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14 March 2022

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

Dear Councillor

You are invited to attend the next meeting of **Cabinet**, which will be held in the **Council Chamber - South Cambs Hall** at South Cambridgeshire Hall on **Tuesday, 22 March 2022 at 10.00 a.m.**

Yours faithfully

**Liz Watts**

Chief Executive

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## Agenda

	Pages
1. <b>Announcements</b>	
2. <b>Apologies for Absence</b> To receive Apologies for Absence from Cabinet members.	
3. <b>Declarations of Interest</b>	
4. <b>Minutes of Previous Meeting</b> To authorise the Leader to sign the Minutes of the meeting held on 7 February 2022 as a correct record.	1 - 12
5. <b>Public Questions</b> The deadline for receipt of public questions is 23:59 on Wednesday, 16 March 2022. The Council's scheme for public speaking at committee meetings may be inspected here: <a href="#">Public Speaking Scheme</a>	
6. <b>Issues arising from the Scrutiny and Overview Committee</b>	13 - 18

7.	<b>Q3 Performance Report</b>	<b>19 - 48</b>
8.	<b>Annual Equality Scheme Update and Progress Report</b>	<b>49 - 78</b>
9.	<b>Parental Leave Policy for Councillors</b>	<b>79 - 98</b>
10.	<b>2021/2022 Revenue and Capital Budget Monitoring (Quarter 3)</b>	<b>99 - 122</b>
11.	<b>Small Land Sales (Key)</b>	<b>123 - 136</b>
12.	<b>Renewal of Home Improvement Agency Service Level Agreement (Key)</b>	<b>137 - 182</b>
13.	<b>Interim Position Statement - First Homes (Key)</b>	<b>183 - 226</b>
14.	<b>Fixed Term Tenancies (Key)</b>	<b>227 - 232</b>
15.	<b>Ermine Street Housing - Review of the Business Plan</b>	<b>233 - 314</b>
16.	<b>Exclusion of Press and Public</b> The press and public are likely to be excluded from the meeting during consideration of the following item 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.	
17.	<b>Minutes from the Previous Meeting - Exempt</b>	<b>315 - 316</b>
18.	<b>Issues arising from the Scrutiny and Overview Committee - Exempt</b>	<b>317 - 322</b>
19.	<b>Commercial Asset Disposal (Key)</b>	<b>323 - 404</b>
20.	<b>Northstowe Acquisition to Deliver Interim Community Facilities</b>	<b>405 - 414</b>

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# Agenda Item 4

## South Cambridgeshire District Council

Minutes of a meeting of the Cabinet held on  
Monday, 7 February 2022 at 10.00 a.m.

Present: Councillor Bridget Smith (Leader of Council)  
Councillor Neil Gough (Deputy Leader - Strategic Planning & Transport  
and Transformation & Projects)

Councillors:	John Batchelor	Lead Cabinet Member for Housing
	Dr. Tumi Hawkins	Lead Cabinet Member for Planning Policy and Delivery
	Brian Milnes	Lead Cabinet Member for Environmental Services and Licensing
	John Williams	Lead Cabinet Member for Finance

Officers in attendance in the Council Chamber for all or part of the meeting:

Aaron Clarke	Democratic Services Officer
Peter Maddock	Head of Finance
Rory McKenna	Monitoring Officer
Liz Watts	Chief Executive

Officers in attendance remotely for all or part of the meeting:

Farzana Ahmed	Chief Accountant
Anne Ainsworth	Chief Operating Officer
Gareth Bell	Communications and Communities Manager
Gen Broad	Ecologist
Peter Campbell	Head of Housing
John Cornell	Natural Environment Team Leader
Mark Deas	Senior Policy Planner
Rebecca Dobson	Democratic Services Manager
Kirstin Donaldson	Service Manager - Acquisitions and Development
Jane Green	Built and Natural Environment Manager
Stephen Kelly	Joint Director of Planning and Economic Development
Jonathan Malton	Cabinet Support Officer
Jenny Nuttycombe	Senior Planning Policy Officer
Jeff Membery	Head of Transformation, HR and Corporate Services

Councillors Sue Ellington, Mark Howell, Deborah Roberts, and Heather Williams were in attendance in the Council Chamber.

Councillors Anna Bradnam, Nigel Cathcart, Dr. Claire Daunton, Bill Handley (Lead Cabinet Member for Community Resilience, Health and Wellbeing), Judith Rippeth and Dr. Richard Williams were in attendance remotely.

### 1. Announcements

There were no announcements.

## 2. **Apologies for Absence**

Apologies for Absence were received from Councillors Peter McDonald and Grenville Chamberlain.

## 3. **Declarations of Interest**

Councillors Anna Bradnam, Dr. Claire Daunton, Neil Gough, Mark Howell, and Brian Milnes declared pecuniary interests in item 8 (Civil Parking Enforcement in South Cambridgeshire), being Members of Cambridgeshire County Council.

Bridget Smith, Leader of the Council, declared a non-pecuniary interest in item 21 (Acquisition of 34 Affordable Homes, Gamlingay), as the ward Member.

## 4. **Minutes of Previous Meeting**

Cabinet **authorised** the Leader to sign, as a correct record, the Minutes of the meeting held on Monday, 10 January 2022.

## 5. **Public Questions**

Cabinet received one public question ahead of the meeting:

- a) From Mr. Daniel Fulton

The Leader invited Mr. Fulton to ask the question he had submitted. Mr. Fulton said he intended to ask a substitute question which he believed would be acceptable. The Leader asked Mr. Fulton to restrict himself to the question he had submitted, which Mr. Fulton declined to do. Upon the Leader reiterating her request, Mr. Fulton said he had no further comments.

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

At the Leader's invitation, Cabinet received the Scrutiny and Overview report summarising the meeting held on Thursday, 18 January 2022 relating to the following agenda item:

- 2020-2025 Business Plan
- Civil Parking Enforcement in South Cambridgeshire
- Summary General Fund Reserve Budget 2022/2023
- Housing Revenue Account Budget 2022/2023
- Treasury Management Strategy
- Capital Strategy

## 7. **2020-2025 Business Plan**

Cabinet received the Council's 2020-2025 Business Plan. Councillor Neil Gough, the Deputy Leader introduced the report, and noted the plan was continuing the

Council's progress over the previous three years.

Councillor Anna Bradnam was supportive of the business plan, and the continued support for local business throughout the pandemic.

Councillor Bridget Smith, Leader of the Council, closed the discussion, and Cabinet:

- a) **Considered** the proposed 2020-25 Business Plan at Appendix A (with the Action Plan primarily focused on delivery 2022-23) and recommend it to Council for approval, with any amendments as required.
- b) **Authorised** the Chief Executive to make any minor wording changes required to final drafts, in consultation with the Deputy Leader.

## 8. **Civil Parking Enforcement in South Cambridgeshire**

Cabinet received a report supporting an application by Cambridgeshire County Council to the Department for Transport to introduce Civil Parking Enforcement in South Cambridgeshire. Councillor Neil Gough, the Deputy Leader, introduced the report, noting the ongoing work with Cambridgeshire County Council since 2018 for resolving the anti-social parking within the district, and thanking the Greater Cambridge Partnership for funding the scheme for the first five years.

Councillor Brian Milnes, Lead Cabinet Member for Environmental Services and Licencing, welcomed the additional funding from the Greater Cambridge Partnership, and hoped this would solve the issue of inconsiderate parking within Shelford.

Councillor Sue Ellington welcomed the proposal but raised concerns that there would be no additional funding after the initial five-year period. The Deputy Leader responded that he hoped that parking violations would have reduced after five years.

Councillor Dr. Richard Williams thanked Officers for progress and hoped it would improve the situation within Whittlesford.

Councillor Bill Handley, Lead Cabinet Member for Community Resilience, Health and Wellbeing, supported the proposal, and commented that anti-social parking had been raised during recent Parish Council meetings in the ward of Over and Willingham.

Councillor Dr. Claire Daunton mentioned the introduction of civil parking enforcement would alleviate issues arising from parking around schools within the district, and that this was an ongoing concern in Fulbourn.

Councillor Heather Williams said this was an opportunity for action to be taken across the district.

Councillor Anna Bradnam questioned how the Council would manage disputes. The Deputy Leader responded that a collaborative approach would be taken and

would work closely with other neighbour councils.

Councillor John Batchelor said that this initiative was a potential solution for the problem of inconsiderate parking and noted that the County Council's expected timeline would see a scheme implemented toward the end of 2023.

Councillor Bridget Smith, Leader of the Council, concluded the discussion, and Cabinet:

**Supported** an application by Cambridgeshire County Council (CCC) to the Department of Transport (DfT) to introduce Civil Parking Enforcement (CPE) across South Cambridgeshire and **granted** delegated authority to the Head of Transformation, in consultation with the Lead Cabinet Member for Strategic Planning and Transport, to provide feedback on behalf of the Council to the application for CPE to DfT and the Funding Agreement between CCC and Greater Cambridge Partnership.

#### **9. Authority Monitoring Report for Greater Cambridge 2020-2021**

Cabinet received the Authority Monitoring Report for Greater Cambridge 2020-2021. Councillor Dr. Tumi Hawkins, Lead Cabinet Member for Planning Policy and Delivery, introduced the report, and highlighted the targets set by the Greater Cambridge Shared Planning Service.

Councillor John Batchelor, Lead Cabinet Member for Housing, noted the strength of the Council's five-year housing land supply.

Councillor Sue Ellington questioned the term Greater Cambridge, and whether residents would understand this term. The Joint Director of Planning and Economic Development said this description would be amended before publication.

Councillor Dr. Richard Williams asked why fewer brownfield sites were being developed. The Joint Director of Planning and Economic Development said that the report reflected the nature of sites currently being developed. When development activity increased on sites such as Waterbeach the proportion of housing on brownfield sites would increase.

Councillor Bill Handley, Lead Cabinet Member for Community Resilience, Health and Wellbeing asked when the report would be published. Councillor Dr. Tumi Hawkins responded that this would be published as soon as the Cabinet had approved the report.

Councillor Dr. Claire Daunton asked whether there would be any minor updates to the individual cases that had since been completed. The Joint Director of Planning and Economic Development responded that apart from minor editing amendments, no further changes would be made.

Councillor Bridget Smith, Leader of the Council, closed the discussion, thanked Officers for their work and Cabinet:



- a) **Agreed** the Cambridge City Council and South Cambridgeshire District Council - Authority Monitoring Report for Greater Cambridge 2020-2021 (included as Appendix A) for publication on the Councils' websites.
- b) **Delegated** any further minor editing changes to the Cambridge City Council and South Cambridgeshire District Council - Authority Monitoring Report for Greater Cambridge 2020-2021 to the Joint Director of Planning and Economic Development, in consultation with the Lead Cabinet Member for Planning Policy and Delivery, including the final designed version of Appendix 3.

## 10. **Biodiversity Supplementary Planning Document**

Cabinet received the Biodiversity Supplementary Planning Document. Councillor Dr. Tumi Hawkins, Lead Cabinet Member for Planning Policy and Delivery, introduced the report and highlighted the ongoing protection of wildlife and biodiversity across the district.

Councillor Heather Williams commented that biodiversity was becoming more prevalent within housing developments and expected this would be implemented through all new housing developments across the district.

Councillor Sue Ellington said she was pleased with the report but expressed disappointment that the majority of newly planted saplings alongside the A14 were dead. The Joint Director of Planning and Economic Development responded that while the Council did not have the authority to replace and maintain the trees, he would engage with Highways England.

Councillor Deborah Roberts was critical of the report, and the ongoing environmental impacts of recent and potential building projects in South Cambridgeshire. Councillor Dr. Tumi Hawkins responded that the identified housing projects were part of the Local Plan.

Councillor Brian Milnes, Lead Cabinet Member for Environmental Services and Licensing said he was pleased with the working practices noted within the report and hoped it would improve the diversity of wildlife.

Councillor Bridget Smith, Leader of the Council, closed the discussion, and Cabinet:

- a) **Considered** the main issues raised in the public consultation, and responses to the representations received and the proposed changes to the SPD as set out in the Statement of Consultation (Appendix 1 of this report);
- b) **Approved** the amended Greater Cambridge Biodiversity SPD (appendix 2 of this report) and to delegate authority to make any necessary editing changes to the Supplementary Planning Document prior to publication to the Joint Director of Planning and Economic Development, in consultation with the Lead Member for Planning Policy and Delivery.

## 11. Summary General Fund Revenue Budget 2022/2023

Cabinet received the Summary General Fund Revenue Budget 2022/2023. Councillor John Williams, Lead Cabinet Member for Finance, introduced the report, focussing on the Council's commitment for the environment and tackling climate change in South Cambridgeshire.

Councillor Neil Gough, the Deputy Leader, believed the proposed budget reflected the decisions made by the Council, such as the investment programme and the Council Tax proposals.

Councillor Deborah Roberts expressed concern with the budget outlined in the report due to current economic situation across the country. Councillor John Williams said that the current situation was being monitored.

Councillor Bridget Smith, Leader of the Council, closed the discussion, and Cabinet:

- (a) **Noted** the detailed budgets presented at Appendix B, and summarised at Appendix A, with an estimated General Fund Gross Operating Expenditure for 2022/2023 of £78.807 million, estimated Gross Operating Income of £52.728 million and estimated General Fund Net Operating Expenditure of £26.079 million.
- (b) **Acknowledged** the key factors which have led to the proposed 2022/2023 General Fund Revenue Budget, with service pressures summarised at Appendix C and offsetting efficiency savings/policy options summarised at Appendix D.
- (c) **Acknowledged** that the 2022/2023 General Fund Revenue Budget gross expenditure is covered by forecast income sources (assuming no change in Government grant) and, therefore, any addition(s) to expenditure that are made by the Cabinet or Council will need to be met from the General Fund Balance.
- (d) **Approved** the 2022/2023 General Fund Revenue Budget taking into account the statement by the Chief Finance Officer on the risks and robustness of the estimates as required under Section 25 of the Local Government Act 2003 (reproduced at Appendix F).
- (e) **Approved** the Council Tax Requirement for 2022/2023 at £10,489,403.
- (f) **Approved** an increase in the District element of the Council Tax of £5 per annum, giving an average Band D Council Tax of £160.31, plus the relevant amounts required by the precepts of the Parish Councils, Cambridgeshire County Council, Cambridgeshire Police & Crime Commissioner, and the Cambridgeshire Fire Authority.
- (g) **Authorised** the Head of Finance, on the basis of the proposals set out in the report, to prepare the formal Council Tax Resolution for presentation to Council at its scheduled meeting on 22 February 2022.
- (h) **Approved** the estimates of the amounts required to be made under the Non-domestic Rating (Rates Retention) Regulations 2013 as set out in paragraphs 44 and 45.

- (i) **Approved** the acceptance of any grants made during 2022/2023 by the Government under Section 31 of the Local Government Act 2003 in respect of Business Rates.
- (j) **Approved** the use of the additional income from the Business Rate Pool, estimated at £1,100,000 in 2022/2023, for transfer to the established Renewables Reserve for priority projects.
- (k) Subject to any changes to the recommendations above, **recommended** to Full Council:
  - (i) The 2022/2023 General Fund Revenue Budget based on known commitments at this time and planned levels of Service/functions resulting in a Budget Requirement of £22.668 million.
  - (ii) The District Council Precept on the Collection Fund (Council Tax Requirement) of £10.489 million in 2022/2023 (based on the Provisional Government Settlement) and a Band D Council Tax of £160.31.

## 12. **Opposition Group Budget Proposals for 2022-2023**

Councillor Bridget Smith, Leader of the Council, invited Councillor Heather Williams to introduce the Conservative Group's alternative budget proposal. Councillor Heather Williams introduced her Group's alternative budget proposal. She said it would not increase council tax and would provide additional resources for reducing fly tipping and enhancing fraud prevention.

Councillor John Williams, Lead Cabinet Member for Finance, thanked the Conservative Group for their Opposition budget, and noted this would be debated at the Council meeting on Tuesday, 22 February.

The Leader invited Councillor Nigel Cathcart to introduce the Labour Group's alternative budget proposal. Councillor Nigel Cathcart did so and said that his Group's proposed budget would include the development of a Cultural Strategy and investment in green infrastructure.

Councillor John Williams thanked the Labour Group for their Opposition budget.

Councillor Bridget Smith thanked the Opposition Members and Cabinet noted the proposals.

## 13. **Housing Revenue Account Budget 2022/2023**

Cabinet received the Housing Revenue Account Budget 2022-2023. Councillor John Williams, Lead Cabinet Member for Finance, introduced the report, and commented on the Council's commitment to affordable housing, especially during the Covid-19 pandemic and rising cost of living.

Councillor John Batchelor, Lead Cabinet Member for Housing, said this was a sensible plan fulfilling the Council's ambitions.

Councillor Bridget Smith, Leader of the Council, closed the discussion, and

Cabinet:

**Recommended to Council to**

- a) Approve the HRA revenue budget for 2022/2023 as shown in the HRA Budget Summary as presented at Appendix A.

HRA: Review of Rents and Charges

- b) Approve that council dwellings rents for all social rented properties be increased by inflation of 3.1%, measured by the Consumer Price Index (CPI) at September 2021, plus 1%, resulting in rent increases of 4.1%, with effect from 4 April 2022.
- c) Approve that affordable rents (inclusive of service charge) are reviewed in line with rent legislation, to ensure that the rents charged are no more than 80% of market rent, with rents for existing tenants increased by no more than inflation of 3.1%, measured by the Consumer Price Index (CPI) at September 2021, plus 1%, resulting in rent increases of up to 4.1%. Local policy is to cap affordable rents (inclusive of all service charges) at the Local Housing Allowance level. As the Local Housing Allowance was increased significantly in late March 2020, affordable rent increases will be capped at 4.1% from April 2022, which is still well below the 2022/23 Local Housing Allowances levels.
- d) Approve that garage rents be increased by inflation of 3.1% measured by the Consumer Price Index (CPI) at September 2021, plus 1%, resulting in increase of 4.1%, with effect from 4 April 2022.
- e) Approve that council dwelling rents for properties with an EPC rating of A or B are increased to 105% of target rent on re-let.
- f) Approve the proposed service charges for HRA services and facilities provided to both tenants and leaseholders, as shown in Appendix D.

HRA: Capital

- g) Approve the required level of funding for new build investment between 2022/2023 and 2026/2027 to ensure that commitments can be met in respect of the investment of all right to buy receipts currently retained or anticipated to be received by the authority for this period. This expenditure will take the form of HRA new build, with the 60% top up met by other HRA resources.
- h) Approve the HRA Medium Term Financial Strategy forecasts as shown in Appendix B.
- i) Approve the Housing Capital Programme as shown in Appendix C.

**14. Capital Investments Programme 2022/2023-2026/2027**

Cabinet received the Capital Investment Programme 2022/2023-2026/2027. Councillor John Williams, Lead Cabinet Member for Finance, introduced the report, noting the updates from when the Cabinet initially commented on the report in December 2021.

