11 March 2020 to 0.25% from 0.75% and subsequently reduced it further on 19 March 2020 to a record low level of 0.1%. The Government introduced a number of measures to help businesses survive the current crisis, including loan guarantees for bank lending, payment of business grants and the expansion of retail relief reducing the business rates liability for many businesses.
7. The economic situation has also had an impact on the Council's planned income from sales, fees and charges. A support package was, therefore, announced by the Government in July 2020 to help address spending pressures and in recognition of lost income. The aim is to help Councils respond to Coronavirus as part of a comprehensive plan to ensure financial sustainability for the future. In respect of the impact on income, where losses are more than 5% of planned income from sales, fees and charges, the scheme will reimburse 75p in every pound lost. The net budgetary impact will be assessed as part of the 2021/2022 budget setting process.
8. The outlook for the UK and global economies remains unusually uncertain and MPC projections assume that the direct impact of Covid-19 on the economy dissipates gradually over the forecast period. Twelve-month CPI inflation increased to 0.6% in June 2020 from 0.5% in May 2020 and CPI inflation is expected to fall further below the 2% target and average around ¼% in the latter part of the year, largely reflecting the direct and indirect effects of Covid-19. These include the impact of energy prices and the temporary cut in VAT for hospitality, holiday accommodation and attractions.
9. As these effects unwind, inflation rises, supported by a gradual strengthening of domestic price pressures as spare capacity diminishes. In the MPC's projections, conditioned on prevailing market yields, CPI inflation is expected to be around 2% in two years' time. The Committee does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and achieving the 2% inflation target sustainably.
10. The most recent CPI quarterly indices are shown in the table below:



11. The general increases in costs reflected in the indices have a direct impact on the Council's costs. The prevailing economic trend expressed through the indices and the Bank of England's forecast for future inflation are both considered in proposing any increases in fees or charges. In light of these predictions for inflation a 2.0% uplift for fees and charges where possible would ordinarily be recommended with effect from 1 April 2021 but, given the current economic climate, this level of increase may be difficult to justify. It is worth noting that failure to increase fees and charges by 2%, where possible, does add to the funding gap though in reality this is not significant.

#### Medium Term Financial Strategy (MTFS) – Context of Review

12. The approved MTFS identifies the commitment to explore income generating opportunities and to maximise income from fees and charges (where permitted to do so). It is also implicit that fees and charges should increase proportionately to the increase in the cost of providing services so that the net cost of services does not increase in real terms. The MTFS further emphasises that, in light of forecast savings targets, every effort will be made to increase annual income and reduce annual expenditure without materially reducing front line services provided by the Council.

#### Review of Fees and Charges: Effective from 1 April 2021

13. In determining the level of charges for 2021 it is proposed that increases in fees and charges should broadly reflect the prevailing trends in inflation except where there are regulatory requirements or a strong case for a higher or lower increase taking into account the requirement to maximise income. In addition, specific circumstances such as the sensitivity of price increases on the demand for the service, or the current market rates for services have been considered.

14. There are also some charges which are required to reflect the cost of providing the service, and these prices have been adjusted accordingly. Taken together these issues have led to a number of proposals where no increase is proposed or where the proposed increase varies significantly from inflation. There are also some instances where charges are very small and the increase may, therefore, appear significantly higher or lower than inflation purely as a result of rounding the charge to the nearest appropriate amount.
15. The report details, at **Appendix A**, the current charges that are applied, the proposed variations and the resulting proposed charge from 1 April 2021. All fees and charges in the appendices are shown net of Value Added Tax (VAT). Where VAT applies to a charge then the gross charge including VAT is also shown. In some instances, VAT may or may not apply in respect of a particular service depending upon the recipient of the service or the purpose of the service. The Cabinet is invited to consider the various charges proposed.
16. In undertaking this annual review, Heads of Service have been encouraged to identify any scope to extend the range of fees and charges and, if so, the level of additional income that could be generated. If available, any trends on the demand for the service over time and/or sensitivity to changes in charging policy are provided.
17. In addition, the 2020/2021 revenue budget identified the scope to consider fee scales and income generation opportunities for the following regulatory services:
  - (a) Planning: A review of charges for pre-application advice to derive additional income of £10,000 in 2020/2021 and 2021/2022.
  - (b) Building Control: The development of a commercial model for the building control service to generate additional income from consultancy services of £2,500 in 2020/2021 and 2021/2022.

The proposed charges from April 2021 reflect the outcome of the reviews undertaken.

18. In the following areas it is proposed to retain fees and charges at the current level:
  - (a) Waste and Environment: To support the economic recovery of local residents and businesses during the period of the Coronavirus pandemic, Service Management propose to keep the level of the discretionary fees and charges set for 2021/2022 at the same level as those set for the current financial year.
  - (b) Transformation: Fees have been broadly left in line with those charged in 2020/2021. In the main physical activity sessions have not taken place since the onset of the first lockdown this year and, therefore, an increase in fees may be inappropriate. The entire leisure industry is in a state of flux and service user incomes may also have been impacted. It

is proposed, therefore, that fees and charges be retain at the current level but that they be kept under review throughout 2021/2022, as mid-term adjustments may be needed.

