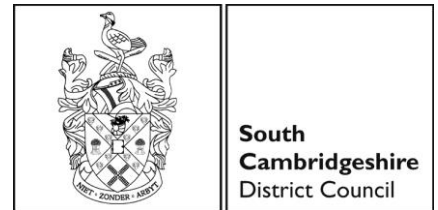


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 01954 713000
f: 01954 713149
www.scambs.gov.uk



23 February 2022

To: Chair – Councillor Grenville Chamberlain
Vice-Chair – Councillor Judith Rippeth
Members of the Scrutiny and Overview Committee – Councillors
Anna Bradnam, Dr. Martin Cahn, Nigel Cathcart, Sarah Cheung Johnson,
Graham Cone, Dr. Claire Daunton, Peter Fane, Sally Ann Hart,
Geoff Harvey, Steve Hunt, Dr. Aidan Van de Weyer, Dr. Richard Williams
and John Batchelor

Quorum: 4

Substitutes:	Councillors Heather Williams, Mark Howell, Sue Ellington, Bunty Waters, Gavin Clayton, Henry Batchelor, Alex Malyon, Jose Hales, Dr. Ian Sollom and Paul Bearpark
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There is a pre-meeting session at 4pm the day before the meeting, for members of the Committee only, to plan their lines of enquiry.

Dear Councillor

You are invited to attend the next meeting of **Scrutiny and Overview Committee**, which will be held in the **Council Chamber, South Cambs. Hall on Thursday, 3 March 2022 at 5.20 p.m.**

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

Yours faithfully
Liz Watts
Chief Executive

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

Agenda

Pages

	Guidance notes for visitors to South Cambs Hall	1 - 4
1.	Chair's announcements	
2.	Apologies for absence To receive apologies for absence from committee members.	
3.	Declarations of Interest	
4.	Minutes of Previous Meeting To authorise the Chairman to sign the Minutes of the meeting held on 18 January 2022 as a correct record.	5 - 10
5.	Public Questions If you would like to ask a question or make a statement, then please refer to the Document called Public Speaking Scheme (Physical Meetings) and contact the Scrutiny and Governance Adviser in Democratic Services by no later than 11.59pm three clear working days before the meeting.	
6.	Review of Hybrid Technology and Risk Mitigation	11 - 14
7.	Greater Cambridge First Homes Interim Position Statement (Key)	15 - 56
8.	Quarter 3 Performance Report	57 - 84
9.	Annual Equality Scheme Update and Progress Report	85 - 114
10.	Work Programme	115 - 134
11.	To Note the Date of the next meeting	
12.	Exclusion of Press and Public The press and public are likely to be excluded from the meeting during consideration of item 14 in accordance with the provisions of Section 100(a)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A (as amended) of the Act). Paragraph 3 relates to information about the financial or business affairs of any person, including the Authority holding that information. In addition, the appendix to Item 13 is confidential for the same reason (although the report itself can be considered in public).	
13.	Ermine Street Housing - Review of the Business Plan The Scrutiny and Overview Committee is requested to review the attached draft Cabinet report. Please note that the appendix contains exempt information and is not for publication.	135 - 218
14.	Potential Disposal of Commercial Asset (Key)	219 - 300

Explanatory note: Exclusion of Press and Public

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

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

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

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Agenda Annex

Guidance Notes For Visitors to South Cambridgeshire Hall

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

Security

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

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

Emergency and Evacuation

In the event of a fire, a continuous alarm will sound. Leave the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the temporary assembly point at the Marketing Suite half way along the Business Park.

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

First Aid

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

Access for People with Disabilities

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

Toilets

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

Recording of Business and Use of Mobile Phones

We are open and transparent about how we make decisions. We allow recording, filming and photography at Council, Cabinet and other meetings, which members of the public can attend, so long as proceedings at the meeting are not disrupted. We also allow the use of social media during meetings to bring Council issues to the attention of

a wider audience. To minimise disturbance to others attending the meeting, please switch your phone or other mobile device to silent / vibrate mode.

Banners, Placards and similar items

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

Disturbance by Public

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

Smoking

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

Food and Drink

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

Car Parking

Please take note that parking at South Cambs Hall is still severely limited due to the Greening project. This is due to trenching work which will affect the car park on the left side of South Cambs Hall.

We recommend that if your physical presence at a meeting is not essential, that you consider dialling in remotely in view of the disruption to parking while this work is underway.

If you need to attend in person, please arrive earlier to allow time to find a parking place, as you may have to park further away than usual.

Please use the overflow carpark to the right of the building (which will be staffed by a car parking attendant), or you can park along the Business Park's main road between the Marketing Suite and South Cambs Hall.

Please do not park on double-yellow lines as access for buses at the turning island must not be impeded.

If you have accessibility needs, please let Democratic Services know.

Thank you for your patience with the Greening work at South Cambs Hall, please accept our apologies if you experience any disruption as a result of the trenching work.

Coronavirus Guidance

Following the lifting of the Government's Plan B restrictions, guidance has been issued by the Cambridgeshire County Council's Public Health Officer.

The guidance refers to the need to continue to be cautious and to maximise Covid prevention measures.

Therefore, for meetings taking place in the Chamber at South Cambs Hall, these measures are:

- a) We encourage people to attend virtually where they would prefer to do so.
- b) All who are in the Chamber should wear face coverings whenever possible, noting that if you are speaking very regularly or for an entire item you should obviously act as you think best enables you to function effectively in the meeting. A box of FFP2 face masks is available on a table as you enter the Chamber for your use. The attached advice from the Public Health Officer states that although the legal requirements on face coverings expired on 27th January, the Government guidance still recommends the use of face coverings in enclosed or crowded places, particularly where people come into contact with people they don't normally meet. If 2m distancing is maintained, risk is reduced and face coverings can be worn at an individual's discretion.
- c) Observe one metre distance as far as possible in the Chamber.
- d) We ask that all attendees please follow national guidance on taking Lateral Flow Tests before attending, staying away if testing positive or having Covid symptoms.
- e) We also ask that you make use of the sanitiser for hands and surfaces and that you please keep to the one-way system in the Chamber as far as possible.
- f) Attendees are reminded to bring their own drinks bottles which can be filled at the tap in the Kitchenette opposite the Chamber, as there are no cups provided.
- g) The doors to the Chamber will be propped open during meetings to increase ventilation.

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Agenda Item 4

South Cambridgeshire District Council

Minutes of a meeting of the Scrutiny and Overview Committee held on
Tuesday, 18 January 2022 at 5.20 p.m.

PRESENT: Councillor Grenville Chamberlain – Chair
Councillor Steve Hunt – Vice-Chair of the meeting

Councillors: Anna Bradnam
Graham Cone
Peter Fane
Sally Ann Hart
Dr. Richard Williams
Dr. Martin Cahn
Dr. Claire Daunton
Jose Hales (substitute)
Alex Malyon (substitute)

Officers in attendance for all or part of the meeting:

Anne Ainsworth (Chief Operating Officer), Gareth Bell (Communications Manager), Peter Campbell (Head of Housing), Bode Esan (Head of Climate, Environment & Waste), Jeff Membery (Head of Transformation), Ian Senior (Scrutiny and Governance Adviser) and Liz Watts (Chief Executive)

Councillors Neil Gough, Bridget Smith, and John Williams were in attendance, by invitation.

Cllr Nigel Cathcart (Committee member), Cllr Dr. Aidan Van de Weyer (Committee member), Cllr Dr. Tumi Hawkins, and Cllr Peter McDonald were in attendance remotely.

1. Chair's announcements

The Chair made several brief housekeeping announcements.

2. Apologies for absence

Councillors Sarah Cheung Johnson, Geoff Harvey and Judith Rippeth sent apologies.

In the absence of Councillor Rippeth, the Committee affirmed the appointment of Councillor Steve Hunt as Vice-Chair of the meeting.

3. Declarations of Interest

In respect of Minute 6 (Civil Parking Enforcement in South Cambridgeshire)

- Councillor Neil Gough (Deputy Leader) declared non-pecuniary interests as Vice-Chair of the Greater Cambridge Partnership and as a member of Cambridgeshire County Council.
- Councillor Peter McDonald (Lead Cabinet Member for Business Recovery) declared a non-pecuniary interest as Chair of the Highways Committee at Cambridgeshire County Council.

4. **Minutes of Previous Meeting**

The Scrutiny and Overview Committee authorised the Chair to sign, as a correct record, the minutes of the meeting held on 16 December 2021.

Reference was made to some repetition of text in the appendix to those minutes.

5. **Public Questions**

There were no public questions.

6. **Civil Parking Enforcement in South Cambridgeshire**

The Scrutiny and Overview Committee considered a draft report to Cabinet outlining initial discussions between South Cambridgeshire District Council, Cambridgeshire County Council (CCC) and the Greater Cambridge Partnership (GCP) aimed at tackling illegal and inconsiderate parking in South Cambridgeshire.

Several Members specifically welcomed the proposal, and Councillor Dr. Claire Daunton highlighted how helpful it would be in encouraging more considerate car parking outside schools. Councillor Daunton noted that this was a tri-partite initiative and emphasised the importance of identifying which of the three partners ultimately would provide scrutiny of the scheme. In response, Councillor Neil Gough (Deputy Leader and Lead Cabinet Member for Strategic Planning & Transport, and Transformation & Projects) highlighted the significant level of partnership working so far and said that Cambridgeshire County Council was accountable for implementation.

Councillor Gough explained that the need for enforcement would be informed by experience gathered during Year 1 of the scheme. Committee members noted that the level of penalty notices issued in an area was likely to remain relatively stable.

Councillor Dr. Richard Williams anticipated that civil parking enforcement would find significant support among residents of South Cambridgeshire. In response to his question about the reporting route, Councillor Gough said that South Cambridgeshire District Council would receive reports specific to its administrative area.

Councillor Nigel Cathcart queried how inconsiderate parking would be managed. Officers explained to the Committee that South Cambridgeshire District Council and Cambridgeshire County Council were exploring whether a letter or other means of conveying information could be placed on the windscreens of vehicles that were parked in an inconsiderate manner though not illegally. If this was deemed realistic then information would be issued by agents when such inconsiderate parking was spotted while enforcement action was being undertaken in relation to another matter in the vicinity.

In response to Councillor Anna Bradnam's question as to whether there were sufficient resources for a CPE scheme to operate effectively in a rural area like South Cambridgeshire, Councillor Gough expressed the aspiration that a small amount of enforcement might change car parking behaviour for the better generally. Councillor Dr. Martin Cahn shared the concern about resources and accepted that, while civil parking enforcement would improve the situation, it would not completely solve the problem of inconsiderate parking.

The Scrutiny and Overview Committee **welcomed and supported** the recommendation

that Cabinet support an application by Cambridgeshire County Council to the Department for Transport (Daft) to introduce Civil Parking Enforcement (CPE) across South Cambridgeshire and grant delegated authority to the Head of Transformation, HR and Corporate Services, in consultation with the Lead Cabinet Member for Strategic Planning & Transport and Transformation & Projects, to provide feedback on behalf of South Cambridgeshire District Council to the application for CPE to the Department for Transport and the Funding Agreement between Cambridgeshire County Council and the Greater Cambridge Partnership.

7. Council's Business Plan

The Scrutiny and Overview Committee considered an updated, but still draft, version of the Business Plan for 2022-25, intended to provide clear priorities and delivery dates and make sure the Council could easily track progress and delivery of the agreed actions.

In connection with Action C2 (Work with partners to protect and enhance the environment with the aim of doubling nature), Councillor Anna Bradnam suggested that the 'Six Free Trees' initiative might usefully be extended to allow the planting of trees on private land. In reply, Councillor Neil Gough (Deputy Leader) commented that there had been an extraordinarily enthusiastic response from Parish Councils. Councillor Bridget Smith (Leader of the Council) confirmed that the scheme was not intended to be exclusive to Parish Councils or land owned by Parish Councils.

With reference to Action B3 (Liaison meetings and forums), Councillors Dr. Claire Daunton and Grenville Chamberlain supported the idea of creating more such bodies as a way of engaging with those residents most affected by significant new developments.

Councillor Peter Fane suggested that energy costs should be considered in assessing the affordability of homes.

Councillor Graham Cone supported ongoing initiatives to tackle fly-tipping and to expand the network of publicly available electric vehicle charging points.

Councillor Nigel Cathcart hoped that more attention could be given to conservation matters and measures to enhance local high streets.

Following further discussion, the Scrutiny and Overview Committee **supported** the proposed draft 2020-25 Business Plan (with the Action Plan primarily focused on delivery 2022-23).

8. General Fund Budget

The Scrutiny and Overview Committee considered the summary General Fund Revenue Budget for 2022-2023.

The Chair and others thanked the Head of Finance and his team for the helpful and clear way in which this complex subject had been presented, and accepted that, nevertheless, it represented work in progress.

The Chair expressed concern at the increased cost of providing pensions.

The Scrutiny and Overview Committee **supported recommendations (a) to (k)** set out in paragraph 3 of the draft report to the Cabinet meeting on 7 February 2022.

9. Housing Revenue Account Budget

The Scrutiny and Overview Committee considered the summary Housing Revenue Account (HRA) Revenue and Capital Budget for 2022-2023.

Councillor Anna Bradnam urged South Cambridgeshire District Council to be clear about who it was selling self-build plots to so that plots were not being acquired by commercial developers.

Councillor Nigel Cathcart expressed concern about the disparity between Council House rent levels and rent levels charged by Housing Associations. Committee members noted that the former were social rents while the latter were affordable rents defined as being 80% of the market rate.

Where vacant garages were being considered for demolition, Councillor Dr. Claire Daunton hoped that consideration would be given to building social housing there instead.

The Scrutiny and Overview Committee **supported the recommendations** set out in paragraph 3 of the draft report to the Cabinet meeting on 7 February 2022.

10. Treasury Management

The Scrutiny and Overview Committee considered a report on the annual review of the Treasury Management Strategy

Referring to Appendix A to the report and, specifically, to paragraph 12.1 section F, the Chair remarked that the pie chart demonstrating inflation risk was difficult to interpret, and should either be made more legible, or removed from the final document.

Councillor Graham Cone sought clarity of paragraph 10.1 of the strategy. The Head of Finance explained how the receipt of 'Covid Grant' up front had influenced the figures.

At paragraph 10.2, Councillor Anna Bradnam welcomed the fact that South Cambridgeshire District Council's objective when investing money was to strike an appropriate balance between risk and return, thus minimising the risk of incurring losses from defaults.

Councillor Dr. Richard Williams wanted to know whether yield could be maintained should inflation rise significantly. The Head of Finance said that the Council had no option but to rely on the financial market and that, at present and realistically, it would not be possible to protect yield levels from the effect of sustained high inflation.

The Scrutiny and Overview Committee **supported the recommendations** set out in the draft report to the Cabinet meeting on 7 February 2022.

11. Capital Strategy

The Scrutiny and Overview Committee considered a report on the annual review of the Capital Strategy.

Referring to the Capital Strategy 2022, Councillor Anna Bradnam noted the projected levels of South Cambridgeshire District Council's total outstanding debt (which comprised borrowing and lease liabilities) compared with the Capital Financing Requirement as shown in Annex A Prudential Indicator 3: Gross Debt and the Capital Financing

Requirement. Debt remained below the Capital Financing Requirement as required by statutory guidance.

The Scrutiny and Overview Committee **supported the recommendations** set out in the draft report to the Cabinet meeting on 7 February 2022.

12. Work Programme

The Scrutiny and Overview Committee **received and noted** its work programme for 2021-2022.

13. To Note the Date of the next meeting

Members noted that the next Scrutiny and Overview Committee meeting would be on Thursday 3 March 2022 at 5.20pm.

The Meeting ended at 7.35 p.m.

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Agenda Item 6



Report to:	Scrutiny and Overview Committee	3 March 2022
Lead Cabinet Member:	Councillor Neil Gough, Lead Cabinet Member for Transformation and Projects	
Lead Officer:	Jeff Membro, Head of Transformation, HR and Corporate Services	

Review of Hybrid Technology and Risk Mitigation

Executive Summary

1. This report sets out the issues that have occurred with the AV equipment and Hybrid Meeting System in the Council Chamber at South Cambs Hall and the measures that have been put in place to mitigate future risks.

Key Decision

2. No

Recommendations

3. It is recommended that the Scrutiny and Overview Committee consider and comment on the contents of the report.

Reasons for Recommendations

4. The Committee is requested to examine the procedures and backups in place for when the livestream fails during public meetings and what protocols could be put in place, if not already, to assist members and be clear to the public as to what should happen in these situations. As there is a degree of uncertainty as to the way in which Members and officers at a meeting would become aware of a meeting not being streamed, and in view of the fact that using AV technology to conduct hybrid meetings is still a new way of working for both officers and Members, the Chair has agreed it is advisable that Scrutiny consider this matter.

Details

5. The hybrid technology in the Chamber was implemented in May 2021. Since this date, there have been two major failures which have caused the postponement of a meeting and the loss of the vast majority of a recording. The first was at Planning Committee on 8 September 2021 and the latest issue at Audit and Corporate Governance Committee on 4 February 2022.
6. Since the hybrid technology was installed, South Cambridgeshire District Council has run 58 meetings using this technology. Of these 58 meetings, 5 have experienced issues that have either delayed, postponed or affected the meeting start time. This means that 91.4% of the meetings that have been run using this technology during the period May 2021 to February 2022, have done so without any major issues affecting the running of the meeting.
7. Of the 5 meetings to have been affected, 4 of these meetings came in a 9-day period between 06 and 15 September due to a faulty piece of equipment. Once the faulty piece of equipment was identified, the contractors implemented a software solution that resolved this issue, with no similar issues having occurred since. It is not unusual for business technical solutions of this complexity to require some adjustment within the first 6 months of their term and the contractors are confident that the system is now stable.
8. Since 15 September, 33 meetings have been run, with only one meeting experiencing a major fault on 4 February 2022, the resolution of which is set out at paragraph 9 below. South Cambridgeshire District Council has therefore been able to successfully run hybrid meetings 97% of the time during the period 16 September 2021 to February 2022.
9. In relation to the Planning Committee meeting held on 08 September 2021 and the related issues experienced during the beginning of September, the contractor provided the following explanation:

'The underlying cause of the audio fault was a failure of Digital Audio signal flow from the audio DSP mixer to the chamber PC via and (sic) USB Dante adapter due to a Dante "bug". The upgrade of the DSP mixer and Dante controller has resolved all symptoms.'

On 04 February 2022, the Council ran an Audit & Corporate Governance Committee meeting, for which the live stream failed after initially connecting. This meant that only the final 10 minutes were captured in the recording. The installation took account of this risk by ensuring the computer that runs the hybrid technology has its own dedicated internet line. This does not however, prevent minor lapses in the internet functionality. To prevent this happening again, a recording function has now been implemented into the technology to allow an offline copy of every meeting to be stored on the computer itself. As such, any future meetings that are live streamed will have a full recording of the meeting, available to be uploaded onto the relevant social media platforms for members of the public to be able to view.

10. Concerns have been raised in the referral to this Committee, that none of the participants of the Audit and Corporate Governance meeting on 04 February 2022 were aware that the live stream was not functioning. The existing procedure had been to have an officer confirm to the Webcasting Officer that the live stream of the meeting had successfully commenced, however this procedure has been reinforced to ensure that this monitoring continues for the duration of the meeting.
11. In addition to the major faults mentioned above, officers recognise councillors' understandable concerns regarding the impact of minor interruptions to Committee meetings, which may arise when officers need to resolve minor issues with the technology as they occur. It is the view of officers that such issues are an inevitable consequence of using complex technical systems in a live setting.
12. There is a standard procedure in place, where such interruptions arise: the Webcasting Officer would flag up that there is an issue to the Chair of the meeting, the Chair would then indicate to Members of the Committee that an adjournment is required. The Webcasting Officer would then display a holding slide to the watching public to inform them that the Committee meeting will resume shortly.
13. Competing demands on the time of a single officer conducting the meeting using the technology can introduce risk, for example, where helping an individual member with their microphone, device, or providing administrative support. The mitigation for this risk is currently the subject of staffing resource consideration.
14. Whilst the solution of any issue should be within the technical remit of the Webcasting Officer, further recourse is available through making contact with the supplier's support team. During the adjournment, an engineer from the supplier would then be able remotely access the computer to provide diagnostic and technical support.
15. To improve the opportunity for feedback from those interacting with the meeting, a note will be added to all agenda pages, asking members of the public to inform Democratic Services via the generic email, should they experience any issues with the live stream or connecting into a meeting virtually.

Options

1. Note the report;
2. Consider bringing this issue back to the next appropriate meeting of the Scrutiny & Overview Committee in the event of further performance concerns; and/or
3. Request a review into the performance of the hybrid system within a suggested period of six months, to be reported back to a suitable meeting of the Committee.

Implications

16. 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:

Staffing

17. If the Committee were to recommend any additional staffing for streaming hybrid meetings, the resulting staffing implications would need to be considered by the Head of Transformation, HR and Corporate Services.

Alignment with Council Priority Areas

A modern and caring Council

18. The web-streaming and hybrid service helps to provide accountability to the public on the way in which South Cambridgeshire District Council runs its Committee meetings and allow the public to be able to engage in the way which is most convenient to the individual. For example, before implementation of this service, people who wished to make representations at a Planning Committee meeting were obliged to travel to South Cambs Hall and sit in the Chamber for potentially an entire day to wait for their three-minute speaking slot, which involved a lengthy time commitment and probable inconvenience. Now, if individuals choose, they can speak at a meeting from the comfort of their home or from their place of work, without having to commit to nearly a whole day to do so and without incurring travel costs. This technology also provides greater convenience for Members in that if they are unable to attend a meeting physically, they can choose to participate virtually in a Committee meeting from home and although they would not be able to take part in voting remotely, they can engage in the debate.

Report Author:

Aaron Clarke – Democratic Services Officer
Telephone: (01954) 713105

Agenda Item 7



Report to:	Scrutiny & Overview Committee	03/03/2022
Lead Cabinet Member:	Councillor John Batchelor - Housing	
Lead Officer:	Peter Campbell – Head of Housing	

Greater Cambridge First Homes Interim Position Statement

Executive Summary

1. The First Homes Interim Position Statement has been developed following the publication of the Written Ministerial Statement on 24th May 2021 and changes to the National Planning Practice Guidance which states that local authorities should provide 25% First Homes as part of the affordable housing contribution.
2. The Interim Statement is a joint statement between South Cambridgeshire District Council and Cambridge City Council. It sets out the proposed local criteria for the provision of First Homes and options for the overall affordable tenure split on new developments where First Homes are provided.
3. It is intended that the provisions set out within the Interim Statement will only apply where developers wish to include First Homes as part of the affordable housing provision. Whilst the Written Ministerial Statement is a material consideration for planning purposes, it is ultimately for local decision-makers to determine the relative weight to assign to local and national planning policy. The Council's current Local Plan remains sound and up to date and therefore it is proposed that the Council take a flexible approach in terms of considering First Homes, rather than a requirement to provide First Homes as . This position has been taken because of the uncertainty around the operational aspects of First Homes and the significant impacts First Homes will have in terms of affordability, meeting housing needs and providing a mixed and balanced community. Legal advice regarding this position has been sought and appears to be aligned to the current thinking of other local authorities in the sub region.
4. The Statement sets out our interim position and will be reviewed regularly to ensure it is fit for purpose as further details emerge.

Key Decision

5. Yes

(b) It is significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

6. The key decision was first published in the January 2022 Forward Plan.

Recommendations

7. It is recommended that the Scrutiny & Overview Committee considers the proposed flexible approach to First Homes; and to recommend to Cabinet the approval of the First Homes Interim Position Statement.

Reasons for Recommendations

8. Without an Interim Position Statement, First Homes will revert to the national policy with no local context. There is currently ambiguity in terms of the requirement for First Homes and the Interim Position Statement sets out clearly the Council's current direction.

Details

First Homes Requirement

9. First Homes is a new model of affordable home ownership aimed at first-time buyers. They must be sold at a minimum discount of 30% of open market value and the initial sale price must not exceed £250,000. The discount will remain in perpetuity by way of a restricted covenant. Where First Homes can't be sold within 6 months of marketing, they can be sold on the open market free from restrictions with the local authority receiving a capital receipt.

10. The main concern relating to First Homes is the impact this will have on delivering other affordable housing tenures that better meet the housing needs of the area. In particular, the potential loss of Affordable Rent/social rented homes which is the highest priority for the Council in meeting the housing needs of those on low incomes. First Homes is likely to only be affordable to households earning around £55,000 per year, with a 5% deposit. The provision of First Homes at 25% of the affordable housing contribution will also provide an imbalance of smaller properties being delivered on a scheme.

11. Both South Cambridgeshire District Council and Cambridge City Council have written to the Department for Levelling Up, Housing and Communities (DLUHC) to express their concerns regarding First Homes. Following this, the councils have sought further clarification from DLUHC in terms of the '**requirement**' to provide

First Homes. In their response, they have confirmed that there is no requirement to update local plans early to accommodate First Homes, so a plan adopted before the transitional arrangement can continue to apply until such time as it is due for an update. They further confirm that there is no specific legislative requirement to deliver First Homes, but it is a requirement of national planning policy. Where local plans are at odds with national policy, it is for local decision-makers to consider the relative weight to assign to each material consideration. Therefore, whilst we will consider First Homes if a developer wishes to bring them forward as a material consideration, it is not felt that there is sufficient weight to override the current Local Plan in terms of a **'requirement'** for First Homes. The Issues and Options Paper attached at Appendix B, gives further details as to the impacts of First Homes for Greater Cambridge.

12. From Officer discussions with housing providers, other local authorities and developers, there does not seem to be an appetite to deliver First Homes generally. Therefore, it is considered that this course of action is the most appropriate until such time that there is further detail from government as to how First Homes will work in practice.