Councillor Brian Milnes, Lead Cabinet Member for Environmental Services and Licencing noted the programme included the installation of solar panels at the Waste depot, and the facilities at Northstowe.

Councillor Bridget Smith, Leader of the Council, closed the discussion, and Cabinet:

**Recommended** to Full Council the revised General Fund Capital Programme outlined at Appendix A.

## 15. Treasury Management Strategy

Cabinet received the Treasury Management Strategy. Councillor John Williams, Lead Cabinet Member for Finance, introduced the report, noting the updated strategy and the returns of the Council's investments.

Councillor Heather Williams wanted to confirm if the yield of each investment would be reviewed individually or combined with all of the Council's investments. Councillor John Williams responded that all investments would be judged on their individual returns.

Councillor Bridget Smith, Leader of the Council, closed the discussion, and Cabinet:

**Recommended** to Council the updated Treasury Management Strategy attached at Appendix A to the report which sets the policy framework for the Council's treasury management activity, including (i) the Treasury Management Policy Statement, (ii) Minimum Revenue Provision Policy and (ii) Treasury Indicators.

## 16. Capital Strategy

Cabinet received the Capital Strategy. Councillor John Williams, Lead Cabinet Member for Finance, introduced the report, and noted the continued plan for the Council's strategy.

Councillor Bridget Smith, Leader of the Council, thanked Officers across the Finance team for their work on Council's 2022/2023 budget, and Cabinet:

**Recommended** to Full Council the updated Capital Strategy attached at Appendix A to the report which sets the policy framework for the development, management and monitoring of capital investment, including Prudential Indicators.

## 17. Local Council Tax Support

Cabinet received the Local Council Tax Support report. Councillor John Williams, Lead Cabinet Member for Finance, introduced the report, and confirmed the Council's commitment to continue with option 1.

Councillor Heather Williams was supportive of the continued scheme, but

commented that changes would be required if inflation continued to increase.

Councillor Bridget Smith, Leader of the Council, closed the discussion, thanked the Benefits Manager for the work, and Cabinet:

**Recommended** to Council, at its meeting on 22 February 2022 the adoption of Option 1, comprising the Local Council Tax Support (LCTS) Income Bands scheme currently in operation, with an uprating of calculation figures in line with the Consumer Price Index.

#### 18. **Housing Revenue Account (HRA) Asset Management Strategy 2021 - 2026**

Cabinet received the Housing Revenue Account (HRA) Asset Management Strategy 2021-2026. Councillor John Batchelor, Lead Cabinet Member for Housing, introduced the report and highlighted the carbon neutrality of the Council's housing stock, and the increase in affordable housing.

The Head of Housing commented on the consultation that had improved the strategy.

Councillor John Williams, Lead Cabinet Member for Finance, noted the Council's influence on the quality of housing stock that was owned by the Council.

Councillor Brian Milnes, Lead Cabinet Member for Environmental Services and Licencing said that the newly acquired apartment blocks in Sawston were of the same quality as those within the commercial market.

Councillor Heather Williams asked whether any updates would be provided after the 2021 census data had been published. The Head of Housing responded that this document would be continually updated.

Councillor Dr. Claire Daunton said she was pleased with the increased focus on communal rooms and alternative options for garages.

Councillor Bridget Smith, Leader of the Council, closed the discussion, thanked officers for their work, and Cabinet:

**Approved** the HRA Asset Management Strategy 2021-2026, as set out at Appendix A, subject to the Foreword being agreed with the Lead Cabinet Member for Housing.

#### 19. **Exclusion of the Press and Public**

Cabinet **agreed** by affirmation that the press and public be excluded from the meeting during consideration of items number 20 and 21 in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (as amended) (exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act). Paragraph 3 refers to information relating to the financial or business affairs of any particular person (including the authority holding that information).

**20. Acquisition 60 Affordable Homes and Commercial Unit at Northstowe 2B**

Cabinet received the restricted report detailing the potential acquisition of 60 affordable homes and a commercial unit at Northstowe 2B. Councillor John Batchelor, Lead Cabinet Member for Housing, introduced the report and the importance of providing affordable homes for residents within the district.

After a short discussion, the Leader thanked Officers and Cabinet:

**Approved** the Property Acquisition as specified in paragraph 9 of the exempt report.

**21. Acquisition 34 Affordable Homes, Gamlingay**

Cabinet received the restricted report detailing the potential acquisition of 34 affordable homes in Gamlingay. Councillor John Batchelor, Lead Cabinet Member for Housing, introduced the report and noted the acquisition was integral to provide affordable homes for residents within the district.

After a short discussion, the Leader thanked Officers and Cabinet:

**Approved** the Property Acquisition as specified in paragraphs 7 and 8 of the exempt report.

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

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# Agenda Item 6



**Report to:** Cabinet 22 March 2022

**Lead Cabinet Members:** Councillor John Batchelor (Housing)  
Councillor Neil Gough (Deputy Leader and Lead Cabinet Member for Strategic Planning & Transport)  
Councillor John Williams (Finance)

**From:** Councillor Judith Rippeth, Vice-Chair in the Chair, Scrutiny and Overview Committee  
Councillor Sarah Cheung Johnson, Vice-Chair of the Scrutiny and Overview Committee meeting

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## Update from Scrutiny and Overview Committee

### Purpose

1. This report is to inform Cabinet about relevant discussion among members of the Scrutiny and Overview Committee at their meeting on 3 March 2022 and to make recommendations at paragraphs 2, 10, 11, 15 and 25.

### Ermine Street Housing – Business Plan

### Recommendation from the Scrutiny and Overview Committee

2. The Scrutiny and Overview Committee supports the recommendations contained in the report to the Cabinet meeting on 22 March 2022.

### Comments

3. While recognising that the Business Plan had been prepared prior to Russia's invasion of Ukraine, Councillor Cone asked that the Cabinet be conscious of any adverse impact that invasion, and ongoing war, might have on Ermine Street Housing.
4. Further comments are contained in a confidential report elsewhere on the Cabinet agenda.

## Scrutiny Review of hybrid technology and risk mitigation

5. The Scrutiny and Overview Committee examined the procedures and backups in place for the delivery of hybrid meetings, should the technology fail. The Committee considered what further measures could be put in place to assist Members and explain to the public as to what should happen in these situations
6. Committee members heard Councillor Neil Gough (Deputy Leader) commend the hybrid technology in the Council Chamber as a huge benefit in increasing public participation in the democratic process. The Head of Transformation, HR and Corporate Services said that the system had raised public expectation of being able to view the major public meetings at South Cambridgeshire District Council, and that there was in excess of a 90% success rate. Any problems had been identified and fixed quickly.
7. Councillor Heather Williams, at whose request this item had been added to the agenda by Councillor Grenville Chamberlain, was concerned about decision making. She sought clarity about where authority lay to adjourn a meeting in the event of technology failure. In the interests of consistency, she suggested an amendment to the Council's Standing Orders.
8. In response, the Monitoring Officer said that such a constitutional change would require referral to the Civic Affairs Committee. He added a cautionary note pointing out that no single measure would cover every potential scenario.
9. Councillor Heather Williams and Councillor Dr. Richard Williams both supported referral to the Civic Affairs Committee. The Deputy Leader accepted this idea. Councillor Anna Bradnam, who was Chair of the Civic Affairs Committee, observed that the technology was still relatively new for South Cambridgeshire District Council. Problems had been much reduced, and she was minded to vest the decision whether to adjourn in the relevant Committee Chair. Councillor Bridget Smith noted the ongoing improvement in the system's reliability and questioned whether referral to the Civic Affairs Committee at this stage would be the best use of that Committee's time. Councillor Heather Williams said that the effect would be to give Committee Chairs official authority to adjourn meetings in the event of technological failure.
10. Following further discussion, the Scrutiny and Overview Committee concluded its Review and, by affirmation, recommended that the Cabinet
  - (a) **Refers** to the Civic Affairs Committee the question of governance in the event of technology failure during a meeting or other event being webcast to the general public; and
  - (b) **Requests** officers to investigate options for making reliability of the hybrid technology a Key Performance Indicator.

Councillor Anna Bradnam was not part of the affirmation, noting her role as Chair of Civic Affairs Committee.

## **Greater Cambridge First Homes – Interim Position Statement**

### **Recommendation from the Scrutiny and Overview Committee**

11. The Scrutiny and Overview Committee supports the recommendations contained in the report to the Cabinet meeting on 22 March 2022.

#### **Comments**

12. Councillor Peter Fane drew comfort from the officer report and emphasised his view that First Homes should not be allowed to have an adverse impact on the Council's affordable housing policy. He urged the Authority to concentrate on rural exception sites rather than First Homes exception sites.
13. Councillor Dr. Richard Williams called for a more objective approach given that there was insufficient detail yet from central Government as to how First Homes would work in practice. Councillor Heather Williams agreed that the Authority must do whatever was in the best interests of residents.
14. Councillor Graham Cone said that it was important to consider key workers as a whole rather than to distinguish between different categories.

## **Quarter 3 Performance Report**

### **Recommendation from the Scrutiny and Overview Committee**

15. The Scrutiny and Overview Committee supports the recommendations contained in the report to the Cabinet meeting on 22 March 2022.

#### **Comments**

16. Referring to Key Performance Indicator (KPI) H211 (Average days to re-let all housing stock), Councillor Dr. Claire Daunton ascertained that the reason for the higher refusal rates compared with those pre-Covid was due in part to publicity material giving insufficient information about the location of properties in terms of factors such as access to local facilities. Councillor Daunton was pleased to learn that the Authority was striving to improve the effectiveness of such material.
17. Councillor Sarah Cheung Johnson referred to the Business Plan Progress Report and received clarification that Measure B5ii) (Complete local engagement to understand what the community wants in the new community centre (Quarter 2)) referred to the community centre in Northstowe Phase 1.

Councillor Cheung Johnson maintained that there had been minimal community engagement and urged the Authority to carry out more.

18. Councillor Cheung Johnson asked about Measure B5iii) (Submit planning permission for new Civic Hub in Northstowe (Quarter 4)). Upon receiving clarification that consultation had been focussed on stakeholders, she asked that descriptive text be amended to reflect that fact and requested further community engagement.
19. Councillor Dr. Richard Williams expressed concern about the levels of staff turnover and formal complaints. He also urged the Authority to avoid the use of quantitative measures where qualitative data is being considered (in the Business Plan).
20. Councillor Heather Williams requested that bar and pie charts contain clear definition of categories other than by colour alone.
21. Referring to KPI AH204 (Percentage of tenants satisfied with responsive repairs), Councillor Heather Williams noted the use of text messaging to obtain data but urged the Authority to offer an alternative option to those tenants not confident with texting.
22. Councillor Heather Williams suggested that an indication of the number outstanding would help to identify the scale of the challenge faced in dealing with complaints.
23. Regarding Action D5 (Council and committee meetings will be run paper-free wherever possible), Councillor Anna Bradnam said that, in the interests of accessibility for all, paper agendas should remain an option for those Councillors who are unable to use technology for whatever reason.
24. Where graphs are used, axes should be defined clearly.

## **Annual Equality Scheme Update and Progress Report**

### **Recommendation from the Scrutiny and Overview Committee**

25. The Scrutiny and Overview Committee supports the recommendations contained in the report to the Cabinet meeting on 22 March 2022.

### **Comments**

26. Councillor Judith Rippeth observed that the issues addressed in the report potentially affected every resident of South Cambridgeshire.

**Report Author:**

Ian Senior – Scrutiny and Governance Adviser  
Telephone – 01954 713028

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# Agenda Item 7



South  
Cambridgeshire  
District Council

<b>Report to:</b>	Cabinet 2022	22 March
<b>Lead Cabinet Member:</b>	Councillor Neil Gough, Deputy Leader, and Lead Cabinet Member for Strategic Planning, Transport, Transformation and Projects	
<b>Lead Officer:</b>	Jeff Membery, Head of Transformation, HR and Corporate Services	

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## 2021-22 Quarter Three Performance Report

### Executive Summary

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

### Key Decision

2. No

### Recommendations

3. It is recommended that Cabinet:
  - 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.
  - 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 (KPI) 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 the following colour-coding system to denote performance:
  - **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

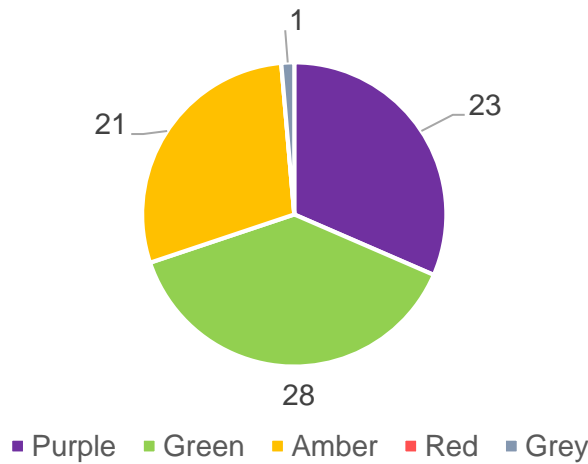
7. **Appendix B** provides updates in relation to the 2020-25 Business Plan actions and timescales.
8. A colour-coding system is applied to this element of the report whereby:
  - **Purple** signifies that the measure has been completed
  - **Green** signifies that completion of the measure by the end 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):

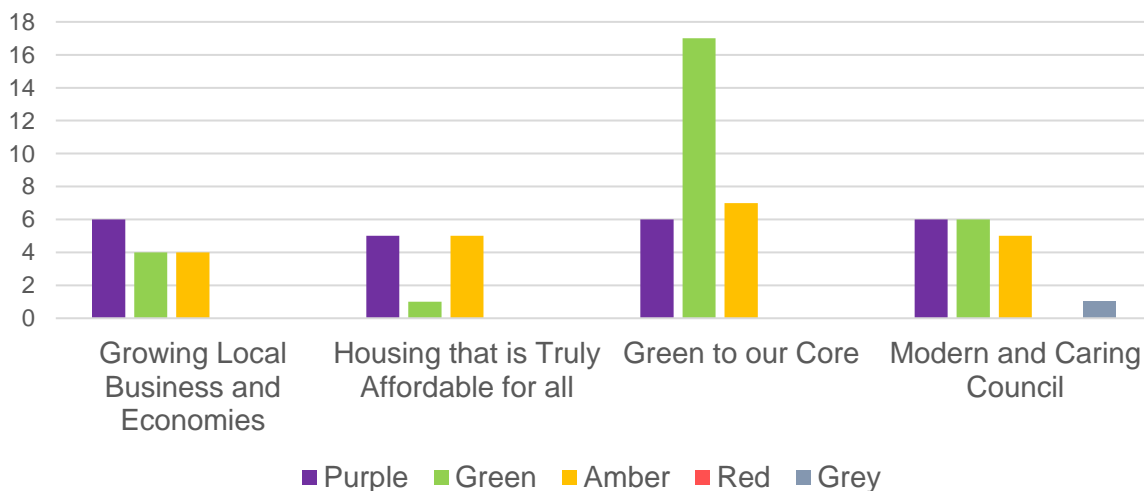
Status	Growing Local Business and Economies	Housing that is Truly Affordable for all	Being Green to our Core	A Modern and Caring Council	Total
Purple	6 (5)	5 (4)	6 (3)	6 (2)	23 (14)
Green	4 (5)	1 (4)	17 (22)	6 (10)	28 (41)
Amber	4 (4)	5 (3)	7 (5)	5 (5)	21 (17)
Red	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Grey	0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

Business Plan Measures Broken Down by Status at end of Q3



See colour coding definitions at paragraph 8.

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



See colour coding definitions at paragraph 8.

## 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:

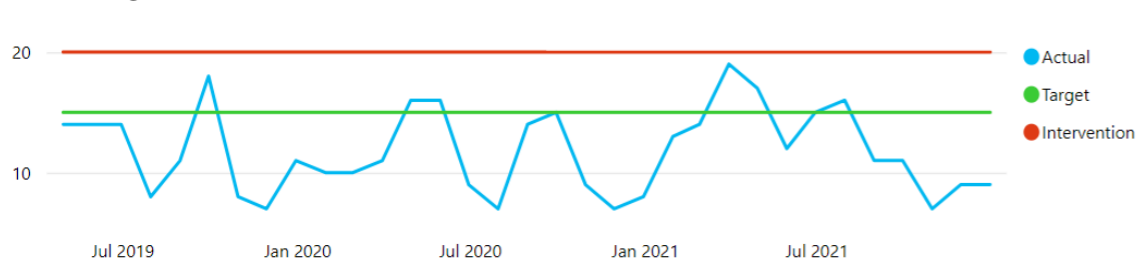
Kevin Ledger – Senior Policy and Performance Officer  
Telephone: (01954) 713018

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

**Benefits**

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

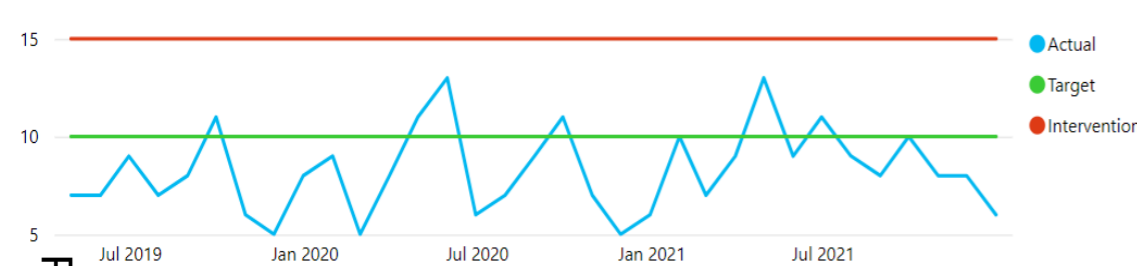
Dawn Graham



Oct	7	15	20
Nov	9	15	20
Dec	9	15	20

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

Dawn Graham

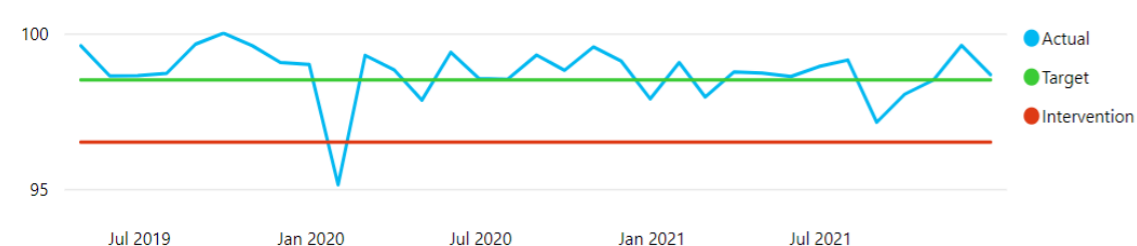


Oct	8	10	15
Nov	8	10	15
Dec	6	10	15

**Finance**

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

Peter Maddock

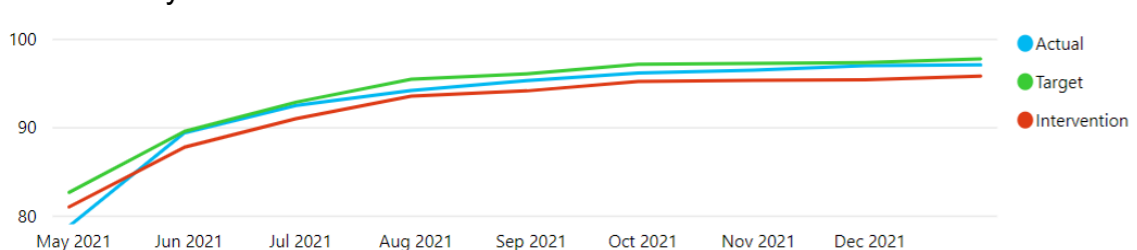


Oct	98.50	98.5	96.5
Nov	99.61	98.5	96.5
Dec	98.67	98.5	96.5

**Revenues**

**FS102 % Housing Rent collected**

Katie Kelly



Oct	96.42	97.2	95.26
Nov	96.94	97.3	95.35
Dec	97.02	97.7	95.75

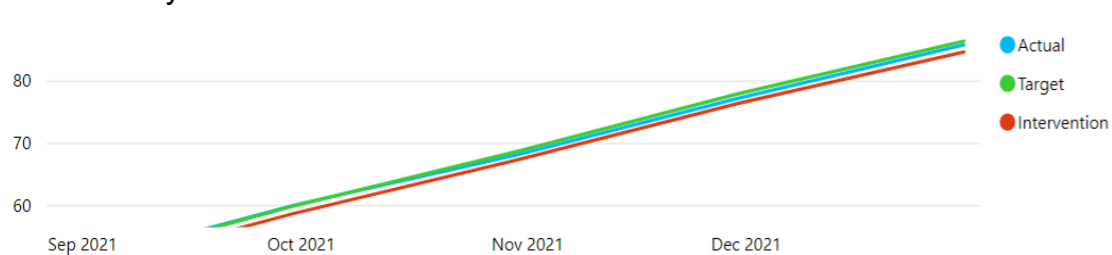
No performance figures are available from same period last year due to a system migration that took place at this time, but looking at performance at end of Jan last year, Dec's figure is just 0.04% below that, showing an improvement for the same period. Rents collection and Housing teams meet fortnightly to discuss and resolve issues together and close monitoring continues.