- (c) Land Charges: Fees for 2020/2021 were adjusted to reflect the cost of running the Land Charges service. It has been estimated, from calculations based on current and previous year income, that expected income levels will still be met or exceeded. It is considered, therefore, that fees should be left at current levels as cost recovery is expected to be achieved at current fee levels.
- (d) Other: In many cases fees are set by statute and the necessary provision is specified in the schedule of fees and charges.

## Options

- 19. While the Council could choose to do so, the option of not adopting the revised fees and charges from 1 April 2021 is not considered to be appropriate. The Council is required by law to set a balanced budget and the additional income from fees and charges contributes to this, albeit marginally. In determining the new fee scales, due regard has been given to the sensitivity of price increases on service demand.

## Implications

- 20. 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:

### ***Policy***

- 21. The Medium-Term Financial Strategy (MTFS), reviewed by Cabinet on 4 December 2019, requires that fees and charges be maximised having regard to what the market will bear and policy decisions of the Council.

### ***Legal***

- 22. The proposed charges have regard to the various statutory requirements regarding the Council's ability to set fees and charges.

### ***Financial***

- 23. In considering the preparation of the 2021/2022 Revenue Budget it is proposed that fees and charges should be increased where considered feasible, taking into account the prevailing market sensitivities and demand, in accordance with the Council's stated intention of maximising revenue from fees and charges (including endeavours to maximise the recovery of costs incurred in providing discretionary services). The level by which it is proposed to increase fees and charges reflects the trends in inflation. Whilst it is proposed to apply a 2.0% increase for inflationary pressures in some areas, given the current economic climate there are a number of areas where this would be difficult to justify and, therefore, it is proposed that charges be left

unchanged. It is worth noting that the failure to increase charges, where possible, will not contribute to the funding gap but this is not significant.

24. The income from the proposed charges will be included in the draft Revenue Budget to be submitted to the Cabinet at its February 2021 meeting.

### ***Risk***

25. The risk in setting any fee and charge is that it does not provide, due to change in usage, the projected income. A significant increase in charges may discourage the public from using a service resulting in an overall reduction in income. The income received is regularly monitored throughout the year as part of the Council's budget monitoring processes and any significant variation is reported to Cabinet.

### ***Environmental***

26. Consideration is given to the environmental impact of setting fees and charges and where possible will encourage behaviour that that supports the Council's aims to reduce carbon emissions.

### ***Equality Analysis***

27. In preparing this report, due consideration has been given to the Council's statutory Equality Duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, as set out in Section 149(1) of the Equality Act 2010.
28. Where the proposed increase to a fee or charge is significantly higher than the rate of inflation (other than in the case of higher increases in small charges resulting from rounding) a relevance test and, where required, an equality analysis will need to be completed in respect of the specific proposal.

## **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:

- Budget Report – Report to Cabinet: 5 February 2020
- Medium Term Financial Strategy – Report to Cabinet: 4 December 2019

## **Appendices**

A Schedule of Fees and Charges: 2021/2022

### **Report Authors:**

Peter Maddock – Head of Finance  
*e-mail:* [peter.maddock@scambs.gov.uk](mailto:peter.maddock@scambs.gov.uk)

Suzy Brandes – Principal Accountant  
*e-mail:* [suzy.brandes@scambs.gov.uk](mailto:suzy.brandes@scambs.gov.uk)





Type of Fee/ Charge	Fee/Charge set by	Current Fee/Charge 2020/21	Proposed Fee/Charge 2021/22	Policy when setting the fee/charge
<b>2021-22 Fees and Charges Sustainable Communities and Wellbeing Appendix A</b>				
<b>Active &amp; Healthy 4 Life Fees (a) standard charges (b) pilot charging at Cambourne Fitness and Sports Centre</b>				
a) i. Initial assessment	Discretionary H&W PFH	£8.00	£8.00	Discretionary
a)ii. Gym sessions (one hour each x 24)	Discretionary H&W PFH	£3.00	£3.00	Discretionary
a) iii.Final assessment	Discretionary H&W PFH	£8.00	£8.00	Discretionary
b) i.Initial assessment	Discretionary H&W PFH	£8.00	4x £20 payments by a direct debit arrangement with the Cambourne Fitness and Sports Centre	Discretionary
b) ii.Gym sessions (one hour each x 24)	Discretionary H&W PFH	£3.00		Discretionary
b) iii.Final assessment	Discretionary H&W PFH	£8.00		Discretionary
<b>Let's Get Moving Fees</b>				
i. 1hour session	Discretionary H&W PFH	£3.00	£4.00	Discretionary
<b>Sports Camps</b>				
i. One day attendance	Discretionary H&W PFH	£25.00	£25.00	Discretionary
ii. Two or more days attendance (per day)	Discretionary H&W PFH	£21.00	£21.00	Discretionary
iii. Two or more siblings attendance on one or more days (per day)	Discretionary H&W PFH	£21.00	£21.00	Discretionary