Proposed Tenure Split where First Homes are provided

13. The National Planning Policy Framework states that once a minimum of 25% of First Homes has been accounted for, social rent should be delivered in the same percentage as set out in the local plan. The remainder of the affordable housing tenures should be delivered in line with the proportion set out in the local plan policy.

14. There is no explicit reference to 'social rent' in either Councils' Local Plan. In summary both plans look to ensure that the overall tenure mix meets the local housing needs and there is no specific tenure split.

15. Both Local Plans seek 40% affordable housing on qualifying sites. There is an existing preferred affordable housing tenure split set out in the Greater Cambridge Housing Strategy, which the Interim Statement would supersede where First Homes are provided. The current tenure mix is set out below:

Table 1: Current policy tenure split

Local Authority	Social/Affordable Rent	Intermediate (Shared Ownership)
South Cambridgeshire	70%	30%
Cambridge City	75%	25%

16. The tenure split set out within the Greater Cambridge Housing Strategy does not differentiate between social and Affordable Rent, but states that where viable the preference is for social rent. However, the provision of Affordable Rent has become the norm given that there is no grant funding available on S.106 sites for affordable housing.

17. Because there is no specific tenure split set out in the Local Plans, Officers believe that this gives the Council flexibility to set a revised tenure split that will better meet the housing needs overall, taking into account the requirement of First Homes.
18. Consideration was given to the following three options in determining what would be the most appropriate tenures for South Cambridgeshire where First Homes are provided. In considering the options, the key points to bear in mind are:
- Affordable/Social Rent being our highest priority to meet those on the lowest incomes.
 - The right tenure balance to meet a wide range of housing needs for those that can't access the housing market
 - Impacts on viability
19. **Option 1:** based on the existing proportional split on the remainder of the affordable housing after applying the First Home requirement.
25% First Homes, 53% Affordable Rent, 22% Shared Ownership
20. **Option 2:** based on First Homes being part of the intermediate tenure portion.
25% First Homes, 70% Affordable Rent, 5% Shared Ownership
21. **Option 3:** based on a compromise of the two options above.
25% First Homes, 65% Affordable Rent, 10% Shared Ownership
22. To better understand the impacts of the different options, the following table shows an example scheme of 100 units, with 40 units being affordable (40%).

Table 2: Impact of the different affordable housing options

	Current Policy 70% AR 30% SO	Option 1 53% AF 22% SO 25% FH	Option 2 70% AF 5% SO 25% FH	Option 3 65% AR 10% SO 25% FH
No. of AR	28	21	28	26
No. of SO	12	9	2	4
No. of FH	0	10	10	10
Nos. lost	-	7AR 3 SO	10 SO	2 AR 8 SO

23. In terms of trying to understand the viability on the different options, we asked housing providers what they would offer on the example scheme above for the affordable based on a percentage of the open market value. At the time we only asked them to provide information on Option 1 or Option 2. All housing providers who responded said they would still bid on either option.

Table 3: Housing Provider bids based on percentage of open market value

	Current Policy 70% AR 30% SO	Option 1 53% AF 22% SO 25% FH	Option 2 70% AF 5% SO 25% FH
Average offers based on % of OMV	58%-72% On all 40 units	58%-72% On 30 units (exc. FH)	52%-70% On 30 units (exc. FH)

24. Based on the above exercise, from the various responses received, there was a difference of between 0.6% to 7% of open market value between Option 1 and 2. It should be noted that because individual providers will bid on a scheme based on their own financial business plans, that these will vary, and therefore a range has been provided to take the different offers into account. It is difficult to estimate what this could mean in monetary terms because of the wide range, but based on the example scheme, this could identify a loss to the developer of between £235,500 to £743,000 between Option 1 and 2. Further viability work will need to be undertaken as part of the development of the Joint Local Plan.

25. Whilst there is likely to be a reduction on offers to the developer from the housing provider on either option, there is an argument that the 25% of First Homes will generate a 70% open market return and therefore should balance out any lower offers made for the remaining affordable housing. However, there is more risk to the developer in terms of having to sell the First Homes individually, alongside the additional administrative burdens, the loss of upfront cashflow, as well as properties being capped at £250,000.

26. The following table sets out an analysis of the pros and cons for each of the options.

Table 4: Option Pros and Cons

	Pros	Cons
Option 1 53% AF 22% SO 25% FH	<ul style="list-style-type: none"> Aligned to the Government Guidance for a proportional split Enables a wider mix of intermediate tenures Family sized homes available through shared ownership Greater cross-subsidy for housing providers through more shared ownership Viability should not be affected 	<ul style="list-style-type: none"> Reduces the amount of Affordable Rent. On a 100-unit scheme, would mean a loss of 7 Affordable Rented homes and 3 shared ownership Tenure split doesn't meet latest housing needs evidence which indicates around 10% of all new homes across the housing market area should be for affordable home ownership. (10% of all homes equates to 25% of the Council's affordable housing requirement).

<p>Option 2 70% AF 5% SO 25% FH</p>	<ul style="list-style-type: none"> • Best meets the housing needs of the area • No loss of Affordable Rent 	<ul style="list-style-type: none"> • Balance of property types likely to be skewed in favour of smaller properties for both Affordable Rent and First Homes • Options for home ownership for larger properties greatly reduced. Loss of 10 shared ownership units on a 100-unit scheme in favour of First Homes • Potential viability issues which may lead to developers seeking a lower percentage of affordable housing
<p>Option 3 65% AR 10% SO 25% FH</p>	<ul style="list-style-type: none"> • Middle ground between the two options • Seeks to provide a better mix of property tenures and sizes • Offers from housing providers likely to be higher than Option 2 due to greater cross-subsidy through a higher proportion of shared ownership 	<ul style="list-style-type: none"> • Still reduces the amount of Affordable Rent. On a 100-unit scheme, would mean a loss of 2 Affordable Rented homes and 8 shared ownership

27. Based on the above options, it is recommended that Option 2 best supports the housing needs of the District, ensuring that we retain the Affordable/social rent within our preferred tenure mix. This option has been put forward within the Interim Position Statement (Appendix A).

28. At the time of writing this report, the City Council are also considering the best tenure split to meet their housing needs. From early discussions, it would appear that their preferred tenure mix will also be Option 2 above, providing 70% Affordable/social rent, 5% shared ownership and 25% First Homes.

29. In terms of the remaining proposed local criteria, the following options are recommended and are included within the Interim Position Statement (Appendix A):

- **Property Price Cap:** set at maximum allowed of £250,000
Rationale: high land values and build costs. Any reduction will affect viability of development and likely reduction in the number of affordable homes overall.
- **Discount:** set at national policy of 30%
Rationale: as evidenced in GL Hearn report on housing needs of specific groups which suggests between 22% and 33% discount is affordable. Increased

discounts would also lead to viability challenges and potential reduction overall in affordable housing.

- **Household Income Cap:** set at £80,000
Rationale: Reducing the income cap would reduce the pool of purchasers and would be out of sync with the shared ownership household income cap. There is also some concern that if we restrict First Homes to those on incomes of around £55,000, any increases in interest rates and cost of living may put households into financial hardship and potentially increased homelessness.
- **Local connection criteria:** Apply criteria set out in our Lettings Policy
Rationale: Ensure priority is given to local people who want to purchase a First Home.
- **Key worker housing:** No specific priority
Rationale: Has to be district-wide rather than scheme specific. Better to prioritise through the local connection criteria for work purposes, rather than being too specific. Can target organisations where appropriate dependent on location of scheme.

Implications

30. 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

31. There is no specific financial implication for the Council. However, in determining the local criteria including the tenure split, Members are asked to give consideration to financial viability of a scheme.

Legal

32. In drafting the Interim Position Statement, Officers have sought legal advice in terms of the interpretation of the Written Ministerial Statement and National Planning Practice Guidance.

Staffing

33. There are no staffing implications relating to the Interim Position Statement. However, Members should be aware that the introduction of First Homes will put administrative burdens on the Council in terms of verification of applicants for First Homes.

Risks/Opportunities

34. The requirement to provide 25% First Homes as part of the affordable housing contribution is a risk to the Council in terms of delivering the most appropriate forms of affordable housing to be meet housing needs. It is considered that the local evidence as detailed in Appendix B, provides justification to take a flexible approach to only consider First Homes as a material consideration where developers wish to provide them.

Equality and Diversity

35. The introduction of First Homes will skew the property types provided to smaller homes. This will impact families seeking to purchase a home through shared ownership.

Climate Change

36. First Homes will need to meet the same requirements as any other new home.

Consultation responses

37. In the development of the Interim Position Statement, Officer and Member briefings have been held. Housing Providers operating in the local area have also been contacted to seek their views on the impacts of First Homes.

Alignment with Council Priority Areas

Growing local businesses and economies

38. The local criteria set out in the Interim Position Statement will ensure that priority is given to local workers that support the economy who wish to purchase a First Home.

Housing that is truly affordable for everyone to live in

39. The Interim Position Statement will set out the Council's requirements in terms of the most appropriate affordable housing tenures to be provided within the context of the local area.

Background Papers

[Written Ministerial Statement on First Homes](#) published 24th May 2021
[National Planning Policy Guidance on First Homes](#)

Appendices

Appendix A: Greater Cambridge First Homes Interim Position Statement

Appendix B: Issues & Options Paper on First Homes

Report Author:

Julie Fletcher : Service Manager - Housing Strategy

Telephone: (01954) 713352

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Greater Cambridge – A First Homes Interim Position Statement

This First Homes Interim Position Statement will only be used when a development proposal comes forward which includes reference to First Homes as part of an affordable housing provision.

If a development proposal does not refer to First Homes, the affordable housing split detailed for each of the councils in Annexe 5 of the Greater Cambridge Housing Strategy 2019-2023 (or successor document) will apply.

1. Introduction

- 1.1. First Homes is a new model of affordable home ownership aimed at first-time buyers. First Homes are a specific form of discounted market sale housing and national guidance states that they should be considered to meet the definition of ‘affordable housing’ for planning purposes.
- 1.2. First Homes is the government’s preferred discounted market tenure. Current national planning policy guidance requires at least 25% of all affordable housing units to be delivered on-site by developers as First Homes, through planning obligations under s106 of the Town & Country Planning Act 1990. (With some limited exceptions).
- 1.3. The national requirements for First Homes are detailed in a Written [Ministerial Statement](#) and [National Planning Practice Guidance](#), set within the context of the National Planning Policy Framework. This Interim Statement details how Cambridge City Council and South Cambridgeshire District Council will implement the model locally but taking into account national guidance together with other issues, such as meeting local housing need and creating mixed and balanced communities.
- 1.4. This Statement has been prepared within the context of the councils’ strategic housing objectives as identified in the Greater Cambridge Housing Strategy 2019-23 and both councils’ respective Local Plans adopted in 2018. These in turn are set within each council’s broader objectives, including [South Cambridgeshire’s Business Plan 2019-2023](#) and Cambridge City Council’s [overarching vision for Cambridge](#).
- 1.5. This Interim Statement sets out the councils’ expectations in terms of the local criteria to be followed and will be a material consideration in dealing with planning applications.

1.6. This Interim Statement will be reviewed when the Greater Cambridge Housing Strategy is refreshed in 2023 and as part of the process for securing the adoption of the proposed Greater Cambridge Local Plan. It may be reviewed sooner if it becomes apparent that there are major barriers to implementing it or if superseded by an adopted local plan document.

2. Local Affordable Housing Planning Policies

- 2.1. Both councils seek affordable housing on qualifying sites through their respective Local Plan each adopted in 2018; policy 45 for Cambridge City seeks 25% on sites of 10-14 dwellings and 40% on sites of 15 dwellings or more; and policy H/10 for South Cambridgeshire District seeks 40% on sites of 10 dwellings or more.
- 2.2. Policy 45 for Cambridge City states: *“Developments should include a balanced mix of dwelling sizes, types and tenures to meet projected future household needs within Cambridge. The mix of dwellings and tenure types shall have regard to the differing needs for the different unit sizes of affordable housing and market housing”*.
- 2.3. Policy H/10 for South Cambridgeshire states: *“To address evidence of housing need. An agreed mix of affordable housing tenures will be determined by local circumstances at the time of granting permission”*.
- 2.4. Paragraph 014 of the National Planning Policy Guidance states that once a minimum of 25% of First Homes has been accounted for social rent should be delivered in the same percentage as set out in the local plan. The remainder of the affordable housing tenures should be delivered in line with the proportion set out in the local plan policy.
- 2.5. As there is no specific tenure split set out within the councils’ respective adopted Local Plans, they will use this flexibility to ensure that the overall tenure mix meets local needs and provides a balanced community as far as the First Homes requirement allows.
- 2.6. Evidence clearly points to social/affordable rent being the main priority for both councils to meet housing needs for those on the lowest incomes. The £250,000 price cap for First Homes also means that First Homes are unlikely to come forward as anything other than one-bedroom homes in Cambridge City, and although some two-bedroom homes may be deliverable in parts of South Cambridgeshire District there would be no larger family-sized homes for the intermediate market. Therefore, the councils wish to secure as much social/affordable rent as possible as well as some larger homes through intermediate tenures other than First Homes, taking into consideration viability and Local Plan requirements around providing a mix of sizes and tenures to promote resident choice.

2.7. The preferred tenure split shown in Table 1 below will be sought on new developments where there is an affordable housing requirement as part of a policy compliant scheme.

2.8. Table 1: Preferred tenure split, allowing for provision of some shared ownership and/or other intermediate tenures in addition to First Homes

Tenure	Cambridge City	South Cambridgeshire
Social/affordable rent	70%	70%
First Homes	25%	25%
Shared Ownership	5%	5%

2.9 Note that this is in line with South Cambridgeshire District’s current policy of a 70/30 split between social/affordable rent and other tenures but will require a 5% reduction in social/affordable rent compared with Cambridge City’s current policy position.

2.10 In the event of First Homes being provided as a component of any affordable housing provision this preferred tenure split will supersede that published within the [Greater Cambridge Housing Strategy 2019-2023](#).

3. National First Homes Criteria

3.1. At least 25% of affordable homes delivered should be delivered as First Homes. Some exemptions apply, including developments that provide solely for Build to Rent homes, 100% affordable housing schemes, rural exception sites, developments that provide specialist accommodation for a group with specific needs such as older people and self-build developments.

3.2. Local authorities are encouraged to be flexible and allow developers to introduce First Homes to the tenure mix on schemes approved prior to 28th March 2022 if they (developers) wish to do so.

3.3. A purchaser (or, if a joint purchase, all the purchasers) must be a first-time buyer as defined in paragraph 6 of schedule 6ZA of the Finance Act 2003, and it must be the purchaser’s only home.

3.4. The discount must be at least 30% of open market value.

3.5. The discount and first-time buyer eligibility requirement will be held in perpetuity and secured through a legal restriction on the title of the property, i.e., when any First Homes are sold to subsequent purchasers the same level of discount and the same first-time buyer eligibility criteria will apply.

- 3.6. There will be a maximum price cap of £250,000 for first sales of First Homes. This means that once the discount has been applied, First Homes cannot exceed a sale price of £250,000, even where the discount applied would result in a higher value. The price cap will not apply for subsequent resales.
- 3.7. Purchasers outside of London must have a household income of no more than £80,000.
- 3.8. At least 50% of the discounted value of the property must be financed via a mortgage or other similar form of finance.
- 3.9. If a First Home cannot be sold to a qualifying purchaser within 6 months of marketing, the property can be sold as an open market home with the seller paying the council a financial contribution in lieu of the 30% discount. This requirement will be secured in the S106 agreement. Developers will need to demonstrate the dates during which the marketing for that property was active.

4. First Homes Local Criteria

- 4.1. There is some flexibility to provide local eligibility criteria. Councils can: lower the price cap; increase the discount level to 40% or 50%; and/or reduce the income cap, provided there is local evidence to justify doing so. They can also apply eligibility restrictions through local connection and/or work-based criteria.
- 4.2. Any local criteria will apply for the first three months; if a property is not sold within this period, the restrictions will be lifted, and the national requirements will be applied for another 3 months.
- 4.3. The First Homes local criteria will apply to all First Homes sold in Greater Cambridge unless specific local requirements are set out within a specific Neighbourhood Plan.
- 4.4. Further information, including issues and risks, as to how the councils have approached the local criteria can be found in the separate Issues and Options paper.

Property Price Cap on first sale

- 4.5. The maximum property price cap is set nationally at £250,000.
- 4.6. Lowering the price cap would make homes affordable to a wider range of applicants.
- 4.7. However, because of high land values in Greater Cambridge and high build costs, it is not considered financially viable to reduce further the property

price cap. It would also make it difficult to deliver a mix of property sizes and to provide more energy efficient homes.

4.8. Therefore, the **price cap for Greater Cambridge is set at the maximum allowed of £250,000**. This applies only to the first sale.

Discount to Market Value

4.9. Local authorities can also apply a higher discount of either 40% or 50% if they can demonstrate a need for this. [The Cambridgeshire and West Suffolk Housing Needs of Specific Groups](#) published by GL Hearn as an evidence base to support the preparation of the Greater Cambridge Local Plan estimates the following discount percentages required to achieve affordability.

4.10. **Table 2: Estimated percentage discount required from Open Market Value to make Discount Market Sales affordable [GL Hearn – Cambridgeshire & West Suffolk Housing Needs of Specific Groups]**

Location	1 bedroom	2 bedroom	3 bedroom	4 bedroom
Cambridge	28%	30%	34%	34%
South Cambridgeshire	22%	28%	31%	33%

4.11. There is no flexibility to apply a different discount for a different property size or any middle ground for a discount between 30% and 40%.

4.12. Raising the discount would allow a wider range of applicants to be able to afford a First Home and could enable larger homes to be available to applicants.

4.13. However, viability will be a challenge, and a higher discount will further impact on viability. Therefore, given the evidence available, **the discount to be applied in Greater Cambridge will be set at 30%**.

Household Income Cap

4.14. The national criteria set at no more than £80,000 household income, is the same as the national qualifying criteria for shared ownership housing outside of London. Local authorities can set a different income cap based on mortgage requirements and loan-to-income ratios for appropriate homes within the area's identified market for First Homes. Income caps should not be set at a level which would prevent a borrower from obtaining a 95% loan-to-value mortgage for the discounted price of suitable properties.

4.15. Evidence shows that to purchase a property priced at £250,000, with a 5% deposit, a household would need an income of around £55,000 per year.

4.16. Whilst a lower income cap than £80,000 could be applied, this would reduce the pool of purchasers able to buy a First Home. It could also present more affordability issues further down the line if only lower income applicants purchased First Homes, particularly in light of cost of living increases anticipated nationally from Spring 2022. The councils are also concerned that with potential rising rates, this could lead to risks of increased homelessness through repossessions for those on already stretched budgets. It would also be out of sync with the shared ownership criteria set nationally. **Therefore, the household income cap to be applied in Greater Cambridge will be up to £80,000**

Key worker Housing.

4.17. National Planning Guidance states that First Homes are designed to allow people to get on the housing ladder in their area, and to ensure that key workers providing essential services can buy homes in the areas where they work. Local authorities can therefore prioritise key workers for First Homes, and are encouraged to do so, especially if they have an identified local need for certain professions. The definition of a key worker should be determined locally and could be any person who works in any profession that is considered essential for the functioning of a local area.

4.18. Whilst it is acknowledged that there are recruitment issues in some of the main professions in the area, such as in health and education, the current position of both local authorities is that any local worker is essential to the functioning of the area. Therefore, this is best dealt with through the local connection criteria of work, rather than specifying any certain profession. This also supports the councils' aims to reduce travel through workers being able to live locally.

4.19. There may be schemes that are better positioned due to their location to be promoted to certain organisations. Where this is the case, we will work with the developers and the organisations concerned to ensure that First Homes are marketed through targeted promotions.

Local Connection Criteria

4.20. Local authorities may apply local connection criteria to First Homes to enable people to get on the housing ladder in their local area. The criteria set out below details how a potential purchaser's local connection will be assessed. A purchaser will be required to have a local connection with the relevant local authority area within which the development is located. Where schemes are cross-boundary, or where joint nominations on the affordable homes have been agreed, a purchaser's local connection may be with either Cambridge City or South Cambridgeshire District.

4.21. The local connection criteria will apply via a Section 106 Agreement upon the first and every successive sale of a First Home. This will be applied for the first 3 months of marketing. If a suitable buyer has not reserved a home after 3 months, the eligibility criteria will revert to the national criteria set out above, to widen the consumer base.

4.22. An applicant will be considered to have a connection to the area if they meet one or more of the following criteria:

- The applicant is in full time or part time employment in the relevant local authority area for sixteen hours or more per week. (See paragraph 4.22 - 4.25 below for more detail).
- The applicant has lived in the relevant local authority area for at least 6 of the last 12 months, or 3 of the last 5 years.
- The applicant has family members who have been resident in the relevant local authority area for a period of 5 years or longer and are currently resident in the relevant local authority area. Family members are defined as parents, adult sons and adult daughters or brothers or sisters. Other family associations will be considered on a case-by-case basis.
- There are special circumstances that the council considers give rise to a local connection.

4.23. Applicants will be considered to have employment in the relevant local authority area and therefore may meet the local connection criteria if they meet one of the following criteria:

- They are in paid full or part time permanent employment for 16 hours or more per week and their actual working location is within the relevant local authority area; or
- They are working within the relevant local authority area on a temporary or zero-hour employment contract that has been in place for at least 6 months and can demonstrate they have worked at least 16 hours per week since starting the employment contract; or
- Self-employed applicants are required to demonstrate that their permanent base of operations is within the relevant local authority area, even if their work requires them from time to time to work outside of the relevant local authority area.

4.24. The employment must be the actual place of work in the relevant local authority area and not employment based on a head office or regional office situated in the local authority area but from which they do not work.

4.25. The relevant council reserves the right to waive the 16-hour requirement if necessary to avoid discrimination.

4.26. In line with the national guidance, the local connection requirement will not apply to active members of the Armed Forces, divorced/separated

spouses or civil partners of current members of the Armed Forces, spouses or civil partners of a deceased member of the armed forces (if their death was wholly or partly caused by their service) and veterans within 5 years of leaving the armed forces.

5. First Homes Exception Sites Policy

National Criteria

- 5.1. A First Homes exception site is an exception site (that is, a housing development that comes forward outside of local or neighbourhood plan allocations to deliver affordable housing) that delivers primarily First Homes.
- 5.2. The Written Ministerial Statement and Planning Policy Guidance have introduced a First Homes exception sites policy which replaces the pre-existing national Entry-Level exception sites policy.
- 5.3. Local authorities are encouraged to support the development of these First Homes exception sites, suitable for first-time buyers, unless the need for such homes is already being met within the local authority's area. Local connection criteria may be set where these can be supported by evidence of necessity and will not compromise site viability.
- 5.4. The location of First Homes exception sites should be adjacent to existing settlements, proportionate in size to them, not compromise the protection given to areas or assets of particular importance in the National Planning Policy Framework, and comply with any local design policies and standards.
- 5.5. First Homes exception sites cannot come forward in areas designated as Green Belt.
- 5.6. A small proportion of market homes may be allowed on the site at the local authority's discretion, for example where essential to enable the delivery of First Homes without grant funding. Also, a small proportion of other affordable homes may be allowed on the sites where there is significant identified local need.

Local Criteria

- 5.7. South Cambridgeshire District Council have a successful record of delivering rural exception sites and it is the council's preference to continue to deliver these where possible. Rural exception sites provide affordable housing specific to the village needs, often providing a mix of tenures and house types. Therefore, the preference would be for rural exception sites to be brought forward with an element of First Homes to provide a better tenure mix and balanced scheme. It should also be noted that housing needs

surveys continually demonstrate that local need in villages is for predominantly rented tenures.

- 5.8. Where developers wish to bring forward a First Homes exception site in South Cambridgeshire District, they will need to demonstrate why a First Homes exception site is better suited than a rural exception site. In particular, they must demonstrate that the availability of First Homes or other affordable home ownership tenures is insufficient within the village of the proposed development to cater for the needs of first-time buyers.
- 5.9. The size of the scheme must be proportionate to the scale and character of the village if the proposed scheme is within South Cambridgeshire District. In determining this, consideration should be given to the local population of the village and the local facilities available to sustain such a scheme. As a point of reference, First Homes exception sites should generally be no larger than a typical rural exception site of between 10-20 homes, bearing in mind that they are likely to be all one tenure and smaller homes.
- 5.10. Where developers wish to bring forward a First Homes exception site in Cambridge City, they will need to demonstrate that the availability of First Homes or other affordable home ownership tenures is insufficient within Cambridge City to cater for the needs of first-time buyers.
- 5.11. In terms of applying a local connection, the criteria at paragraphs 4.20 – 4.26 above will apply. However, for First Homes exception sites within South Cambridgeshire District, a further village connection will be applied for the first 4 weeks of marketing to give priority to local people.
- 5.12. Developers who are seeking to deliver First Homes exception sites should engage early with the relevant local planning authority, the local housing authority, and the parish council (if within South Cambridgeshire District) in order to determine local need and the merits of any proposed scheme.

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First Homes Interim Position Statement - Issues and Options

1. Introduction

- 1.1. Cambridge City and South Cambridgeshire District Councils have produced an Interim Position Statement on how they will deal with applications for the governments' new preferred affordable home ownership tenure, First Homes.
- 1.2. The model as it is designed presents some serious challenges locally. In particular around: delivering an appropriate balance of affordable housing tenures to meet local housing needs; providing appropriate housing options that are affordable for those who wish to get on the housing ladder; affordability compared with other intermediate tenures; and providing a suitable mix of property sizes on new developments. This Issues and Options paper provides background to the approach taken in the Interim Statement. It outlines some of the issues and risks for Greater Cambridge in implementing the new model, how any risks will be mitigated and the options which were considered in developing the councils' approach.