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

Katie Kelly

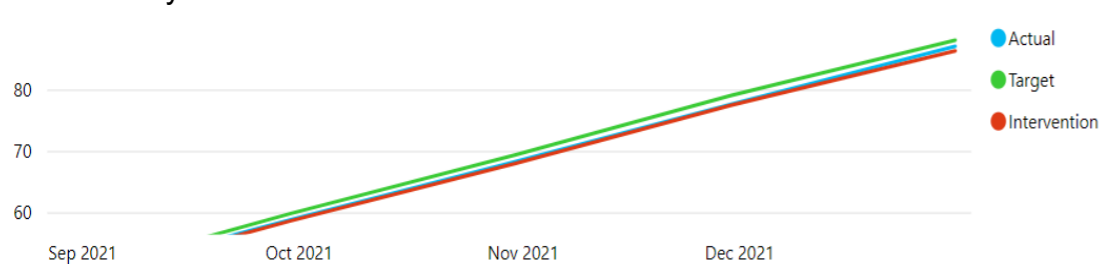


Oct	68.10	68.66	67.29
Nov	77.10	77.85	76.29
Dec	85.70	86.3	84.57

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.

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

Katie Kelly



Oct	68.2	69.3	67.91
Nov	77.6	79.0	77.42
Dec	87.0	88.0	86.24

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.

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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**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

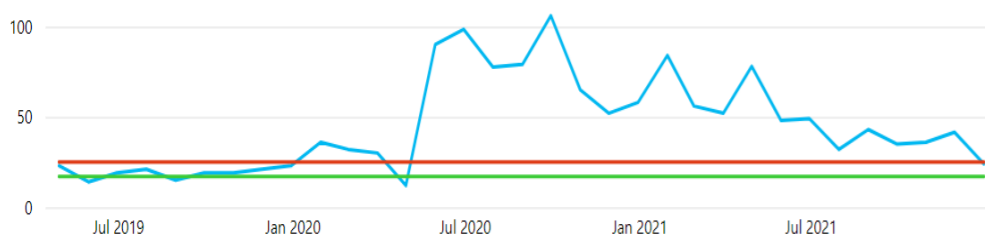
Over recent months, Mears have moved away from the use of PDAs for the gathering of satisfaction data by operatives on the doorstep, and have adopted a new approach called Voice of the Customer (VOC). This change has resulted in a reduction in response rates and the timing of the change ties in with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

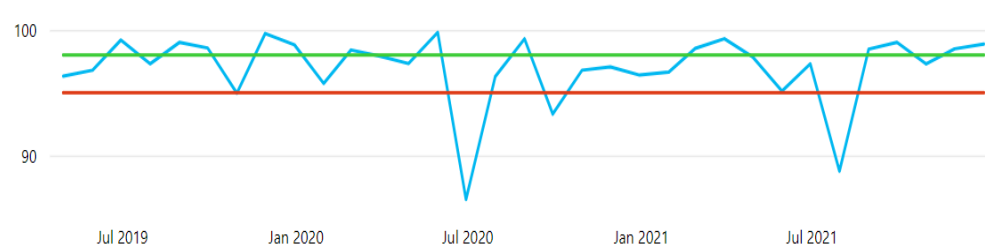
The latest return of 82% is based on responses from 8.9% of those who received responsive repairs during the period. Following investigation, it has been found that while 856 customer-facing jobs were completed, only 450 text messages were sent seeking satisfaction responses, 30 of which failed (usually 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
<b>AH211 Average days to re-let all housing stock</b>				
Eddie Spicer				
				
Oct	36	17	25	The improvement in Dec is partly a result of having worked through the backlog of older properties. January's result is likely to see an increase as a result of 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. We will continue to monitor this closely as restrictions are relaxed and are also working to improve publicity material to ensure that those bidding on properties are well informed.
Nov	41.5	17	25	
Dec	24	17	25	

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

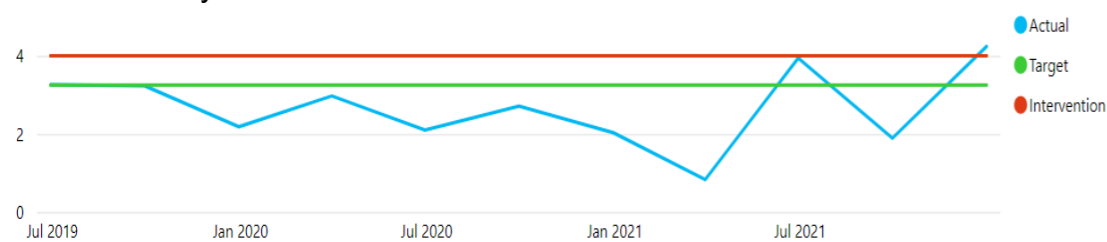
Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)

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)**

Jeff Mambery



Sep  
Dec

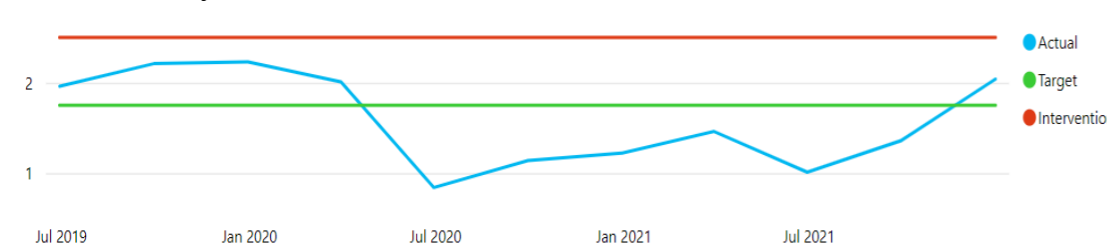
Actual	1.89	Target	3.25
Actual	4.24	Target	3.25

4  
4

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)**

Jeff Mambery



Sep  
Dec

Actual	1.36	Target	1.75
Actual	2.04	Target	1.75

2.5  
2.5

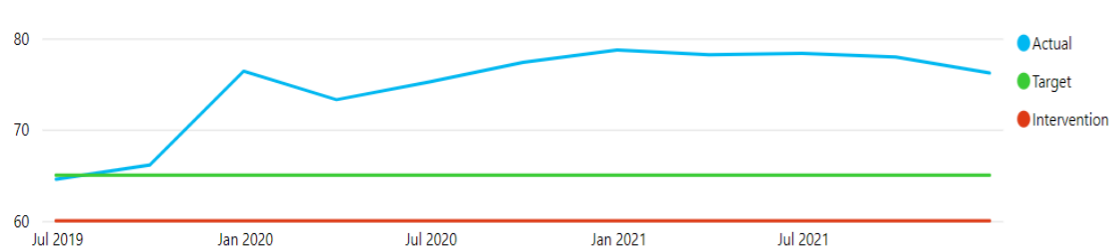
The increase in staff sickness days during Q3 is largely due to an increase in Covid absences during this period.

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

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

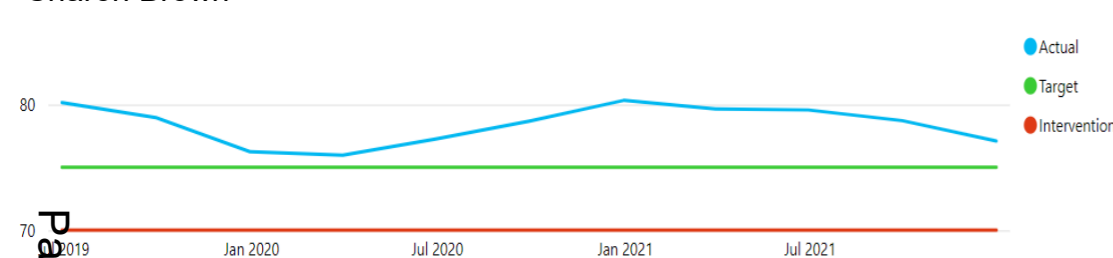
Sharon Brown



Sep	77.95	65	60
Dec	76.19	65	60

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

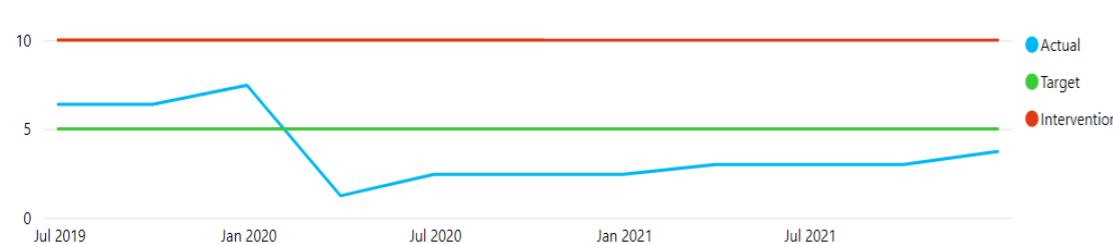
Sharon Brown



Sep	78.71	75	70
Dec	77.08	75	70

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

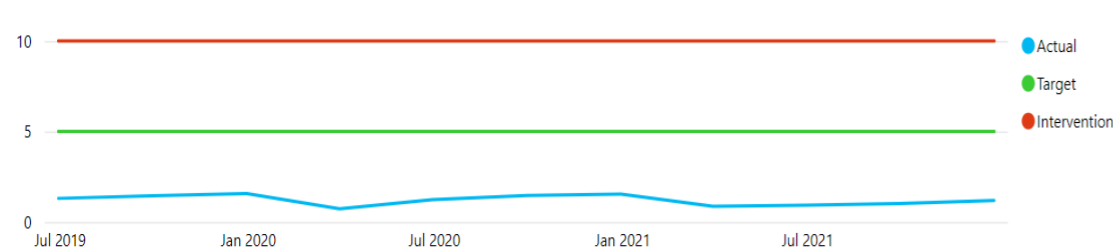
Sharon Brown



Sep	2.99	5	10
Dec	3.73	5	10

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

Sharon Brown



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)

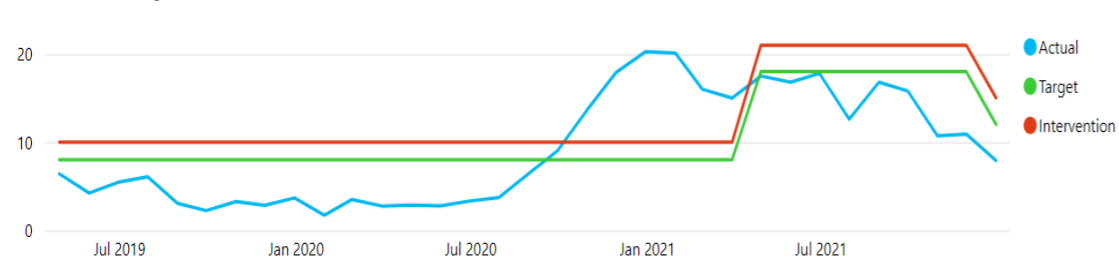


Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Comments
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**Land Charges**

**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.

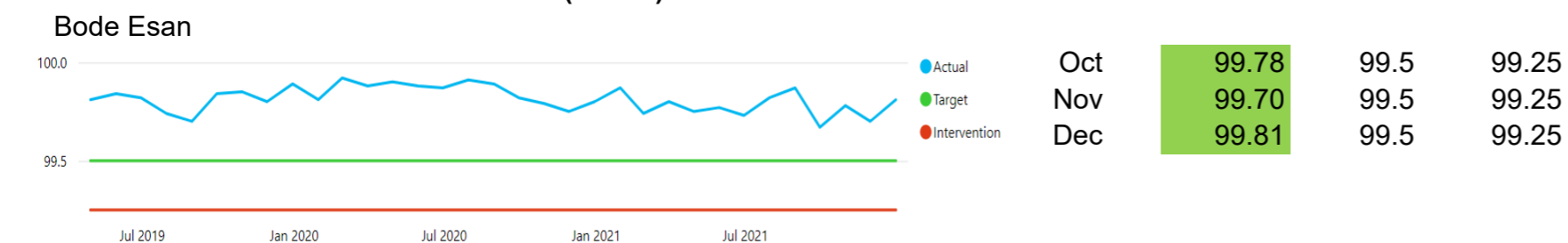
Performance has improved from Q2 levels throughout Q3 and whilst the number of requests remains reasonably high, there has been a reduction to a more manageable level since the end of the stamp duty holiday. December saw fewer search requests submitted, as is normal for this time of year, however it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

Report continues on the following page.

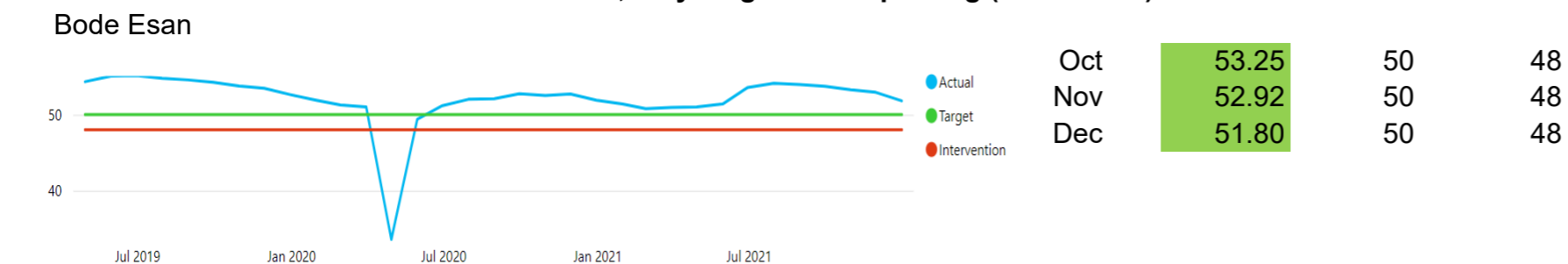
Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Comments
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**Shared Waste Service**

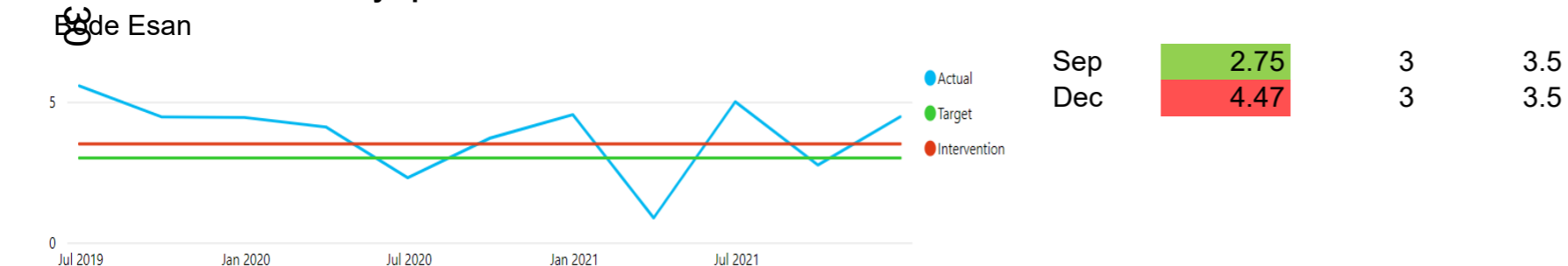
**ES408 % of bins collected on schedule (SSWS)**



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



**SP786a Staff sickness days per FTE - SSWS**



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.

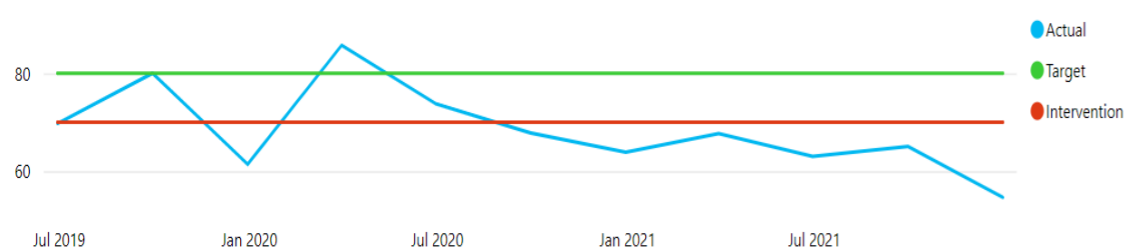
Report continues on the following page.