**2021-22 Administration Charges Leasehold Housing**

Solicitors' pre-sale enquiries (Standard sales pack)		£110	£110	Discretionary
Copy of lease/Document Provision		£30	£30	Discretionary
Remortgage Enquiry/Copy of Insurance schedule		£30	£30	Discretionary
Notice of Assignment/Notice of Charge/Notice of Transfer/Deed of Covenant		£90	£90	Discretionary
Deed of Variations – Administration		£50	£50	Discretionary
Deed of Postponement – Administration		£140	£140	Discretionary
Plus SCDC Solicitor fees and own solicitor fees		£550+	£550+	Discretionary
Home Improvement Application & Administration				Discretionary
standard consent letter		£30	£30	Discretionary
approvals requiring investigation and a surveyors visit		£125	£125	Discretionary
Retrospective consent for improvements		As above + £25.00	As above + £25.00	Discretionary
Registering sub-let details		£50	£50	Discretionary

### 2021-22 Community Alarm Service

Charge Description	Charge Basis	Current Charges 2020/21 (£)	Proposed Charges 2021/22 (£)	Increase (%)
<b>Community Alarm Service</b>				
Council Supplied Alarm	Weekly	4.47	4.47	0%
Mobile Alarm Solution	Weekly	5.47	5.47	0%
Installation Charge (Within 30 mile radius)	One-Off	30	30	0%
Installation Charge (Outside 30 mile radius)	One-Off	36	36	0%
Replacement Pendant Charge	One-Off	50	50	0%

### 2021-22 Planning fees and charges

Type of Search	Inclues VAT	Current Fee 2020/21	Proposed Fee 2021/22	Council policy when setting the fee/charge
LLC1 Official Search in respect of one parcel of land		£25.00	£25.00	Discretionary
<b>Residential Search</b>				
CON29R	X	£116.00	£116.00	Discretionary
LLC1 and CON29R (Full Residential Search)	X	£141.00	£141.00	Discretionary
Additional Parcels of Land	X	£17.00	£17.00	Discretionary
<b>Commercial Search</b>				
CON29R	X	£175.00	£175.00	Discretionary
LLC1 and CON29R (Full Commercial Search)	X	£200.00	£200.00	Discretionary
Additional Parcels of Land	X	£28.00	£28.00	Discretionary
<b>Additions</b>				
Additional Enquiries	X	£12.00	£12.00	Discretionary

<b>Con290 Optional enquiry questions:</b>				
Q4 Road Proposals	X	£5.00	£5.00	Discretionary
Q5 Advertisements	X	£9.50	£9.50	Discretionary
Q6 Completion Notices	X	£6.00	£6.00	Discretionary
Q7 Parks and Countryside	X	£6.00	£6.00	Discretionary
Q8 Pipelines	X	£0.00	£0.00	Discretionary
Q9 Houses In Multirole Occupation	X	£6.00	£6.00	Discretionary
Q10 Noise Abatement	X	£6.00	£6.00	Discretionary
Q11 Urban Development Areas	X	£6.00	£6.00	Discretionary
Q12 Enterprise Zones	X	£6.00	£6.00	Discretionary
Q13 Inner Urban Improvement Areas	X	£6.50	£6.50	Discretionary
Q14 Simplified Planning Zones	X	£6.00	£6.00	Discretionary
Q15 Land Maintenance Notices	X	£6.00	£6.00	Discretionary
Q16 Mineral Consultation and Safeguarding Areas	X	£5.20	£5.20	Discretionary
Q17 Hazardous Substance Consents	X	£4.50	£4.50	Discretionary
Q18 Environmental and Pollution Notices	X	£6.00	£6.00	Discretionary
Q19 Food Safety Notices	X	£6.00	£6.00	Discretionary
Q20 Hedgerow Notices	X	£6.00	£6.00	Discretionary
Q21 Flood Defence and Land Drainage Consents	X	£5.20	£5.20	Discretionary
Q22 Common Land and Town or Village	X	£10.00	£10.00	Discretionary

**Discretionary services (including Pre-application work and Planning and Performance Agreements (PPAs)) will be charged for on a case by case basis. This charge will be based on full recovery of the cost of delivering the agreed work. Officer time will be charged at the following rates:**

Grade	£/Hour	
	2020/21	2021/22
Director		175
Assistant Director		123
Grade 10	119	
Grade 9		110
Grade 8	91	99
Grade 7	86	87
Grade 6	73	67
Grade 5	64	61
Grade 4	58	50
Grade 3	51	47
Grade 2	42	41

**Disclaimer**

Where agency and/or contractors are used, their hourly rate/fee cost will be charged in place of the £/Hour.