2. National Guidance

- 2.1. On 24th May 2021 the government announced its First Homes policy through a Written Ministerial Statement and accompanying changes to the National Planning Practice Guidance to include First Homes.
- 2.2. First Homes contributes to the National Planning Policy Framework requirement to provide 10% of all new homes as affordable home ownership. This followed consultation carried out on the proposed model the previous year.

3. Local Policy

- 3.1. Policy 45 of Cambridge City Council's Local Plan 2018 and Policy H/10 of South Cambridgeshire's Local Plan 2018 require 40% of homes on qualifying sites to be provided as affordable housing.
- 3.2. Cambridge City Council's Local Plan requires a balanced mix of dwelling sizes, types and tenures to meet future housing needs; and South Cambridgeshire District Council's Local Plan states an agreed mix of affordable house tenures will be determined by local circumstances at the time of granting planning permission.
- 3.3. Neither councils' Local Plan specifies the percentage breakdown between social rent, affordable rent and other 'intermediate' tenures.

- 3.4. The Greater Cambridge Housing Strategy 2019 to 2023 has been developed in the context of the council's broader strategic objectives. It recognises there is a need for homes for those who cannot access social housing through the housing register but who also cannot afford to buy on the open market. The Strategy says that the councils will continue to prioritise social housing for rent but that we also want to offer choice for those aspiring to own their own home.
- 3.5. Both councils' preferred affordable housing tenure split is detailed in Annex 5 of the Strategy. Cambridge City Council aims for 75% of affordable housing on qualifying s106 sites to be social/ affordable rent, and 25% to be shared ownership or other intermediate tenures. South Cambridgeshire aims for 70% social/affordable rent and 30% shared ownership or intermediate tenure.
- 3.6. The Strategy does not currently refer to a specific proportion of Social Rent housing, recognising that there can be viability issues in providing Social Rent rather than Affordable Rent.

4. Local Housing Need

- 4.1. Latest housing needs evidence commissioned through GL Hearn to inform the emerging joint Local Plan recognises the acute need for social/affordable rent housing across Greater Cambridge and indicates that around 10% of all new homes across the housing market area should be for affordable home ownership. (10% of all homes equates to 25% of the council's affordable housing requirement).
- 4.2. Although it indicates that the need for affordable home ownership may be greater in Cambridge and South Cambridgeshire than in other parts of the Housing Market Area, it states that there is limited evidence to suggest any district should exceed the National Planning Policy Framework requirement of 10% of new homes on s106 sites to be provided as affordable home ownership.
- 4.3. The research also states that resources for subsidised housing are finite, and the greater the discount on individual dwellings the fewer affordable homes overall may be delivered. Policy should reflect a balance between the needs of the most vulnerable, the needs of people in housing need but not vulnerable, and delivering as many affordable rented homes on the ground as possible, subject to viability.

5. Affordability of First Homes

- 5.1. The GL Hearn research referred to above considers an appropriate discount to be applied to open market values to makes homes affordable to those households who are caught between the rent/buy gap. Their assessment of the percentage discount required from open market value to make a discount market sale home affordable is shown in Table 1 below

Table 1: Estimated percentage discount required from Open Market Value to make Discount Market Sale affordable

Location	1 bedroom	2 bedroom	3 bedroom	4+ bedrooms
Cambridge	28%	30%	34%	34%
South Cambs	22%	28%	31%	33%

Source: GL Hearn, *Housing Needs of Specific Groups, Cambridgeshire and West Suffolk*

5.2. However, this estimation is based on 2020 lower quartile property price data. This is based on lower quartile prices, and other evidence available suggests that prices are likely to have increased over the last two years.

5.3. Another way to consider affordability is to look at the cost of First Homes compared with income or earnings.

5.4. Average full-time household earnings are around £43,900 in Cambridge and £47,000 in South Cambridgeshire. Tables 2 & 3 below provide rough illustrations of the affordability of purchasing a home in Greater Cambridge based on a 10% or 20% deposit with housing costs being no more than 35% of net full-time household earnings.

Table 2: Affordability of a home purchase at £250,000 with a 10% deposit based on housing costs being no more than 35% of average full-time household earnings

	Mortgage	Monthly payment	Annual payment	Average full-time household earnings	Estimated take home earnings 2021-22	35% of full time take-home earnings
Cambridge City	£225k	£1,070	£12,840	£43,900	£33,500	£11,725
South Cambridgeshire	£225k	£1,070	£12,840	£47,000	£35,600	£12,460

Source: Government Money Advice mortgage calculator (3% mortgage rate), [ASHE gross full-time household earnings by place of residence 2020](#), Government take home pay calculator & Greater Cambridge Housing Strategy

Table 3: Affordability of home purchase at £250,000 with a 20% deposit based on housing costs being no more than 35% of average full-time household earnings

	Mortgage	Monthly payment	Annual payment	Average full-time household earnings	Estimated take home earnings 2021-22	35% of full time take-home earnings
Cambridge City	£200k	£950	£11,400	£43,900	£33,500	£11,725
South Cambridgeshire	£200k	£950	£11,400	£47,000	£35,600	£12,460

Source: Government Money Advice mortgage calculator (3% mortgage rate), [ASHE gross full-time household earnings by place of residence 2020](#), Government take home pay calculator & Greater Cambridge Housing Strategy

- 5.5. This suggests that households on average household earnings should just about afford a First Home in South Cambridgeshire with a 10% deposit but that a higher deposit is likely to be needed for a household resident in Cambridge City based on a mortgage rate of 3%.
- 5.6. This presents a significant concern in terms of potential future financial hardship for those purchasing a First Home who are already stretching their budgets.
- 5.7. To purchase a First Home capped at £250,000 with a 5% deposit, households would need an income of around £55,000 to be able to afford a mortgage based on 35% of their income. Those earning around £50,000 with a 10% deposit should also be able to afford a mortgage on this basis.
- 5.8. Therefore, based on current estimate, those benefiting most from First Homes are likely to be those who earn above the average full-time earnings for Greater Cambridge (as shown in tables 2 & 3 above) but cannot afford to buy on the open market. This is shown in Table 4 below

Table 4: Affordability of a First Home capped at £250,000

Price (capped)	Deposit	Mortgage	Monthly payment	Annual payment	Income	Estimated take home income	35% of income
£250,000	5% £12,500	£237,500	£1,130	£13,560	£55,000	£40,590	£14,207
£250,000	10% £25,000	£225,000	£1,070	£12,840	£50,000	£37,600	£13,160

Source: Government Money Advice mortgage calculator (3% mortgage rate) & Government take home pay calculator

5.9. However, according to the government's mortgage advice calculator, a 3% increase in mortgage rates would increase monthly payments by around £380 on a mortgage of £225,000 and around £340 on a mortgage of £200,000. The increase in cost of living currently taking place, and the anticipated increase in fuel bills and National Insurance from April onwards, will put a further squeeze on incomes. So even households who may be able to afford a First Home now may find it more difficult if mortgage rates rise and as living costs continue to increase.

6. Splitting the remaining tenures once First Homes are accounted for

National guidance

6.1. Paragraph 015 of the National Planning Policy Guidance states that once a minimum of 25% of First Homes has been accounted for, social rent should be delivered in the same percentage as set out in the local plan. The remainder of the affordable housing tenures should be delivered in line with the proportion set out in the local plan policy.

6.2. Paragraph 014 of the Guidance says that a policy compliant planning application should seek to capture the same amount of value as would be captured under the local authority's up-to-date published policy.

6.3. Section U2 of the National Design Guide refers to the need for a mix of home tenures, types and sizes, and paragraph 115 states that '*Well-designed neighbourhoods provide a variety and choice of home to suit all needs and ages*'.

Options, Issues and Risks

6.4. As there is no specific reference to affordable housing tenure split in either council's adopted Local Plan, three options have been considered. All of these are problematic; particularly in relation to meeting housing need and providing an appropriate mix of sizes and tenures of homes on new developments.

Option 1: Split the remaining affordable housing in line with council policy

6.5. Splitting the remaining affordable housing in line with the percentages in the Housing Strategy would lead to the breakdown shown in Tables 5 & 6 below. (Based on a 100-home scheme providing 40% affordable housing).

Table 5. Cambridge City: Example scheme of 100 homes, 40 of which are affordable: 25/75 split between remaining intermediate and social/affordable rent

Cambridge City	Current council policy		With First Homes	
	Number	% of affordable	Number	% of affordable
First Homes	0	0%	10	25%
Shared ownership/other intermediate	10	25%	7.5	18.75%
Social/affordable rent	30	75%	22.5	56.25%
Total	40	100%	40	100%

Table 6. South Cambridgeshire: Example scheme of 100 homes, 40 of which are affordable: 30/70 split between remaining intermediate and social/affordable rent

South Cambridgeshire	Current council policy		With First Homes	
	Number	% of affordable	Number	% of affordable
First Homes	0	0%	10	25%
Shared ownership/other intermediate	12	30%	9	22%
Social/affordable rent	28	70%	21	53%
Total	40	100%	40	100%

6.6. For Cambridge City option 1 would lead to an approximate 19% reduction in social/affordable rent units compared with current policy and around a 6% reduction in shared ownership/other intermediate tenures in favour of First Homes. Around 44% of new provision would be for affordable home ownership through a combination of First Homes and shared ownership,

6.7. For South Cambridgeshire option 1 would lead to an approximate 17% reduction in social/affordable rent units compared with current policy and around an 8% reduction in shared ownership/other intermediate tenures in favour of First Homes. Almost half of the new homes provided (47%) would be for affordable home ownership.

Option 1 Issues and risks

6.8. This option:

- Follows the 'spirit' of the national guidance which seeks for the remaining affordable housing, after First Homes, to be split in line with current Local Plan policy.
- Enables a wider choice of intermediate tenures than just providing First Homes and helps meet the councils' Local Plan policies around providing a mix of dwelling sizes, types and tenures.

- Enables a wider mix of intermediate tenure property sizes than the other options, as shared ownership allows delivery of more larger family sized homes, whereas First Homes in Cambridge City at least are expected to only come forward as one-bedroom homes due to the price cap.
- This would lead to a reduction in cash-flow to developers through up-front sale to RPs, although early modelling suggests that any loss would not be significant taking into account the direct sale of First Homes by the developer.

However:

- The local evidence referred to above demonstrates that the greatest need locally is for social and/or affordable rent. This option would be in clear conflict with that evidence and create an over-supply of home ownership/other intermediate tenures compared with social and affordable rent.

Option 2: Count First Homes within the ‘intermediate’ requirement

6.9. Tables 7 & 8 below show what counting First homes in with the ‘intermediate’ housing requirement would look like compared with current council policy

Table 7. Cambridge City: Example scheme of 100 homes, 40 of which are affordable: No additional intermediate housing

Cambridge City	Current council policy		With First Homes	
	Number	% of affordable	Number	% of affordable
First Homes	0	0%	10	25%
Shared ownership/other intermediate	10	25%	0	0%
Social/affordable rent	30	75%	30	75%
Total	40	100%	40	100%

Table 8. South Cambridgeshire: Example scheme of 100 homes, 40 of which are affordable: No additional intermediate housing

South Cambridgeshire	Current council policy		With First Homes	
	Number	% of affordable	Number	% of affordable
First Homes	0	0%	10	25%
Shared ownership/other intermediate	12	30%	2	5%
Social/affordable rent	28	70%	28	70%
Total	40	100%	40	100%

6.10. For South Cambridgeshire 5% of the affordable home ownership would be shared ownership or other intermediate tenures.

6.11. For Cambridge City this option would provide no shared ownership or other intermediate housing over and above First Homes.

Option 2 Issues & Risks

6.12. This option:

- Appears on the face of it to be more favourable than option 1 in terms of protecting the amount of social/affordable rent delivered to meet locally identified housing need.

6.13. However:

- It is recognised that this option is, for Cambridge City at least, unlikely to enable planning applications to capture the same value as under the council's current policy.
- Registered Providers operating locally have confirmed that the bids they submit to developers for the affordable housing on new developments will be lower if they are unable to cross-subsidise the delivery of social or affordable rent with sales of shared ownership properties. This option would, for Cambridge City, allow no shared ownership at all and therefore provide no cross-subsidy. In consulting with registered providers in the area, the difference in offers to the developer could be anything between 2% to 8% of open market value in Cambridge City and 0.6% to 7% of open market value in South Cambridgeshire District Council. It should be noted that because individual providers will bid on a scheme based on their own financial business plans, that these will vary, and therefore a range has been provided to take the different offers into account. It is difficult to estimate what this would mean in monetary terms because of the wide range and it is suggested that further viability work will need to be undertaken as part of the development of the Joint Local Plan.
- Some modelling has also been carried out on a scheme currently being considered as part of Cambridge City Council's own development programme. This suggests that, for the particular development modelled, replacing all the 'intermediate' housing with First Homes the profit loss would be around 4.5% compared with a scheme coming forward under the current policy of 75% affordable rent and 25% shared ownership. The main issues are likely to be around: loss of cross-subsidy from Registered Providers from shared ownership to fund the social/affordable rent; higher

interest payments due to loss of cash-flow from Registered Providers; and increased costs for a developer in relation to sales and marketing.

- This concern around viability means there may be risks around how much social/affordable rent could be delivered and whether 40% affordable housing could be achieved overall. It could also impact on section 106 contributions towards other infrastructure, facilities and services.
- Viability concerns present risks around design quality and are likely to affect the councils' ability to ensure that new homes provide high levels of energy efficiency and sustainability and help to meet national and local carbon reduction targets.
- Viability issues could also impact on rental affordability in both council areas. Although Registered Providers currently operating locally have said that they would still try to keep rents within levels stated within our Affordable Rents policy (60% of market rents for Cambridge City and 70% of market rents for South Cambridgeshire), option 2 could lead to higher rents being charged than currently (up to 80% of market).
- No shared ownership in Cambridge would mean no other intermediate housing options on new developments for those who could not access the deposit and/or mortgage to buy a 70% share under First Homes, but could afford a 10% or higher share of a shared ownership property. It would also rule out other intermediate housing options.
- Due to the £250,000 price cap, at a 30% discount the only 'intermediate' tenure properties likely to come forward in Cambridge City would be one-bedroom homes, although some two-bedroom homes should be deliverable in some parts of South Cambridgeshire. In Cambridge there would be no larger affordable home ownership options available for families.
- With the greatest social housing need being for one-bedroom homes, an over-provision of one-bedroom homes could make it difficult to design them into and to create mixed and balanced communities.

Option 3 Allow for provision of some shared ownership/other intermediate tenures in addition to First Homes

6.14. A third option is to provide some shared ownership/other intermediate tenures across both council areas but at a lower level than in option 1.

6.15. Tables 9 & 10 below show how the same development scenario would look for each district if both districts provided 5% or 10% of new affordable homes as shared ownership. (Note that for South Cambridgeshire Option 2 would already provide 5% shared ownership).

6.16. Other percentages have been considered but between 5% and 10% is considered to provide a balanced approach.

Table 9. Cambridge City: Example scheme of 100 homes, 40 of which are affordable: balance between options 1 & 2 - retaining 5% or 10% shared ownership

Cambridge City	Current council policy		With First Homes	
	Number	% of affordable	Number	% of affordable
First Homes	0	0%	10	25%
Shared ownership/other intermediate	10	25%	2 or 4	5% or 10%
Social/affordable rent	30	75%	28 or 26	70% or 65%
Total	40	100%	40	100%

Table 10. South Cambridgeshire: Example scheme of 100 homes, 40 of which are affordable: balance between options 1 & 2 - retaining 5% or 10% shared ownership

South Cambridgeshire	Current council policy		With First Homes	
	Number	% of affordable	Number	% of affordable
First Homes	0	0%	10	25%
Shared ownership/other intermediate	12	70%	2 or 4	5% or 10%
Social/affordable rent	28	30%	28 or 26	70% or 65%
Total	40	100%	40	100%

Note that 5% for South Cambridgeshire is in line with option 2

Option 3 Issues and risks

6.17. This option would:

- Enable a wider choice of tenures than option 2 for Cambridge City and the same or higher proportion of shared ownership in South Cambridgeshire.
- Provide a more affordable option than First Homes for those wanting to purchase a property through shared ownership. Some shared ownership at a

10% share could also benefit some housing register applicants which First Homes is unlikely to do.

- Allow for a wider mix of property sizes than option 2 in Cambridge City, including some two-bedroom intermediate homes. This would help to support development of mixed and balanced communities.
- Allow some cross-subsidy through shared ownership and some cash-flow from shared ownership for developers.

6.18. However:

- This would present similar risks to option 2, although for Cambridge City the risk would be reduced. For South Cambridgeshire the risk would be the same or reduced depending on the shared ownership percentage settled on.

Preferred option

Splitting the remaining tenures once First Homes are accounted for:

Cambridge City Council policy position: The preference will be for 70% affordable/social rent; 5% shared ownership; 25% First Homes.

South Cambridgeshire District Council – Officers’ Recommendation: The preference will be for: 70% affordable/social Rent, 5% shared ownership, 25% First Homes

Rationale: This seeks to achieve the same amount of Affordable/Social Rent on a scheme in South Cambridgeshire and a 5% reduction in Cambridge City compared with current policy. It allows a small amount of shared ownership which will be targeted at family sized accommodation. This is felt to present a fair balance of property types and tenures within the national policy context, to provide homes that meet a variety of household affordability and needs. It is also considered to be a viable option at this time.

7. Price Cap

National Guidance

7.1. Paragraph 005 of the Guidance says that Initial sale of a First Home cannot be at a price greater than £250,000 (outside of London) once the discount has been applied. However, there is discretion to set lower price caps if a need can be demonstrated. Local price caps should be determined through

the local plan making process with regard to local income levels, related to local house prices and mortgage requirements.

7.2. The price cap does not apply to subsequent resales.

7.3. Paragraph 008 of the Guidance says that any local eligibility criteria will apply for a maximum of 3 months from when a home is first marketed. If a suitable buyer has not reserved a home after 3 months, the eligibility criteria (including income caps) will revert to the national criteria, to widen the consumer base.

Options, Issues and Risks

7.4. Assuming that the discount is capped at 30%, the maximum open market value before discount would be around £357,000. The affordability data in section 5 above demonstrates the affordability problems with First Homes, particularly in a climate of rising household costs.

7.5. Most if not all First Homes are expected to be delivered at the maximum price cap. Therefore, for affordability reasons there could be an argument for lowering the cap.

7.6. However, this is likely to present viability challenges. [National residential land value estimates](#) put land values in Greater Cambridge well within the top 10% nationally outside of London.

7.7. Also, as an example, through Cambridge City Council's own 500-home development programme development costs have in some cases exceeded £250,000 per unit.

Option 1: Retain the price cap

7.8. Retaining the price cap would:

- Help with scheme viability, although even the current price cap is likely to present significant challenges.

Option 2: Lower the price cap

7.9. A lower price cap would:

- make homes affordable to a wider range of applicants

7.10. However:

- This would make provision of anything other than one-bedroom homes even less likely and would not help to promote a mix of property sizes.
- It is likely to raise significant viability issues, which could impact on a reduction overall of affordable housing or fewer Affordable Rented/social rented homes.
- Even the current price cap will make it extremely difficult to deliver more energy efficient homes, particularly homes built to zero carbon standards.
- If a home is not sold within three months of marketing the cap would be disregarded anyway. Regardless of monitoring compliance with the section 106 agreement would developers be incentivised to sell quickly?

8. Discount to market value

National Guidance

8.1. Paragraph 004 of Planning Guidance requires the discount to market value to be set at a minimum of 30%. This cannot be lowered, but there is local discretion to raise it to either 40% or 50% of market value where authorities can demonstrate a need. The guidance refers to housing needs assessments required to be carried out as part of the local plan process, to enable an evidence-based planning judgment to be made about the need for a higher local minimum discount.

Options, Issues and Risks

8.2. For a property to cost the maximum of £250,000 at a 30% discount, it would have to be worth up to £357,000 on the open market. A 40% discount would, subject to viability, allow homes worth up to £416,700 to be provided, and 50% up to £500,000.

Option 1: Keep the discount at 30%

8.3. Keeping the discount at 30% would:

- Be more or less in line with the evidence produced to support the emerging Greater Cambridge Local Plan. The Housing Needs of Specific Groups study carried out by GL Hearn identifies between 28% and 34% as an appropriate level of discount for lower quartile new build discounted market housing in Cambridge, and 22% to 33% in South Cambridgeshire), depending on property size.

8.4. However, retaining the discount at 30% would:

- Restrict the number of applicants for First Homes to those who can afford to pay 70% of market value.

- With the price cap at £250,000, mean that only one-bedroom homes would be made available in Cambridge City; and no family size homes larger than two-bedrooms in Greater Cambridge as a whole.

Option 2: Raise the discount to 40% or 50%

8.5. There may be an argument for raising the discount to 40% or 50%.

Option 2 Issues & Risks

8.6. Option 2 could:

- Allow a wider range of applicants to be able to afford a First Home.
- Allow larger homes to be provided, particularly in Cambridge City. This would provide a wider range of choices for applicants and make the homes more saleable.

8.7. However:

- Raising the discount will inevitably impact further on scheme viability, with potential serious consequences as referred to in section 6 above.

Discount to market value: Interim Policy Position:-

First Homes will be sold with a discount of 30% from full open market value.

9. Eligibility - Income cap

National policy

9.1. Under Paragraph 007 of the Guidance the maximum household income for First Homes purchasers is £80,0000 outside of London.

9.2. Under Paraph 008 Local authorities can apply lower income limits if it can be justified with reference to local average first time buyer incomes, mortgage requirements and loan-to-income ratios for the area's target market for First Homes. They should not be set at a level which would prevent a borrower from obtaining a 95% loan to value mortgage for the discounted price of suitable properties.

9.3. Paragraph 008 of the Guidance: Income criteria should not limit the eligible customer base to the point that homes become difficult to sell. Any local income cap will apply for a maximum of three months from when the home is first marketed and will revert to the national criteria, to widen consumer base.

Options, Issues & Risks

9.4. As shown in tables 2 & 3 above, average full-time household earnings for residents in Cambridge City is £43,900 and in South Cambridgeshire is £47,000 so the threshold is well above this. And someone on an £80,000 income could potentially afford to buy a reasonable market home based on monthly payments alone, although the size of deposit required is often a major barrier.

9.5. Local research for the Greater Cambridge Housing Strategy identifies that the main gap in housing provision is for those with incomes of £30,000 to £50,000; and Savills in their report Detailed Affordability Analysis, Cambridge & South Cambridgeshire 2017, identified a similar gap of around £25,000 to £45,000

9.6. Evidence from the Help to Buy register around households wishing to access intermediate tenure housing in Cambridge and/or South Cambridgeshire also suggests that the majority of those interested in intermediate tenure housing have incomes of around £30,000 to £50,000.

9.7. However, the affordability of a First Home for households with an income of less than £50,000 per year has already been highlighted.

Option1: Keep the current maximum household income at £80,000

9.8. Keeping the £80k discount for the first three months of marketing would:

- Provide a larger pool of households who are able to afford to buy a First Home.
- Help to mitigate against households on lower incomes running into financial difficulties, particularly within the current climate of increased household costs and impact of potential mortgage interest rises.
- Be in keeping with the household income cap for shared ownership which is set at £80,000.

Option 2: Lower the maximum household income

9.9. Lowering the maximum household income would.

- Help to target First Homes at those in the income brackets that the council has identified as the target market for intermediate housing.

9.10. However:

- It would restrict the number of applicants able to afford a First Home, particularly in Cambridge being an area of high house prices. This could lead to homes being sold to applicants who do not meet other local eligibility criteria or even to not being sold at all as a First Home if a buyer cannot be found who meets both the national eligibility criteria and the local income threshold.
- It could lead to a higher proportion of First Home buyers running into financial difficulties than if those on higher incomes were eligible.

Household income cap: Interim Policy Position

The national household income cap of £80,000 per annum will apply to purchasers of First Homes in Greater Cambridge

10. Eligibility – Local connection Criteria

National guidance

- 10.1. Local Authorities can set their own local connection or employment based criteria for the sale of First Homes. These will apply for the first three months of marketing and will be removed if the property cannot be sold within that time.
- 10.2. Local connections may include, for example, current residency, employment requirements, family connections or special circumstances such as caring responsibilities. (The guidance details how local connection criteria should be disapplied for members of the Armed forces and their families).
- 10.3. As with lowering the income cap, eligibility requirements such as local connection and employment based requirements should not limit the eligible consumer base to the point that homes become difficult to sell.
- 10.4. Any local connection requirements will apply for a maximum of three months from when the home is first marketed and will be disapplied if the home cannot be sold within that period.

Options, Issues & Risks

Option 1: Allow anyone to apply for First Homes locally, wherever they live or work

- 10.5. This would:
- Maximise the number of potential applicants for First Homes.
- But could:
- Prevent people living or working locally from accessing the scheme.

Option 2: Restrict first sales of First Homes to people who have a local connection locally

- 10.6. There is high demand for housing in Greater Cambridge, evidenced by high rents and house prices. Housing affordability is a key issue locally, and various consultations and community engagements have identified frustration amongst local people that they cannot afford to access appropriate housing in Greater Cambridge. The actual scale of demand is not clear but applying local connection criteria to households would help First Time buyers to get on the housing ladder and remain living locally.
- 10.7. Evidence of the need for housing for local workers includes recent research carried out by Cambridge University Hospitals and by Cambridge Ahead, both of which identified the need for affordable housing in Greater Cambridge to meet the needs of local workers.
- 10.8. Both councils already apply local connection criteria for applicants on the councils' housing registers and these are proven to work effectively. It is proposed to apply similar criteria to applicants for First Homes.

Local connections: Interim Policy Position

Local connection criteria will be applied.

A purchaser will be required to have a local connection with the relevant local authority area within which the development is located.

Where schemes are cross-boundary, or where joint nominations on the affordable homes have been agreed, a purchaser's local connection may be with either Cambridge City or South Cambridgeshire District.