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 SDCD)**

Jeff Membery



Sep	65.06	80	70
Dec	54.65	80	70

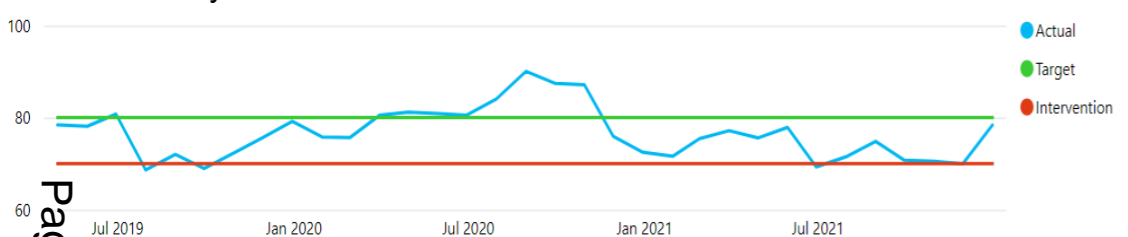
47 of 86 resolutions were within timescale (10 working days for stage 1 and 20 working days for stage 2 complaints) - 10 of 10 (100%) in Corporate Services and Finance, 27 of 42 (64.29%) in Housing, 3 of 5 (60%) in Shared Waste and Environment and 7 of 29 within the Greater Cambridge Planning Service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

Last quarter it was stated that Q3 results would continue to be impacted by work to address the backlog of complaints, particularly within the GCPS and Housing departments, resulting in a higher number older cases being resolved. This has proved to be the case, however as a result of this work, 29 complaints resolutions took place in GCPS, and 42 within Housing (both of which are significantly higher than normally seen), reducing case loads to 6 open complaints within Housing at the end of Q3 and 12 in GCPS. This work is essential to enable improvements in this KPI to be seen in future quarters.

**Contact Centre**

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

Jeff Membery



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

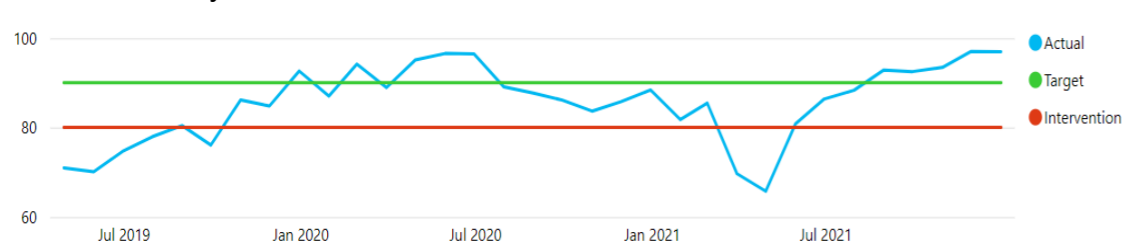
Due to the introduction of the new system in November, more in-depth training of new staff was placed on hold. Now that the system is up and running, training will recommence for new starters, empowering them to resolve enquiries at the first point of contact. As such, we expect results to improve with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

Page 31

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

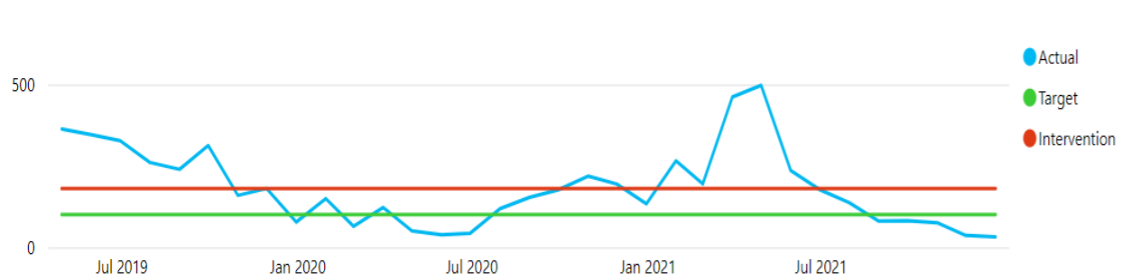
Jeff Membery



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

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

Jeff Membery



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"> <li>Numbers remain at around 1500.</li> <li>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.</li> <li>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.</li> </ul>	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"> <li>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.</li> <li>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).</li> </ul>	Amber
Page 33 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"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>	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"> <li>Paid out £1.483m to 101 businesses through the SCDC Growth Fund.</li> <li>We will undertake an economic impact assessment/review of affected markets in 2022.</li> <li>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.</li> </ul>	Green

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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*
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"> <li>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.</li> </ul>	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"> <li>This will follow on from the feasibility study detailed above at A2i.</li> </ul>	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"> <li>We now have a database of business premises in South Cambs, with 5476 premises - 4808 occupied and 667 vacant at end of June 2021.</li> <li>This aims to support local businesses with identification of premises so they can launch, scale or grow.</li> </ul>	Purple
A2) 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"> <li>In the 2021 calendar year we organised 16 events, 15 virtual and 1 in person.</li> <li>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.</li> </ul>	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"> <li>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.</li> <li>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.</li> </ul>	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"> <li>The SCDC Growth Fund, referred to under A1iv, has fulfilled this action.</li> </ul>	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"> <li>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.</li> </ul>	Green

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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*
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"> <li>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.</li> <li>An investment route to market is to be formalised between February and April 2022.</li> </ul>	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"> <li>We are currently engaging in business stakeholder workshops to help define the vision and routemap to success, including working with a client advisor.</li> </ul>	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"> <li>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.</li> <li>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.</li> </ul>	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"> <li>• 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.</li> <li>• 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.</li> </ul>	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
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">POSD</p> B3) Create and continue to run liaison meetings and forums where significant new developments are being planned to minimise disruption and help new residents settle in	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"> <li>• 19 forums were successfully held in the last year, supporting good local engagement. A new set of forums are beginning to run in January.</li> </ul>	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"> <li>• 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.</li> </ul>	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"> <li>• 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.</li> <li>• 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.</li> </ul>	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"> <li>This work programme will be informed by the Net-Zero project and stock condition survey referred to in the update for measure B4i) above.</li> <li>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.</li> </ul>	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"> <li>The Asset Management Plan will be presented to Cabinet for approval in February.</li> <li>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.</li> </ul>	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"> <li>Completed. Planning permission for the the Sports Pavilion was granted in Nov 2021.</li> </ul>	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	Kate Swan	<ul style="list-style-type: none"> <li>Phase 1 consultation (Jun-Aug 2021) was promoted through our website and with door to door flyers. This comprised an online residents survey (244 participants), 2x online residents workshops, an online survey for businesses (19 participants), a workshop for businesses, and interviews with key stakeholders.</li> <li>Phase 2 consultation (Sep-Nov 2021) included 2x face-to-face drop-in events (one all-day and one in the evening), 2x online workshops for businesses and 2x online workshops with local schools (with 145 students attending). The latter included writing and design exercises and a competition, with 10 winners published in the school newsletter to all parents, to further raise awareness and engagement levels.</li> <li>Public consultation has now closed and the information obtained has been used as the basis for the draft masterplan that has been presented to Leadership Team, Cabinet members and Local Councillors. Following these sessions the Client Advisor is working on the draft Economic Report, which will work up option routes to delivery, based on the draft master plan.</li> <li>It has been recognised at all levels that the Community Centre should be high priority for early delivery. Further engagement opportunities will be provided following the unveiling of the draft masterplan following May elections.</li> </ul>	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*
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"> <li>• We have been working very closely with CCC libraries, CCC communities and the Care Commissioning Group (NHS) to secure agreements on what will be delivered and how this will take place, at the Civic Hub. These key partners will be anchor tenants delivering crucial statutory functions. Once final agreement has been reached, wider consultation will be undertaken.</li> <li>• SCDC have appointed project management consultants to drive the project through next phases (design, planning, construction) in line with agreed principles.</li> <li>• Submission of planning application to take place Q3/Q4 2022-23.</li> </ul>	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"> <li>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.</li> </ul>	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"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>	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"> <li>A report will be submitted to Leadership Team regarding an electric car salary sacrifice scheme for staff in January.</li> </ul>	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"> <li>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.</li> <li>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.</li> </ul>	Green

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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"> <li>• 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.</li> <li>• 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.</li> </ul>	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C1iv) Continue to pursue opportunities to invest in green energy schemes	Anne Ainsworth	Kate Swan	<ul style="list-style-type: none"> <li>• 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"> <li>- 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.</li> <li>- Green work related to the Business Park at Cambourne, plus involvement in the Cambourne West development.</li> <li>- Green business support, including tools, packages, events, partnership brokering and procurement related support for businesses looking to green.</li> <li>- Greening our commercial asset portfolio.</li> <li>- Other work arising post COP 26.</li> </ul> </li> </ul>	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"> <li>• 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.</li> <li>• A new programme of formal estate inspections will be introduced in the new financial year which will repeat this exercise.</li> <li>• 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.</li> <li>• The total number of trees planted on our estate during the 2021-22 financial year will be reported following end of Q4.</li> </ul>	Green

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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"> <li>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.</li> <li>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.</li> </ul>	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"> <li>In partnership with Natural Cambridgeshire and Natural England, 14 strategic green infrastructure initiatives have been identified and published alongside the First Proposals Local Plan.</li> </ul>	Green
Page 11 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"> <li>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.</li> <li>The results from the final phase of the tree audit is expected in February.</li> <li>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.</li> <li>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.</li> </ul>	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"> <li>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.</li> </ul>	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"> <li>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.</li> <li>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.</li> <li>A more efficient building management system has been installed</li> <li>Phase one to six of the LED lighting works have been completed. There are 7 phases in total.</li> <li>This project will deliver the benefits listed in C3ii) and C3iii).</li> </ul>	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"> <li>These benefits will be realised post project completion.</li> </ul>	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"> <li>These benefits will be realised post project completion (see C3i).</li> </ul>	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"> <li>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.</li> <li>See comment C3i) in relation to progress regarding the Greening South Cambs Hall project.</li> </ul>	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"> <li>On-site solar PV is being explored as a medium-term action to enable charging of additional future electric refuse collection vehicles (eRCVs).</li> <li>Draft Outline Business Case Report provided by Bouygues and reviewed by the Shared Waste Team in November.</li> <li>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</li> <li>Investment grade proposal for overall Solar PV project to be developed by April 2022</li> <li>Key decisions on project phasing and implementation to take place in March / April 2022.</li> </ul>	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*
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"> <li>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.</li> </ul>	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"> <li>Outline business case prepared by Bouygues.</li> <li>Detailed review, comments and feedback undertaken by Shared Waste Services Team in Nov 2021.</li> <li>On-going final feasibility and electrical design for connection of two new electric refuse collection vehicles.</li> <li>Investment grade proposal for overall Solar PV project to be developed by April 2022.</li> </ul>	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"> <li>27 applications were received by the closing date.</li> <li>Recommendations for awards totalling £103,796 to 15 projects agreed by the lead Cabinet Member for Finance, with one exception pending further investigation.</li> <li>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.</li> <li>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.</li> </ul>	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"> <li>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.</li> <li>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.</li> <li>The planned EV charging points workshop has been put back to allow further development of SCDC plans for this area of work.</li> </ul>	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"> <li>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.</li> <li>Discussions are taking place around plans to upgrade lights that are located on HRA land.</li> </ul>	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"> <li>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.</li> </ul>	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"> <li>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.</li> <li>Additional new monitors have also been recently deployed at school locations at Histon, Northstowe and Cambourne.</li> </ul>	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"> <li>Complete.</li> <li>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.</li> </ul>	Purple
P2014 C8) 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"> <li>The toolkit has now been published and is available on our website.</li> <li>Waste prevention webpages have been updated, to reflect the waste prevention initiative and campaign done in the first 6 months of the year.</li> </ul>	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"> <li>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.</li> </ul>	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"> <li>Phase 1 (the first 6 month trial) had participation rates of 59%, which is good for a food waste collection service.</li> <li>Phase 2 (the two months following Phase 1) had participation rates of 52%, which is typical for a food waste collection service.</li> <li>Phase 3, covering 5,000 additional households, has now been implemented and collections began in Dec.</li> <li>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).</li> <li>Between Apr and end of Dec, the scheme has performed well, with 367 tonnes of waste now collected.</li> </ul>	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"> <li>A decision is expected from DEFRA in relation to mandatory food waste collections in Q1 of next year.</li> <li>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.</li> </ul>	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"> <li>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.</li> </ul>	Green
Page 45 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"> <li>A multi-pronged waste prevention and reduction campaign has been delivered:               <ul style="list-style-type: none"> <li>'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.</li> <li>'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.</li> <li>'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.</li> <li>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.</li> <li>Plans are being made for National Food Waste Action Week in Q4.</li> </ul> </li> </ul>	Green

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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"> <li>The Revenues &amp; Benefits service review closure report is being produced and presented in January 2022.</li> <li>The Planning service review is scheduled to be complete by Q2 2023.</li> <li>The HR service review has commenced.</li> </ul>	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"> <li>We are reviewing our recruitment policy as part of an on-going piece of work supporting the Transformation programme.</li> <li>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</li> </ul>	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"> <li>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.</li> </ul>	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"> <li>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.</li> </ul>	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"> <li>Complete.</li> </ul>	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"> <li>Leadership Team approved the Apprenticeship Strategy in Q3. Costings are now being obtained for the delivery of the strategy.</li> </ul>	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"> <li>We are on target to achieve the target by 2023/24.</li> </ul>	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"> <li>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"> <li>'Council tax contact us' (1787 submissions)</li> <li>'Pay for your vehicle licence' (397 submissions)</li> <li>'Order commercial waste sack collections' (201 submissions)</li> <li>'Book a stall at our Christmas market' (152 submissions)</li> </ul> </li> </ul>	Purple

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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*
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"> <li>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.</li> <li>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.</li> </ul>	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"> <li>Cabinet (and approximately 5 other councillors) are operating fully paperless.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>	Amber

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# Agenda Item 8



South  
Cambridgeshire  
District Council

<b>Report to:</b>	Cabinet	22 March 2022
<b>Lead Cabinet Member:</b>	Cllr Tumi Hawkins, Cabinet Champion for Race and Equality	
<b>Lead Officer:</b>	Jeff Membery, Head of Transformation, HR and Corporate Services	

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## Annual Equality Scheme Review

### Executive Summary

1. This report presents Cabinet with 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 an 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 progress is tracked and the scheme and action plan remain current.

### Key Decision

2. No

### Recommendations

3. It is recommended that Cabinet:
  - a) Approve adoption of the revised Equality Scheme at **Appendix A**.
  - b) Review the Equality Scheme action plan progress report at **Appendix B**, detailing progress against actions set in the 2020-21 iteration of the Equality Scheme.

### 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
<b>Total</b>	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. Consultation has taken place with members of Corporate Management Team, the Council's Equality, Diversity and Inclusion Staff Forum, Leadership Team and Scrutiny and Overview Committee.

### **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

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## Appendix A

# South Cambridgeshire District Council Equality Scheme 2020 – 2024

**(2022 Revision)**

<b>Version</b>	<b>Approval</b>	<b>Date</b>
0.3	Cabinet (subject to approval at 22/03/22 meeting)	TBC

## 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 Ai** (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.

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

<b>Action</b>	<b>What success will look</b>	<b>Rationale for inclusion</b>
Continue to develop our understanding of the needs of different protected characteristics, and good practice for meeting these	<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 planned activity to continually develop our understanding re EDI and contribute to the network of organisations that have signed the equality pledge.</p> <p>To develop and maintain awareness of the latest EDI issues and best practice.</p>
Review SCDC policies, projects, and services to ensure equality considerations are embedded within service design and delivery	<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 activities on protected characteristics.</p>	<p>Improvements have been made in the number of EqIAs being completed, but further progress is required to fully 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 equality impacts.</p> <p>While EqIAs are a useful tool for anticipating the impacts of new services, projects and activities prior to implementation, an approach is also required for monitoring the impacts of services and activities during and following their delivery.</p>

<p>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>	<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 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.” A review of homelessness will be taking place in 2022, which will lead to a new homelessness strategy.</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. The Council has previously offered housing and support to refugees from Syria and has now pledged support to national schemes that provide support to refugees leaving Ukraine as the detail is confirmed by government.</p>
<p>Work to achieve Domestic Abuse Housing Alliance (DAHA) accreditation, including provision of inclusive and accessible support for victims and survivors with protected characteristics</p>	<p>Completion of Domestic Abuse Housing Alliance (DAHA) equality and intersectionality framework relating to practice that enables staff to understand and respond to victims and survivors’ intersectional needs and experiences of disadvantage and discrimination.</p> <p>Achievement of DAHA accreditation.</p>	<p>To reflect planned work to meet the specific requirements of the equality and intersectionality DAHA framework.</p> <p>To reflect work to complete all DAHA accreditation requirements and achieve accreditation,</p>

	<p>Work with the County to assist in their duty to undertake Domestic Abuse Needs Assessment reporting and review this information internally to help shape future response to domestic abuse.</p>	<p>demonstrating best practice in responding to domestic abuse.</p> <p>To ensure that the Domestic Abuse Needs Assessment reporting provides good quality data, and that this is reviewed as part of the continuing review of approaches to domestic abuse response.</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 provide a single point of access for staff to access equality data, to assist in the development of evidence-based policy, project and service development that accounts for impacts on protected characteristics.</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>We know from various sources that barriers to employment and inclusion within the workplace continue to exist in today's society. An initial webinar took place in January to promote the Cambridgeshire Equality Pledge to businesses and additional opportunities will be taken to promote this throughout the 2022-23 financial year.</p>

	<p>Provide opportunities for sharing of good practice between businesses and other 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>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>This measure incorporates the Cabinet-agreed recommendation put forward by the Race Equality Task and Finish Group (March 21 Cabinet meeting).</p>
Equality, Diversity, and Inclusion training will be rolled out for Members	Provision of Equality, Diversity and Inclusion training as part of new member induction process following elections in 2022.	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.

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

<b>Action</b>	<b>What success will look like</b>	<b>Rationale for proposed inclusion</b>
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>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>Implement a method for obtaining and reviewing data on the number of</p>	<p>To reflect planned activity to develop and implement a recruitment communications plan to promote the Council as an employer of choice for all.</p> <p>The SCDC Business Plan commits the Council to increasing the number of applications from under-represented groups. Work is underway to allow</p>



	<p>applications received from protected characteristic groups.</p> <p>Increase the number of job applications from people from the protected characteristic groups from baseline levels.</p> <p>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.</p> <p>Provision of work experience opportunities within the organisation, and 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>data on applications from under-represented groups to be extracted from the new HR system. This will allow progress to be tracked in relation to this action.</p> <p>As above.</p> <p>SCDC's 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 the needs of staff members (including those with protected characteristics) and teams, whilst enabling the</p>
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		delivery of high standards for our residents and businesses.
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>Disability Assessment of our offices completed, and assurance received by Disability Cambridgeshire.</p> <p>Develop and adopt a Reasonable Adjustment Passport policy and promote its availability to Council staff (including a section on Reasonable Adjustments on the HR intranet pages).</p>	<p>The completion of a Disability Assessment of our offices was included in previous Equality Scheme but has been delayed due to Covid and extensive building works within South Cambs Hall.</p> <p>This measure is a recommendation from the EDI Staff forum to help raise awareness of the availability of reasonable adjustments for disabled staff and to reduce the need for discussions around reasonable adjustments to be repeated for staff who move teams or have a change in manager.</p>
Collect data about the South Cambridgeshire District Council workforce to monitor and analyse representation of people from different protected characteristics	<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 identify.</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 ensure the voices of people from protected characteristic groups are included and represented within plan consultation and development activity.</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 a 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 to Cabinet by the Race Equality Task and Finish Group in March 2021.