## 2021-22 H&ES Fees and Charges

1. Environmental Protection Act 1990 / Pollution Prevention Control Act 1999 / PPC Regulations 2000				
Standard process (includes solvent emission activities)	Statutory fee set by DEFRA	£1,650.00	£1,650.00	Statutory fees set by DEFRA
Additional fee for operating without a permit	Restructured for 2018/19	£1,188.00	£1,188.00	Statutory fees set by DEFRA
PVRI, and Dry Cleaners		£155.00	£155.00	Statutory fees set by DEFRA
PVR I & II combined		£257.00	£257.00	Statutory fees set by DEFRA
VRs and other Reduced Fee Activities		£362.00	£362.00	Statutory fees set by DEFRA
Reduced fee activities: Additional fee for operating without a permit		£99.00	£99.00	Statutory fees set by DEFRA
Mobile plant**		£1,650.00	£1,650.00	Statutory fees set by DEFRA
for the third to seventh applications		£985.00	£985.00	Statutory fees set by DEFRA
for the eighth and subsequent applications		£498.00	£498.00	Statutory fees set by DEFRA
Where an application for any of the above is for a combined Part B and waste application, add an extra £310 to the above amounts		£808.00	£808.00	Statutory fees set by DEFRA
<b>Annual subsistence charge</b>				
Standard process Low		£772 (+£104)*	£772 (+£104)*	* The additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation.  Where a Part B installation is subject to reporting under the E-PRTR Regulation, add an extra £103 to the above amounts
Standard process Medium		£1,161 (+£156)*	£1,161 (+£156)*	
Standard process High		£1,747 (+£207)	£1,747 (+£207)	
PVRI, and Dry Cleaners L/M/H		£79/£158/£237	£79/£158/£237	
PVR I & II combined L/M/H		£113/£226/£341	£113/£226/£341	
VRs and other Reduced Fees		£228/£365/£548	£228/£365/£548	
Mobile plant, for first and second permits L/M/H**		£646/£1034/£1,506	£646/£1034/£1,506	
for the third to seventh permits L/M/H		£385/£617/£924	£385/£617/£924	

eighth and subsequent permits L/M/H		£198/£316/£473	£198/£316/£473	
Late payment Fee		£52.00	£52.00	

<b>Transfer and Surrender</b>				
i. Standard process transfer	Statutory: DEFRA	£169.00	£169.00	Not applicable Statutory Fee
ii. Partial transfer		£497.00	£497.00	
iii. New Operator at Low Risk Reduced Fee Activity		£78.00	£78.00	
iv. Surrender: all Part B activities		£0.00	£0.00	
v. Reduced fee activities:		£0.00	£0.00	
Transfers – Service Stations, Waste Oil Burners <0.4MW and Dry Cleaners		£0.00	£0.00	
Partial transfer		£47.00	£47.00	
<b>Temporary Transfer for Mobiles</b>				
i. First Transfer	Statutory: DEFRA	£53.00	£53.00	Not applicable Statutory Fee
ii.Repeat Following Enforcement or Warning		£53.00	£53.00	
<b>Substantial Change s10 &amp; s11</b>				
i.	Statutory: DEFRA			Not applicable Statutory Fee
ii.Standard process		£1,050.00	£1,050.00	
iii.		£1,650.00	£1,650.00	
iv.Standard process where the substantial change results in a new PPC activity		£102.00	£102.00	
v.Reduced fee activities				
Reduced fee activities are; Service Stations, Vehicle Refinishers, Dry Cleaners and Small Waste Oil Burners under 0.4MW				



<b>LAPPC Mobile Plant Charges (if not subject to simplified Permits)</b>				
i. Application Fee – No. of Permits	Statutory: DEFRA			Not applicable Statutory Fee
1		£1,650.00	£1,650.00	
2		£1,650.00	£1,650.00	
3		£985.00	£985.00	
4		£985.00	£985.00	
5		£985.00	£985.00	
6		£985.00	£985.00	
7		£985.00	£985.00	
8 and over		£498.00	£498.00	
ii. Subsistence Fee – No. of Permits			(Low/Med/High)	
1		£646/1034/1506	£646/1034/1506	
2		£646/1034/1506	£646/1034/1506	
3		£385/617/924	£385/617/924	
4		£385/617/924	£385/617/924	
5		£385/617/924	£385/617/924	
6		£385/617/924	£385/617/924	
7		£385/617/924	£385/617/924	
8 and over		£198/316/473	£198/316/473	
<b>LA-IPPC Charges (Part A2)</b>				
i. Application	Statutory: DEFRA	£3,363.00	£3,363.00	Fee set by DEFRA
ii. Additional Fee for Operating without a Permit		£1,188.00	£1,188.00	
iii. Annual Subsistence – Low		£1,447.00	£1,447.00	
iv. Annual Subsistence – Med		£1,611.00	£1,611.00	
v. Annual Subsistence – High		£2,334.00	£2,334.00	
vi. Substantial Variation substantial variation (where 9 (2) (a) or 9 (2)(B) of the scheme applies)		£3,363.00	£3,363.00	
vii. Transfer		£235.00	£235.00	
viii. Partial Transfer		£698.00	£698.00	
ix. Surrender		£698.00	£698.00	
Late Payment fee (new)		£52.00	£52.00	