An applicant will be considered to have a connection to the area if they meet one or more of the following criteria:

- The applicant is in full time or part time employment in the Council district for sixteen hours or more per week. (See paragraph 4.15 below for more detail).
- The applicant has lived in the local authority area for at least 6 of the last 12 months, or 3 of the last 5 years.
- The applicant has family members who have been resident in the local authority area for a period of 5 years or longer and are currently resident in the local authority area. Family members are defined as parents, adult sons and adult daughters or brothers or sisters. Other family associations will be considered on a case-by-case basis.
- There are special circumstances that the Council considers give rise to a local connection.

Applicants will be considered to have employment in the relevant district and therefore may meet the local connection criteria if they meet one of the following criteria:

- They are in paid full or part time permanent employment for 16 hours or more per week and their actual working location is within the district; or
- They are working within the district on a temporary or zero-hour employment contract that has been in place for at least 6 months and can demonstrate they have worked at least 16 hours per week since starting the employment contract; or
- Self-employed applicants are required to demonstrate that their permanent base of operations is within the District, even if their work requires them from time to time to work outside of the district.

The employment must be the actual place of work in the district and not employment based on a head office or regional office situated in the district but from which they do not work.

The relevant council reserves the right to waive the 16 hour requirement if necessary to avoid discrimination.

In line with the national guidance, the local connection requirement will not apply to active members of the Armed Forces, divorced/separated spouses or civil partners of current members of the Armed Forces, spouses or civil partners of a deceased member of the armed forces (if their death was wholly or partly caused by their service) and veterans within 5 years of leaving the armed forces.

Developers may be required to target marketing towards particular employers where appropriate

11. Eligibility – Priority for key workers

National guidance

- 11.1. The guidance encourages authorities to prioritise key workers, especially if they have identified local need for certain professions. The definition of a key worker should be determined locally and could be any person who works in any profession that is considered essential for the functioning of a local area.
- 11.2. As with other eligibility criteria, any priority for key workers will apply only for the first three months of marketing.

Options, Issues and Risks

- 11.3. Neither council has developed a definition of key workers to date on the basis that all workers are seen as key to supporting the local economy.
- 11.4. Although it is not standard practice locally to give housing priority to particular groups of worker in allocating homes for social/affordable rent or shared ownership, the councils will often give some priority for social housing on new developments to applicants who work within a given radius of the development. One of the reasons for this is to help promote carbon reduction and tackle climate change by preventing people from having to travel long distances to work.

Option 1: Provide a local definition of key workers and restrict applications for First Homes to those meeting the definition.

Option 2: Provide a local definition of key workers and give some priority for applicants identified as key workers

- 11.5. Options 1 & 2 would:
- Restrict the number of applicants eligible for First Homes which could make them more difficult to sell
 - Be contrary to the councils' current approach around recognising that all workers are important to the economy
 - Make it complex to identify whether some individual applicants were eligible; leading to lack of transparency for applicants and more complexity in administering the scheme, both for the councils and developers.

Option 3: Do not give priority to any particular groups of workers, but require developers to prioritise marketing to employers in the near vicinity where appropriate.

11.6. Option 3 would:

- Ensure that particular groups of workers are targeted where appropriate.
- Help support national and local carbon reduction ambitions through promoting sale of homes close to people's place of work, with the aim of helping to reduce carbon emissions generated through travel to work.

Key workers: Interim Policy Position

No specific priority will be given to key workers at this point in time, but the council may ask for marketing to be targeted towards particular employers where appropriate dependent on the scheme's location.

12. First Homes Exception Sites Policy

National Guidance

12.1. Para 024 of the First Homes PPG Guidance states that a First Homes exception site is an exception site (that is, a housing development that comes forward outside of local or neighbourhood plan allocations to deliver affordable housing) that delivers primarily First Homes.

12.2. Para 025 – First Homes exception sites can come forward on unallocated land outside of a development plan. They cannot come forward in areas designated as Green Belt, or designated rural areas as defined in Annex 2 of the National Planning Policy Framework. In these areas rural exception sites are the sole permissible type of exception site.

Options, Issues & Risks

12.3. As a rural area, South Cambridgeshire District Council have a successful record of delivering rural exception sites. Rural exception sites provide affordable housing specific to village needs, often providing a mix of tenures and house types. As part of delivering rural exception sites, housing needs surveys have continually identified that local need in villages is predominantly for rented tenures.

12.4. Rural exception sites have been successful in the District because the land values for such schemes are much lower than for a residential

development within the village framework. This means that schemes are generally viable and provide a high standard of housing delivered by registered providers. There is some concern that First Homes Exception Sites will achieve a higher land value and be particularly attractive for private developers because there will be no need to engage with a housing provider or undertake specific housing needs assessments.

12.5. Whilst the councils cannot stop developers coming forward with a First Homes Exception Site, our preference in South Cambridgeshire will be for rural exception sites to be brought forward with an element of First Homes to provide a better tenure mix and balanced scheme.

12.6. The Interim Position Statement sets out local criteria that South Cambridgeshire District Council would seek to achieve on any First Homes Exception Site coming forward to ensure schemes are proportionate to the scale and character of the village and that there is not an over-supply of affordable home ownership products in the local area.

12.7. To ensure that local villages benefit from any First Homes exception sites coming forward, we will seek to apply a village connection to the scheme for the first 4 weeks of marketing to give priority to local people. Whilst this is not recommended as part of the National Planning Practice Guidance, a village connection was applied to the pilot First Homes scheme in Great Abington which has not impeded sales.

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Agenda Item 8



South
Cambridgeshire
District Council

Report to:	Scrutiny and Overview Committee	3 March 2022
Lead Cabinet Member:	Cllr Neil Gough	
Lead Officer:	Head of Transformation	

2021-22 Quarter Three Performance Report

Executive Summary

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

Key Decision

2. No

Recommendations

3. It is recommended that Scrutiny and Overview Committee:
 - a) Review the KPI results and comments at **Appendix A** and progress against Business Plan actions at **Appendix B**, recommending, where appropriate, any actions required to address issues identified, and approving onward submission to Cabinet.
 - b) Note the reduction in target in relation to Land Charges Search Response Days, as part of a phased return to pre-Covid target level by the new financial year, as detailed within the comments section at SX025 at **Appendix A**.

Reasons for Recommendations

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

Details

Key Performance Indicator (KPI) Report

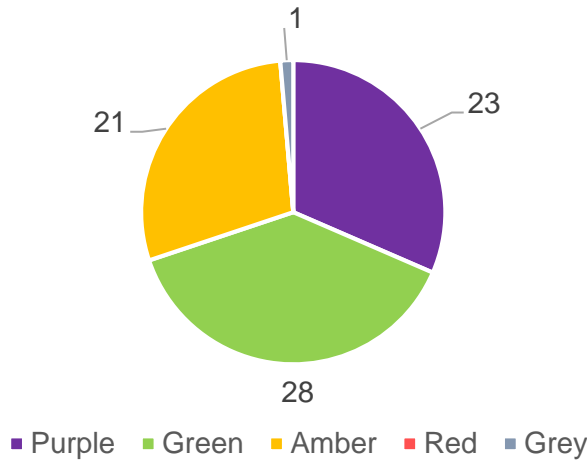
5. This report presents Key Performance Indicator (OKPI) results that are aligned to high-level, business-as-usual activities that underpin the successful delivery of the Council's services.
6. The data in **Appendix A** shows actual performance against target and intervention levels and accompanying comments, as provided by performance indicator owners. The Council uses a 'traffic light' system to denote performance, whereby:
 - **Green** signifies performance targets that 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 to raise standards as required.
 - **Red** denotes performance below the intervention level. This represents underperformance of concern and should prompt interventions and may involve the reallocation of resources or proposals to redesign how services are provided.

Business Plan Update Report

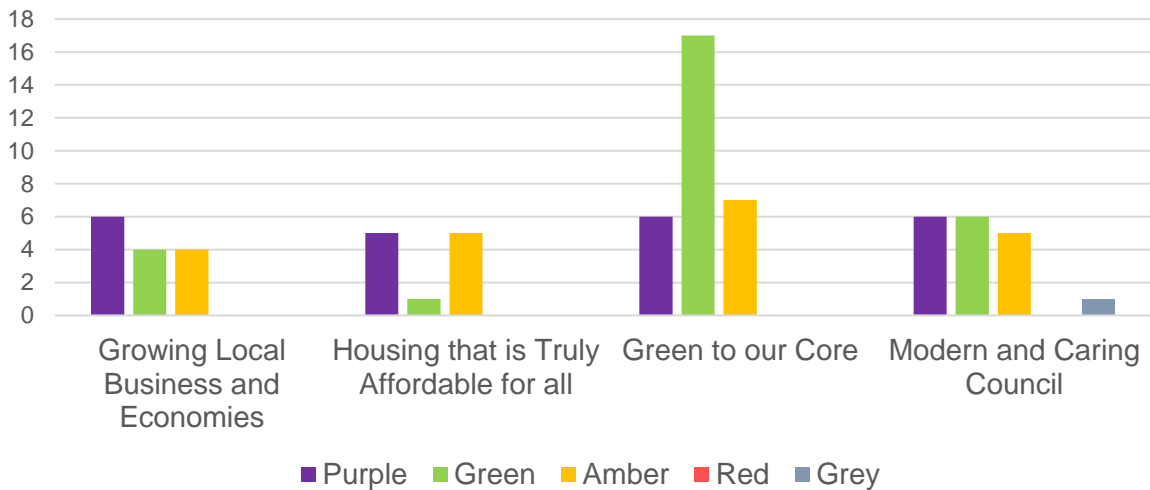
7. **Appendix B** provides updates in relation to the 2020-25 Business Plan actions and timescales.
8. A colour-coding system is applied to this element of the report whereby:
 - **Purple** signifies that the measure has been completed
 - **Green** signifies that completion of the measure by the end of the stated target quarter is on target
 - **Amber** signifies that completion of the measure has been delayed, but is on track to be delivered by a revised delivery date
 - **Red** signifies that the measure will not be delivered or that a delivery plan is needed
 - **Grey** signifies that information is not available to indicate progress at this time
9. The number of Purple, Green, Amber, Red and Grey Business Plan measures at end of quarter one, broken down by each Business Plan priority, is as follows (previous quarter numbers are shown in brackets by way of comparison):

Status	Growing Local Business and Economies	Housing that is Truly Affordable for all	Being Green to our Core	A Modern and Caring Council	Total
Purple	6 (5)	5 (4)	6 (3)	6 (2)	23 (14)
Green	4 (5)	1 (4)	17 (22)	6 (10)	28 (41)
Amber	4 (4)	5 (3)	7 (5)	5 (5)	21 (17)
Red	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Grey	0 (0)	0 (0)	0 (0)	1 (1)	1 (1)
Total	14	11	30	18	73

Business Plan Measures Broken Down by Status at end of Q3



Business Plan Measures Broken Down by Status at end of Q3 and Business Plan Priority



Implications

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

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

Consultation responses

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

Alignment with Council Priority Areas

12. 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

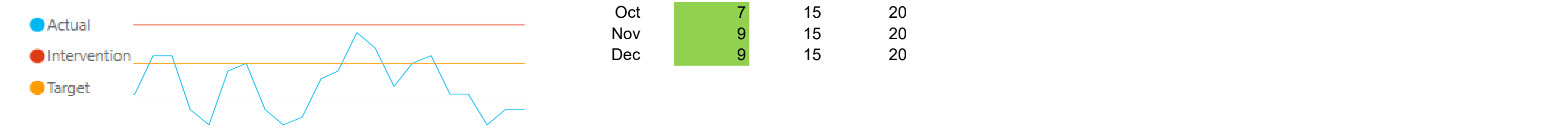
Telephone: (01954) 713018

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

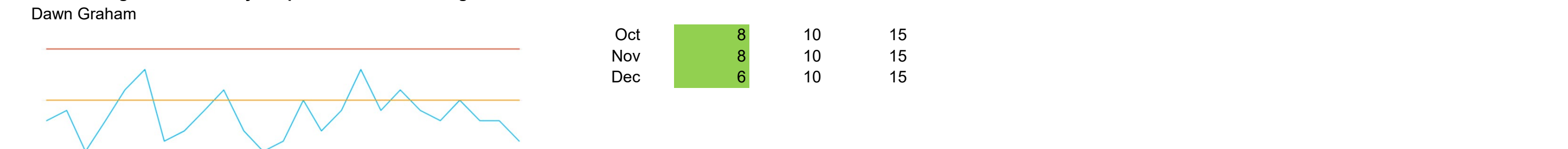
Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Comments
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Benefits

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

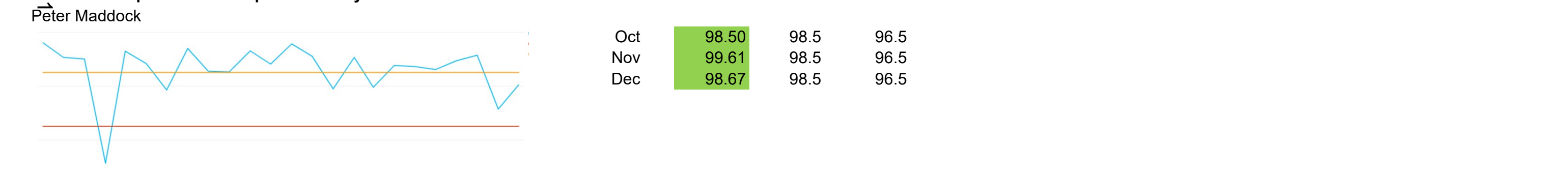


FS113 Average number of days to process HB/CTS change events

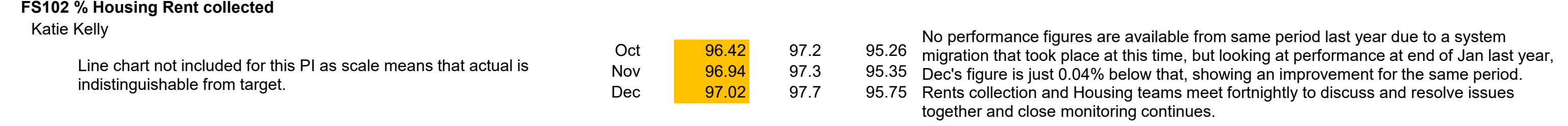


Revenues

FS109 % undisputed invoices paid in 30 days



FS102 % Housing Rent collected



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

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Comments	
FS104 % NNDR collected (year to date)					
Katie Kelly					
Line chart not included for this PI as scale means that actual is indistinguishable from target.	Oct	68.10	68.66	67.29	It is difficult to compare this year's performance to last year, as many businesses had 100% relief, and this has reduced to 66% in this year. We have around £3m more due for payment in Q4 2021/22 than for the same period last year. On reviewing those due for payment, no particular concerns have been identified, however close monitoring will continue.
	Nov	77.10	77.85	76.29	
	Dec	85.70	86.3	84.57	
FS105 % Council Tax collected (year to date)					
Katie Kelly					
Line chart not included for this PI as scale means that actual is indistinguishable from target.	Oct	68.2	69.3	67.91	Collection performance is slightly down on the same period last year, however it is noted that more customers have opted to spread their instalments through until March, with £500k more due in Q4 2021/22 than in Q4 2020/21. Close monitoring to continue.
	Nov	77.6	79.0	77.42	
	Dec	87.0	88.0	86.24	

Report continues on the following page.

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

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

Month	Actual	Target	Intervention
Oct	180506	112000	123200
Nov	205183	128000	140800
Dec	233555	144000	158400

Total B&B spend to the end of Q3 is £233,555, although Covid grant monies will be used to offset £168,790 of these costs. In addition, a further £32,725 (estimated) will be offset via housing benefit payments. This means that the anticipated total B&B spend after all deductions is an estimated **£32,040**.

The increase in B&B usage in recent years is because the Housing Advice service has continued to see a high demand for its homelessness services, particularly from those requiring emergency accommodations. We have also seen blockages in temporary accommodation due to limited move on for existing occupants. Most of those in B&B have been single people, with a few families accommodated in nightly paid self-contained accommodation until an alternative is available. Demand for emergency accommodation increased as a result of Covid 19, particularly in relation to the request for councils to accommodate all rough sleepers for significant periods of time. However, B&B expenditure is offset via the covid grant money and the number of households requiring accommodation in B&B facilities is decreasing.

Housing and Property Services

AH204 % tenants satisfied with responsive repairs
Eddie Spicer

Month	Actual	Target	Intervention
Sep	83	97	92
Dec	82	97	92

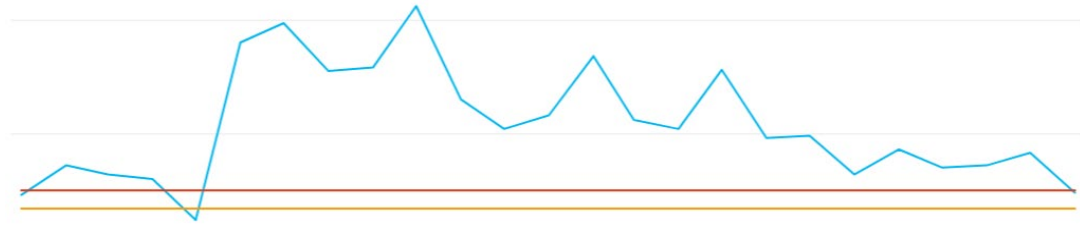
Over recent months, Mears have moved away from the use of PDAs for the gathering of satisfaction data by operatives on the doorstep, and have adopted a new approach called Voice of the Customer (VOC). This change has resulted in a reduction in response rates and the timing of the change ties in with the start of the decline in results.

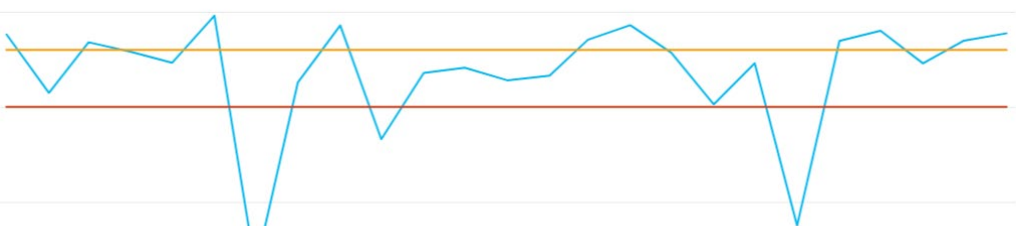
The latest return of 82% is based on responses from 8.9% of those who received responsive repairs during the period. Following investigation, it has been found that while 856 customer-facing jobs were completed, only 450 text messages were sent seeking satisfaction responses, 30 of which failed (usually indicating an incorrect number) and only 76 completed surveys were returned.

Going forward the newly appointed Housing Assets Service Manager is prioritising working with Mears to identify and address the cause of the discrepancy between the number of repairs completed and the number of text messages sent, as well as requesting that non-responses are followed up with a call in an attempt to raise the return rate. As such, it is expected that next quarter's result will provide a more accurate reflection, based on a larger response rate.

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

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

Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Comments
AH211 Average days to re-let all housing stock				
Eddie Spicer				
	Oct 36	17	25	The high number of days to re-let housing stock earlier in the year is reflective of the impacts of Covid that have been reported by other landlords nationally. The line chart to the left shows a continuing trend of recovery back to more regular levels, with Dec's improvement the result of having worked through the backlog of older properties. Jan's result is likely to see an increase due to downtime over the Christmas period, however beyond this we expect to see a continuation of the trend of improvement, assisted in part through a continuation of the relaxation of Covid restrictions. We are still experiencing higher refusal rates than was the case pre-Covid. This can extend the amount of time properties are empty for and we will continue to monitor this closely as restrictions are relaxed.
	Nov 41.5	17	25	
	Dec 24	17	25	

SH332 % emergency repairs in 24 hours				
Geoff Clark				
	Oct 97.29	98	95	
	Nov 98.49	98	95	
	Dec 98.87	98	95	

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

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

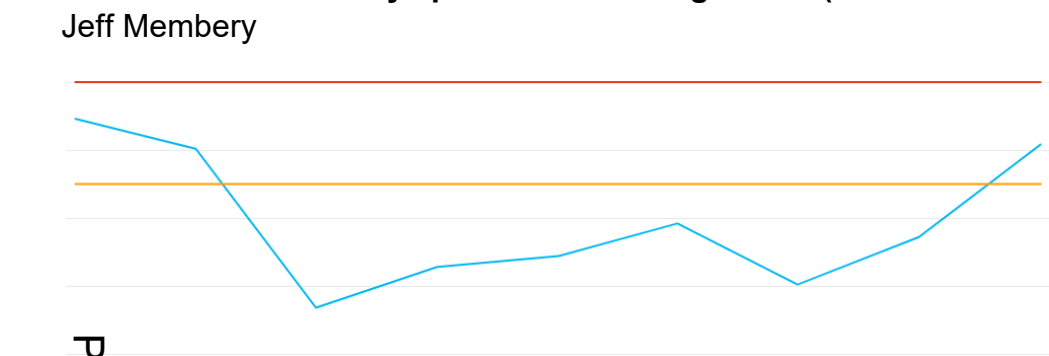
FS117 Staff turnover (non-cumulative)



Sep	1.89	3.25
Dec	4.24	3.25

Throughout the Covid period, the number of leavers has been lower than is normally the case and it is possible that some members of staff have left during Q3 having previously delayed plans to do so. A certain amount of turnover can be healthy for an organisation, and as such this result in isolation does not necessarily indicate cause for concern, however this will continue to be monitored closely alongside the analysis of information obtained from exit interview.

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



Sep	1.36	1.75
Dec	2.04	1.75

The increase in staff sickness days during Q3 is largely due to an increase in Covid absences during this period.

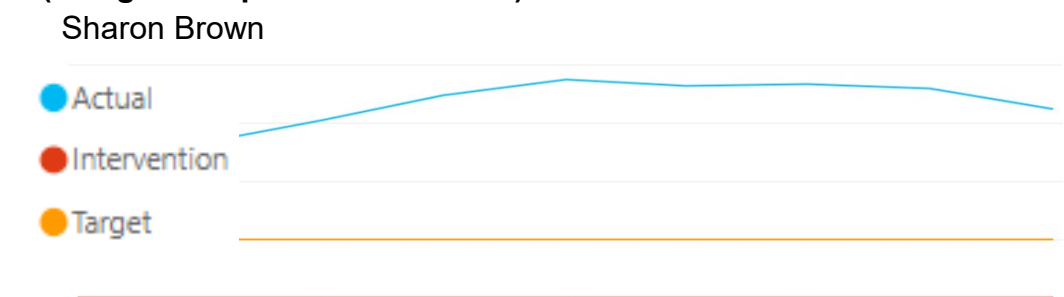
Page 65
Report continues on the following page.

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

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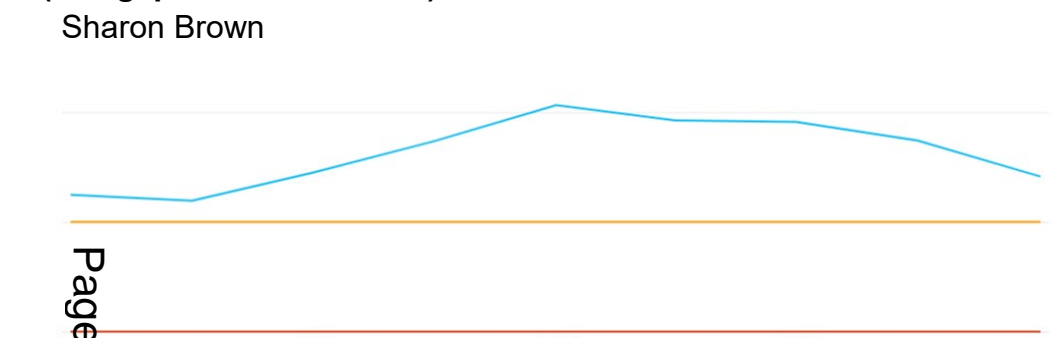
Dev. Management

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



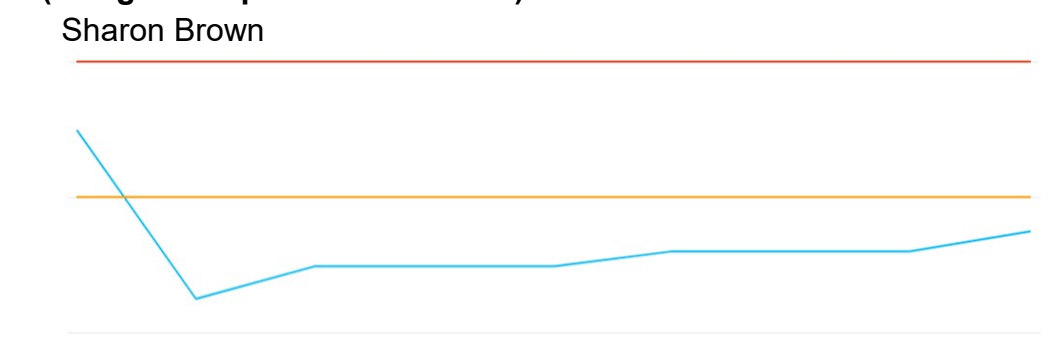
Sep	77.95	65	60
Dec	76.19	65	60

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



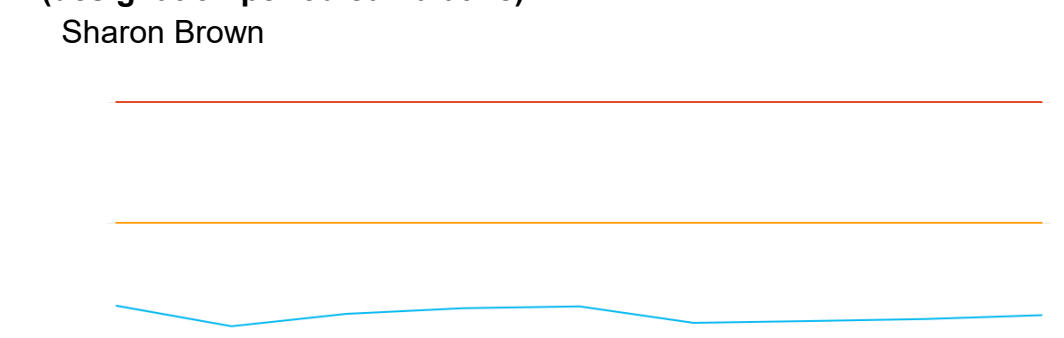
Sep	78.71	75	70
Dec	77.08	75	70

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



Sep	2.99	5	10
Dec	3.73	5	10

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



Sep	1.02	5	10
Dec	1.18	5	10

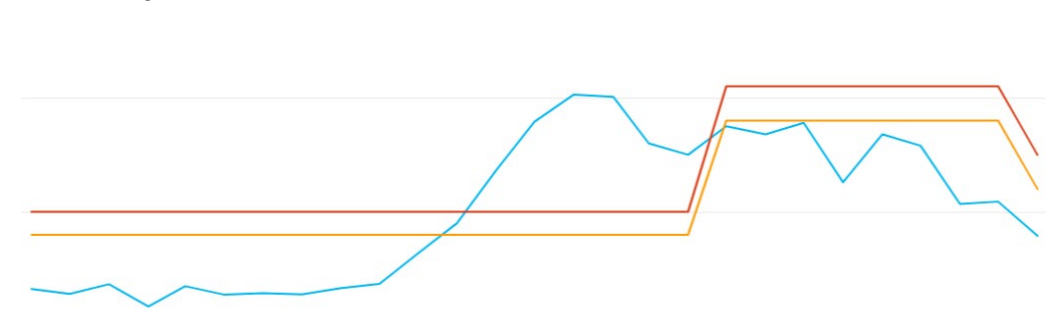
Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)

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

SX025 Average Land Charges search response days

Heather Jones



Oct	10.7	18	21
Nov	10.9	18	21
Dec	7.9	12	15

Following the application of a temporarily increased target (18 days) and intervention level (21 days) to account for additional demand due to the stamp duty holiday, the target and intervention have been reduced to 12 and 15 as of December, as part of a phased return to pre-Covid levels (8 day target and 10 day intervention) by the start of the 2022-23 financial year.