### **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](mailto: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 ensure that interview panel members have received equality and diversity training, 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 14<sup>th</sup> July 2020, a motion was passed setting out the Council's beliefs that:

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

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

## Appendix Ai – 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.	Approximately 20 EqIAs have been completed during 20-21 to date, on a range of new policies, strategies and other proposals. A number of further EqIAs are 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
Page 68 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

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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 70</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 71	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. 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 behaviour 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 74</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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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.	<p>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.</p> <p>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.</p>	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)	<p>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.</p> <p>Completed sustainability appraisal including sections covering social and health impact</p>	<p>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.</p>	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
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

Appendix B - Equality Scheme Action Plan Progress Report

Objective	Action	Time	Measure	Feb-22 Position	RAG
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.	<p>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.</p> <p>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.</p>	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
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.	<p>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.</p> <p>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.</p>	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 - Equality Scheme Action Plan Progress Report

Objective	Action	Time	Measure	Feb-22 Position	RAG
Objective 3: See previous description	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	<p>Equality Impact Assessments are part of the neighbourhood plan making process, with templates provided in our neighbourhood planning toolkit.</p> <p>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.</p>	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)	<p>Produce a set of recommendations on any actions that should be taken.</p> <p>Implement any actions as recommended</p>	<p>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 Cambridteshire had been identified."</p>	Purple

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# Agenda Item 9



**South  
Cambridgeshire**  
District Council

<b>Report to:</b>	Cabinet	22 March 2022
<b>Lead Cabinet Member:</b>	John Williams, Lead Cabinet Member for Finance	
<b>Lead Officer:</b>	Jeff Membery, Head of Transformation, HR and Corporate Services	

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## Member Parental Leave Policy

### Executive Summary

1. A new Member Parental Leave policy has been created granting all councillors the right to take extended leave for reasons of maternity, paternity, adoption, or shared parental leave whilst continuing to receive their allowances. The policy supports the Council's Equality Scheme and aims to encourage people from a wider variety of backgrounds to stand for election. The policy is attached at Appendix A.

### Key Decision

2. No

### Recommendation

3. That the Cabinet recommends to Council the adoption of this policy.

### Reasons for Recommendations

4. The policy will have an overall positive impact by delivering parental leave entitlement for Members in a clear and transparent way, guaranteeing they retain their elected office and continue to receive their allowances. Further, this eliminates any risk of direct discrimination arising from being a new parent.

Even though there is no legal requirement to implement this policy, there are significant benefits as it supports the Council's Equality Scheme objectives and may contribute to improving the diversity of election candidates and long-term retention of Members.

## Details

5. This policy has been created by referring to the Local Government Association (LGA) guidance on Member parental leave. In 2019, the LGA co-produced the 21st Century Councils Equalities Toolkit with the Ministry of Housing, Communities and Local Government. The toolkit recommended that councils adopt a Member parental leave policy. However, as of February 2022, only 40 councils have implemented a version of this policy. In all other local authorities, the arrangements for leave after the birth of a child is discretionary.

The policies of North Hertfordshire District Council, Durham County Council and West Berkshire District Council have been reviewed to assess how the model template provided by the LGA has been implemented at different local authorities. This has been used to ensure the South Cambridgeshire District Council version includes all appropriate content.

The South Cambridgeshire District Council Member Parental Leave policy gives all councillors the right to take extended leave from their normal duties for the reasons of maternity, paternity, adoption, or shared parental leave. This policy makes parental leave an approved reason in relation to Section 85 of the Local Government Act, 1972 without the need for further approval of the Council. This is a significant change as failure to attend a qualifying Council meeting means a Member automatically vacates their elected office after 6 months have elapsed.

The other key provisions of the policy are that Members will continue to receive their allowances, they are responsible for identifying an appropriate Member to cover their work and that they must keep the residents of their ward and external partner organisations informed about the duration of their leave.

This policy supports the Council's Equality Scheme as we are an employer that values difference and recognises the strength that a diverse workforce brings. This will have a significant impact as it advances equality of opportunity and demonstrates commitment to the public sector equality duty to create positive impacts for protected groups.

This could also encourage people from a wider variety of backgrounds to become Members by removing a potential barrier to standing for election.

## Options

1. The first option would be to implement the policy.
2. The second option would be to decline to implement the policy

## **Implications**

6. 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**

7. The policy provides for a Member to receive their allowances during their parental leave. This may incur an additional cost to the Council if another Member is eligible to receive additional allowances whilst covering their work.

### **Equality and Diversity**

8. An Equality Impact Assessment has been completed. This is likely to have a medium positive impact on improving the diversity of gender, experience, age, and background of Members at South Cambridgeshire District Council. Although the number of people impacted will be small, it will ensure that the provisions for taking parental leave are clear and transparent for all internal and external stakeholders and removes a potential barrier to standing for election.

### **Consultation responses**

9. Feedback was sought from Democratic Services, Legal Services and a number of Members who have had children after being elected. Democratic Services and Legal Services suggested minor changes so the policy reflects current working practices and the Council's Constitution. The Members had three requests for policy content. First, the individual taking parental leave should be responsible for notifying residents and partner organisations in addition to the Council. Second, the individual taking parental leave should be responsible for identifying an appropriate Member to cover their work, in conjunction with their Group Leader if applicable. Finally, the policy includes a section on neo-natal leave, replicating the content of the Premature Birth and Neo-Natal policy that applies to Officers. All these requests have been incorporated into the final version of the policy.

## **Background Papers**

This policy has been produced from the Local Government Association guidance on Parental Leave for Members as well as documents created by other local authorities. These include North Hertfordshire District Council, Durham County Council and West Berkshire District Council. The current South Cambridgeshire District Council's Premature and Neo-Natal policy was also used for the corresponding section of this policy.

## **Appendices**

Appendix A: Member Parental Leave Policy

### **Report Author:**

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# Member Parental Leave Policy

<b>Version</b>	1.0
<b>Ownership</b>	Head of Transformation, HR and Corporate Services
<b>Approved by</b>	
<b>Approval date</b>	
<b>Date of next review</b>	

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## Introduction and Legal Requirements

This policy sets out Members' entitlement to "maternity", "paternity", "shared parental", and adoption leave including relevant allowances.

The terms 'maternity', 'paternity', 'shared parental' and 'adoption' leave are the legal terms used for the different types of leave taken by new parents, each of which has a different legal distinction. Please note that for the purposes of this policy, where the context does not require us to list the specific type of leave being referred to, we will use the term 'parental leave'. However, where we refer to any of these types of leave specifically, we will use these legal terms for clarity.

Section 85 of the Local Government Act 1972 places a requirement on Members to attend a meeting of the authority within a six consecutive month period.

Qualifying meetings include:

- attendance as a Member at a meeting of any committee or sub-committee of the authority.
- attendance at a meeting of any joint committee, joint board or other body discharging functions of the authority, or who were appointed to advise the authority on any matter relating to the discharge of their functions.
- attendance as representative of the authority at a meeting of any body of persons.

It does not matter how informal the meeting is, so long as an attendance is recorded.

Unless the Council agrees to an extended leave of absence prior to the expiration of that six-month period, the individual will cease to be a Member of the authority.

This policy has been adopted by the Council on the basis that leave taken under this policy is an approved reason under section 85 of the Act without needing the further approval of the Council.

This is on the understanding that for a Member to take advantage of this policy they must comply with the requirements set out below. Failure to do so could mean that a Member automatically vacates their elected office.

There is currently no legal right for Members to take parental leave and any arrangement adopted by the Council is a voluntary one.

## **Purpose, Scope and Background**

The role of a Member is an incredibly demanding position with significant time commitments. It's as difficult to juggle the demands of being a new parent with Council responsibilities as it is with any other job. Parental leave for Members entitles any Member who becomes a parent, whether through birth or adoption, to take a period of leave with payment of their allowance(s) continuing as they adjust to their new parental responsibilities.

The policy aims to ensure that, insofar as possible, Members can take appropriate leave at the time of birth or adoption; and that reasonable and adequate arrangements are in place to provide cover for the Member's ward responsibilities and any responsibilities for which the Member receives a Special Responsibility Allowance, during any period of leave taken.

It's important that having children whilst being a Member is not a disadvantage, both to encourage potential candidates to stand for election and ensure the Council is more representative. Improved provision for new parents will contribute towards retaining and increasing the diversity of experience, age, and background of local authority Members over time by improving accessibility to public office. Parents are an important demographic for councils as they often rely on local authority services. Through adopting this policy, the Council aims to reflect the community it serves and recognises that having Members who are parents can support improved decision making.

This policy is designed for anyone who is expecting a baby, has recently given birth, or has adopted a child, as well as their partner.

## **Equality Goals**

This policy contributes to South Cambridgeshire District Council's obligation to advance equality under the Public Sector Equality Duty outlined in the Equality Act 2010.

This 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
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Further, the Council's Equality Scheme outlines that we have a duty to look at the support that can be provided by ensuring people with protected characteristics are not disadvantaged. This policy is designed to contribute to achieving these goals.

# 1. Leave Periods

## Maternity Leave

1.1. Members who are expecting or who have recently given birth are entitled to up to six months maternity leave from the due date, with the option to extend by up to 12 months, by agreement if required. Those expecting may also wish to start their leave earlier due to health reasons, and such a notification can be dealt with as per 5.1 below.

## Paternity Leave

1.2. Members whose partners are expecting or who have recently given birth shall be entitled to take a minimum of two weeks leave if they are the biological parent or are nominated by their partner following the birth or adoption of their child(ren).

## Shared Parental Leave

1.3. A Member who has made shared parental leave arrangements through their employment, is requested to advise the Council of these arrangements at the earliest possible opportunity. Every effort will be made to replicate such arrangements in terms of leave from their role as a Member of the Council.

1.4. Where both parents are Members, leave may be shared up to a maximum of 24 weeks for the first six months and 26 weeks for any leave agreed thereafter, up to a maximum of 50 weeks. Special and exceptional arrangements may be made in cases of prematurity in line with part 6 below.

## Adoption Leave

1.5. A Member who adopts a child through an approved adoption agency shall be entitled to take up to six months adoption leave from the date of placement, with the option to extend up to 12 months by agreement if required. For the purposes of this policy, surrogacy will fall under the definition of adoption and the policy shall be applicable if a Member has applied for or is intending to apply for a Parental Order in relation to the child, in which case they shall be entitled to take up to 26 weeks leave with the option to extend up to 12 months by agreement if required.

1.6. Any Member intending to take parental leave will be responsible for ensuring that they comply with the relevant notice requirements of the Council, in terms of the pre notification requirements for when the leave is to start, to extend their leave beyond six-months and the point at which they intend to return. These notice periods are set out in part 5 below.

1.7. Any Member taking parental leave should ensure that they respond to reasonable requests for information as promptly as possible, and that they keep officers and colleagues informed and updated in relation to intended dates of return and requests for extension of leave.

1.8. The Member taking parental leave shall discuss with their Group Leader (if applicable) arrangements to facilitate the undertaking of their work by another Member who is willing to participate in such an arrangement. The Member taking leave will notify the Proper Officer as to which Member has agreed to take responsibility for their ward work.

1.9 Any Member taking parental leave should ensure that they take steps to notify the residents of their ward and any other relevant organisations such as Parish Councils, as far as reasonably practical, that they are taking parental leave and to notify them of who will be responsible for their case work. Democratic Services will also display this information on the Council's website on the Member's profile page.

1.10. The Council will ensure that the Member on parental leave continues to have access to their existing IT provision to allow them to work from home and upon returning to their role.

1.11. Absences from Council meetings during any period of parental leave will be noted in the minutes of those meetings as such, rather than being attributed to general absence.

1.12. If a Member wishes to have a “keeping in touch” day (KIT Day) or attend a meeting they should notify their Group Leader (if applicable) and Democratic Services as per section 5, although this will not affect any calculation of the leave periods or be taken into account for an extended leave period.

## **2. Basic Allowance**

2.1. All Members shall continue to receive their Basic Allowance in full whilst on parental leave.

## **3. Special Responsibility Allowances (SRAs) and Other Payments**

3.1. Members entitled to any Special Responsibility Allowance (SRA) shall continue to receive their SRA allowance(s) in full in the case of parental leave (subject to below). A Member in receipt of other payments not typically described as an SRA, such as allowance for the Chair of Council is included in this provision.

3.2. Where a Member is appointed to cover the period of absence, that person shall receive an SRA on a pro rata basis for the period of the temporary appointment (subject to 3.3 below).

3.3. SRAs which do not relate to executive roles, and which are payable to the primary SRA holder or to a replacement, during a period of parental leave, shall continue to be paid for a period of six months from the date of notification, or until the date of the next Annual General Meeting of the Council, or to the end of the Member's ordinary term of office, whichever is soonest. SRAs which relate to executive appointments, and which are payable to the primary SRA holder or to a replacement shall continue to be paid for a period of six months, or until the date of the next Annual General Meeting of the Council, or of the end of the Member's ordinary term of office, whichever is soonest, or until reported to an ordinary meeting of the Council as a decision of the Leader to remove them from the role. At such a point, the position will be reviewed, and will be subject to a possible extension for a further 6-month period.

3.4. Should a Member appointed to replace the Member on parental leave already hold a special responsibility allowance position, the ordinary rules under the Members Allowances Scheme shall apply.

3.5. Unless the Member taking parental leave is removed from an Executive post by the Leader, or from an appointment made at a Council Meeting, or the Political Group to which they belong loses control of the Council during their parental leave period (and they lose that special responsibility allowance post), they shall return at the end of their leave period to the same post if such a post is available at that time.

## 4. Resigning from Office and Elections

4.1. If a Member decides not to return at the end of their parental leave, they must notify the Council at the earliest possible opportunity. All allowances will cease from the effective resignation date.

4.2. If an election is held during the Member's parental leave and they are not re-elected, or decide not to stand for re-election, their allowances will cease from the fourth day after the ordinary day of election when they would legally vacate office (subject to any specific legal provisions relating to a Chair of Council, Vice Chair of Council or Leader of Council).

## 5. Notification Requirements

5.1. The Member must notify the Proper Officer by email no later than the end of the 15th week before the expected week of childbirth (for maternity/paternity leave), intended shared parental or adoption leave or as soon as is reasonably practicable and provide: (i) the week the baby/ child (in the case of adoption leave - date of placement) is due; (ii) the period of leave the Member intends to take (or in the case of paternity leave if they wish to take one or two weeks leave); and (iii) when they want their leave to start. This will be acknowledged within two weeks. An exception to this would be health reasons for the parent expecting the baby or prematurity of the child, in which case notification is to be as soon as possible to the above email.

5.2 If a Member wishes to return from leave earlier than originally planned, or have a KIT day, they should notify their Group Leader (if applicable) or Democratic Services by email, who will provide confirmation that the information has been received and from what date they will resume the responsibilities of any remunerated post, or KIT arrangements as appropriate.



5.3 If a Member taking leave wishes to extend this beyond six-months (and set out in this Policy), then no later than four weeks before the end of the six-month period, the Member should notify the Proper Officer in writing. The Proper Officer shall then liaise with the relevant Members' Group Leader to agree this, or if the Member is independent/not in a group, then the proper officer can agree this instead.

## **6. Premature Birth and Neo-Natal**

### **6.1 Definitions**

A premature birth is defined as any birth which takes place before the 37th week of pregnancy.

Neo-natal means "relating to new-born children". A child is classed as a neonate from their birth until the 28th day after their Expected Due Date.

### **6.2 Stillbirth, Miscarriage or Live Birth**

If a Member has a stillbirth on or after the 25th week of their pregnancy, they will still be eligible to receive parental leave and allowances as normal.

If a Member miscarries earlier than the 25th week of their pregnancy they will not qualify for parental leave and allowances, and any time off will count as sickness absence. The Council will endeavour to support them throughout this difficult time.

If, at any point in their pregnancy, the Member gives birth to a live child they will be entitled to parental leave and payment of allowances as normal, even if the child later dies.

## 6.3 Premature Leave

If a Member gives birth prematurely, they will be entitled to additional parental leave. This leave will be equal to the number of weeks before the Expected Due Date that the birth took place.

For example, if the birth took place in the 35th week of pregnancy, that would be five weeks before the expected due date, so the Member would be entitled to an additional five weeks' parental leave.

## 6.4 Neo-Natal Leave

Neo-natal leave would apply to Members whose baby/babies are unwell when born and must remain in a neo-natal unit following their birth for one week or longer. The Member would be entitled to additional leave equal to the number of weeks the child/children must remain in the neo-natal unit, or until the 28th day after the Expected Due Date (whichever is earliest).

For example, if a baby was born on their Expected Due Date but remained in the neo-natal unit for a further two weeks, the Member would be entitled to an additional two weeks leave.

## 6.5 Pay

Both types of leave would be paid as normal, and they can be taken consecutively.

The additional allowances would be paid at the beginning of the parental leave and would not be required to be repaid under any circumstances.

## **6.6 Notification**

The Council understands that it may not always be possible to notify it immediately of a premature birth, or a neo-natal care situation. However, it asks that the parent or a family member informs the Council as soon as possible so that the correct parental leave and allowances are received. The Council also asks that the Member keeps Democratic Services informed of any changes.

The Council may require evidence of the premature birth/neo-natal care when possible. This could be in the form of a birth certificate or a copy of a discharge letter.

## **6.7 Returning to Work**

On a Member's return to work the Council recommends they meet with their Group Leader (if applicable) and Democratic Services Manager to discuss whether any further support is required.

## Appendix A - Parental Leave Worked Examples

All examples are based on the maximum possible extended parental leave period of 12 months.

### Example 1

A Member last attended a qualifying meeting on 1 October and elects to take parental leave from 1 December.

They must attend a qualifying meeting by no later than the end of the 12-month extended period, i.e., 30 September.

### Example 2

A Member last attended a qualifying meeting on 1 October, decides to take parental leave from 1 December, but there is an election on 7 May.

If the Member stands and is re-elected, they must attend a qualifying meeting by no later than the end of the 12-month extended period, i.e., 30 September.

If the Member stands and is not re-elected, or decides not to stand for re-election, their parental leave and allowances will cease from the fourth day after the ordinary day of election when they would legally vacate office (subject to any specific legal provisions relating to a Chair of Council, Vice Chair of Council or Leader of Council).