<b>Newspaper Advertisements</b>				in charging with reporting under the E-PRTR Regulation
Newspaper adverts may be required under EPR at the discretion of the LA as part of the consultation process when considering an application (see Chapter 9 of the General Guidance Manual). This will be undertaken and paid for by the LA and the charging scheme contains a provision for the LA to recoup its costs				
<b>2. Licences</b>				
<b>Game Dealer</b>				Legislation governed by Scrap Metal Dealers Act 2013. Fee currently covers cost of administrating the service
Game Dealer	Statutory: Game Act 1831 & Game Licensing Act 1860	Nil	Nil	
<b>Scrap Metal dealers licence</b>				Legislation governed by Scrap Metal Dealers Act 2013. Fee currently covers cost of administrating the service
Mobile licence	Discretionary	£194.00	£194.00	
Site licence	H&ESPFH	£241.00	£241.00	
<b>Sex Shop Establishment</b>				Fees to be consistent with neighbouring authorities and ensure recovery of costs.
i. Initial application	Discretionary	£3,900.00	£3,900.00	
ii. Renewal	H&ESPFH	£708.00	£708.00	
<b>Acupuncture, Ear Piercing, Tattooing &amp; Electrolysis</b>				To facilitate the identification of bona fide skin piercing businesses registration fees to be kept at cost
Business registration	Discretionary H&ESPFH	£125.00	£125.00	
Personal Registration		£125.00	£125.00	
Mobile unit		£125.00	£125.00	
Mesotherapy & Dermal Fillers		£125.00	£125.00	
<b>Houses in Multiple Occupation meeting the legal definitions</b>				Appropriate fee commensurate with costs of admin and inspections
New Application	Legal formula	£765.00	£765.00	
Renewal		£460.00	£460.00	
New applications 01.04.18 onwards		£383.00	£383.00	

<b>Caravan Sites = Mobile Homes Act 2013</b>			
Licence fee application 0-2 Units	Discretionary	£134.00	£134.00
Licence fee application 3 – 9 units		£267.00	£267.00
Licence fee – application 10 units or more		£400.00	£400.00
Annual fee 0- 2 units		£98.00	£98.00
Annual fee 3 to 9 units		£252.00	£252.00
Annual fee 10 units or more		£364.00	£364.00
Licence variation fee		£88.00	£88.00
Transfer application fee		£88.00	£88.00
Miscellaneous changes to existing licence details		£88.00	£88.00
<b>Animal Welfare Licence</b>			
Application Fee (all activities)	Discretionary  :H&ESPFH	£67.00	£67.00
Maintenance Fee (except exhibiting animals):			
1 Year		£180.00	£180.00
2 Year		£354.00	£354.00
3 Year		£533.00	£533.00
Copy of licence, change of details not requiring an inspection		£11.00	£11.00
<b>•Boarding of Animals:</b>			
Initial Rating or re-rating Inspection Fee:	Discretionary  :H&ESPFH		
Up to 10 animals		£104.00	£104.00
11 – 30 animals		£139.00	£139.00
31 – 60 animals		£173.00	£173.00
61 – 99 animals		£206.00	£206.00
100+ animals	£241.00	£241.00	
Variation of a licence requiring a re-inspection:	Discretionary  :H&ESPFH		
Up to 10 animals		£104.00	£104.00
11 – 30 animals		£139.00	£139.00
31 – 60 animals		£173.00	£173.00
<p>Fees set at cost recovery of administering the service Annual fee for 0-2 units set at a level to encourage registration</p> <p>To encourage the start-up of small businesses and ensure that health &amp; safety and animal welfare visits are made and appropriate advice given to</p>			

61 – 99 animals		£206.00	£206.00	appropriate advice given to proprietors. Charges are to cover the cost of Officers' time, administration on-costs all new Dog breeding establishments are subject to inspection, all others are risk based
100+ animals		£241.00	£241.00	
<b>•Dog Breeding</b>				
Initial rating or re-rating inspection fee		£36.00 + vet fee	£36.00 + vet fee	
Variation of a licence requiring a re-inspection		£36.00 + vet fee	£36.00 + vet fee	

<b>•Hiring of Horses</b>				
Initial rating or re-rating inspection fee		£36.00 + vet fee	£36.00 + vet fee	
Variation of a licence requiring a re-inspection		£36.00 + vet fee	£36.00 + vet fee	
<b>•Selling animals as pets</b>				
Initial rating or re-rating inspection fee		£173.00	£173.00	
Variation of a licence requiring a re-inspection		£173.00	£173.00	
<b>•Exhibiting animals</b>				
Initial rating or re-rating inspection fee		£103.00	£103.00	
Maintenance fee (3 years)		£533.00	£533.00	
Variation of a licence requiring a re-inspection		£104.00	£104.00	
<b>Dangerous Wild Animals</b>	Discretionary: H&ESPFH	£93.00	£93.00	To recover costs of inspection Officer's time with administrative on-costs veterinary costs borne by applicant where required
<b>Zoos (6 year licence)</b>	Discretionary: H&ESPFH	Actual costs involved	Actual costs involved	To cover the cost of providing the service with acknowledgement of the demands of animal welfare and public safety. Actual Officer costs (including vet & other officials' fees) for year together with any other charges incurred in the admin of zoo licensing
<b>Street Trading</b>				
i.Mobile Traders in villages up to 2 nights a week	Discretionary: H&ESPFH	£252.00	£252.00	Simplified fee structure to recover costs of administering, monitoring & inspecting street trading provisions
ii.Over 2 nights a week		£471.00	£471.00	
<b>Layby traders</b>	Discretionary: H&ESPFH	£823.00 (including rates)	£823.00 (including rates)	Simplified fee structure to recover costs of administering, monitoring & inspecting provisions