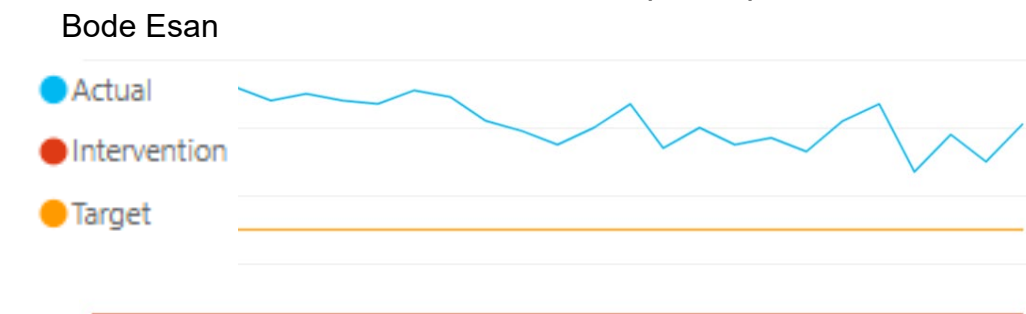
Performance has improved from Q2 levels throughout Q3 and whilst the number of requests remains reasonably high, there has been a reduction to a more manageable level since the end of the stamp duty holiday. December saw fewer search requests submitted, as is normal for this time of year, however it is anticipated that the continued improvement in results to pre-Covid levels should not be an issue.

Report continues on the following page.

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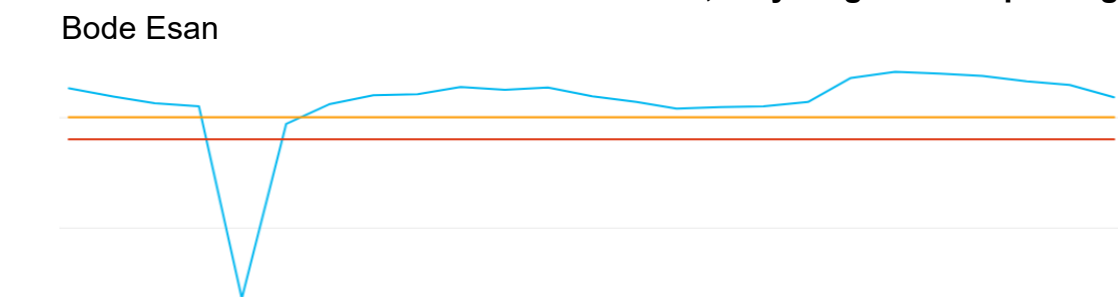
Shared Waste Service

ES408 % of bins collected on schedule (SSWS)



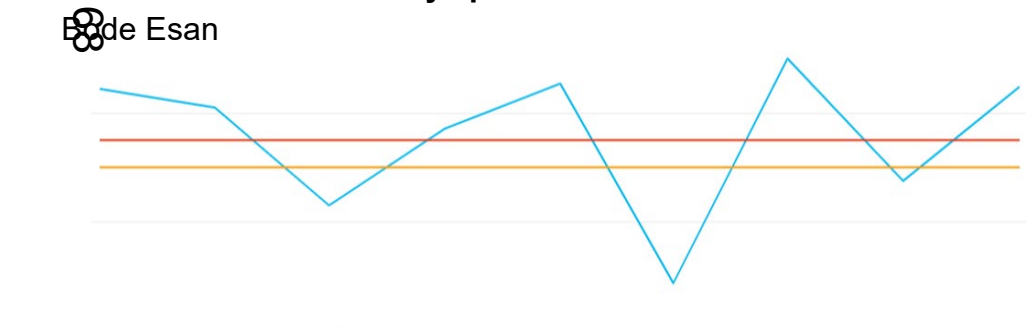
Oct	99.78	99.5	99.25
Nov	99.70	99.5	99.25
Dec	99.81	99.5	99.25

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



Oct	53.25	50	48
Nov	52.92	50	48
Dec	51.80	50	48

SP786a Staff sickness days per FTE - SSWS



Sep	2.75	3	3.5
Dec	4.47	3	3.5

Covid absences in Q3 accounted 182 days of absence within the Shared Waste Service (this figure does not include instances of self-isolation), compared with 2 days lost to Covid in the previous quarter.

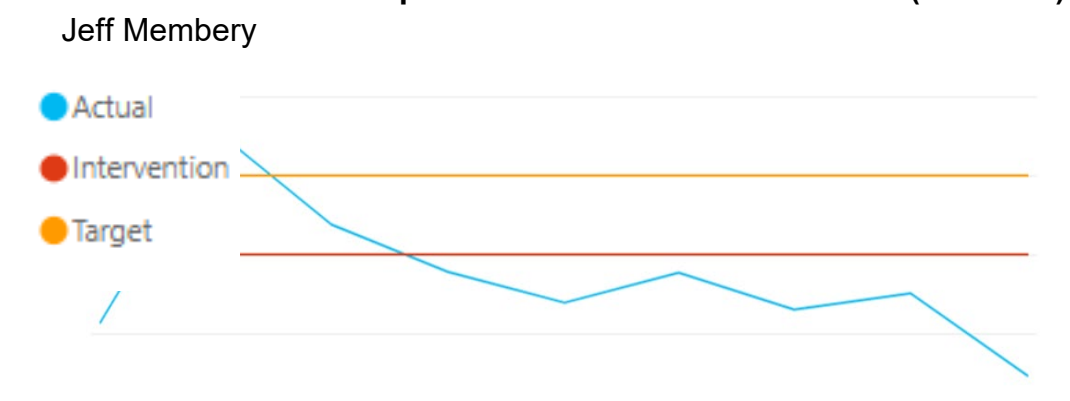
Muscular-skeletal absences also increased, which often results in longer term periods of absence. Going forward the HR Department and Health and Safety colleagues continue to make arrangements to support staff and teams in managing absence, particularly in relation to muscular-skeletal complaints.

Report continues on the following page.

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

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



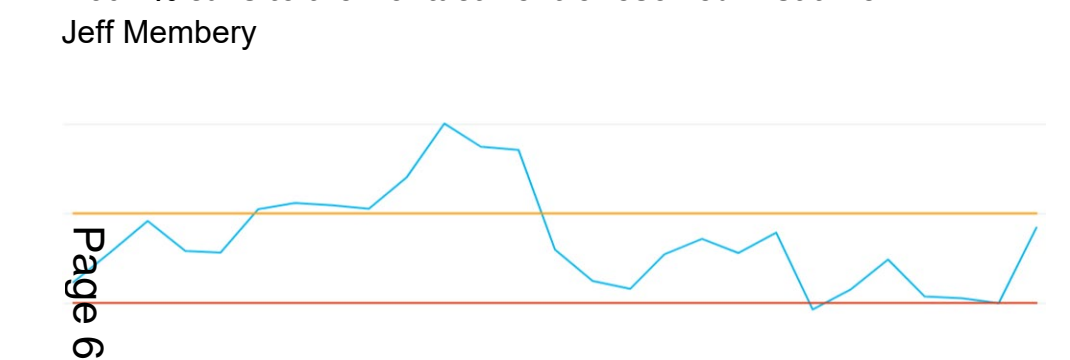
Sep	65.06	80	70
Dec	54.65	80	70

47 of 86 resolutions were within timescale (10 working days for stage 1 and 20 working days for stage 2 complaints) - 10 of 10 (100%) in Corporate Services and Finance, 27 of 42 (64.29%) in Housing, 3 of 5 (60%) in Shared Waste and Environment and 7 of 29 within the Greater Cambridge Planning Service (GCPS).

Work has been undertaken to both reduce the backlog of GCPS complaints (down from 42 at the start of the exercise to 18 currently) and also to identify and remedy the cause of any delays. Further guidance has now been given to Planners on how to deal with complaints and a new process implemented to monitor and speed up response times.

Contact Centre

CC302 % calls to the Contact Centre resolved first time

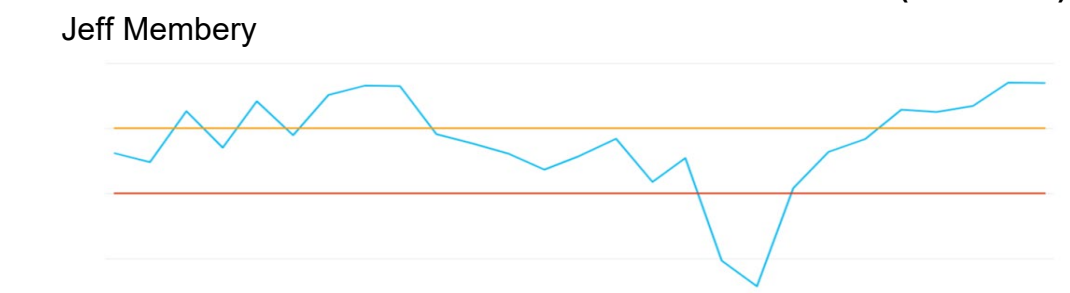


Oct	70.52	80	70
Nov	69.98	80	70
Dec	78.41	80	70

Due to the introduction of the new system in November, more in-depth training of new staff was placed on hold. Now that the system is up and running, training will recommence for new starters, empowering them to resolve enquiries at the first point of contact. As such, we expect results to improve with Q4.

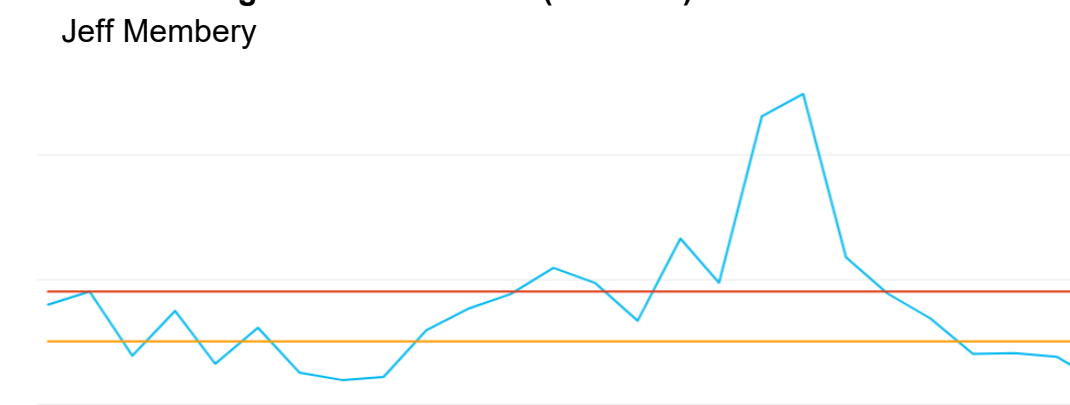
In addition the introduction of the new golden number and effective Interactive Voice Response / Artificial Intelligence routing the customer to the correct line, provided by the proposed new telephone system, should also have a positive impact.

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



Oct	93.42	90	80
Nov	97.00	90	80
Dec	96.93	90	80

CC307 Average call answer time (seconds)



Oct	75	100	180
Nov	36	100	180
Dec	32	100	180

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

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Appendix B - Business Plan Progress Report (Growing local businesses and economies)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1i) Increase our Open for Business Newsletter reach to over 2,000 businesses (currently 900) (Quarter 4)	Anne Ainsworth	Adele Gritten; Tracey Brockman	<ul style="list-style-type: none"> Numbers remain at around 1500. Sign-up will continue to be promoted through face-to-face opportunities, email footers and planned events, as we embark on a series of roadshows that we plan to take to our business communities from summer 2022. We also have plans to promote the newsletter through new avenues, such as Business Support and Development Team social media channels that are planned for launch during Q4. 	Green
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1ii) Implement a Customer Relationship Management system for better management / engagement with local businesses (Quarter 4)	Anne Ainsworth	Adele Gritten; Tracey Brockman	<ul style="list-style-type: none"> We now have an outline project plan and work is progressing, with support from the Project Management Office to develop a timeline for delivery, with funding having been agreed through 2021 budget. We have created a database of South Cambs businesses that will feed into the work to develop a Customer Relationship Management (CRM) System and allow us to better manage engagement with businesses until such time as the CRM system is live (expected Q3 of the 2022-23 financial year). 	Amber
Page 71 A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1iii) Launch a Visit South Cambridgeshire brand alongside wider collaboration with Cambridgeshire and Peterborough partners (Quarter 1)	Anne Ainsworth	Adele Gritten; Tracey Brockman	<ul style="list-style-type: none"> www.visitsouthcambs.co.uk launched 17 September 2021 and local residents and visitors are being encouraged to use the site to explore, discover and enjoy what South Cambs has to offer in terms of activities, places to eat, attractions and green spaces, campsites and accommodation. Since launch, the website has received over 2,100 unique visitors, with around 13,000 page views in total and 859 clicks through to businesses and events listed. Phase 2 development has begun, which will see more content creation focussing on specific itineraries, such as 'family fun', 'walkers' and 'nature lovers', plus details on sustainable travel options. This is taking place alongside work to continue to drive business and event listings, as well as to increase our following and engagement on social media, along with site visits and page impressions. 	Purple
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1iv) Continue to support the local hospitality sector including pubs and restaurants (Ongoing)	Anne Ainsworth	Adele Gritten; Tracey Brockman	<ul style="list-style-type: none"> Paid out £1.483m to 101 businesses through the SCDC Growth Fund. We will undertake an economic impact assessment/review of affected markets in 2022. We are now preparing to distribute approximately £1.9m of additional funding to the hospitality sector following the announcement of an 'Omicron Hospitality and Leisure Grant', to be administered by Local Authorities by 31 March 2022. 	Green

*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

Appendix B - Business Plan Progress Report (Growing local businesses and economies)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
A2) Help start-ups, home-based businesses and those moving into South Cambridgeshire to find workspace	A2i) Complete a feasibility study looking at how South Cambs Hall can be used to provide workspace for businesses, including start-ups (Quarter 2)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> This action is due to take place later in the year, once work to retrofit South Cambs Hall with a number of green energy measures (see action C3) nears completion and further reviews of the current Covid restrictions at the building have taken place, in line with national and local public health guidance. 	Amber
A2) Help start-ups, home-based businesses and those moving into South Cambridgeshire to find workspace	A2ii) Provide a new space for up to 5 growing small businesses (Quarter 4)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> This will follow on from the feasibility study detailed above at A2i. 	Amber
A2) Help start-ups, home-based businesses and those moving into South Cambridgeshire to find workspace	A2iii) Establish an up-to-date list of Business Premises for start-ups (Quarter 2)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> We now have a database of business premises in South Cambs, with 5476 premises - 4808 occupied and 667 vacant at end of June 2021. This aims to support local businesses with identification of premises so they can launch, scale or grow. 	Purple
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	A3i) Hold 8 business support workshops, including Retrofit training from ENE project (Quarter 4)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> In the 2021 calendar year we organised 16 events, 15 virtual and 1 in person. 3 events are schedule for 2022 so far, and we are in the process of devising a wider annual programme as part of our 2022+ Business Engagement Strategy. This is likely to include a mix of virtual sessions as well as in- person and roundtables / business forums and some joint-events with regional partners. 	Purple
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	A3ii) Working with partners, provide business support advice to 100 businesses (Quarter 4)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> Ongoing coaching and advice is being provided by the Business Support Team and through partnerships with the Combined Authority. Over 100 one-to-one conversations and webinars have been held by the Business Support Team. Over 1000 visits have been made by the High Street Support Team - including face-to-face interaction and advice on Covid-19 measures, grants and other support available. 	Purple
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	A3iii) Develop a fund that supports innovations and startups as we start a green post pandemic recovery phase (Quarter 3)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> The SCDC Growth Fund, referred to under A1iv, has fulfilled this action. 	Purple
A4) Promote the area and Enterprise Zones to retain businesses and attract new ones which will protect and create local jobs	A4i) 500 additional jobs created on Enterprise Zones (end of 2024/25 financial year)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> This is a longer term target to be achieved by end of 24/25 financial year. We will be able to start measuring additional jobs next year once there is build in Northstowe and Cambourne. 	Green

*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

Appendix B - Business Plan Progress Report (Growing local businesses and economies)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
A4) Promote the area and Enterprise Zones to retain businesses and attract new ones which will protect and create local jobs	A4ii) Complete strategy for Northstowe and begin actively promoting the Enterprise Zone to secure new businesses locating there (Quarter 3)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> We are currently engaging in business stakeholder workshops to help define the vision and routemap to success, including working with a client advisor. This work will go on to inform the strategy. An investment route to market is to be formalised between February and April 2022. 	Amber
A4) Promote the area and Enterprise Zones to retain businesses and attract new ones which will protect and create local jobs	A4iii) Business Team to engage businesses for the enterprise Zones (Quarter 4)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> We are currently engaging in business stakeholder workshops to help define the vision and routemap to success, including working with a client advisor. 	Green
A5) identify gaps in the land and premises available for businesses as an input to our new Local Plan	A5i) Development of the Statutory Housing and employment Land Availability Assessment (HELAA) as part of the emerging Greater Cambridge Local Plan (Quarter 2)	Stephen Kelly	Paul Frainer	<ul style="list-style-type: none"> Completed. Full assessment and methodology was reported to Councillors in Sep 2021 and is published on the Greater Cambridge Planning Service website as part of the local plan consultation document library. The Housing Employment Land Availability Assessment (HELAA) looks at the potential supply of land for development within the district. This includes an assessment of sites that could be suitable and available for residential and economic development. 	Purple

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Appendix B - Business Plan Progress Report (Housing that is truly affordable for everyone to live in)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
B1) Increase the number of Council homes each year to support people on lower incomes. These will include high energy standards and renewable energy.	B1i) 60 New Homes completed (acquired or built) this year (part of a plan to double delivery to 350 over a five-year period).	Peter Campbell	Kirstin Donaldson	<ul style="list-style-type: none"> In Q3 SCDC New Build Team delivered at total of 45 new homes. Combined with Q1 and Q2 totals the team have delivered at total of 71 homes this year. We expect to complete a further 18 new affordable homes in Q4 bringing our 2021-22 total to 89. Given our Business Plan target was to double the number of homes we deliver annually to 70 by 2024, this is a remarkable achievement by a small team. 	Purple
B2) Work with local people to set out where and how new homes and communities will be built across the Greater Cambridge area	B2i) 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)	Stephen Kelly	Paul Frainer	Completed.	Purple
B2) Work with local people to set out where and how new homes and communities will be built across the Greater Cambridge area	B2ii) Complete and publish a North East Cambridge draft Area Action Plan for consultation (Quarter 2)	Stephen Kelly	Paul Frainer	Completed.	Purple
POB 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	B3i) Continue to support the liaison meetings in Cottenham, Sawston, Hardwick, Caldecote, Swavesey and Barrington and community forums in Northstowe, Waterbeach, North-West Cambridge, Cambridge East and North-East Cambridge (Quarter 4)	Jeff Membery	Gareth Bell	<ul style="list-style-type: none"> 19 forums were successfully held in the last year, supporting good local engagement. A new set of forums are beginning to run in January. 	Green
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	B3ii) Establish new community forums covering Bourn and Cambourne West (Quarter 2)	Jeff Membery	Gareth Bell	<ul style="list-style-type: none"> Following further engagement with communities along the A428 growth cluster in November, two forums covering Bourn Airfield and Cambourne have been proposed to take place in Q4. 	Amber
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	B4i) Commission a Stock Condition Survey including an audit of energy efficiency of existing housing stock relative to zero carbon target (Quarter 2)	Peter Campbell	Eddie Spicer	<ul style="list-style-type: none"> Following approval of the Asset Management Strategy at Feb Cabinet (as detailed at B4iii), work will commence to design and procure the stock condition survey, with the tender process expected to take place in the middle of the 2022-23 financial year. As a side note, we have also received the survey results of our Net Zero project and we are working with the project group to agree retrofit works, consult with residents and set a time frame for commencement. This is now likely to be in March (previously Jan/Feb) as the consultants have revisited some of the specified savings due to changes in advice and technology. Once the renewable technologies are installed performance will be monitored and will help inform a wider programme of retrofit works across the Council stock of properties. 	Amber

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Appendix B - Business Plan Progress Report (Housing that is truly affordable for everyone to live in)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	B4ii) Approve a work programme for insulation measures over the next four years to narrow the gap on the zero-carbon target (Quarter 3)	Peter Campbell	Eddie Spicer	<ul style="list-style-type: none"> This work programme will be informed by the Net-Zero project and stock condition survey referred to in the update for measure B4i) above. We will also continue to carry out improvements works, fit renewable technologies and improve insulation to our poorest performing properties when they become vacant. Examples include fitting Internal Wall Insulation Systems to non traditional style properties. 	Amber
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	B4iii) Produce an Asset Management Plan (Quarter 1)	Peter Campbell	Eddie Spicer	<ul style="list-style-type: none"> The Asset Management Plan will be presented to Cabinet for approval in February. This is a pivotal document for the Housing Service, setting out our goals and ambitions with a clear action plan to achieve them. This includes details of how we will ensure residents are involved in shaping delivery, the building new homes and details of how our existing stock will be managed and improved to meet or exceed local and national targets, ultimately providing good quality, efficient homes for our residents and a good environment to live in. 	Amber
B5) Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5i) Submit planning permission for the new sports pavilion (Quarter 1)	Peter Campbell	Kirstin Donaldson	<ul style="list-style-type: none"> Completed. Planning permission for the the Sports Pavilion was granted in Nov 2021. 	Purple
B5) Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5ii) Complete local engagement to understand what the community wants in the new community centre (Quarter 2)	Peter Campbell	Kirstin Donaldson	<ul style="list-style-type: none"> Completed. Client Advisors have undertaken a great deal of community engagement and used this as a basis for their initial options paper which has been presented to Leadership Team, Informal Cabinet, Local Members and Northstowe Community Forum. Following the outcome of these sessions it is expected the Client Advisor will work-up two options in greater detail for future decision. It has been recognised at all levels that the Community Centre should be high priority for early delivery. 	Purple
B5) Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5iii) Submit planning permission for new Civic Hub (Quarter 4)	Peter Campbell	Kirstin Donaldson	<ul style="list-style-type: none"> Engagement specialists Civic have undertaken extensive stakeholder and community engagement to inform a blueprint of principles that will be used to move forward to next phase. SCDC have appointed project management consultants to drive the project through next phases (design, planning, construction) in line with agreed principles. Submission of planning application to take place Q3/Q4 2022-23. 	Amber

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Appendix B - Business Plan Progress Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C1ia) Identify and deliver further opportunities to reduce carbon emissions from our estate and operations, in line with our Zero Carbon Strategy. (Quarter 4)	Bode Esan	Siobhan Mellon	<ul style="list-style-type: none"> The opportunities that are being pursued are detailed under measures C1ib and C2ic. Other new opportunities are also being finalised, including LAD3 funding to support low-income households living in hard-to-heat private-sector homes by installing energy efficiency measures and low carbon heating. 	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C1ib) Review community rooms and other small sites to identify and deliver opportunities for carbon reduction, in line with our Zero Carbon Strategy. (Quarter 4)	Peter Campbell	Eddie Spicer	<ul style="list-style-type: none"> 10 remote heating monitors and controls have been fitted in communal rooms. Plans to install a further 15 are ongoing and due to be completed in March. A recent heating upgrade at Elm Court Sheltered Housing Scheme, Over, has shown encouraging savings, with Nov 2021 gas consumption 5000kwh less than for Nov 2020. This equates to approximately £2000 per year if taken as an average. A project is underway to investigate green energy measures at Elm Court and a proposal is due to be received by the end of Jan, ready for evaluation. Wider project work exploring energy efficiency measures on sheltered sites has been on hold during the pandemic due to communal room closures. This will be taken off hold in coming months as communal rooms re-open. Covid-19 infection rates will continue to be monitored before deciding when to commence face-to-face consultation with residents. 	Amber
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C2ic) Investigate options to reduce carbon emissions from business mileage including salary sacrifice electric car scheme for staff (end of Quarter 2 for an assessment of options), in line with our Zero Carbon Strategy.	Jeff Membery	Helen Cornwell	<ul style="list-style-type: none"> A report will be submitted to Leadership Team regarding an electric car salary sacrifice scheme for staff in January. 	Amber
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C1ii) Develop planning policies consistent with zero carbon by 2050 for adoption in the Greater Cambridge Local Plan, in partnership with Cambridge City Council	Stephen Kelly	Paul Frainer and Emma Davies	<ul style="list-style-type: none"> The Greater Cambridge Local Plan - First Proposals document includes a net zero carbon buildings policy as well as wider policies related to the role of new development in responding to the climate emergency. Following consultation on the First Proposals document between November and December 2021, officers are now reviewing responses received. A full draft plan will be developed during 2022. 	Green