### **Example 3**

A Member attends a qualifying meeting on 1 Jan, takes parental leave from 1 April and attends another qualifying meeting on 10 June.

They must attend a further qualifying meeting by no later than 31 December. This is the end of the 12-month extended period, since this is later than six months from the date of the qualifying meeting they attended, i.e., 9 December.

### **Example 4**

A Member attends a qualifying meeting on 1 Jan, takes parental leave from 1 April and attends another qualifying meeting on 15 September.

They must attend a further qualifying meeting by no later than 14 March. This is six months from the date of the qualifying meeting they attended as this is later than the end of the 12-month extended period, i.e., 31 December.

### **Example 5**

A new Member is elected on 7 May, recently became a parent before this date and agrees with the Proper Officer to take a period of parental leave.

They must attend a qualifying meeting by no later than six-months in the future, i.e., 6 November, or such later date as may be determined by the Proper Officer.

### **Example 6**

A new Member is elected on 1 June, becomes a parent after being elected and decides to take parental leave from 1 July, prior to attending any qualifying meetings.

They must attend a qualifying meeting by no later than the end of the 12-month extended period, i.e., 31 May.

# Agenda Item 10



South  
Cambridgeshire  
District Council

<b>Report to:</b>	Cabinet	22 March 2022
<b>Lead Cabinet Member:</b>	John Williams - Lead Cabinet Member for Finance	
<b>Lead Officer:</b>	Peter Maddock - Head of Finance	

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## 2021/2022 Revenue and Capital Budget Monitoring (Quarter 3)

### Executive Summary

1. To consider the latest monitoring data and trends in respect of the 2021/22 General Fund revenue, Housing Revenue Account (HRA) and capital budgets and emerging budget issues.

### Key Decision

2. No.

### Recommendations

3. It is recommended that cabinet considers the report and, if satisfied, to:
  - (a) Note the forecast 2021/22 revenue position against the approved revenue budget shown in Appendix B, the projected major variances with reasons for these variances at Appendices C1 and C2 and the action being taken to address the underlying issues.
  - (b) Note the latest Capital Programme 2021/22 position [and variances, if any] as shown in Appendix D.

### Reasons for Recommendations

4. To advise the Cabinet of the latest monitoring information in respect of the 2021/22 revenue and capital budgets and emerging budget issues, for the third quarter period to 31 December 2021. The comparison in the various appendices is against the revised estimate.

### Details

#### 2021/22 Revenue Budget Monitoring – Overview

5. Effective budget monitoring is a requirement of the Council's Financial Regulations and the Medium-Term Financial Strategy (MTFS) and is critical to sound financial

management. This process enables the Cabinet to monitor the approved budget, to identify emerging issues and, where appropriate, to put plans in place to address forecast budget issues.

6. A framework for budget monitoring has been established and this enables budgetary performance and agreed efficiency actions to be monitored through the use of performance flags (Red, Amber and Green – RAG Status) and Direction of Travel indicators. This provides a statement of financial health and an overview of how the Council is utilising its resources.
7. An integral part of the monitoring process is the regular meetings with Budget Holders to proactively monitor compliance with the approved budget. This enables the identification of potential risks and emerging budget pressures so that appropriate action can be taken at an early stage.
8. The monitoring process also needs to recognise the financial challenges as a result of the Coronavirus pandemic (COVID-19) which has had an impact on the Council's planned income and expenditure. A support package was announced by the Government to help address spending pressures and in recognition of lost income; the overall aim is to help Councils respond to Coronavirus as part of a comprehensive plan to ensure financial sustainability for the future.
9. As far as 2021/22 is concerned, the Council has received £0.634 million in support grant and based upon returns to Government, anticipates that this should be adequate to offset the increased costs from the impact of COVID-19. This was all received at the end of April and is an un-ringfenced grant so is held centrally rather than allocated to the budgets where the actual additional expenditure has been incurred.

Revenue Budget Monitoring – 2021/22 Efficiency Assumptions

10. The ongoing process also includes the monitoring of compliance with the efficiency assumptions built into the 2021/22 revenue budget. The evaluation of the efficiencies has been made on the basis of a RAG rating using the following criteria:

The proposal has been implemented and is on target to achieve the budgeted saving.	<b>Green</b>
The proposal has or is being implemented but there is a delay on the delivery of the savings when compared to that in the budget	<b>Amber</b>
The proposed saving will now not be delivered or the level of saving is expected to be lower than that included in the budget.	<b>Red</b>

11. The original budget for 2021/22 included efficiency proposals totalling £2,142,000. The range of efficiency proposals are summarised at **Appendix A** the current status of these are shown in the appendix.
12. The areas of efficiency savings continue to be subject to ongoing review and there are no further areas of concern at this stage.



## Revenue Budget Monitoring

13. This report represents the revenue monitoring information for the period 1 April 2021 to 31 December 2021.
14. A summary of budget variances is reported at **Appendix B**, with explanations for significant items of variance reported at Appendix C1 (General Fund) and Appendix C2 (Housing Revenue Account). The variances have been assigned a **RAG** status (**Red**, **Amber** and **Green**) based on the following:

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

15. It is to be noted where negative variances are shown in the appendices, they represent underspends against the budget or when income is greater than the budget.

## Revenue Budget Monitoring –Variances

16. The ongoing monitoring and assessment of the 2021/22 revenue budget has identified a number of issues that require action to avoid budgetary pressures and issues that need to be kept under review. The key issues that require further reference are discussed in the following paragraphs:

### (a) Salary Budgets

The table below identifies the variance on salary budgets by service area as at 31 December 2021:

		2021/22		
	Budget to date (31 Dec 2021)	Actual to date (31 Dec 2021)	Variance	Variance %
Chief Exec Office	923,805	924,585	780	0%
Climate, Environment & Waste	6,068,330	6,057,677	(10,653)	0%
Finance	2,486,585	2,524,564	37,979	2%
Housing	3,761,818	3,829,305	67,487	2%
Greater Cambridge Shared Planning	5,014,230	5,017,101	2,871	0%
Transformation, HR & Corporate	2,985,220	2,998,915	13,695	0%
<b>Total</b>	<b>21,239,988</b>	<b>21,352,147</b>	<b>112,159</b>	<b>1%</b>

The analysis takes account of the cost of agency staff backfilling vacant permanent posts (with agency costs generally much higher than permanent appointment). The overall variance stands at 1% comparative to the revised budget.

The area of highest overspend comparative to the revised budget at the end of quarter three is Housing. This is mainly because several agency staff have been recruited to assist meeting project deadlines before the financial year end, and to cover long term sickness. £34,000 of the Finance variance is due to a profiling issue on the budgets which has been rectified in quarter 4

#### (b) The impact of COVID-19

The impact of COVID-19 will need to be kept under review mainly due to the lack of clarity as to the duration of the virus and the severity and length of the economic downturn. A longer duration could increase costs for some services and reduce income to a greater degree; an increased severity in economic terms could increase demand led spending and suppress the recovery of assumed income levels.

The General Fund and Housing Revenue Account (HRA) have both been impacted as a result of COVID-19 and these are dealt with in turn. The General Fund, by its nature, will bear majority of the additional costs are still being incurred by the Council with Revenues and Benefits, Shared Waste, Environmental Health, Planning and Homelessness all incurring additional expenditure.

The Council has needed to make expenditure that it would not normally incur to support the community and businesses through the crisis and again this has to fall on the General Fund. As stated, it is considered at this time that the £0.634 million of additional resource from the Government will be adequate to meet the additional expenditure.

In 2020/21 the Government provided £0.661 million for additional Local Council Tax Support to assist those struggling to meet their Council Tax liability. £0.03 million remains to be utilised in 2021/22.

The HRA has also been affected by the pandemic but more recently this has diminished somewhat. There has been an affect on rent arrears and some of the aforementioned £0.661m has been used to offset arrears related to the affects of the pandemic.

#### Crisis in Ukraine

17. The crisis in Ukraine is causing considerable volatility in the fuel markets and prices have been increasing substantially during the fourth quarter of this financial year. The most significant effect will be in shared waste where the price paid for diesel in January was £1.22 per litre compared to £1.16 assumed in the 2022/23 budget. The price quoted on 9th March for delivery on 14th March is £1.41 per litre which is 25p higher than that assumed in the budget. It is difficult to predict what the long term price of fuel will be let alone the shorter term but the current trend is

suggesting we could see prices move close to £2.00 per litre during this calendar year. As an example if the average price of fuel in 2022/23 was £1.80 per litre this would equate to additional costs of £430,000 of which around half would fall on SCDC.

### Virement Movements

18. A virement is when a sum of money set aside in the budget for one purpose is then moved and used for another purpose. There have been no virement movements in the period 1 April 2021 to 31 December 2021.

### Revenue Budget – Summary Position

19. The table below summarises the budgetary position relevant to each Service Area, with detailed information included at **Appendix B**, and further explanation of significant variances in **Appendices C(1) and C(2)**:

Directorate	Full Year Budget £'000	Budget to date £'000	Actual to date £'000	Variance to date £'000	Variance to date %
Chief Executives Office	2,086	1,012	1,009	(3)	0%
Climate, Environment & Waste	7,947	2,638	2,776	138	5%
Finance	3,604	1,306	1,129	(177)	-14%
Housing General Fund	1,727	(282)	(292)	(10)	-3%
Greater Cambridge Shared Planning	4,917	1,609	1,537	(72)	-4%
Transformation, HR & Corporate	3,019	1,747	1,642	(105)	-6%
<b>Net Service Costs</b>	<b>23,300</b>	<b>8,030</b>	<b>7,801</b>	<b>(229)</b>	<b>-3%</b>
Overheads	<b>11,770</b>	<b>5,224</b>	<b>5,216</b>	<b>(8)</b>	<b>0%</b>

20. The Council has a current underspend position of £0.229 million (3%) on its net cost of service when compared to the revised budget.

21. The underspend sits mainly in Finance and arises due to Grants received by NNDR for new burdens (processing Covid Grants) and the upfront Benefits DHP Grant (£105,000 received in November). Most of this £105,000 is expected to be spent by the year end. Any leftover will be claimed back by DWP.

### Capital Budget Monitoring

22. The Cabinet monitors the performance of the capital programme by reviewing on a regular basis the progress of all schemes. Regular reports on the Capital Programme to the Cabinet should identify the following changes:

- any schemes that are not being progressed as originally envisaged or those that are no longer required;

- the revised phasing of a scheme(s) having regard to the latest information and any changes in forecast funding;
- changes in funding requirements of committed schemes and the reasons relating thereto;
- any budget amendments.

23. The Capital Programme is summarised at **Appendix D**. It should be noted that the Capital Programme set out is the most recent estimate based on current expectations.

### **Options**

24. The report provides monitoring information to ensure awareness of budget trends and emerging budget issues.

### **Implications**

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

### **Financial**

26. The financial implications are outlined in the details section of the report.

### **Legal**

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

#### **(a) Revenue Budget**

The Council is required, by law, to set a balanced revenue budget each year which for 2021/2022 this was approved by Council on 23 February 2021. A revised budget was set as part of the 2022/2023 budget process and this is used for comparison purposes.

#### **(b) Capital Programme**

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

## **Risks/Opportunities**

28. The risk implications can be summarised as follows:

### **(a) Revenue Budget**

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

The budget is monitored on a regular basis to identify risks and take action to mitigate the risks when they arise. The Council holds a contingency with regard to budgetary risk in year, together with a range of Reserves to deal with specific issues.

### **(b) Capital Programme**

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

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

## **Consultation responses**

29. None

## **Alignment with Council Priority Areas**

### **Growing local businesses and economies**

30. The report provides an update on the latest budget position of those service areas who are providing extra support to local businesses adapting to Covid secure measures via several different grant schemes as directed by Central Government.

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

31. This report supports the Councils business plan by providing an update on the New Build Programme within the Capital Programme and HRA budgets for 2021/22.

### **Green to our core**

32. The 2021/22 revenue and capital position provides reasons for variances on a number of schemes relating to the green to our core element of the Councils business plan.

## **A Modern and caring Council**

33. The Council provides an update on the income position which was generated from investments and other commercial activities. In addition, the report supports the Councils business plan by providing an update on expenditure that it would not normally incur to support residents and businesses within the district especially those in hardship.

## **Background Papers**

- General Fund Medium Term Financial Strategy – Report to Cabinet: 7 December 2020.
- Budget Report – Report to Cabinet: 3 February 2021.
- Medium Term Financial Strategy and General Fund Budget – Report to Council: 23 February 2021.
- Business Plan 2020/2025 – Report to Council: 20 May 2021
- Capital Programme Update – Report to Cabinet: 06 December 2021

## **Appendices**

Appendix A: Service Efficiency/Income Generation Assumptions 2021/2022: Update

Appendix B: Budget Monitoring by Service Area – Position as at 31 December 2021.

Appendix C: Explanation: General Fund & HRA Budget Variances – Position as at 31 December 2021.

Appendix D: Capital Programme – Financial Update Position as at 31 December 2021.

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## Service Efficiencies/Income Generation Assumptions: 2021-2022

Theme 1: Develop a Workforce Operating Model			Saving	Revised	Performance
Budget Proposal approved in February 2021		Update on Delivery	2021/2022 £	2021/2022 £	RAG
1	Undertake a thorough review of processes across the organisation to identify potential changes to workforce deployment and a more efficient senior management structure, targeting a saving of £600,000 per annum by 31 March 2024. (* proposals approved by Council in May 2019)	On track	£170,000 *	£170,000 *	Green
2	A package of measures responding to the anticipated shortfall in income for planning applications and land charges. Measures are focused on (i) reducing contract/agency staff costs associated with reductions in anticipated application numbers (including legal costs) and in line with service improvements/efficiencies, (ii) the re-profiling of spending on the Joint Local Plan/AAP to reflect the new Local Development Scheme, (iii) improved cost recovery and management of discretionary services – including to partners; and (iv) the consolidation of costs in the Business Support team. The package builds upon the existing savings commitments in the 2020/2021 MTFS.	On track	£394,000	£394,000	Green
3	Rationalise processes and budgets to focus on efficient service delivery and effective resource deployment, including a review of:				
(a)	the HR function following the implementation of a new Human Resource Information System, including an extension of self-service arrangements. The implementation occurred in April and there are further modules to be implemented over the next few months. Whilst some savings will be achieved toward the end of the financial year the full savings will not be realised until 2022/23	Although the new HR system has successfully been implemented, the team continues to work on further functionality of the system enabling processes to be streamlined. The level of savings need to re-assessed as the full £50,000 does not look achievable now.	£50,000	-	Red

	(b)	the arrangements for the commissioning of external Graphic Design requirements.	On track	£10,000	£10,000	Green
	(c)	An in-house road litter picking service (reducing the need for contractors), including the recruitment of an additional operative to focus on "A" road picking - with a saving of £45,000 in contractors fees offset by the estimated cost of the operative at £25,000.	On track	£20,000	£20,000	Green

Theme 2: Alternative Ways of Working			Savings	Revised	Performance
			2021/2022 £	2021/2022 £	RAG
Page 110	4	Using digital methods of communications to increase customer self-service and remote access through the continued implementation of the "One-Vu" customer portal project.	£80,000	-	Amber
	5	Following the introduction of 'Council Anywhere', and the increased opportunity for remote working, to reduce unnecessary travel to meetings. The Council achieved a £50,000 saving from mileage claims in the first 6 months of 2020/2021, of which 50% relates to the General Fund.	£25,000	£45,000	Green
	6	Discontinue the use of the Council 0345 number. Currently a charge is made to the customer and the Council for use of this number; there is no financial saving to the customer over the use of this number as opposed to the normal 01954 South Cambs number but discontinuing the use of the 0345 number would save the charge to the Council. The implementation has been delayed but the savings when they occur will be more than originally expected.	£100,000	£40,000	Amber

Theme 3: Business and Growth			Savings	Revised	Performance
			2021/2022 £	2021/2022 £	RAG
7	Implementation of the Investment Strategy (subject to Council approval on 28 November 2019) by pursuing, subject to business case justification, commercial investment opportunities.	Changes in government policy have resulted in the termination of Stream One investments (investment in commercial property to generate income), and the Investment Strategy is therefore being revised to reflect this. An increase in other interest income of £70,000 relating to Ermine Street has offset some of the stream 1 loss. Some of the additional income expected in 2021/22 will now fall into 2022/23 when lettings at 270 Science Park begin.	£1,032,000	£177,000	Red
8	To review Planning Performance Agreements and processes to reduce the current subsidy provided to those who undertake major developments.	On track	£30,000	£30,000	Green
	To undertake a review of the Ermine Street Housing recharge model.	On track, the recharges were reviewed as part of the 2022/23 budget process and some costs were not being recharged at the appropriate level. This has now been rectified.	£3,000	£33,000	Green
10	To consider prevailing fee scales and income generation opportunities for regulatory services, including:				
	(a) A review of the charging policy that applies in respect of the licensing function, targeting additional income from safeguarding training and DBS checks for Taxi Drivers	Additional income of £30,000 was expected from licensing and related training activities but the Pandemic has impacted on the level of saving that can be achieved. A review of fees and charges are being undertaken which will give scope to look at possible income streams in the future.	£30,000	-	Red
	(b) The development of a commercial model for the building control service to generate additional income from consultancy services.	On track	£5,000	£5,000	Green

Theme 4: Managing Demand Better			Savings	Revised	Performance
			2021/2022 £	2021/2022 £	RAG
11	To review the commercial waste collection service, including:				
	(a)	Increasing the current charge of £35 for an additional green bin for the collection of garden waste by £5 per year over the next 3 years to bring in line with charges applying at other local Councils (£50). The first green bin would remain free of charge for all households.	£19,000	£45,000	Green
	(b)	Rebalancing the waste collection rounds to make it possible for three rounds to be completed with Driver and only one loader.	£38,000	-	Red
	(c)	Improvement and better routing of small mini-freighter rounds serving hard to reach areas and farms mainly.	£15,000	£15,000	Green
	(d)	Realising a saving on fuel costs due to improved routing and reduction of a fleet vehicle.	£20,000	-	Red
	(e)	Realising a saving by removing an existing trade round and redistributing the work to the remaining trade rounds.	£15,000	£15,000	Green
12	Review of all council tax exemptions/discounts using data matching techniques (countywide project). The savings were expected in the second half of the year but there have been delays to agreeing the business case and given the time needed to set the scheme up this is unlikely to happen until 2022/23. On the positive side the savings should be significantly more than that included in the budget.		£35,000	-	Amber

		anticipated until 2022/23 but will be significantly more when the scheme is up and running.				
<b>13</b>	To pursue, in line with the Business Plan Theme “Green to Our Core”, the following specific investment opportunities:					
	(a)	Energy efficiency and green energy measures at South Cambridgeshire Hall, including Ground Source Heat Pump, solar canopies in the car park, internal LED lighting upgrades, electric vehicle charging points and chiller modifications and enhancements. This has been delayed due to the pandemic but work is now underway. Completion is expected by December when the cost savings will start to accrue.	The proposed energy efficiency and green energy measures at South Cambridgeshire Hall incurred a delay due to the impact of COVID-19. However, work has commenced on some of the projects which were programmed, as a result of this projected savings of £80,000 will now not be realised until 2022/23.	<b>£80,000</b>	-	<b>Amber</b>
	(b)	Installation of roof-mounted solar panels at Waterbeach Depot.		<b>£5,000</b>	-	<b>Red</b>
	(c)	The installation of LED footway lighting throughout the District and consequent impact on maintenance and energy costs.	On track	<b>£50,000</b>	<b>£50,000</b>	<b>Green</b>

<b>Total Estimated Savings</b>	<b>£2,226,000</b>	<b>£1,004,000</b>
<b>Value Attributable to General Fund</b>	<b>£2,142,000</b>	<b>£933,000</b>
<b>Value Attributable to Housing Revenue Account</b>	<b>£84,000 *</b>	<b>£71,000 *</b>

\*Some initiatives will bring savings to the Housing Revenue Account because they are of a corporate nature.