<b>3.HACKNEY CARRIAGE &amp; PRIVATE HIRE VEHICLE LICENSING</b>			
<b>Driver's Licence</b>			
i.Grant	Discretionary: H&ESPFH	£231.00	£231.00
ii.Renewal		£126.00	£126.00
iii.Fee for competency base test for drivers – new applicants or re-test as part of compliance		£50.00	£50.00
iii.Fee for safeguarding course and test for drivers – new applicants or re-test as part of compliance		£60.00	£60.00
iv.Replacement badge		£11.00	£11.00
<b>Operator's Licence (1yr)</b>			
i.Single vehicle	Discretionary: H&ESPFH	£103.00	£103.00
ii.Two vehicles		£178.00	£178.00
iii.Three to five vehicles		£239.00	£239.00
iv.Six to ten vehicles		£314.00	£314.00
v.Eleven to Twenty vehicles		£379.00	£379.00
vi.Twenty one vehicles and above		£523.00	£523.00
vii.Name/address change to existing licence		£11.00	£11.00
<b>Operator's Licence (5yr)</b>			
i.Single vehicle	Discretionary: H&ESPFH	£450.00	£450.00
ii.Two vehicles		£816.00	£816.00
iii.Three to five vehicles		£1,066.00	£1,066.00
iv.Six to ten vehicles		£1,349.00	£1,349.00
v.Eleven to Twenty vehicles		£1,558.00	£1,558.00
vi.Twenty one vehicles and above		£2,274.00	£2,274.00

Recovery of the whole costs of the Hackney Carriage and Private Hire vehicle licensing system so that

the costs of the service are borne by the user.

Vehicle application fee to include door stickers from 2018

Legislation introduced in October 2015 requires Local Authorities to offer a fee for a Five year operator licence

Small reduction in vehicle renewal fee reflects the streamlining and improved efficiency of the process

<b>Vehicle Licensing (including inspection)</b>			
i.Grant (plate/ door signage stickers included)	Discretionary: H&ESPFH	£152.00	£152.00
ii.Door signage - magnetic (on request)		£11.00	£11.00
iii.Renewal		£105.00	£105.00
iv.Replacement plate		£21.00	£21.00
Replacement PH Door signage (stickers x2)		£16.00	£16.00
Replacement PH Door signage (magnetic x2)		£26.00	£26.00
<b>Small Lottery Licence</b>			
i.Grant	Statutory: Gambling Act 2005	£40.00	£40.00
ii.Renewal		£20.00	£20.00
<b>Licence to Kill Game</b>			
i.Full year	Statutory	£6.00	£6.00
ii.Part year		£4.00	£4.00
iii.Occasional		£2.00	£2.00
<b>Stray Dogs</b>			
Seizure fee	Statutory: The Environmental Protection (Stray Dogs) Regulations 1992	Prescribed seizure fee £26.00	£26.00
<b>Seizure with transport and/or kennelling</b>			
Transportation/ Admin Fee	Other charges Discretionary ESPFH	£59.00	£59.00
Kennelling Fee		£20.00 per day + VAT	£20.00 per day + VAT
Veterinary Fees if applicable		Veterinary Fees if applicable	Veterinary Fees if applicable

Not applicable Statutory Fee

Not applicable

Paid to post office and then income transferred to SCDC half yearly Statutory Fee

Charge structure to reflect SCDC administration, transportation and kennelling costs

4. Refuse & Recycling Service				
Hazardous Domestic Collections				Fees set to promoting more sustainable methods of disposal such as re-use or recycling and to manage demand, placing costs on those that use services without unduly disadvantaging those without access to alternatives e.g. bulky item disposal.
Per item, fridge/freezer/CRT monitor/TV/Microwave etc.	Discretionary: H &ES PFH	£25.00	£25.00	
Bulky Domestic Collections				
Bulky Household Waste two to three items( excluding hazardous waste items)	75	£30.00	£35.00	
Per item (after three) Max 9		£5.00	£5.00	
Emptying of contaminated bin/additional empty (per bin)		£35.00	£35.00	
Clearance of rubbish from bin stores		By quote	By quote	
Annual 2nd green bin charge – per additional 240 litre (October to October)		£35.00	£40.00	
Annual 2nd green bin charge – Per additional 140 litre (October to October)		£30.00	£40.00	
Additional garden waste capacity for flats (per 1100 litre bin)		£80.00	£90.00	