Page 76

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Appendix B - Business Plan Progress Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C1iii) identify and deliver opportunities to install publicly accessible electric vehicle charge points in priority locations in the district, working with partners (Quarter 4)	Bode Esan	Siobhan Mellon	<ul style="list-style-type: none"> • Work on this has started and a Project Initiation Document for both the installation of the first chargers and the supporting Policy has now been written and will be presented to the Green to Our Core Cluster Board in January for approval. • A broad approach has been agreed, which is to investigate upgrading one of the electric vehicle charge points (EVCPs) planned for South Cambs Hall to a rapid charger for use by taxis; progress plans to install open-access EVCPs in SCDC-owned parking areas attached to communal rooms in sheltered schemes; engage with the Combined Authority to understand their emerging EVCP strategy and engage with commercial EVCP installers to develop our understanding of likely gaps as EVCP provision in the district develops, and opportunities for SCDC to facilitate or provide funding to fill these gaps. 	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050 Page 77	C1iv) Continue to pursue opportunities to invest in green energy schemes	Anne Ainsworth	Kate Swan	<ul style="list-style-type: none"> • Our Green Energy Investment Manager will return to post from 2 Feb, providing additional dedicated resource to progress green energy investment schemes, initially focussing (alongside other staff) on: <ul style="list-style-type: none"> - Green Northstowe Enterprise Zone (EZ) - working with the project team to ensure the EZ is delivered as a green, clean exemplar, whilst delivering within budget parameters. - Green work related to the Business Park at Cambourne, plus involvement in the Cambourne West development. - Green business support, including tools, packages, events, partnership brokering and procurement related support for businesses looking to green. - Greening our commercial asset portfolio. - Other work arising post COP 26. 	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ia) Identify and deliver new opportunities to plant trees, establish wildflower strips and in other ways enhance nature on our own estate, in consultation with residents, as outlined in our Doubling Nature Strategy (Quarter 4).	Peter Campbell	Geoff Clark	<ul style="list-style-type: none"> • A programme of formal estate inspections was completed over the summer, identifying opportunities for planting trees and wildflower strips on our communal land. Informal inspections will continue for the rest of the year. • A new programme of formal estate inspections will be introduced in the new financial year which will repeat this exercise. • Conversations are also taking place with Parish Councils to identify opportunities for tree planting. This is also helpful in terms of ensuring that arrangements are in place for the maintenance of young trees once they have been planted. • The total number of trees planted on our estate during the 2021-22 financial year will be reported following end of Q4. 	Green

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Appendix B - Business Plan Progress Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ib) Work to ensure that development in South Cambridgeshire contributes to the goal of doubling nature by developing planning policies for adoption in the Greater Cambridge Local Plan, and by adopting a new Biodiversity Supplementary Planning Document in partnership with Cambridge City Council (Quarter 3)	Stephen Kelly	Stuart Morris / John Cornell	<ul style="list-style-type: none"> The Greater Cambridge Local Plan - First Proposals document is being published for consultation in Autumn 2021. This includes biodiversity, green infrastructure, tree canopy cover and river corridor policies, all seeking to contribute towards the goal of doubling nature. The Biodiversity Supplementary Planning Document (SPD) consultation has concluded, and a revised SPD will be returning to committees in the late Autumn / Winter of 2021 for proposed adoption by both Councils. 	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ic) Work with partners to develop landscape-scale habitat creation projects	Stephen Kelly	John Cornell	<ul style="list-style-type: none"> In partnership with Natural Cambridgeshire and Natural England, 14 strategic green infrastructure initiatives have been identified and published alongside the First Proposals Local Plan. 	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2id) Complete a survey of all trees on council owned open spaces (Quarter 3)	Peter Campbell	Geoff Clark	<ul style="list-style-type: none"> Three of four phases of our audit to identify type, size, location and condition of all trees on SCDC owned communal land have been completed. The results from the final phase of the tree audit is expected in February. In the small number of cases where surveys have identified a need for urgent tree surgery, these have been ordered and where this will result in the removal of unhealthy trees we have agreed that these will be replaced. A report outlining the findings of the tree audit and any works that have taken place as a result will be produced following completion of the final phase of the audit. 	Amber
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ie) Deliver '6 Free Trees' initiative (Quarter 3)	Bode Esan	Siobhan Mellon	<ul style="list-style-type: none"> 57 Parish Councils have now successfully taken up the offer of 6 Free Trees (or 1 larger tree). 221 trees were delivered to Parish Councils around the district. This is less than the expected total last quarter as many Parishes opted for one larger tree rather than 6 smaller ones. 	Green

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Appendix B - Business Plan Progress Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3i) Complete retrofit of Cambourne office (Quarter 4)	Bode Esan	Phil Bird	<ul style="list-style-type: none"> Project mobilisation commenced March 2021. Slight delays due to delivery of materials mean that completion is now likely to take place in Q1 of 2022-23. Ground source heat pump has been installed and borehole drilling is now complete. The next step in the carpark is for channeling to start for cables followed by erection of carports, fittings of solar panels, installation of EV chargers and resurfacing of the carpark. A more efficient building management system has been installed Phase one to six of the LED lighting works have been completed. There are 7 phases in total. This project will deliver the benefits listed in C3ii) and C3iii). 	Amber
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3ii) Reduce mains gas and electricity demands from our Cambourne office by over 50% per year (from March 2021 onwards compared to baseline in 2019) (Quarter 4)	Bode Esan	Phil Bird	<ul style="list-style-type: none"> These benefits will be realised post project completion. 	Amber
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3iii) Reduce carbon emissions from our Cambourne office by 47% compared to the baseline in 2019 (Quarter 4)	Bode Esan	Phil Bird	<ul style="list-style-type: none"> These benefits will be realised post project completion (see C3i). 	Amber
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3iv) Undertake energy efficiency and generation audits of other Council owned commercial properties (Quarter 4)	Anne Ainsworth	Kate Swan	<ul style="list-style-type: none"> As mentioned in relation to C1iv) the Green Energy Investment Manager will continue activity to green our commercial asset portfolio, working in partnership with the Commercial Development and Investment Team following return at the beginning of Feb. See comment C3i) in relation to progress regarding the Greening South Cambs Hall project. 	Green
C4) Continue to transition to Electric recycling and waste vehicles, including the investigation of on-site solar panel energy generation	C4i) Implement depot changes to prepare for electric refuse collection vehicle (eRCV) charging (Quarter 4)	Bode Esan	Mike Parsons	<ul style="list-style-type: none"> On-site solar PV is being explored as a medium-term action to enable charging of additional future electric refuse collection vehicles (eRCVs). Draft Outline Business Case Report provided by Bouygues and reviewed by the Shared Waste Team in November. Site visits by Bouygues in December took place to validate key assumptions and data; feasibility study and electrical design for on-site charging of 2 eRCVs to be provided by Bouygues by end of January 2022 Investment grade proposal for overall Solar PV project to be developed by April 2022 Key decisions on project phasing and implementation to take place in March / April 2022. 	Green

Page 79

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Appendix B - Business Plan Progress Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
C4) Continue to transition to Electric recycling and waste vehicles, including the investigation of on-site solar panel energy generation	C4ii) Procure 5 eRCVs to replace diesel version (Ongoing)	Bode Esan	Mike Parsons	<ul style="list-style-type: none"> First of two further electric refuse collection vehicles (in addition to the one already in use) purchased and to be delivered by mid-February. The second vehicle will be delivered by March / April 2022. 	Green
C4) Continue to transition to Electric recycling and waste vehicles, including the investigation of on-site solar panel energy generation	C4iii) Develop outline business case for on-site solar panel energy generation with partners (Quarter 4)	Bode Esan	Mike Parsons	<ul style="list-style-type: none"> Outline business case prepared by Bouygues. Detailed review, comments and feedback undertaken by Shared Waste Services Team in Nov 2021. On-going final feasibility and electrical design for connection of two new electric refuse collection vehicles. Investment grade proposal for overall Solar PV project to be developed by April 2022. 	Green
C5) Support Parish Council and community group projects to reduce reliance on fossil fuels, move toward the zero-carbon target and help Double Nature through habitat enhancement, advisory support for community land acquisition, local green space designation and tree-planting	C5i) Deliver a third round of funding through our Zero Carbon Communities grant scheme, awarding grants totalling £100,000 to community-based projects (Quarter 4)	Bode Esan	Siobhan Mellon	<ul style="list-style-type: none"> 27 applications were received by the closing date. Recommendations for awards totalling £103,796 to 15 projects agreed by the lead Cabinet Member for Finance, with one exception pending further investigation. The unspent funding that was identified last quarter was discussed at Grants Advisory committee and it was agreed that this money would go back into the funds to be allocated next year. In addition, SCDC is also delivering in partnership with the County Council, the Cambridgeshire Solar Together project, a group buying scheme for solar panels available to residents and businesses. Figures will become available on number of installations at end of Q4. 	Green
C5) Support Parish Council and community group projects to reduce reliance on fossil fuels, move toward the zero-carbon target and help Double Nature through habitat enhancement, advisory support for community land acquisition, local green space designation and tree-planting	C5ii) Continue to strengthen the Zero Carbon Parish and Community Network through our programme of workshops, web-based resources and e-bulletins for community-based zero carbon and nature recovery initiatives (Quarter 4)	Bode Esan	Siobhan Mellon	<ul style="list-style-type: none"> An 8-session online training programme for community action on climate change, funded through Round 1 of the Zero Carbon Community grant scheme and delivered by Cambridge Carbon Footprint, ran successfully from June to October. A series of monthly Zero Carbon Community networking events started on 9 Nov with the first one during and on the subject of COP26. A second was held in Dec on trees, with 132 participants across both events. The next one in Jan will be on Food, Sustainability and Community. The planned EV charging points workshop has been put back to allow further development of SCDC plans for this area of work. 	Green
C6) Upgrade our stock of 1,800 streetlights to LED, which will reduce energy consumption and save Parish Councils money	C6i) Install energy saving LED fittings in all council owned streetlights (Quarter 4)	Bode Esan	Helen Taylor	<ul style="list-style-type: none"> A handful of lights from phase one have been worked on this quarter and completed. The next phase of work is to agree an approach to the rectification period and looking at completion of contract. Discussions are taking place around plans to upgrade lights that are located on HRA land. 	Green

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Appendix B - Business Plan Progress Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
C7) Agree and deliver our strategy and actions needed to protect and improve the air quality of our district	C7i) Strategy and action plan revised (Quarter 1)	Bode Esan	Peter Gibson and Soraya Hashemi	<ul style="list-style-type: none"> Completed - the Strategy has been approved by the Lead Cabinet Member for Environmental Services and Licensing, following presentation to Climate and Environment Advisory Committee in September. 	Purple
C7) Agree and deliver our strategy and actions needed to protect and improve the air quality of our district	C7ii) Air quality monitor in place to gather data at one new location (Quarter 1)	Bode Esan	Peter Gibson and Soraya Hashemi	<ul style="list-style-type: none"> Completed. New air quality monitor deployed in Harston and data was reported to Climate and Environment Advisory Committee with a report now available on our website. Additional new monitors have also been recently deployed at school locations at Histon, Northstowe and Cambourne. 	Purple
C7) Agree and deliver our strategy and actions needed to protect and improve the air quality of our district	C7iii) Complete a review of how and where we monitor air quality (Quarter 2)	Bode Esan	Peter Gibson and Soraya Hashemi	<ul style="list-style-type: none"> Complete. As a result of the review, additional monitoring equipment is currently being procured and we aim to have these fully installed and operational by end of Q4. 	Purple
P8) Improve recycling and reduce waste at community events	C8i) Publish a resource toolkit for community groups and parish councils (Quarter 1)	Bode Esan	Rebecca Weymouth Wood	<ul style="list-style-type: none"> The toolkit has now been published and is available on our website. Waste prevention webpages have been updated, to reflect the waste prevention initiative and campaign done in the first 6 months of the year. 	Purple
C8) Improve recycling and reduce waste at community events	C8ii) Equipment and information kit to minimise and separate recycling at community events available (Quarter 1)	Bode Esan	Rebecca Weymouth Wood	<ul style="list-style-type: none"> Community litter picking kits, for events or one-off clean ups have been popular. To the end of Q3 11 events have been held engaging 260 volunteers in clean up events. 	Purple
C9) Run an information campaign to help reduce the amount of food waste in the black bin	C9i) Continue with extended weekly separate food waste collection trial (Quarter 3)	Bode Esan	Rebecca Weymouth Wood	<ul style="list-style-type: none"> Phase 1 (the first 6 month trial) had participation rates of 59%, which is good for a food waste collection service. Phase 2 (the two months following Phase 1) had participation rates of 52%, which is typical for a food waste collection service. Phase 3, covering 5,000 additional households, has now been implemented and collections began in Dec. Throughout, the scheme has been used correctly (with no loads rejected by the composting contractor) and residents have indicated high satisfaction with the scheme (4.5 out of 5). Between Apr and end of Dec, the scheme has performed well, with 367 tonnes of waste now collected. 	Purple

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Appendix B - Business Plan Progress Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
C9) Run an information campaign to help reduce the amount of food waste in the black bin	C9ii) Develop feasible plan for wider role out of separate food waste collection in line with Environment Bill and National Waste Strategy (Quarter 3)	Bode Esan	Rebecca Weymouth Wood	<ul style="list-style-type: none"> A decision is expected from DEFRA in relation to mandatory food waste collections in Q1 of next year. The separate food waste collection trial has been expanded as part of 'Phase 3', covering an additional 5,000 households, as detailed under C9i above. All trial phases will inform future plans to meet the requirements due to be set out by DEFRA in the coming months. 	Amber
C9) Run an information campaign to help reduce the amount of food waste in the black bin	C9iii) Undertake waste compositional analysis to identify food waste in bins (Quarter 4).	Bode Esan	Rebecca Weymouth Wood	<ul style="list-style-type: none"> A waste compositional analysis has been undertaken, and we now await the full results. This will allow us to determine whether we achieved the 200 tonnes per month reduction of food waste in the black bin, as was targeted in the 2020-21 Business Plan. 	Green
C10) Reduce the amount of non-recyclable household waste collected	C10i) Waste prevention and reduction campaign.	Bode Esan	Rebecca Weymouth Wood	<ul style="list-style-type: none"> A multi-pronged waste prevention and reduction campaign has been delivered: <ul style="list-style-type: none"> 'Plastic Free July' encouraged people to avoid using plastic for a month. This generated an average of 652 views (or impressions) and 12 interactions (including comments, likes, link clicks and shares) per post. 'Remember Your Reusables' focussed on reducing use of single use plastic through use of reusable items instead. This generated an average of 824 impressions and 13 engagements per post. 'Refill Revolution' included posts showcasing local businesses that are providing zero-waste or refill shopping opportunities to our residents. These posts were very popular with an average of 1,493 impressions and 35 interactions per post. The Washable Nappy Discount Scheme allows residents to apply for a code which will give them a 15% discount off the cost of washable nappies or wipes from selected retailers. 83 applications have been received to date across the shared service area. Plans are being made for National Food Waste Action Week in Q4. 	Green

Page 38

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Appendix B - Business Plan Progress Report (A Modern and caring Council)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
D1) Make sure that the Council is structured and appropriately resourced to deliver the ambitions of our communities	D1i) Complete 3 service reviews as part of a plan to complete reviews of all services by 2023 (Quarter 4)	Jeff Membery	Phil Bird	<ul style="list-style-type: none"> The Revenues & Benefits service review closure report is being produced and presented in January 2022. The Planning service review is scheduled to be complete by Q2 2023. The HR service review has commenced. 	Amber
D1) Make sure that the Council is structured and appropriately resourced to deliver the ambitions of our communities	D1ii) Review employment policies relating to recruitment and retention (Quarter 3)	Jeff Membery	Lindsey Smith	<ul style="list-style-type: none"> We are reviewing our recruitment policy as part of an on-going piece of work supporting the Transformation programme. We are also introducing a new recruitment module as part of the new HR system. A 'soft launch' of this module will take place from April 2022 	Amber
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice	D2i) Complete and analyse an annual staff satisfaction survey and review our benefits package (Quarter 4)	Jeff Membery	Lindsey Smith	<ul style="list-style-type: none"> A staff survey will be undertaken in the 2022-2023 financial year following the completion of a piece of work to introduce and adopt a series of Team Charters across the organisation. 	Amber
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice	D2ii) Increase the number of job applications from people from under-represented groups from 2019-20 levels (Quarter 4)	Jeff Membery	Lindsey Smith	<ul style="list-style-type: none"> Data has recently become available covering the past year, and this will be compared against data from the recruitment module of the new HR once launched. This module is currently being developed and a 'soft launch' is planned from April 2022. 	Grey
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice	D2iii) Achieve Level 2 of the Disability confident standard (Quarter 4)	Jeff Membery	Lindsey Smith	<ul style="list-style-type: none"> Complete. 	Purple
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice	D2iv) Review Apprenticeship Strategy for existing staff and new staff to include under-represented groups and care leavers (Quarter 2)	Jeff Membery	Donya Taylor	<ul style="list-style-type: none"> Leadership Team approved the Apprenticeship Strategy in Q3. Costings are now being obtained for the delivery of the strategy. 	Purple
D3) Generate income through delivering the Council's investment strategy	D3i) Income from investments and other commercial activity to be at least 25% of our Taxation and Central Government Grant income by 2023/24.	Peter Maddock	Adele Gritten	<ul style="list-style-type: none"> We are on target to achieve the target by 2023/24. 	Green
D4) Make it easier for customers to access and carry out transactions online	D4i) Make an additional 10 services available for customers to self-serve online (Quarter 3)	Jeff Membery	Nicole Stimson	<ul style="list-style-type: none"> A further 5 eforms were created in Q3, meaning 29 eforms have been created so far this year, with a total of 3,156 completed submissions received for these, including <ul style="list-style-type: none"> 'Council tax contact us' (1787 submissions) 'Pay for your vehicle licence' (397 submissions) 'Order commercial waste sack collections' (201 submissions) 'Book a stall at our Christmas market' (152 submissions) 	Purple

*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

Appendix B - Business Plan Progress Report (A Modern and caring Council)

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q3	Q3 RAG*
D4) Make it easier for customers to access and carry out transactions online	D4ii) Provide a portal for businesses to access SCDC online services (Quarter 3)	Jeff Mambery	Adele Gritten	<ul style="list-style-type: none"> A Customer Relationship Management System is due to be completed in Q3 of 2022-23 (see action A1ii), and this will subsequently be linked to an online portal for South Cambs businesses. In the meantime the Business Support Team are working to develop a range of e-forms on an ongoing basis, to allow businesses to access and submit requests for services online. For example, all business grant applications are can be accessed and submitted digitally. 	Amber
D5) Council and committee meetings will be run paper-free wherever possible	D5i) Councillors to be provided with an option for paper-free Council and committee meetings (Quarter 2)	Jeff Mambery	Rebecca Dobson, Aaron Clarke	<ul style="list-style-type: none"> Cabinet (and approximately 5 other councillors) are operating fully paperless. Work is ongoing to address authentication issues, which are preventing Councillors from gaining access to electronic documents on any device. This may be partly overcome by a proposal to provide councillors with access to the Microsoft Office 365 suite. In the meantime, the provision for setting up councillors with access to the ModernGov private app has continued on an adhoc, one to one basis but requires substantial technical resource. Funding for a new resource within the Democratic Services team has been agreed in principle, with a review of the team structure to implement this role, is due to take place in Q4. A Councillor survey to establish preferences in relation to hardware, plus a review of data information security, is due to take place by the end of Q4. Hardware in the form of laptops for councillors is being procured and the aim is to enable the roll out of devices in time for the start of the new term of office in May 2022. 	Amber

*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

Agenda Item 9



South
Cambridgeshire
District Council

Report to:	Scrutiny and Overview Committee	3 March 2022
Lead Cabinet Member:	Cllr Neil Gough	
Lead Officer:	Head of Transformation	

Draft Annual Equality Scheme Review

Executive Summary

1. This report presents Scrutiny and Overview Committee with a draft version of the Council's revised Equality Scheme for the 2022-23 financial year. Under the Public Sector Equality Duty, the Council is required to publish at least one Equality Objective every four years. At SCDC we do this through our Equality Scheme, which also includes and action plan for the delivery of these objectives. Whilst not mandatory, it is considered good practice to review this on an annual basis to ensure the scheme and action plan remains current.

Key Decision

2. No

Recommendations

3. It is recommended that Scrutiny and Overview Committee:
 - a) Review the draft Equality Scheme at **Appendix A** and provide feedback in relation to areas that require further consideration or detail, prior to onward submission to Cabinet for approval.
 - b) Review the Equality Scheme action plan progress report at **Appendix B** and provide feedback in relation to areas that require further consideration or detail, prior to onward submission to Cabinet for approval.

Reasons for Recommendations

4. To ensure that SCDC has an Equality Scheme that provides a current and effective framework for the ongoing completion of activities to progress Equality, Diversity and Inclusion with the organisation and the wider district.

Details

5. Full details of the draft Equality Scheme, including action plan, are provided at **Appendix A**.

- 6. **Appendix B** provides progress updates in relation to the existing Equality Scheme Action Plan, originally approved and adopted in December 2020.
- 7. A colour-coding system is applied to this element of the report whereby:
 - **Purple** signifies that the measure has been completed
 - **Green** signifies that completion of the measure by the end of the stated target quarter is on target
 - **Amber** signifies that completion of the measure has been delayed, but is on track to be delivered by a revised delivery date
 - **Red** signifies that the measure will not be delivered or that a delivery plan is needed
 - **Grey** signifies that information is not available to indicate progress at this time
- 8. The number of Purple, Green, Amber, Red and Grey measures as at February 2022, broken down by each Business Plan priority, is as follows:

Status	Objective 1: Actions that narrow the gap	Objective 2: Value difference in workforce	Objective 3: Voices are heard	Total
Purple	6	4	4	14
Green	2	1	5	8
Amber	1	2	0	3
Red	0	0	0	0
Grey	0	1	0	1
Total	9	8	9	26

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:-

Legal – the publication of our Equality Scheme assists the organisation in ensuring that it meets its obligations under the Public Sector Equality Duty

Equality and Diversity – the Equality Scheme sets out how SCDC will go about work to progress Equality, Diversity and Inclusion.

Staffing – the Equality Scheme contains an objective around valuing the strength provided by a diverse workforce. Actions and measures falling under this objective include those that seek to increase equality of opportunity for existing and prospective employees.

Consultation responses

10. Internal consultation has taken place with members of Corporate Management Team, and the Council's Equality, Diversity and Inclusion Staff Forum. A draft version of the report has also been reviewed by Leadership Team with feedback offered and incorporated into this version of the scheme.

Alignment with Council Priority Areas

11. This report and its appendices primarily link to the Modern and Caring Council Business Plan Priority Area; however specific actions from within the scheme may relate closely to the delivery of the remaining three priority areas.

Background Papers

[South Cambridgeshire District Council Equality Scheme 2020-21](#)

Appendices

Appendix A: Draft Equality Scheme 2020-24 (2022 Revision)

Appendix B: Equality Scheme Progress Report

Report Author:

Kevin Ledger – Senior Policy and Performance Officer

Telephone: (01954) 713018

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Appendix A

(Draft) South Cambridgeshire District Council Equality Scheme 2020 – 2024

(2022 Revision)

DRAFT

Version	Approval	Date
0.2		

Introduction and 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 any of the following 'protected characteristics':

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

The Public Sector Equality Duty

The Equality Act includes 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 organisations to perform 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 involves:

- 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.

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.

Our Equality Pledge

As a signatory of the Cambridgeshire Equality Pledge, South Cambridgeshire District Council appreciates and values the benefits that different communities contribute to the district and wider region. More specifically our pledge states that:

"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](#).

Equality Objectives and Action Plan

The following three high level equality objectives have been set for the 2020-24 to help the council in meeting the aims of the Public Sector Equality Duty and 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

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

A plan is set out on the following page, providing details of the actions that will be taken to achieve these objectives, as well as measures of success.