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## 2021/22 Q3- Financial Position &amp; Variance

Directorate	Revised Full Year Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Variance to Date %
<b>General Fund</b>					
Chief Executive & Chief Operating Officer	2,086	1,012	1,009	(3)	0%
Head of Climate, Environment & Waste	7,947	2,638	2,776	138	5%
Head of Finance	3,604	1,306	1,129	(177)	-14%
Head of Housing	1,727	(282)	(292)	(10)	-3%
Director of Greater Cambridge Shared Planning	4,917	1,609	1,537	(72)	-4%
Head of Transformation, HR & Corporate Services	3,019	1,747	1,642	(105)	-6%
<b>Net Service Costs</b>	<b>23,300</b>	<b>8,030</b>	<b>7,801</b>	<b>(229)</b>	<b>-3%</b>
<b>Overhead Costs</b>	<b>11,770</b>	<b>5,224</b>	<b>5,216</b>	<b>(8)</b>	<b>0%</b>
Unallocated overheads	0	0	0	0	0%
Council Approved Contingencies	0	0	0	0	0%
Finance Charge Reversals	(1,875)	0	0	0	0%
Greater Cambridge / Combined Authority	0	0	0	0	0%
Internal Drainage Board Levies	205	205	205	(0)	0%
Contribution to Combined Authority from EZ Income	209	0	0	0	0%
Pension Deficit Funding	1,413	1,060	1,060	(0)	0%
Interest Payable	1,183	144	172	28	-19%
Investment Income	(4,785)	(3,167)	(3,481)	(314)	-10%
Revenue Contribution to Capital	2,949	0	0	0	0%
Minimum Revenue Provision	1,113	0	0	0	0%
IAS 19 Reversals	(1,007)	0	0	0	0%
<b>Total General Fund Expenditure</b>	<b>22,706</b>	<b>11,496</b>	<b>10,973</b>	<b>(523)</b>	<b>-5%</b>
New Homes Bonus	(2,193)	(1,645)	(1,645)	0	0%
Rural Services Grant / Lower Tier Service Grant	(250)	(222)	(222)	0	0%
Business Rates Pool Gain	(1,168)	(876)	(848)	28	3%
(Surplus) / Deficit on Collection Fund re Council Tax	(113)	(85)	(84)	1	1%
(Surplus) / Deficit on Collection Fund re Business Rates	1,373	1,030	1,030	0	0%
Covid Support Grant	(634)	(634)	(634)	(0)	0%
Retained Business Rates (incl. Section 31 Grant)	(11,751)	(8,813)	(8,640)	173	-2%
Council Tax Sharing Agreement	0	0	0	0	0%
Council Tax	(9,998)	(7,498)	(7,498)	0	0%
<b>Total General Fund Income</b>	<b>(24,733)</b>	<b>(18,743)</b>	<b>(18,541)</b>	<b>202</b>	<b>-1%</b>
General Fund Total	3,213	7,247	7,568	321	4%
Earmarked Reserves	(1,185)	0	0	0	0%
<b>Directorate</b>					
	Revised Full Year Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Variance to Date %
<b>HRA</b>					
Supervision & Maintenance General	4,221	1,974	2,016	42	2%
Supervision & Maintenance Special	931	485	565	80	16%
Repairs & Maintenance	4,911	3,382	3,337	(45)	-1%
Capital Charges	6,902	0	0	0	0%
Corporate Management	662	0	0	0	0%
Other	326	6	11	5	83%
Interest Payable on Loans	7,193	3,537	3,537	0	0%
Revenue Funding of Capital Expenditure	3,946	0	0	0	0%
<b>Total HRA Expenditure</b>	<b>29,092</b>	<b>9,384</b>	<b>9,466</b>	<b>82</b>	<b>1%</b>
Income	(30,043)	(22,706)	(22,717)	(11)	0%
Interest Receivable	(992)	0	0	0	0%
IAS 19 Reversals	(147)	0	0	0	0%
<b>Total HRA Income</b>	<b>(31,182)</b>	<b>(22,706)</b>	<b>(22,717)</b>	<b>(11)</b>	<b>0%</b>
<b>Deficit / (Surplus) for the Year</b>	<b>(2,090)</b>	<b>(13,322)</b>	<b>(13,251)</b>	<b>71</b>	<b>1%</b>

Directorate	Revised Full Year Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Variance to Date %
<b>General Fund Capital</b>					
Chief Executive & Chief Operating Officer	18,800	17,500	17,496	(4)	0%
Head of Climate, Environment & Waste	1,617	303	303	0	0%
Head of Finance	10,480	3,195	3,195	0	0%
Head of Housing	1,707	987	866	(122)	-12%
Director of Greater Cambridge Shared Planning	15	0	0	0	0%
Head of Transformation, HR & Corporate Services	2,884	1,492	1,474	(18)	-1%
<b>Total General Fund Capital</b>	<b>35,503</b>	<b>23,477</b>	<b>23,334</b>	<b>(143)</b>	<b>-1%</b>

Directorate	Revised Full Year Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000	Variance to Date %
<b>HRA Capital</b>					
Improvement to the Housing Stock	8,422	5,269	5,597	327	6%
New Homes Programme	11,421	7,479	7,493	14	0%
Repurchase of HRA Shared Ownership Homes	300	160	160	0	0%
Preparation of Self-Build Plots	25	6	6	0	0%
<b>Total HRA Capital</b>	<b>20,168</b>	<b>12,915</b>	<b>13,256</b>	<b>342</b>	<b>3%</b>



## General Fund Revenue Financial Monitoring

Expenditure Items by Directorate	21/22 Revised Full Year Budget £'000	Third Quarter			Variance Budget v Actual		Reason for Variance
		21/22 Budget £'000	21/22 Actual £'000	20/21 Actual £'000	21/22 £'000	21/22 %	
<b>Chief Executive &amp; Chief Operating Officer</b>							
Investment Properties Rent	(1,415)	(1,061)	(1,321)	(816)	(260)	-25%	A Rent receipt expected in P10 actually arrived in P9. Outturn expected to be inline with revised budget
<b>Explained variances</b>	<b>(1,415)</b>	<b>(1,061)</b>	<b>(1,321)</b>	<b>(816)</b>	<b>(260)</b>	<b>-25%</b>	
<b>Head of Climate, Environment &amp; Waste</b>							
Greater Cambridge Shared Waste Service	(3,266)	(3,232)	(3,095)	(865)	137	4%	The trade waste service has been significantly impacted by the pandemic due to the ever-changing economic situation. There is a greater downturn in income than was first envisaged which is hoped will be short term with some recovery anticipated in Q4. Any budget variance will be shared with our Cambridge City Council partners.
Street Cleansing	210	119	120	62	1	1%	No significant variances.
Flood Defence and Land Drainage	66	32	32	42	0	0%	No significant variances.
Environmental Protection	(19)	(12)	(17)	29	(5)	-42%	Increased income received from the re-introduction of the pollution permit control licence fee structure and income generated from Pre Planning Applications.
Green to the Core	125	63	67	3	4	6%	Down to the mis-profiling of contributions payable for new tree planting - will be recovered in Q4's profile and wholly recovered through the renewables reserve.
Licensing: Taxi & Other	(272)	(204)	(202)	(102)	2	1%	No significant variances.
<b>Explained variances</b>	<b>(3,156)</b>	<b>(3,234)</b>	<b>(3,095)</b>	<b>(831)</b>	<b>139</b>	<b>4%</b>	
<b>Head of Finance</b>							
Interest	(3,370)	(2,106)	(2,160)	(865)	(54)	-3%	Interest income at the end of the thrid quarter 2021/22 is slightly above expectations, mainly due to cash holdings being higher than expected.
Treasury Management	50	28	30	46	2	5%	Borrowing requirements for 21.22 and associated brokerage costs were finalised during Q3. Further expenditure expected to be minimal

Expenditure Items by Directorate	21/22 Revised Full Year Budget £'000	Third Quarter			Variance Budget v Actual		Reason for Variance
		21/22 Budget £'000	21/22 Actual £'000	20/21 Actual £'000	21/22 £'000	21/22 %	
Rent Rebates (non HRA)	114	86	137	110	51	60%	B&B/Temp accom monthly expenditure fluctuates and outturn now expected to be approx £189,000 based on latest YTD
<b>Explained variances</b>	<b>(3,206)</b>	<b>(1,992)</b>	<b>(1,993)</b>	<b>(709)</b>	<b>(1)</b>	<b>0%</b>	
<b>Head of Housing</b>							
Improvement Grants	(77)	(730)	(730)	(730)	0	0%	No significant variances.
Homelessness	(326)	(447)	(453)	(310)	(6)	-1%	No significant variances.
<b>Explained variances</b>	<b>(403)</b>	<b>(1,177)</b>	<b>(1,183)</b>	<b>(1,039)</b>	<b>(6)</b>	<b>-1%</b>	
<b>Director of Greater Cambridge Shared Planning</b>							
Operations Management	133	66	70	31	4	7%	No significant variances.
Development Management	(3,575)	(2,555)	(2,733)	(1,867)	(178)	-7%	£168,000 relates to the additional income received in the service
Planning Policy	75	142	366	331	224	157%	50% of the costs relating to i) North East Cambridge (£72,000) & ii) Gtr Cambridge Local Plan (£136,000), are yet to be recharged to Cambridge City Council.
Build New Environments	(181)	(84)	(78)	40	6	7%	No significant variances
Land Charges	(413)	(291)	(328)	(225)	(37)	-13%	£38,000 relates to the receipt of the Government Covid grant for loss of income
Strategic Sites	(729)	(519)	(515)	(316)	4	1%	No significant variances
<b>Explained variances</b>	<b>(4,690)</b>	<b>(3,241)</b>	<b>(3,218)</b>	<b>(2,006)</b>	<b>23</b>	<b>1%</b>	
<b>Head of Transformation, HR &amp; Corporate Services</b>							
ICT	2,281	596	608	743	12	2%	No significant variances.
Contact Centre	75	33	35	39	2	5%	No significant variances.
Transformation	94	87	89	4	2	3%	No significant variances.
HR Payroll	354	170	169	1,334	(1)	-1%	No significant variances.
Cambourne Offices	1,138	761	778	946	17	2%	No significant variances.
<b>Explained variances</b>	<b>3,942</b>	<b>1,647</b>	<b>1,680</b>	<b>3,066</b>	<b>32</b>	<b>2%</b>	

## Housing Revenue Account Financial Monitoring

Expenditure and Income Items by Directorate	21/22 Revised Full Year Budget £'000	Third Quarter			Variance Budget v Actual		Reason for Variance
		21/22 Budget £'000	21/22 Actual £'000	20/21 Actual £'000	21/22 £'000	21/22 %	
<b>Housing Revenue Account - Expenditure</b>							
<b>Supervision and Management Special</b>							
New Homes Programme	96	75	76	62	1	1%	No significant variances.
Tenant Participation	54	23	24	5	1	1%	No significant variances.
<b>Explained variances</b>	<b>150</b>	<b>98</b>	<b>100</b>	<b>67</b>	<b>2</b>	<b>2%</b>	
<b>Supervision and Management Special</b>							
Supervision & Maintenance General	573	384	417	351	33	8%	Additonal expenditure incurred purchasing body worn cameras
<b>Explained variances</b>	<b>573</b>	<b>384</b>	<b>417</b>	<b>351</b>	<b>33</b>	<b>8%</b>	
<b>Housing Repairs and Maintenance</b>							
119 Housing Repairs Planned	1,336	765	714	525	(51)	-7%	The 2021/22 cyclical work programme commenced with a slow start because of the effects of the Covid pandemic and whilst the work is now committed, it may not all be delivered before the end of year.
Housing Repairs Response	3,680	2,698	2,696	1,728	(2)	0%	No significant variances.
<b>Explained variances</b>	<b>5,016</b>	<b>3,463</b>	<b>3,410</b>	<b>2,253</b>	<b>(53)</b>	<b>-2%</b>	
<b>Housing Revenue Account - Income</b>							
Non Rent of Dwellings	(483)	(353)	(364)	(346)	(11)	-3%	The small favourable variance arises from de minimis receipts from the sale of land
Gross Rent of Dwellings	(29,560)	(22,353)	(22,353)	(21,740)	0	0%	No significant variances.
<b>Explained variances</b>	<b>(30,043)</b>	<b>(22,706)</b>	<b>(22,717)</b>	<b>(22,086)</b>	<b>(11)</b>	<b>0%</b>	

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## Capital Financial Monitoring

Expenditure Items by Directorate	21/22 Revised Full Year Budget £'000	Third Quarter		Variance Budget v Actual		Reason for Variance
		21/22 Budget £'000	21/22 Actual £'000	21/22 £'000	21/22 %	
<b>General Fund Revenue</b>						
<b>Chief Executive &amp; Chief Operating Officer</b>						
Investment Strategy	18,800	17,500	17,496	(4)	0%	Expenditure in 2021/22 includes the loan to SCIP, the Council's investment partnership with Hill, and the purchase of Cambourne Business Park Ltd and Plot 4010. There will be no further acquisitions in 21.22, remaining budget covers refurbishment costs at 270 CSP
<b>Explained variances</b>	<b>18,800</b>	<b>17,500</b>	<b>17,496</b>	<b>(4)</b>	<b>0%</b>	
<b>Head of Climate, Environment &amp; Waste</b>						
Health and Environmental Services	10	0	0	0	0%	No significant variances.
Greater Cambridge Shared Waste Service	952	0	0	0	0%	No significant variances.
Street Cleansing	354	202	202	0	0%	No Variance - remaining Road Sweeper due to be delivered in Q4
Land Drainage :	135	101	101	0	0%	No significant variances.
Environmental Protection: Air Quality Monitoring Equipment	100	0	0	0	0%	No Variance - equipment is due to be commissioned in Q4
Footway Lighting: Parish Maintained Street Lights	66	0	0	0	0%	Phase 2 of the upgrade programme will be implemented in 2022-23
<b>Explained variances</b>	<b>1,617</b>	<b>303</b>	<b>303</b>	<b>0</b>	<b>0%</b>	
<b>Head of Finance</b>						
Cash Receipting System	30	0	0	0	0%	No expenditure has been necessary so far this year whilst the project is in it's initial stages. It is likely that this will rollover to 22.23.
Loans to Ermine Street Housing	10,250	3,195	3,195	0	0%	Q3 inline with forecast, majority of loans expected to be made in Q4 for sites with multiple units. Outturn expected to be approx £9.25m.
Contribution towards A14 upgrade (Inf)	200	0	0	0	0%	No significant variances.
<b>Explained variances</b>	<b>10,480</b>	<b>3,195</b>	<b>3,195</b>	<b>0</b>	<b>0%</b>	
<b>Head of Housing</b>						

Expenditure Items by Directorate	21/22 Revised Full Year Budget £'000	Third Quarter		Variance Budget v Actual		Reason for Variance
		21/22 Budget £'000	21/22 Actual £'000	21/22 £'000	21/22 %	
Housing Management System	52	21	21	(0)	0%	No significant variances.
Northstowe Community Projects	280	90	40	(50)	-55%	Most expenditure relates to the preparatory work for provision of a sports pavillion, with the aim to appoint a contractor before year end. There is also some spend as we begin work towards the provision of a civic hub building.
Repurchase of GF Sheltered Properties	525	375	365	(10)	-3%	No significant variances.
Improvement Grants	850	501	439	(62)	-12%	There is a significant amount of grant work committed and more in the pipeline but this won't all be completed before year end. An underspend of £150,000 is anticipated, which will rollover into 2022/23
<b>Explained variances</b>	<b>1,707</b>	<b>987</b>	<b>866</b>	<b>(122)</b>	<b>-12%</b>	
<b>Director of Greater Cambridge Shared Planning</b>						
Aerial Photography Refresh	15	0	0	0	0%	Delay in implementation of the project due to ongoing legal review
<b>Explained variances</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	
<b>Head of Transformation, HR &amp; Corporate Services</b>						
ICT Development	293	74	72	(2)	-2%	No significant variances.
Cambourne Offices	2,495	1,334	1,334	0	0%	No significant variances.
Human Resources System	96	84	68	(16)	-19%	The underspend is due to some costs being refunded from Hunts as they overcharged us on previous project invoices
<b>Explained variances</b>	<b>2,884</b>	<b>1,492</b>	<b>1,474</b>	<b>(18)</b>	<b>-1%</b>	
<b>Total General Fund Capital Expenditure</b>	<b>35,503</b>	<b>23,477</b>	<b>23,334</b>	<b>(143)</b>	<b>-1%</b>	
<b>Housing Revenue Account</b>						
Improvement to the Housing Stock	8,422	5,269	5,597	327	6%	There have been delays in certain programs (bathroom/kitchen replacement) but this should be caught up in the final quarter of 2022/23.
New Homes Programme	11,421	7,479	7,493	14	0%	No significant variances.
Repurchase of Shared Ownership	300	160	160	0	0%	No significant variances.
HRA Land	25	6	6	0	0%	No significant variances.
<b>Total HRA Capital Expenditure</b>	<b>20,168</b>	<b>12,915</b>	<b>13,256</b>	<b>342</b>	<b>3%</b>	

# Agenda Item 11



South  
Cambridgeshire  
District Council

<b>Report to:</b>	Cabinet	22 March 2022
<b>Lead Cabinet Member:</b>	Councillor John Batchelor – Lead Cabinet Member for Housing	
<b>Lead Officer:</b>	Peter Campbell – Head of Housing	

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## Policy on Small Land Transactions (HRA)

### Executive Summary

1. To determine a policy for the potential purchase or lease requested by individuals for small areas of land held within the Housing Revenue Account (HRA). The policy also includes other land transaction requests, such as easements and rights of way on HRA land.
2. The policy does not cover requests to purchase larger areas of land with development potential, or requests for transfer of ownership to communities which is covered within the Council's Transfer of Community Assets Policy.