<b>Bins</b>				
Delivery of bin(s) for new property (up to)		£80.00	£85.00	Discretionary fees set by Council
NEW Additional approved black bin - Large families etc.		£50.00	£50.00	
Delivery of a replacement black bin (damaged /stolen)		£50.00	£50.00	
Delivery of a replacement green/blue bin (damaged /stolen)		FOC	FOC	
Additional blue bin charge		FOC	FOC	
Recycling Kitchen Caddy Sacks (in packs of 50)		£3.00	£4.00	
Recycling Kitchen Caddy Sacks (in packs of 10) including delivery		n/a	n/a	
<b>5. TRAINING COURSES</b>				
Food Hygiene Level 2	Discretionary: ESPFH	£75.00 (General Public)	£75.00 (General Public)	Set at costs competitive with external organisations to encourage attendance at Environmental Health courses
Food Hygiene Level 3		£305.00	£305.00	
Health & Safety Level 2		£67.00	£67.00	
Health & Safety Level 3		£300.00	£300.00	
<b>6. OTHER FEES AND CHARGES</b>				
Staff involved in civil litigation	Discretionary: ESPFH	Varies due to specific Officer & time involved	Varies due to specific Officer & time involved	To cover staff costs
Provision of information – Local Land charge searches	Discretionary: ESPFH	£150.00 Maximum fee	£150.00 Maximum fee	To recover costs of administration and officer time in researching and reporting on environmental information.
Supply of specific information from records	Statutory: The Freedom of Information and Data Protection (Appropriate Limit and Fees) Regulations 2004	As listed in SCDC FOI Policy & Procedure April 2009	As listed in SCDC FOI Policy & Procedure April 2009	Fees vary due to nature of request (see SCDC web site FOI Fee Structure)

Officers offering chargeable advice including enforcement charges where legislation permits	Discretionary: ESPFH	£66.00/hr	£66.00/hr	To ensure that where services can be charged for SCDC covers as a minimum the cost of that advice or actions
Serving of improvement notices under the Housing Act 2004	Power to charge for serving improvement notices	£66.00/hr Max charge £250.00	£66.00/hr Max charge £250.00	New fee to cover officer time in preparation and serving of notices

Removal & Disposal of Abandoned Vehicles						
i. Removal	Statutory: Refuse Disposal (Amenity) Act 1978 Removal, Storage & Disposal of Vehicle (Prescribed Sums & Charges) Regulations 1989 as amended	Subject to contractual changes Removal 120.00	Subject to contractual changes Removal 120.00	Not applicable Statutory fee		
ii. Storage (per day)		Storage £20.00 per day	Storage £20.00 per day			
iii. Disposal		Disposal £85.00	Disposal £85.00			
<b>7. FIXED PENALTY PROVISIONS</b>						
Offence	Fee/charge set by Legislation	Fee/Charge 2020/21		Proposed		Council policy when setting the fee/charge
		Full amount of penalty	FP reduced if paid within 10 days	Full amount of penalty	FP reduced if paid within 10 days	
Depositing Litter	Environmental Protection Act 1990	£150	£50.00	£150	£75.00	Not applicable Statutory fee  Reduction is a discretionary matter
Littering from a vehicle	Regulation 4 LOVR	£150	£50.00	£150	£75.00	
Section 55 offences – dog related offences	Clean Neighbourhood & Env Act 2005	£75.00	£50	£75.00	£75	
Smoking ban offences (smoking in a public place & failure to display 'no smoking' signs)	Sec 9 Health Act	Smoking: £50  No 'No Smoking' sign: £200	Smoking: £30  No 'No Smoking' sign: £150	Smoking: £50  No 'No Smoking' sign: £200	£30 - if paid within 15 days  No 'No Smoking' sign: £150	
Failure to Produce Waste Transfer Note	Control of Pollution (Amendment) Act 1989	£300.00	£180.00	£300.00	£180.00	
Failure to Produce Waste Carriers Licence	Environmental Protection Act 1990	£300.00	£180.00	£300.00	£180.00	
Abandoning a Motor Vehicle	Sec 2(A)1 RD(A)/ Sec 10 CNEA	£200.00	£120.00	£200.00	£120.00	
Exposing 2 or more vehicles for sale on a road	Clean Neighbourhood & Environment Act 2005	£100.00	£60.00	£100.00	£60.00	
Repairing vehicle on the road	Clean Neighbourhood & Environment Act 2005	£100.00	£60.00	£100.00	£60.00	

<b>Breach of a Community Protection Notice</b>	Sec 48 Anti Social Behaviour, Crime and Policing Act 2014	£100	£65	£100	£75	Full amount is statutory Reduced fee is discretionary
<b>Breach of a Public Spaces protection Order</b>	s.63 and/or s.67, Anti social Behaviour, Crime and Policing Act 2014	£100	£65	£100	£75	Full amount is statutory Reduced fee is discretionary
<b>Deface any Property by painting, writing, etc. (Graffiti &amp; fly posting)</b>	Anti-Social Behaviour Act 2003	£150.00	£50.00	£150.00	£75.00	Not applicable Statutory fee
<b>Painting or affixing things to a structure on the Highway</b>	Highways Act 1980	£150.00	£50.00	£150.00	£75.00	
<b>Failure to place waste in prescribed container (Household)</b>	Environmental Protection Act 1990	£110.00	£60.00	£110.00	£75.00	
<b>Failure to place waste in prescribed container (Commercial)</b>	Environmental Protection Act 1990	£110.00	£60.00	£110.00	£75.00	
<b>Unauthorised distribution of literature on designated land</b>	Environmental Protection Act 1990	£150.00	£50.00	£150.00	£75.00	
<b>Noise from dwellings</b>	Noise Act 1996	£110.00	£60.00	£150.00	£75.00	
<b>Noise from licensed premises</b>	Noise Act 1996	£500.00	No reduction	£500.00	No reduction	
<b>Fly tipping Fixed penalty charge</b>	Environmental Protection Act 1990	£400	£240	£400	£300	