DRAFT

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

Action	What success will look	Rationale for proposed inclusion
<p>Continue to develop our understanding the needs of different protected characteristic groups and good practice in terms of how these can be met</p>	<p>Promote and participate in quarterly Equality Pledge signatory meetings, to share and hear about examples of good practice from other like-minded Cambridgeshire organisations.</p> <p>Attendance at key regional and national events and conferences and feeding back of key findings to the rest of the organisation.</p>	<p>To reflect existing and planned activity that takes place to continually develop our understanding re EDI.</p> <p>To develop and maintain awareness of the latest EDI issues and thinking in terms of best practice.</p>
<p>Review SCDC policies, projects, and services to ensure equality considerations are embedded within service design and delivery</p>	<p>Equality Impact Assessment e-learning course rolled out to staff creating policies and leading on projects</p> <p>All 2022-23 Business Plan Actions have Equality Impact Assessments completed</p> <p>Identify and implement an approach for the review of feedback received in relation to the impacts of services and council</p>	<p>Improvements have been made in the number of EqlAs being completed, but further progress is required in order to embed as a key part of the development of proposals.</p> <p>Our Business Plan action plan is made up of a range of flagship activities and it is important that these lead by example, in terms of demonstrating that due regard has been given to impacts on protected characteristics.</p> <p>While EqlAs are a useful tool for anticipating the impacts that new services, projects and activities are likely to have on protected characteristics,</p>

	activities on protected characteristic groups.	
Review access to Housing, Homelessness, and welfare support by those with protected characteristics, identifying and implementing actions for the removal of barriers to inclusion	<p>Review of access to homelessness, housing and welfare support data to inform the development of a new Homelessness strategy.</p> <p>Continued engagement with agencies coordinating local government refugee resettlement efforts to identify further opportunities to assist with the housing of refugees.</p>	<p>This measure is an extension of the commitment within the Race Equality Motion at Full Council (14/07/2020) to “Consider BAME access to housing and to homelessness and welfare support.” Initial data was obtained in and provided to the Task and Finish Group, who, within their report to Cabinet in March 2021 stated that “this could be monitored going forwards in the development of future potential solutions.”</p> <p>A review of homelessness will be taking place in 2022, which will lead to a new homelessness strategy (to be in place by 2023).</p> <p>To date, SCDC and Ermine Street Housing have each put forward three homes for the housing of Afghan refugees. The Council has also helped to identify two homes from a local Registered Social Landlord, meaning that in total 8 Afghan families will have been housed.</p>
Work towards achievement of Domestic Abuse Housing Alliance (DAHA) accreditation, including provision of inclusive and accessible support for victims and survivors with protected characteristics	Completion of DAHA intersectionality framework relating to embedding of practice that enables staff to understand and effectively respond to victims and survivors’ intersectional needs and experiences of disadvantage and discrimination.	To reflect work that’s already taking place and which will continue, to achieve DAHA accreditation.

	<p>Achievement of DAHA accreditation.</p> <p>Work with the County to assist in their duty to undertake Domestic Abuse Needs Assessment reporting.</p>	
<p>Improve the availability 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</p>	<p>A South Cambridgeshire equality profile dashboard is available, providing a robust and useful evidence base about local demographics to those shaping SCDC policies, services, and projects.</p> <p>Emerging data in relation to EDI (including 2021 Census and LGBT+ Needs Assessment results) is reviewed and available through new equality profile dashboard, with key findings promoted through key internal communications channels.</p>	<p>This will be undertaken as part of the Power BI Project which is feeding into the Business Change Cluster.</p> <p>New EDI data (including Census results) will become available during the year and provide an opportunity to gain a greater understanding in relation to the makeup of South Cambs communities and residents.</p>
<p>Encourage and promote the benefits of a diverse workforce to South Cambridgeshire businesses</p>	<p>Promote the Cambridgeshire Equality Pledge to businesses through our Business Support Newsletter and other channels.</p> <p>Provide opportunities for sharing of good practice between businesses and other</p>	<p>We know from various sources that barriers to employment and inclusion within the workplace continue to exist in today's society. An initial webinar will be taking place on the 26th January to promote the Cambridgeshire Equality Pledge to businesses and additional opportunities will arise to promote this throughout the year.</p> <p>A core benefit of becoming a pledge signatory is the opportunity to join a network of like-minded organisations with opportunities to share good practice and information at quarterly meetings.</p>

	<p>organisations through quarterly meetings of Equality Pledge signatories.</p> <p>Promote equality resources to businesses, to help broaden understanding of inequalities that exists in the workplace and action that can be taken to address this.</p>	<p>This measure incorporates the Cabinet-agreed recommendation put forward by the Race Equality Task and Finish Group (March 21 Cabinet meeting).</p>
<p>Equality, Diversity, and Inclusion training will be rolled out for Members</p>	<p>Provision of Equality, Diversity and Inclusion training as part of new member induction process following elections in 2022.</p>	<p>EDI training was offered to all members in 2021-22 and 17 received this. 2022 elections provide a further opportunity to provide EDI training to any new or existing members as part of the induction process.</p>

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

Action	What success will look like	Rationale for proposed inclusion
<p>Review and examine SCDC structure and processes to ensure people with protected characteristics are not disadvantaged, including through recruitment processes and remote working arrangements</p>	<p>Implement a recruitment communications plan promoting SCDC as an inclusive and welcoming employer to applicants from under-represented groups, including a review of how and where we advertise Council vacancies.</p> <p>Identify and implement a method for obtaining and reviewing data on the number of applications received from protected characteristic groups.</p>	<p>Following on from a report to LT on 01/11/21 whereby LT requested that the recruitment communications plan is further developed by the Communications team.</p> <p>The Business Plan commits us to increasing the number of applications from under-represented groups. Work is underway to allow data on applications from these groups to be extracted from the new HR system.</p>

	<p>Increase the number of job applications from people from the protected characteristic groups from baseline levels.</p> <p>Delivery of the Apprenticeship Strategy to increase the number of apprenticeships being undertaken within the organisation as a means of promoting the Council as a viable career option for a broad range of prospective employees, including recent school and college leavers.</p> <p>Provision of work experience opportunities within the organisation as well as representation at local careers fairs and in schools and colleges to promote the Council as an employer of choice in the local area</p> <p>Impacts of hybrid working arrangements are monitored through annual staff surveys</p> <p>Completion of Team Charters for each team across the Council setting out approaches to hybrid working.</p>	<p>As above.</p> <p>Apprenticeship Strategy was approved in January 2022 and offers a method of promoting the Council as an employer to a wide range of prospective employees.</p> <p>This work is planned to ensure that the Council is promoted as a viable and visible career option.</p> <p>The Hybrid working strategy is due to be approved in March 2021. The staff survey provides opportunity to gain insight into the impact of hybrid working arrangements on staff with different characteristics.</p> <p>Team Charters are being agreed across the organisation, with input from all team members, to identify ways of working that best suit individuals and teams, including those with protected characteristics.</p>
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<p>Build on Disability Confident Level 2 accreditation and undertake a disability friendly assessment of our office buildings and buildings that we are designing and delivering</p>	<p>Disability Assessment of our offices completed, and assurance received by Disability Cambridgeshire.</p> <p>Develop and adopt a Reasonable Adjustment Passport policy and promote availability to Council staff (including a section on Reasonable Adjustments on the HR intranet pages).</p>	<p>Disability Assessment was included in previous Eq. Scheme but delayed due to Covid and extensive building works taking place within South Cambs Hall.</p> <p>This action is a recommendation from the EDI Staff forum, following a discussion whereby members of staff recently diagnosed with a disability indicated that they had found it difficult to find information about the sorts of reasonable adjustments that might be available, and raised the fact that repetition of sensitive conversations with new managers or in the event of an internal move, can cause unnecessary stress.</p>
<p>Collect data about the South Cambridgeshire District Council workforce to monitor and analyse representation of people from different protected characteristics</p>	<p>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>	<p>Staff survey completed in January 2022, this action will involve the analysis of the results, and consideration of any additional actions that this might necessitate.</p> <p>This will be monitored and published through the Council's 2021-22 Equality in Employment report, which will compare representation against the most currently available demographic data for South Cambridgeshire District (including Census data once released).</p>

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

Action	What success will look like	Rationale for proposed inclusion
<p>Develop the Greater Cambridge Local Plan, with consideration given to Equality, Diversity, and Inclusion opportunities, particularly within the consultation stages</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 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>A continuation of the longer-term actions included within the existing scheme, reflecting the Local Planning process.</p>
<p>Review the Council's arrangements for consulting on key decisions with its residents</p>	<p>Develop a corporate list of key contacts and groups to engage with in relation to decisions.</p> <p>Work with the Consultation Institute to carry out a consultation skills audit.</p> <p>Create corporate consultation and engagement guidance.</p>	<p>These measures are based on the specific actions that are planned as part of the review of arrangements for consulting on key decisions.</p>

Embedding Equality, Diversity and Inclusion within Business-as-Usual Council Activities

In addition to the above equality objectives and action plan, the following approaches are taken to the embedding of Equality, Diversity, and Inclusion through the range of activities undertaken by the Council:

EDI Calendar and Promotion of Key Dates

SCDC celebrates and promotes diversity by marking key dates within the calendar through the design and delivery of programme of internal events and promotion of key resources. This is contributed to by the EDI Staff Forum, who have worked to develop a Calendar of Notable Dates to be marked, and are continuing to maintain and update this on an ongoing basis.

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](#).

Member Champion for Race and Equality

Cllr Tumi Hawkins has been appointed as the Lead Cabinet Member of Race and Equality, following a recommendation by T&F Group.

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.

Staff Equality, Diversity, and Inclusion Forum

A staff Equality, Diversity and Inclusion Forum was set up in January 2021 to help identify improvements to narrow the gap in outcomes between disadvantaged groups and the wider community. During the 2021-22 financial year, this included work to develop an internal Inclusive Language Guide, a calendar of notable events

to be marked through various means, and recommendations regarding inclusive recruitment practices and processes around the identification and implementation of reasonable adjustments for disabled staff.

South Cambridgeshire Community Safety Partnership

Through the South Cambridgeshire Community Safety Partnership, SCDC undertakes joint work with Police, Fire, District Councils, County Council, Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) and voluntary group partners to protect vulnerable people within the district, including those who may be subject to Anti-Social Behaviour, Hate Crime or at risk of Modern Slavery.

Language Services for non-Native English Speakers

The Council has access to an external translation and interpreting services provider. This can be used for the translation of documents and interpreting of verbal communication to allow barriers faced by residents and other stakeholders who do not use English as their first language (including users of British Sign Language etc.), to be overcome. Further information about how these services can be accessed is available by emailing equality.schemes@scambs.gov.uk

Key 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.

Race Equality Motion

At the Council meeting of the 14th 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.

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.

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 are 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 Scheme Action Plan Progress Report

Objective	Action	Time	Measure	Feb-22 Position	RAG
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	O1A1: Review SCDC policies, projects, and services to ensure equality considerations are embedded within service design and delivery	(Q2 2021-22)	Increase the number of policies, strategies, projects, and other proposals with accompanying Equality Impact Assessments (EqIAs), identifying actions to narrow the gap in outcomes between disadvantaged groups and the wider community.	16 EqIAs completed during 20-21 to date on a range of new policies, strategies and other proposals, with a number of further EqIAs currently being drafted. This is an increase on previous years. Work is ongoing to ensure that key actions from within the Business Plan have EqIAs to accompany them,	Green
Objective 1: See previous description	O1A1: Review SCDC policies, projects, and services to ensure equality considerations are embedded within service design and delivery	(Q2 2021-22)	Actions identified within EqIAs are undertaken and completed within the timescales set out.	The template has been amended to ensure that EqIAs detail how delivery of actions identified within EqIAs will be monitored. This then receives sign-off at project sponsor, Head of Service or Service Area Manager level ensuring lines of accountability exist for the completion of actions identified within EqIAs.	Purple
Objective 1: See previous description	O1A2: 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	(Q1 2021-22)	Creation of a report setting out findings and implementation of recommendations from Task and Finish group.	The Race Equality Task and Finish Group presented a report detailing their findings in the first half of 2021-22. The main recommendation in relation to this action was to monitor access to these key services by those with protected characteristics going forwards, for the identification of solutions for the removal of any barriers that may be identified. An action is included within the revised Equality Scheme to ensure that research and monitoring of this takes place as part of the review of the Homelessness Strategy.	Purple

Page 105

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Appendix B - Equality Scheme Action Plan Progress Report

Objective	Action	Time	Measure	Feb-22 Position	RAG
<p>Objective 1: See previous description</p> <p style="text-align: center;">Page 106</p>	<p>O1A3: 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</p>	<p>(Q4 2020-21)</p>	<p>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.</p>	<p>The Equality Diversity and Inclusion Forum is now well established, with approximately 20 members from across the Council's services. A first progress report was presented to Leadership Team in June.</p> <p>The forum undertook a range of activities in it's first 6 months, including the creation of an Inclusive Language Guide and Calendar of Notable Dates, approved by Leadership Team and since publicised to staff.</p> <p>The forum has been consulted in relation to items of work including as the Council's Modern Slavery Statement and Greening of South Cambs Hall project, and has started gathering information to inform future areas of focus.</p> <p>Going forward the forum is seeking to participate in conversations around recruitment, as well as those around the way in which we use our office premises, and also has plans to review key equality data such as the SCDC Equality in Employment Report and 2021 Census data once available.</p>	<p>Purple</p>
<p>Objective 1: See previous description</p>	<p>O1A4: 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</p>	<p>(Q4 2021-22)</p>	<p>A single format for gathering and presenting equality data, accessible across Council services. This should include the availability of data in relation to protected characteristic groups, including forecasts of future makeup of the district</p>	<p>A project has commenced that includes the use of Microsoft Power BI to develop an internal South Cambs equality profile dashboard. This will provide key and up to date data covering representation of protected characteristic groups amongst our communities. Completion of this project is now likely to take place in Q2/Q3 of 2022/23</p>	<p>Amber</p>

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Appendix B - Equality Scheme Action Plan Progress Report

Objective	Action	Time	Measure	Feb-22 Position	RAG
Objective 1: See previous description	O1A5: Encourage and promote the benefits of a diverse workforce to South Cambridgeshire businesses	(Q4 2021-22)	Promotion of materials, training, and relevant local groups and networks	A webinar was held in January to promote the benefits of joining the Cambridgeshire Equality Pledge to local Businesses. Organisations joining the Equality Pledge will benefit from the sharing of resources, good practice and experience amongst like-minded organisations who are committed to the promotion of Equality, Diversity and Inclusion through their activities. Two separate Equality Pledge meetings have also taken place since it's reinvigoration in Q3 of 2021-22, including representation from the private sector, as well as public and charity sector organisations. This action will continue to be represented within the revised Equality Scheme.	Green
Objective 1: See previous description Page 107	O1A6: Review and re-launch the Council's translation provision for different language users and accessible formats, including through the use of technology	(Q4 2021-22)	Review of languages provision and publicise to staff and residents through various channels.	Since use of this service commenced in Aug 21, interpreting services have been accessed 15 times, primarily by the Housing Advice and Options Team. Guidance material has been made available on the Intranet and the availability of the service has been promoted internally through Intranet posts and communication with key stakeholders such as the Staff EDI Forum. Going forward, promotion will continue as business-as-usual.	Purple
Objective 1: See previous description	O1A7: Establish an Equality and Diversity training programme for all existing staff, and all new staff as part of the Council's induction process	(Q4 2020-21)	All existing staff have received Equality and Diversity training. Regular training sessions are included as part of the induction process for new staff.	Bias and Behaviours training has been delivered to almost all existing staff, with further sessions arranged until February 2021 that all new starters are being instructed to attend. An online refresher course has also been developed, plus a slideshow for display in the crew room for colleagues within the Shared Waste Service. Additional training on challenging inappropriate behaviours has also been made available and delivered.	Purple

Appendix B - Equality Scheme Action Plan Progress Report

Objective	Action	Time	Measure	Feb-22 Position	RAG
Objective 1: See previous description	O1A8: Equality, Diversity, and Inclusion training will be rolled out for Members	(Q2 2021-22)	A programme of Equality, Diversity and Inclusion training has been delivered to SCDC elected members.	<p>Bias and Behaviours training has been made available to Members with 17 having completed this training during 2021.</p> <p>This action will continue to be represented within the updated within the revised Equality Scheme action plan, to account for the opportunity for training as part of the new Member induction process due to take place following elections.</p>	Purple
Objective 2: South Cambridgeshire District Council is an employer that values difference and recognises the strength that a diverse workforce brings	O2A1: Review and examine SCDC structure and processes to ensure people with protected characteristics are not disadvantaged, including through remote working arrangements	(Q4 2021-22)	Creation of a report setting out findings and making recommendations. Implementation of recommendations from Task and Finish group.	<p>The Anti-Racism Task and Finish Group reported findings to Scrutiny and Overview committee in February and Cabinet in March. All recommendations were approved and have either been implemented or have plans in place to achieve implementation within the revised Equality Scheme, including the reporting of the workforce profile to Employment and Staff Committee on an ongoing basis.. At the request of the Task and Finish Group the Council's online jobs portal was reviewed to make it more explicit that job applications are welcomes from people of all backgrounds.</p> <p>This work will be built on through further actions such as the implementation of a recruitment communications plan in the revised Equality Scheme.</p>	Purple
Objective 2: See previous description	O2A1: Review and examine SCDC structure and processes to ensure people with protected characteristics are not disadvantaged, including through remote working arrangements	(Q4 2021-22)	Increase the number of job applications from people from the protected characteristic groups from current levels.	This measure has a grey status to reflect that work is ongoing to obtain this data from the new HR system. The data will become available following full launch of the HR System recruitment module. This module is currently being developed and a 'soft launch' is planned from April 2022.	Grey

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Appendix B - Equality Scheme Action Plan Progress Report

Objective	Action	Time	Measure	Feb-22 Position	RAG
Objective 2: See previous description	O2A2: 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	(Q4 2020-21)	Programme of engagement with online resources and events.	<p>Since adoption of the Equality Scheme in Dec 2020, a number of history and heritage months have been successfully marked (including Black History Month, LGBTQ+ History Month, Disability History Month, Gypsy Roma and Traveller History Month and British East and South East Asian Heritage Month) through a programme of internal and external events and promotional materials recommending different resources for additional reading, viewing and listening, to cater for a range of preferred learning styles.</p> <p>This work has been supported by work from the Staff Equality, Diversity and Inclusion (EDI) Forum to establish, gain agreement for and implement a calendar of notable EDI events to be marked through various means throughout the year. This calendar is under constant review by the EDI forum to ensure it remains current.</p>	Purple
Objective 2: See previous description	O2A3: Achieve Disability Confident Level 2 accreditation and undertake a disability friendly assessment of our office buildings and buildings that we are designing and delivering	(Q4 2021-22)	Disability Confident Level 2 achieved Assessment completed.	Disability Confident Level 2 accreditation has been achieved. Work has taken place to promote and build on this, for example through four online sessions delivered by the Papworth Trust as part of Disability History Month, including 'What does it mean to be a Disability Confident Employer?', which continues to be available on the SCDC website.	Purple
Objective 2: See previous description	O2A3: Achieve Disability Confident Level 2 accreditation and undertake a disability friendly assessment of our office buildings and buildings that we are designing and delivering	(Q4 2021-22)	Assurance received from Disability Cambridgeshire	The disability-friendly assessment of our office building is currently on hold as a result of Covid and extensive building works that are currently taking place. This action will be carried forward to the revised Equality Scheme Action plan.	Amber

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Appendix B - Equality Scheme Action Plan Progress Report

Objective	Action	Time	Measure	Feb-22 Position	RAG
Objective 2: See previous description	O2A4: Collect data about the South Cambridgeshire District Council workforce to monitor and analyse representation of people from different protected characteristics	(Q4 2021-22)	<p>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> <p>Introduce BAME and disability pay-gap reporting to align with existing gender pay-gap reporting arrangements.</p>	<p>The Equality in Employment report (showing the workforce breakdown as at 30 March 2021) has been produced and uploaded onto the Council's website. The report includes analysis of ethnic identities and disabled employees across the range of Council pay bands as well as general representation amongst SCDC staff. This aligns reporting of these areas with the majority of analyses in place for gender paygap reporting. There is one instance where further work is required to produce the same level of reporting as is the case for mandatory gender reporting, and this is in relation hourly pay. Going forward, this report will be used to inform discussions (including at the Staff EDI Forum) about how we can encourage diversity in the workforce.</p>	Amber
<p>Page 110</p> <p>Objective 2: See previous description</p>	O2A4: Collect data about the South Cambridgeshire District Council workforce to monitor and analyse representation of people from different protected characteristics	(Q4 2021-22)	Progress towards workforce diversity that represents the local equality profile	<p>The Equality in Employment report sets out representation amongst SCDC staff, compared with figures for the wider South Cambridgeshire and Cambridgeshire populations.</p> <p>This highlights that there has been an increase in staff identifying as either Black, Asian, Mixed/Multiple Ethnic, or Other Ethnic Groups (to 5.8% compared with 6.8% of South Cambs residents), as well as in staff declaring a disability (to 8.3% compared with 16.4% of South Cambs residents). The increase in these figures between March 2020 and March 2021 is likely to be partly due to an increase in staff completing monitoring information, following a campaign by the HR team to improve the completeness of data available on this subject. Representation of different religions and those identifying as LGBT+ within the organisation is broadly representative of wider figures, albeit, with a relatively large proportion of staff choosing not to declare (16% in relation to religion and 15% in relation to sexuality).</p>	Purple

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Appendix B - Equality Scheme Action Plan Progress Report

Objective	Action	Time	Measure	Feb-22 Position	RAG
Objective 2: See previous description	O2A4: Collect data about the South Cambridgeshire District Council workforce to monitor and analyse representation of people from different protected characteristics	(Q4 2021-22)	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.	An initial staff Equality, Diversity and Inclusion survey was undertaken in Jan 2021. Results were shared with the Equality, Diversity and Inclusion Forum and Steering Group to inform the action of these groups. A follow up survey was undertaken in Jan 2022, and analysis and promotion of 'You said, we listened' examples will take place internally once available.	Green
Objective 3: Protected groups are included and have their voices heard in discussions about the future shape of the district	O3A1: Develop the Greater Cambridge Local Plan, with consideration given to Equality, Diversity, and Inclusion opportunities, particularly within the consultation stages	(Q2 2023-24)	EqlAs completed identifying actions to include and represent voices of those with protected characteristics within plan consultation and development. Actions from EqlAs are undertaken and completed within timescales. Completed sustainability appraisal including sections covering social and health impact	Equalities Impact Assessments have been completed and uploaded to the SCDC website at each stage of the Local Plan process, including EqlAs covering the consultation process. Throughout consultations actions were identified and taken to ensure that the Council is making particular effort to provide often underrepresented groups with opportunities to have their say. Updated assessments will accompany subsequent stages of plan-making through to adoption of the Plan. Additional measures will be completed as part of the Local Plan process.	Green
Objective 3: See previous description	O3A1: Develop the Greater Cambridge Local Plan, with consideration given to Equality, Diversity, and Inclusion opportunities, particularly within the consultation stages	(Q2 2023-24)	Undertake evidence gathering exercises to understand needs of people with protected characteristics. This will include an accommodation needs assessment of Gypsies and Travellers.	This action is currently being carried out and will continue to be represented on the updated Equality Scheme.	Green
Objective 3: See previous description	O3A1: Develop the Greater Cambridge Local Plan, with consideration given to Equality, Diversity, and Inclusion opportunities, particularly within the consultation stages	(Q2 2023-24)	Completed sustainability appraisal including sections covering social and health impact	This action is carried out at each stage of the Plan Making process. Most recently this took place in November 2021 alongside the Greater Cambridge Local Plan First Proposals.	Green

Appendix B - Equality Scheme Action Plan Progress Report

Objective	Action	Time	Measure	Feb-22 Position	RAG
Objective 3: See previous description	O3A2: Review the Council's arrangements for consulting on key decisions with its residents	(Q2 2022-23)	Revised approach to consultation identified and implemented	Ongoing. More specific actions have been identified for inclusion within with revised version of the Equality Scheme.	Green
Objective 3: See previous description	O3A3: 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 disproportionality subject to the stop and search powers in Cambridgeshire; and to ensure that arrest and custody measures are proportionate in Cambridgeshire.	(Q4 2021-22)	Regular reports to be received by Community Safety Partnership detailing initiatives and progress, enabling SCDC to exert its influence as a member.	SCDC has helped shape the Community Safety Partnership's response to the Police and Crime Commissioner's consultation on priorities, which includes reference to the issues of equality and diversity in recruitment and 'stop and search' powers. Minutes from the Police and Crime Commissioner's Business Co-ordination Board meeting on 16/12/20 show clearly that the use of stop and search powers are being scrutinised. In relation to recruitment, a 'positive action strategy' and 'tactical delivery plan' was developed and launched by the PCC in Oct 2020 to increase representation.	Purple
Objective 3: See previous description	O3A4: 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	(Q4 2021-22)	Completion of a review on the impact of the coronavirus on BAME communities, with a breakdown to district level.	Throughout the pandemic the Council has played an active part in the Local Resilience Forum (LRF). This has included examination and discussion of national and regional trends in relation to the impact of Covid on protected characteristic groups, which has helped to inform the Covid response of the LRF as a whole, as well as its individual members, including SCDC.	Green

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Appendix B - Equality Scheme Action Plan Progress Report

Objective	Action	Time	Measure	Feb-22 Position	RAG
Objective 3: See previous description	O3A5: 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	(Q4 2020-21)	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.	New developments often attract higher numbers of those with protected characteristics (including those of different nationalities, disabled people, and older people). SCDC's Community Liaison forums help produce resources to assist those moving to new developments to settle into communities, thereby advancing equality of opportunity and fostering good relations in communities experiencing high growth. 19 forums were successfully held in 2021, supporting food local engagement. a new set of forums are beginning to take place as of January 2022.	Purple
Objective 3: See previous description Page 113	O3A6: Equality, Diversity, and Inclusion considerations will be promoted through our Neighbourhood Planning processes and guidance	(Q4 2020-21)	Equality Impact Assessments are completed and published relating to each Neighbourhood Plan that the Council adopts	Equality Impact Assessments are part of the neighbourhood plan making process, with templates provided in our neighbourhood planning toolkit. The Neighbourhood Planning Officer and Policy and Performance Team have discuss how best to promote Equality Impact Assessments good practice through the Neighbourhood Planning process.	Purple
Objective 3: See previous description	O3A7: 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	(Q4 2020-21)	Produce a set of recommendations on any actions that should be taken. Implement any actions as recommended	Completed. The Anti-Racism Task and Finish Group worked with the County Archives and Local Studies Group on an audit of street names in South Cambridgeshire. The group reported back to Cabinet in March 2021, confirming that "no issues regarding street names in South Cambridgeshire had been identified."	Purple

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Scrutiny and Overview Committee Work Programme 2021-22

Meeting date	Potential Agenda item (subject to prioritisation by Chair and Vice Chair)	Task and Finish/Working Groups
Every meeting	Selected Key Decision items prior to Cabinet Selected Non-Key Decision items prior to Cabinet Work programme Feedback from task and finish groups	
22 June 2021	<ul style="list-style-type: none"> • Private Sector Housing Policy (Environmental Health: Enforcement and licensing) – Chair has confirmed (30 March 2021) the committee will consider this item. Officers (Lesley Beever and Trevor Nicoll) have been informed (30 March 2021) • Q4 Performance 	
20 July 2021	<ul style="list-style-type: none"> • To adopt the Local Government (Miscellaneous Provisions) Act 1982 to enable Street Trading controls to be applied District-wide. Adoption of the Act District-wide, together with designating the whole of the District (with the exception of the A11 and A14), would enable a new Street Trading Policy to be implemented which would be fair, consistent and equitable across the District. This would give the Licensing Authority greater control over street trading and would ensure that all traders are subject to the same application, enforcement, and conditions regardless of where they trade in the District. • Recovery Plan 	
14 Sept 2021	Cancelled	

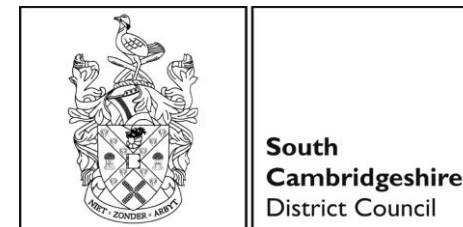
21 Sept 2021	<ul style="list-style-type: none"> • Greater Cambridge Local Plan: Preferred Options (Regulation 18) – For consultation 	
14 October 2021	<ul style="list-style-type: none"> • NEC AAP Delivery report • MTFs 	
11 Nov 2021	<ul style="list-style-type: none"> • Planning performance (referred by Council motion) • Investment strategy • Empty homes strategy 	
16 Dec 2021	<ul style="list-style-type: none"> • North East Cambridge Area Action Plan: Proposed Submission (Regulation 18) • HRA asset management • Audit of accounts update 	
18 Jan 2022	<ul style="list-style-type: none"> • Business Plan • Civil parking enforcement • GF Budget • HRA Budget • Treasury Management Strategy • Capital Strategy 	
Mar 2022	<ul style="list-style-type: none"> • Annual Equality Scheme Update and Progress Report • Commercial Asset Disposal (confidential) • Ermine Street Housing – review of Business Plan • Interim position statement – First Homes • Q3 Performance Report • Webcasting issues 	

April 2022	<ul style="list-style-type: none">•	
May 2022	<ul style="list-style-type: none">•	

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Notice of Key and Non-Key Decisions

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from Start/Valid/Date



Notice is hereby given of:

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

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

*A decision to:

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

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

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

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

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

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

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

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

Cabinet

Councillor Bridget Smith
Councillor Neil Gough
Councillor John Batchelor
Councillor Bill Handley
Councillor Tumi Hawkins
Councillor Peter McDonald
Councillor Brian Milnes
Councillor John Williams

Leader of the Council
Deputy Leader, Strategic Planning & Transport and Transformation & Projects
Housing
Community Resilience and Health & Wellbeing
Planning Policy and Delivery
Business Recovery
Environmental Services and Licensing
Finance

Key and non-key decisions expected to be made from 1 March 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report being considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
General Fund Budget 2022/23	Consider the General Fund Revenue Budget for 2022/23.	Cabinet Council	07 February 2022 22 February 2022		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 28 January 2022)
Housing Revenue Account Budget 2022/23 Page 121	Consider the Housing Revenue Account Budget for 2022/23.	Cabinet Council	07 February 2022 22 February 2022		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 28 January 2022)
Capital Investments Programme 2022/23-2026/27	Consider the Council's Capital Programme.	Cabinet Council	07 February 2022 22 February 2022		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 28 January 2022)
Treasury Management Strategy Non-Key	Consider a refreshed version of the Strategy for adoption by the Council.	Cabinet Council	07 February 2022 22 February 2022		Lead Cabinet member for Finance Peter Maddock,	Report (publication expected 28 January 2022)

Key and non-key decisions expected to be made from 1 March 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
					Head of Finance	
Capital Strategy	Consider a refreshed version of the Strategy for adoption by the Council.	Cabinet Council	07 February 2022 22 February 2022		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 28 January 2022)
Local Council Tax Support	Review the Localised Council Tax Support (LCTS) scheme for 2021/22 and agree the LCTS scheme for 2022/23.	Cabinet Council	07 February 2022 22 February 2022		Lead Cabinet member for Finance Peter Maddock, Head of Finance	Report (publication expected 28 January 2022)
Council's Business Plan 2022-25		Cabinet Council	07 February 2022 22 February 2022		Deputy Leader / Lead Cabinet Member for Strategic Planning & Transport and Transformation & Projects Leader of Council Anne Ainsworth, Chief Operating Officer	Cabinet Report (publication expected 28 January 2022) Council Report (publication expected 14 February 2022)

Key and non-key decisions expected to be made from 1 March 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Pay Policy Statement	To publish the Pay Policy Statement for 2021/22 as required by the Localism Act 2011.	Council	22 February 2022		Lead Cabinet member for Finance Jeff Membery, Head of Transformation	Report (publication expected 6 January 2022) Report (publication expected 14 February 2022)
Street Trader fees Key Page 123	To agree new schedule of fees.. The Licensing Committee was asked to agree a new Street Trading policy on 23 February 2023 – the fee structure works alongside the new policy. The policy itself was first published on the forward plan on 21 June 2021.	Head of Climate, Environment & Waste	Not before 04 March 2022		Lead Cabinet member for Environmental Services and Licensing Bode Esan, Head of Climate, Environment & Waste, Rachel Jackson, Principal Licensing Officer	Report publication expected not before 24 2022
Ermine Street Housing - Review of the Business Plan Non-Key	For Cabinet to consider and receive the report.	Cabinet	22 March 2022		Lead Cabinet member for Housing Duncan Vessey, Head of Ermine Street Housing, Peter Campbell, Head of Housing	Report (publication expected 14 March 2022)

Key and non-key decisions expected to be made from 1 March 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Commercial Asset Disposal Key	Formal Cabinet ratification to sell a Council commercial asset	Cabinet	22 March 2022		Lead Cabinet member for Finance Adele Gritten, Head of Economic Development and Commercial Investments, Anne Ainsworth, Chief Operating Officer	Report publication due on 14 March 2022
2021/2022 Revenue and Capital Budget Monitoring (Quarter 3) Non-Key	Consider the monitoring data and trends in respect of the 2021/22 budgets and issues.	Cabinet	22 March 2022		Lead Cabinet member for Finance Farzana Ahmed, Chief Accountant, Peter Maddock, Head of Finance	Report publication expected 14 March 2022
Interim Position Statement - First Homes Key	To approve the Council's interim position in terms of the provision of First Homes as part of the affordable housing contribution on S.106 sites.	Cabinet	22 March 2022		Lead Cabinet member for Housing Julie Fletcher, Service Manager – Housing Strategy, Peter Campbell, Head of Housing	Report (publication expected 14 March 2022)
Medium Term	Review and ensure	Cabinet	22 March 2022		Lead Cabinet	Report (publication

Key and non-key decisions expected to be made from 1 March 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Financial Strategy Non-Key	that Council is aware of the financial challenges over the medium-term.				member for Finance Farzana Ahmed, Chief Accountant, Peter Maddock, Head of Finance	expected 14 March 2022)
Q3 Performance Report Non-Key Page 125	This report forms the basis of our quarterly performance reporting activities.	Cabinet	22 March 2022		Deputy Leader / Lead Cabinet Member for Strategic Planning & Transport and Transformation & Projects Kevin Ledger, Senior Policy and Performance Officer, Jeff Membery, Head of Transformation	Report (publication expected 14 March 2022)
Annual Equality Scheme Update and Progress Report Non-Key	Review progress towards the equality objectives set out within the Council's Equality Scheme 2020-24.	Cabinet	22 March 2022		Deputy Leader / Lead Cabinet Member for Strategic Planning & Transport and Transformation & Projects Kevin Ledger, Senior Policy and	Report (publication expected 14 March 2022)

Key and non-key decisions expected to be made from 1 March 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
					Performance Officer, Jeff Membery, Head of Transformation	
Renewal of Home Improvement Agency Service Level Agreement Key	To agree to the renewal of the Home Improvement Agency Service Level Agreement.	Cabinet	22 March 2022		Lead Cabinet member for Housing Julie Fletcher, Service Manager – Housing Strategy, Peter Campbell, Head of Housing	Report (publication expected 14 March 2022)
Hybrid Working Policy Non-Key	The policy outlines the Council's hybrid working arrangements and commitments	Cabinet	22 March 2022		Lead Cabinet member for Finance Jeff Membery, Head of Transformation	
Small Land Sales Key	To approve the HRA Small Land Sales Policy.	Cabinet	22 March 2022		Lead Cabinet member for Housing Julie Fletcher, Service Manager – Housing Strategy	Report (publication expected 14 March 2022)

Key and non-key decisions expected to be made from 1 March 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Waterbeach Neighbourhood Plan Page 127	The Waterbeach Neighbourhood Plan will be made (adopted) by South Cambridgeshire District Council. A date for the referendum for the Waterbeach Neighbourhood Plan is soon to be set. Once a successful referendum has taken place SCDC will need to make the plan at a meeting of the Full Council within eight weeks of this referendum.	Council	23 March 2022		Lead Cabinet member for Planning Delivery and Policy Alison Talkington, Senior Planning Policy Officer, Stephen Kelly, Joint Director of Planning and Economic Development	Report publication expected 15 March 2022
Housing Repairs - Award of Contract	To confirm the decision to award the repairs contract to the 'winning' bidders.	Council	23 March 2022		Lead Cabinet member for Housing Peter Campbell, Head of Housing	Report (publication expected 14 February 2022)
2021/22 Provisional General Fund Revenue and Capital Outturn Non-Key	Reports the General Fund Revenue and Capital outturn position for the financial year 2021/22	Cabinet	Not before 01 September 2022		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting

Key and non-key decisions expected to be made from 1 March 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
2021/22 Provisional Housing Revenue Account (HRA) Outturn Non-Key	Reports the HRA Revenue and Capital outturn position for the financial year 2021/22	Cabinet	Not before 01 September 2022		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting
2022/2023 Revenue and Capital Budget Monitoring (Quarter 1) Non-Key	Consider the monitoring data and trends in respect of the 2022/23 budgets and issues.	Cabinet	Not before 01 September 2022		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting
Medium Term Financial Strategy (First Submission) Non-Key	Review and ensure that Council is aware of the financial challenges over the medium-term.	Cabinet	Not before 01 September 2022		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting
2022/2023 Revenue and Capital Budget Monitoring (Quarter 2) Non-Key	Consider the monitoring data and trends in respect of the 2022/23 budgets and issues.	Cabinet	Not before 01 December 2022		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting
Capital programme	Report Council's	Cabinet	Not before 01		Lead Cabinet	Report publication

Key and non-key decisions expected to be made from 1 March 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Update & New Bids Non-Key	Capital Programme and new Capital bids from 2023/24.		December 2022		member for Finance	due five clear working days before the meeting
Bids and Savings Non-Key	Consider new Revenue bids and savings for 2023/2024.	Cabinet	Not before 01 December 2022		Lead Cabinet member for Finance	
Fees and Charges Key	Annual review and determination of fees and charges to be set by the Council from April 23.	Cabinet	Not before 01 December 2022		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting
Investment Strategy Key	Annual review of the strategy to be adopted by the Council.	Cabinet Council	Not before 01 December 2022 Not before 01 December 2022		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting
General Fund Budget 2022/23 Non-Key	Consider the General Fund Revenue Budget for 2022/23	Cabinet Council	Not before 01 February 2023 Not before 01 February 2023		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting
Housing Revenue	Consider the Housing	Cabinet	Not before 01		Lead Cabinet	Report publication

Key and non-key decisions expected to be made from 1 March 2022

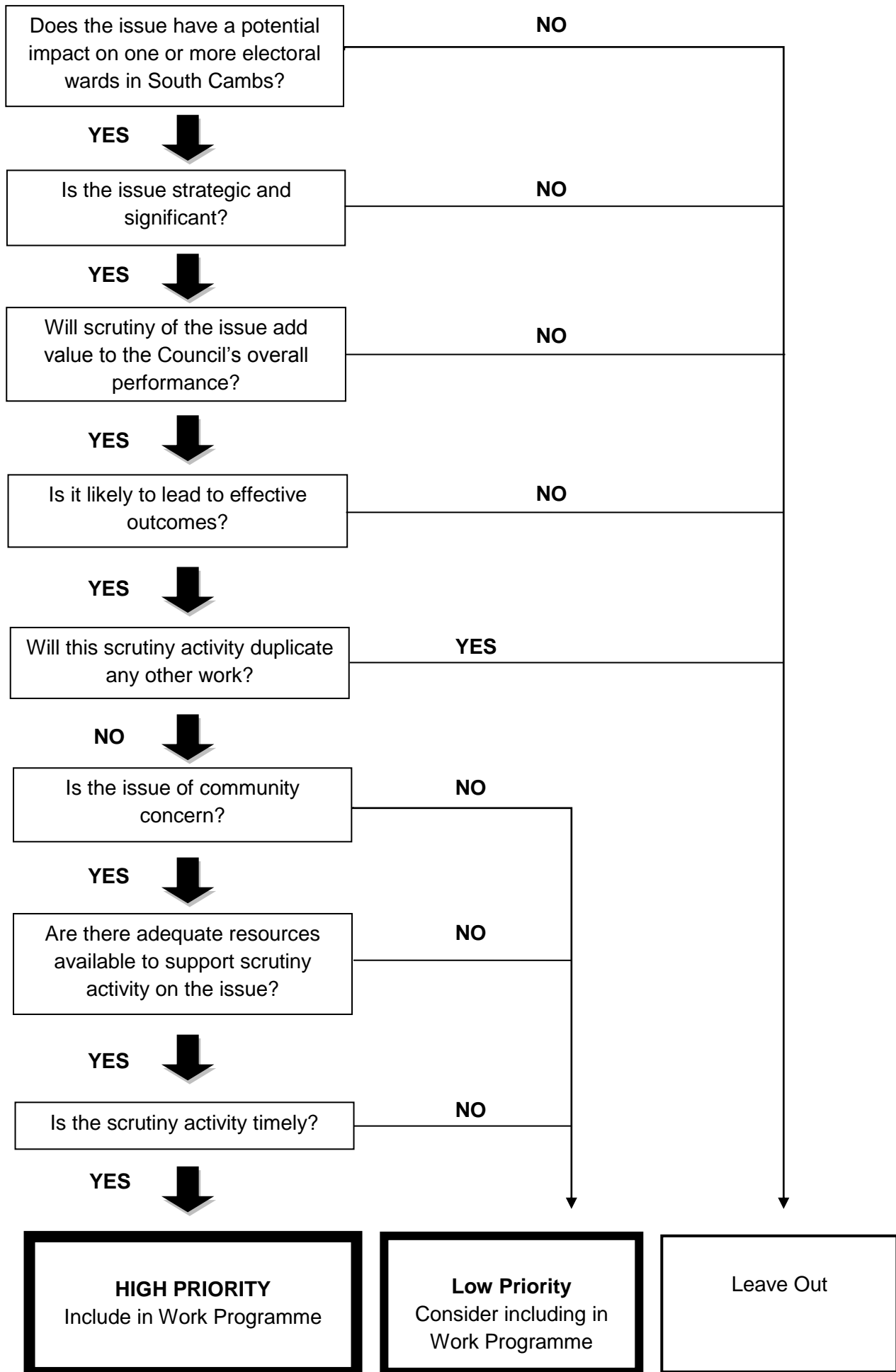
Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Account Budget 2022/23 Non-Key	Revenue Account Budget for 2022/23	Council	February 2023 Not before 01 February 2023		member for Finance	due five clear working days before the meeting
Medium Term Financial Strategy Key	Review and ensure that Council is aware of the financial challenges over the medium-term.	Cabinet Council	Not before 01 February 2023 Not before 01 February 2023		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting
Capital Investments Programme 2022/23 - 2026/27 Non-Key	Consider the Council's Capital Programme	Cabinet Council	Not before 01 February 2023 Not before 01 February 2023		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting
Treasury Management Strategy Key	Consider a refreshed version of the Strategy for adoption by the Council.	Cabinet Council	Not before 01 February 2023 Not before 01 February 2023		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting
Capital Strategy Non-Key	Consider a refreshed version of the Strategy for adoption	Cabinet Council	Not before 01 February 2023		Lead Cabinet member for Finance	Report publication due five clear working days before

Key and non-key decisions expected to be made from 1 March 2022

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
	by the Council.		Not before 01 February 2023			the meeting
Local Council Tax Support Non-Key	Review the Localised Council Tax Support (LCTS) scheme for 2021/22 and agree the LCTS scheme for 2022/23	Cabinet Council	Not before 01 February 2023 Not before 01 February 2023		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting
Review of Revenue Reserves and Provisions Key	Review the Council's Revenue Reserves and Provisions as part of the 2022/2023 budget setting process.	Cabinet Council	Not before 01 February 2023 Not before 01 February 2023		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting
2022/2023 Revenue and Capital Budget Monitoring (Quarter 3) Non-Key	Consider the monitoring data and trends in respect of the 2022/23 budgets and issues.	Cabinet	Not before 01 March 2023		Lead Cabinet member for Finance	Report publication due five clear working days before the meeting

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Scrutiny Work Programme Prioritisation Tool



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Agenda Item 13



South
Cambridgeshire
District Council

Report to:	Cabinet	22 March 2022
Lead Cabinet Members:	Councillor John Batchelor – Lead Cabinet Member for Housing Councillor John Williams – Lead Cabinet Member for Finance	
Lead Officers:	Peter Campbell, Head of Housing Peter Maddock, Head of Finance	

South Cambs Limited trading as Ermine Street Housing: Review of Business Plan 2021/2022 to 2030/2031

Executive Summary

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

Key Decision

3. No
4. This is not a key decision because the Ermine Street Housing Business Plan is included on the agenda for information only and does not directly result in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budgets.

Recommendations

5. Cabinet is requested to consider the report and, if satisfied, to:

- (a) Receive, in their capacity as shareholder, the Ermine Street Business Plan for the period 2021/2022 to 2030/2031.

Reasons for Recommendations

6. The Council, as owner of the Company and sole shareholder, has an interest in reviewing the Business Plan to ensure that (i) the Company is on target to achieve its objectives, (ii) to consider the past year's performance, and (iii) acknowledge the changes in the financial assumptions and the financial return to the Council resulting from the business activity.
7. The original objective of the Company was to deliver 500 homes over the 5-year period 2016/2017 to 2020/2021 and the expectation is that this will now be achieved in year 2021/22.
8. Following a report by an independent consultant to consider the future direction of the Company, Cabinet decided in September 2020 to continue with the expansion programme until the 500-property target has been accomplished which was anticipated to be in the calendar year ending 2021 but has now slipped to March 2022. However, this date is reliant on timely completions of conveyancing for those remaining properties in the pipeline.

Details

Background

9. In November 2012, the Council set up a subsidiary housing company registered as South Cambs Limited (SCL). SCL has been trading under the name Ermine Street Housing (ESH) since 2014 and continues to operate as an independent property company wholly owned by the Council. The principal activities of the Company are to manage both purchased and leased properties for the purpose of residential lettings. The Company aims to provide a quality service in this sector.
10. The Council adopted a Business Plan for ESH in November 2015 and, in line with the original objectives, capital allocations of up to £100 million have been made since 2016/2017 to enable the Company to increase the property portfolio over a 5-year period, until 500 homes are owned and rented by the Company on assured short-hold tenancies. The current property portfolio is geographically located in Cambridgeshire, Suffolk, Northamptonshire, Leicestershire, Leeds and Nottinghamshire.
11. It was initially assumed that the acquisition profile would be relatively evenly spread across the 5 years but, in the earlier years of business expansion, the

Company was not able to acquire as many as 100 homes per annum. Cabinet, at its meeting held on 7 November 2018, considered and endorsed the amendment to the Company Business Plan and Council, at its meeting 29 November 2018, approved the re-phasing of the capital programme to ensure that financial resources were aligned to realistic business expansion timescales for achieving the target of 500 homes in the timescales envisaged by Cabinet and Council in November 2015.

12. The Company now has 477 properties. There was an expectation that the original business plan objective would be achieved by the target date of 31 March 2021. However, there have been challenges during the pandemic and the target date has been put back to March 2022.

Refreshed Business Plan 2021/2022 to 2030/2031

13. The Company's Board of Directors review and refresh the Business Plan annually to reflect changes in the composition of the portfolio, the gross rental yields achieved and the latest market values of the portfolio.
14. The Business Plan also considers the performance of the Company in relation to the previous year's trading period, updates the financial assumptions and revises key risks and key business sensitivities.
15. The Business Plan, attached at **Appendix A**, is used by the Company's Board of Directors to challenge, and scrutinise the Company's trading activities. It is now shared to enable the Cabinet to consider the updated version.
16. The Company is on target to achieve the target of 500 homes by March 2022. The Company will continue to work closely with council colleagues to explore further opportunities beyond 2022-2023. Any additional borrowing to facilitate expansion beyond the 500 target will be subject to Council approving a business case and a refreshed Business Plan.
17. To date lending has been achieved by using the Council's own resources, resulting in a better rate of return for the Council because it is not having to pay interest charges on borrowed money.
18. Should the Council be required to borrow it should be noted that the interest uplift achieved by the Council will significantly reduce and will be dependent upon the underlying rate at which the Council can borrow.
19. A significant factor for the Council is the consultation that commenced in late 2021 which indicates that the Council may be required to make Minimum Revenue Provision (MRP) on any lending held / made from April 2023 onwards.
20. Consequently, it is possible that from April 2023 onwards, the Council would need to set-aside at least 2% per annum on all sums loaned to the Company.

21. Representations have been made in response to the consultation, in the hope that an exemption may be granted for the provision of housing.
22. Tables 1-4 in pages 43-45 of the Business Plan provide illustrative examples of the impact should MRP be applied to future lending. The Council could mitigate by imposing higher interest rates on the Company and this has been modelled as part of the sensitivity analysis, with the findings presented in Appendix H of the Business Plan.
23. The outcome of the consultation on MRP is critical in respect of future lending to the Company, as although any MRP is not physically lost from the Council, the resource is tied up for the life of the asset or loan, and therefore means that there is no available resource for investment in council services, which was the primary aim when setting up Ermine Street Housing.
24. Assuming that following the MRP consultation the provisions were to be implemented from April 2023 as currently proposed, the Council could be required to make MRP on all of the existing lending to the Company.
25. If the Company is not able to support higher interest payments to offset the impact of MRP for the Council, there may be the need to consider alternative options such as dissolving the Company and disposing of the asset portfolio.
26. For the Council this would mean losing the annual loan interest payments currently £3.2million which is used to support revenue spending.
27. If the Council were to retain the Company, and MRP were applicable on all of the acquisition loans (loans from the Council for the purchase value of the asset, as opposed to cash flow loans given for general operational activity, which are repayable as soon as the Company cash flow allows), the net return to the Council each year would be £1.5million as opposed to the current £3.2million leaving a budget gap of £1.7million.

Implications

28. 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

29. Ermine Street Housing acquires property on the open market, borrowing at market interest rates via South Cambridgeshire District Council. Ermine Street Housing then lets the property at market rents to facilitate a reasonable pay back of the investment.

30. In February 2018 the Secretary of State issued new guidance on Local Government Investments (the Guidance), which widened the definition of an investment to include all the financial assets of a local authority as well as other non-financial assets held primarily or partially to generate a profit. This wider definition includes investment property portfolios as well as loans made to wholly owned companies or associates, joint ventures or third parties. The Guidance applies for financial years commencing on or after 1 April 2018.

Legal

31. There are no significant direct legal implications.

Staffing

32. There are no significant direct staffing implications.

Risks/Opportunities

33. The Ermine Street Housing risk register has been thoroughly reviewed, updated, and uploaded onto the Council's risk management system. The key risk now is the MRP consultation followed by the impact of the pandemic and the resulting rent arrears.

Equality and Diversity

34. There are no significant equality and diversity implications.

Climate Change

35. Ermine Street Housing works closely with the Council's Climate and Environment Team to take opportunity of funding available for additional insulation, reducing energy costs for the tenants, thereby reducing carbon emissions.

36. Likewise in partnership with Green Energy Switch there are further opportunities to take advantage of grants and funding available for similar measures.

Health & Wellbeing

37. There are no significant implications for health and wellbeing.

Consultation responses

38. Consultation was not required.

Alignment with Council Priority Areas

Growing local businesses and economies

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

Housing that is truly affordable for everyone to live in

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

Being green to our core

41. As mentioned above the Company works in partnership with the Council's Climate and Environment Team and Green Energy Switch.

A modern and caring Council

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

Background Papers

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

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

The following documents are relevant to this report:

- Business Case for Ermine Street Housing: Report to Cabinet – 12 November 2015
- Business Case for Ermine Street Housing: Report to Council – 26 November 2015
- Ermine Street Housing – Re-phasing of Lending: Report to Cabinet – 7 November 2018
- Ermine Street Housing – Re-phasing of Lending: Report to Council – 29 November 2018
- South Cambs Limited trading as Ermine Street Housing: Review of Business Direction- 2 September 2020

Appendices

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

Report Author:

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

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of the Local Government Act 1972.

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