**Licensing Act 2003 – Fees (Statutory)**

Premises/Club Licence		Fee/Charge	Proposed	
		2020/21	Fee/Charge 2021/22	
Band A		£100.00	£100.00	Fee set by Central Government
Band B		£190.00	£190.00	
Band C		£315.00	£315.00	
Band D		£450.00	£450.00	
D and Primary Business Alcohol Sales x 2		£900.00	£900.00	
Band E		£635.00	£635.00	
E and Primary Business Alcohol Sales x 3		£1, 905.00	£1, 905.00	
Annual Fee		Fee/Charge	Proposed	
		2020/21	Fee/Charge 2021/22	
Band A		£70.00	£70.00	Fee set by Central Government
Band B		£180.00	£180.00	
Band C		£295.00	£295.00	
Band D		£320.00	£320.00	
Band E		£350.00	£350.00	
Additional fees for large venues and events				
Number in Attendance at an		Fee/Charge	Proposed	
		2020/21	Fee/Charge 2021/22	
5,000 to 9,999		£1, 000	£1, 000	Fee set by Central Government
10,000 to 14,999		£2, 000	£2, 000	
15,000 to 19,999		£4,000	£4,000	
20,000 to 29,999		£8, 000	£8, 000	
30, 000 to 39,999		£16,000	£16,000	
40, 000 to 49, 999		£24, 000	£24, 000	
50, 000 to 59, 999		£32, 000	£32, 000	
60, 000 to 69, 000		£40, 000	£40, 000	
70, 000 to 79,999		£48, 000	£48, 000	
80, 000 to 89, 999		£56, 000	£56, 000	
90, 000 and over		£64, 000	£64, 000	
<b>Temporary Events</b>		£21 per event	£21 per event	

**Schedule of Maximum Fees – Gambling Act 2005**  
(Council has set maximum fee permitted)

Classes of premises licence	Maximum non-conversion application fee in respect of provisional statement premises	Maximum non-conversion application fee in respect of other premises	Maximum annual fee	Maximum fee for application to vary licence	Maximum fee for application to transfer a licence	Maximum fee for application for reinstatement of a licence	Maximum fee for application for provisional statement
Regional casino premises licence	£8,000	£15,000	£15,000	£7,500	£6,500	£6,500	£15,000
Large casino premises licence	£5,000	£10,000	£10,000	£5,000	£2,150	£2,150	£10,000
Small casino premises licence	£3,000	£8,000	£5,000	£4,000	£1,800	£1,800	£8,000
Converted casino premises licence			£3,000	£2,000	£1,350	£1,350	
Bingo premises licence	£1,200	£3,500	£1,000	£1,750	£1,200	£1,200	£3,500
Adult gaming centre premises licence	£1,200	£2,000	£1,000	£1,000	£1,200	£1,200	£2,000
Betting premises (track) licence	£950	£2,500	£1,000	£1,250	£950	£950	£2,500
Family entertainment centre premises licence	£950	£2,000	£750	£1,000	£950	£950	£2,000
Betting premises (other) licence	£1,200	£3,000	£600	£1,500	£1,200	£1,200	£3,000

**These fees are currently set at the maximum amount**

**Schedule of Abandoned Vehicles Fees – Road Traffic Act 1988  
(Retention and Disposal of Seized Motor Vehicles) (Amendment) Regulations 2008**

**Table 1 – Regulation 6(2)**

	1	2	3	4	5
	<b>Vehicle position and condition</b>	<b>Vehicle equal to or less than 3.5 tonnes MAM</b>	<b>Vehicle exceeding 3.5 tonnes MAM but equal to or less than 7.5 tonnes MAM</b>	<b>Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 MAM</b>	<b>Vehicle exceeding 18 tonnes MAM</b>
1					
2	Vehicle on road, upright and not substantially damaged or any two wheeled vehicle whatever its condition or position on or off road	£150	£200	£350	£350
3	Vehicle, excluding a two wheeled vehicle, on road but either not upright or substantially damaged or both.	£250	£650	Unladen–£2000 Laden–£3000	Unladen–£3000 Laden–£4500
4	Vehicle, excluding a two wheeled vehicle, off road, upright and not substantially damaged	£200	£400	Unladen–£1000 Laden–£1500	Unladen–£1500 Laden–£2000
5	Vehicle, excluding a two wheeled vehicle, off road but either not upright or substantially damaged or both	£300	£850	Unladen–£3000 Laden–£4500	Unladen–£4500 Laden–£6000

**Table 2 – Regulation 6(3)**

1	2	3	4	5
<b>Two wheeled vehicle</b>	<b>Vehicle, not including a two wheeled vehicle, equal to or less than 3.5 tonnes MAM</b>	<b>Vehicle exceeding 3.5 tonnes MAM but equal to or less than 7.5 tonnes MAM</b>	<b>Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 tonnes MAM</b>	<b>Vehicle exceeding 18 tonnes MAM</b>
£10	£20	£25	£30	£35

This page is left blank intentionally.



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

Document is Restricted

This page is left blank intentionally.