### Key Decision

3. 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.

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

### Recommendations

4. It is recommended that Cabinet approves the draft Policy on small land transactions (HRA), attached at Appendix A, to be considered by the Housing Engagement Board. Following which, that Cabinet gives delegated authority to the Lead Member for Housing to approve the final Policy subject to minor amendments, if any, arising from the Housing Engagement Board.

## **Reasons for Recommendations**

5. To determine an appropriate framework for the consideration of requests by individuals for small land transactions for land held within the HRA.

## **Details**

6. There is a need to establish an open, transparent and robust policy and procedure to enable each application received relating to HRA land transactions to be assessed fairly based on a set criteria and charging framework.
7. The adoption of the Policy and Procedure would provide a consistent and transparent approach and, as a consequence, demonstrate justification as part of its decision-making process.

## **Options**

8. The option of not adopting the Policy for small land transactions (HRA) is not considered to be appropriate. The Policy ensures that there is a consistent and fair approach in terms of its management of HRA assets and its decision-making.

## **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:-

### **Financial**

10. Overall, it is not expected that the net revenue financial implications of the policy will be material to the Council. The Council will seek to recover all costs incurred for the administration of any small land transaction and any disposal will be at market value.
11. Any income from the sale of land would be a Capital receipt to the HRA unless it is below £10,000, in which case it would be treated as Revenue under the Capital receipt de-minimus rules.

### **Legal**

12. Section 123 Local Government Act 1972 provides the power to Local Authorities to dispose of land save that S123 imposes a requirement for local authorities to



obtain the best consideration reasonably obtainable. Best consideration can be achieved by

- Marketing the property;
- Obtaining an appropriate independent valuation; or
- Both of the above.

13. However, in order to discharge the duty under section 123(2) there is no absolute requirement to market the land being disposed of, or to obtain an independent valuation. For the purposes of this policy the Council will accept a valuation to discharge the duty.

14. The Department for Communities and Local Government has issued the General Housing Consents 2013. The consents, which came into force on 11 March 2013:

- Set out the situations where the specific consent of the Secretary of State is not required before a local authority disposes of council housing land and associated assets.
- Extend the freedom of local authorities in relation to the granting of leases and the disposal of reversionary interests.

### **Staffing**

15. No staffing implications have been identified. The policy will set out a clear and transparent framework to which officers will operate in.

### **Risks/Opportunities**

16. The proposed policy seeks to protect the Council from the risks associated with any land transaction within the HRA and includes measures to ensure a proper legal framework for an agreed transaction and to mitigate future losses that may arise (e.g. covenants to protect the Council from future uplift in the value of assets).

### **Equality and Diversity**

17. The Policy is an operational document which will ensure that all residents are treated in a consistent and fair way. The policy does not have a negative impact on any of the protected characteristics.

### **Climate Change**

18. No climate change implications have been identified in the development of this policy.

### **Health & Wellbeing**

19. Within the criteria set out in the Policy for small land transactions (HRA), the health and wellbeing of residents is a consideration for the approval of requests.

## **Consultation responses**

20. The draft policy will also be considered by the Housing Engagement Board.

## **Alignment with Council Priority Areas**

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

21. Ensuring that the Council's housing assets are managed in a transparent and appropriate way.

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

22. The policy provides a clear and consistent approach to any requests for land transactions held within the HRA.

## **Background Papers**

### **Appendices**

Appendix A: Policy on Small Pieces of Land Sales

### **Report Author:**

Julie Fletcher : Service Manager – Housing Strategy  
Telephone: (01954) 713352

### Draft

## Policy for small land transactions (HRA)

### 1. Scope of Policy

- 1.1. This Policy is aimed at providing guidance to Members and officers in relation to requests by individuals to purchase or lease small areas of land and other land transactions (for example easements and removal of a restriction covenant) on land held within the Housing Revenue Account (HRA). It sets out the criteria that will be applied in assessing applications, the charging framework involved, and the process. For ease this policy refers to all transactions as sales or purchases, but this intention is that it applies to all transactions, including temporary permissions.
- 1.2. The policy applies to requests by individuals to purchase small areas of land held within the HRA. It does not cover requests to purchase larger areas of land with development potential, or requests for transfer of ownership to communities which is covered within the Council's Transfer of Community Assets Policy.
- 1.3. For the purposes of this policy an area of land will not be considered to be a Small Land Sale if it has the potential for social housing development; if the size, shape and area of the land would allow the development of one or more homes; or the land has the potential to open up an additional piece of land (i.e. a ransom strip), and the size, shape, area of the additional piece of land opened up would allow the development of one or more homes.
- 1.4. Any request to purchase a piece of land which it is felt could fall into one of the categories identified in paragraph 1.3 above will be referred to the Head of Housing for consideration. This may include garages or land on garage sites.

1.5. This policy does not apply to land that is within the curtilage of properties that are being sold through the right to buy scheme, or within the curtilage of properties that are being sold under shared ownership schemes.

1.6. The Asset Management Section will hold and maintain a database of requests to purchase Small Land Sales. Information held in the database will be controlled in compliance with the General Data Protection Legislation.

## **2. Legal Context**

2.1. This policy has been developed within the context of the following legislation:

2.2. The general power of disposal (Section 123 of the Local Government Act 1972) gives a local authority the power to dispose of land held by it in any manner it wishes provided that the local authority achieves the best consideration that can reasonably be obtained except where the disposal is for a short tenancy (the grant of a term not exceeding seven years or the assignment of a term which has not more than seven years to run) or the local authority has the consent of the Secretary of State. The Secretary of State has issued a general consent for disposals of land under section 123 for less than best consideration. This allows a local authority to dispose of land for less than best consideration if it considers that the disposal will contribute to the promotion or improvement of the economic, social or environmental well-being of its area and the extent of the undervalue is no more than £2 million.

2.3. Best consideration can be achieved by:

- Marketing the property;
- Obtaining an appropriate independent valuation; or
- Both of the above

2.4. In order to discharge the duty under section 123(2) there is no absolute requirement to market the land being disposed of, or to obtain an

independent valuation. For the purposes of this policy the Council will accept a valuation to discharge the duty.

2.5. The Department for Communities and Local Government has issued the General Housing Consents 2013. The consents, which came into force on 11 March 2013:

- Set out the situations where the specific consent of the Secretary of State is not required before a local authority disposes of council housing land and associated assets.
- Extend the freedom of local authorities in relation to the granting of leases and the disposal of reversionary interests.

### **3. Criteria for assessing requests to buy Small Land Sites**

3.1. Housing Land, including land that forms the gardens of council houses, is “public property” and is not usually for sale to benefit private individuals. Unlike private and commercial landowners, who are free to buy and sell land at whatever price they choose, a local authority is in the position of a trustee in relation to the land that it holds on behalf of the community. Therefore, it has a statutory duty to sell land at the best price reasonably obtainable.

3.2. Applications from private individuals to buy small land sites will normally be refused unless:

- There is a broader community benefit to the disposal, for example a rationalisation of small parcels of land, that either rarely used or often misused, or
- There are management issues in relation to the parcel of land concerned – for example, they are difficult or very costly to maintain or there are issues regarding the use of the land for anti-social behaviour, or
- There are extenuating circumstances in relation to the applicant requesting the purchase of the land – for example, there are health grounds in relation to the applicant and the sale of the land would improve their quality of life and would not adversely affect the quality of life of others in the neighbourhood.

- 3.3. In all these cases, evidence would be required to support and justify the application to buy. This may include information from professionals, as well as information from the Council's own records and information from neighbouring properties.
- 3.4. Before any sale is approved the local community will be consulted on the proposal to dispose of the land. This will include consulting with immediate neighbours, including current tenants, District Ward Councillors and the relevant Parish or Town Council. This will usually be written communication, where the Council explains the proposal and the rationale for sale and requests feedback and comments from the consultees.
- 3.5. Officers would also consider whether the sale would have implications for long-term strategic uses for the land in question. For example, to allow access for future development of adjacent sites or where the site may form part of a land assembly project to allow a larger development. In such cases permission to purchase will usually be refused (see paragraph 1.3 above).
- 3.6. Small Land Sales will include restrictive covenants that limit the future use of the land. Usually this will be as garden land. The Council will not consider lifting this covenant unless either there has been a change in circumstances and one of the exceptions listed in 3.1 (above) is met, or the applicant pays to the Council the uplift in land value if the land had been treated as development land. For avoidance of doubt, the value of this uplift (for example, the difference between the value as garden land compared to the value as development land) will be determined by a suitably qualified RICS surveyor and will apply on the date the 'uplift survey' is completed, rather than the difference in original value. The applicant will be charged for the costs incurred by the Council in gaining this valuation.
- 3.7. As the overriding principle is that there is no obligation to sell HRA land, this should be communicated to the customer to avoid unnecessary staff

administration or unrealistic expectations. Reasons for refusing to sell a piece of land may include but are not limited to:

- There is no community benefit from the sale
- Issues relating to either public access or access for services (for example, grounds maintenance);
- The land may have potential for future development.
- The land is of value to the local community.

This list is not exhaustive.

3.8. There needs to be a clear rationale for disposing of any HRA asset, and any disposal should be based on full market value. This must be covered in the officer report prior to sign off.

3.9. The Council will charge fees to recover the costs of all services and officer time involved in processing applications. We will publish a list of standard fees alongside the procedure for dealing with such requests. No application will be progressed until the Council receives a completed expression of interest form, and payment of the initial fees.

## 4. Procedures

- 4.1. Initial queries will be dealt with by Asset Management who will inform the applicant of potential costs, including legal costs and explain the length of time to deal with the application. At this point it will be made clear that the Council will potentially make a series of charges based on the charging schedule.
- 4.2. If the applicant wishes to pursue their land transaction request, they must complete an expression of interest form, together with the relevant administrative fee.
- 4.3. On receipt of the completed expression of interest form and payment, the Land Officer will undertake a preliminary desktop analysis. This will involve assessing the application against the criteria set out within the policy, consulting with the housing officer and discussed with the Line Manager. At this point, if the request is to be refused, the applicant will be notified in writing providing reasons for refusal or they will be informed that the application can proceed and the likely costs and timescales involved.
- 4.4. The applicant will be notified of the preliminary decision within 28 days of receipt of the expression of interest.
- 4.5. If the applicant wishes to proceed following a positive outcome from the expression of interest, they must confirm this in writing by completing a full application to the Council accompanied by the appropriate non-refundable fee.
- 4.6. The Land Officer will undertake further investigation which will include consultation with neighbours and the local ward member(s). Other agencies to be consulted at this time include:
  - Highways (County Council)
  - Pathways and Rights of Way



- Economic Development.
- Housing Staff.
- Parish Council

4.7. A site visit will always be required, the cost of this will be included within the fees. If there is any concern about land ownership, the Land Officer will check this with Legal Services. The customer may also want to make their own enquires which will be at their own expense.

4.8. Following the consultation and investigatory works, the Council aims to inform the decision in writing within a further 28 days.

4.9. Applications that are refused will be provided with an explanation of the reasons for refusal, except in cases where such information is commercially sensitive, or the provision of information would breach confidentiality. Complaints will be dealt with under the Council's Complaints Procedure.

4.10. If an application is refused, any new application from the same person will be regarded as a new application and they will be required to pay all council fees prior to any new application being considered.

4.11. Where the decision to proceed is agreed, a third payment will be required from the applicant to undertake a land valuation and any legal fees.

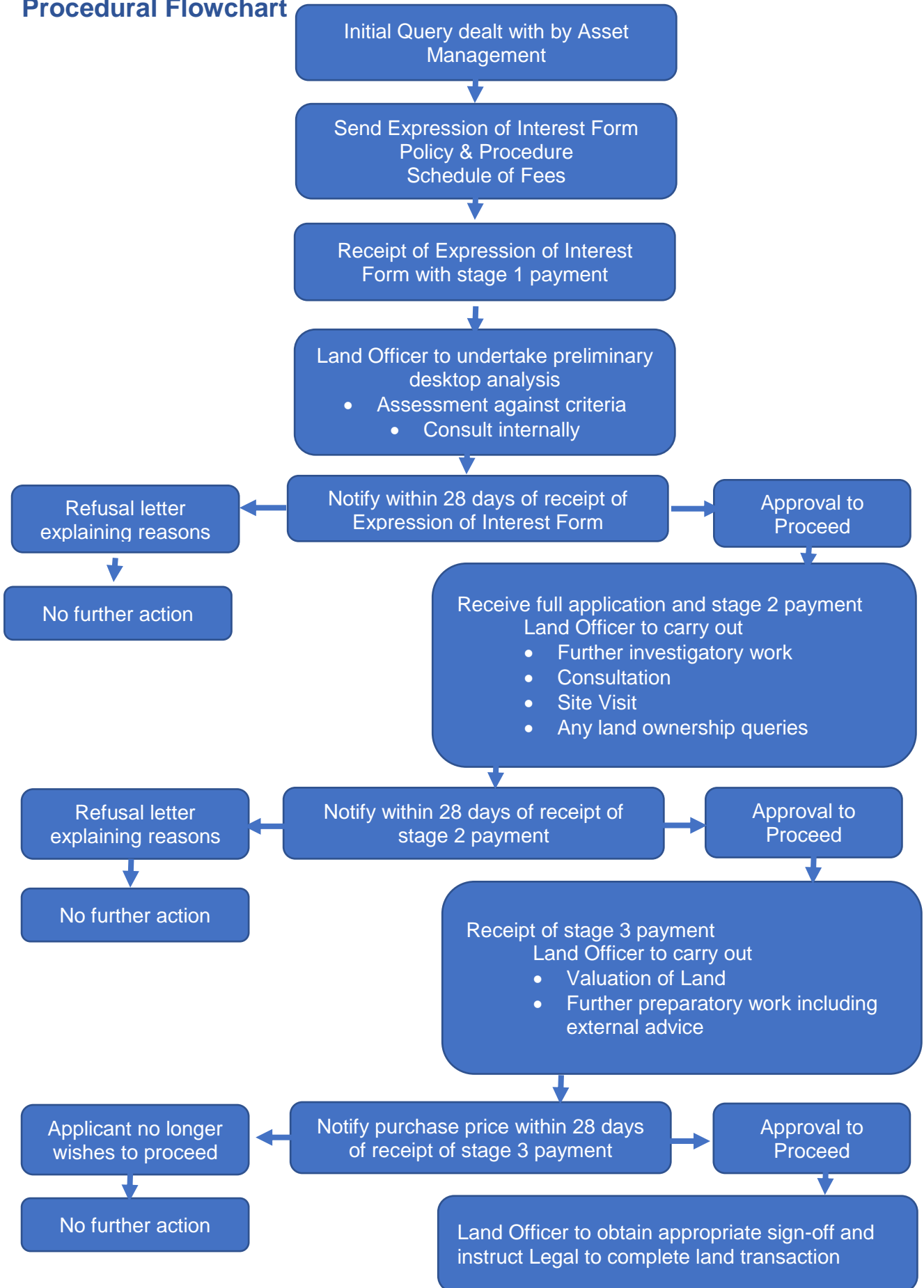
4.12. The Land Officer will use a suitably qualified RICS surveyor appointed by the Council to value the land for sale. The cost of the valuation will be included within the fee charged.

4.13. Legal Services will be engaged to act on behalf of the Council and will prepare the necessary title information pack.

4.14. Small Land Sales will include restrictive covenants that limit the future use of the land.

- 4.15. Proposals to sell land up to the value of £10,000 shall be signed by the Lands Officer and authorised by a Service Manager in the Housing Department. These shall be collated and reported to the Head of Housing and Lead Member for Housing each quarter for information.
- 4.16. Proposals to sell land of a greater value should be authorised by the Head of Housing (or in their absence a member of Leadership Team) and the Cabinet Member with responsibility for Housing (or in their absence another member of Cabinet).
- 4.17. The Land Officer will inform the applicant that they will remain responsible for meeting any requirements for planning permission in relation to any land sold, including paying any fees required in relation to planning enquiries and planning applications.
- 4.18. The Land Officer will also remind applicants that they must undertake their own investigations to assess whether the ground is suitable for the intended use. As part of this, applicants are advised to seek their own independent professional advice. The Council will not contribute to the cost of this advice.
- 4.19. Following signed approval by the responsible officer (see paragraphs 4.15 and 4.16 above) and confirmation that the applicant wishes to proceed based on the valuation, the Lands Officer will instruct Legal to complete the transaction.

## Procedural Flowchart



## Schedule of Fees

Payment Stage	Detail	Amount
Stage 1	Preliminary Desktop Analysis (to be accompanied with expressions of interest form)	£25.00
Stage 2	Further investigatory work (to be accompanied by full application)	£250.00
Stage 3	Valuation of land and further preparatory work including external advice	Approx £1,140+ VAT (current cost to be confirmed at Stage 1)
Stage 4	Sale of land and associated legal and transactional costs including applicable tax	Purchase price dependent on valuation + Legal and transactional costs = up to £700
<p>Note: any separate legal costs incurred by the applicant or costs associated with any planning permission sought by the applicant will be additional and separate to the land transaction.</p>		



<b>Report to:</b>	Cabinet	22 March 2022
<b>Lead Cabinet Member:</b>	Councillor John Batchelor – Lead Cabinet Member for Housing	
<b>Lead Officer:</b>	Peter Campbell – Head of Housing	

## **Renewal of the Cambridgeshire Home Improvement Agency Service Level Agreement**

### **Executive Summary**

1. The purpose of this report is to note the progress of the Cambridgeshire Home Improvement Agency (CHIA) and to agree the renewal of the shared service level agreement for a further three years up to 31<sup>st</sup> March 2025.
2. The Home Improvement Agency is a shared service between South Cambridgeshire, Huntingdonshire and Cambridge City and has been operating since April 2012 and is well established.

### **Key Decision**

3. 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.

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

### **Recommendations**

4. It is recommended that Cabinet approves the renewal of the Cambridgeshire Home Improvement Agency shared service level agreement for a further three years up to 31<sup>st</sup> March 2025 (Appendix A) and the continuation of the current funding arrangements with the County Council.

## Reasons for Recommendations

5. The continuation of the Cambridgeshire Home Improvement Agency is a positive benefit to the Council. The Agency has provided support for many residents over the years to enable them to live healthy, independent and safe in their own homes through the provision of disabled adaptations and repairs. The Council benefits hugely from this service and often links in with other projects, such as making homes more energy efficient and providing Trusted Assessors to help speed up the process in terms of referrals from Occupational Health.
6. Without the Cambridgeshire Home Improvement Agency, the Council would offer a lesser service that would only administer grants without providing the support and project management that the CHIA provides. This would mean that applicants, who are often vulnerable, would have to submit their own applications, appoint contractors and oversee works themselves. The one-to-one support provided by the CHIA in terms of signposting to relevant organisations, providing advice, project managing adaptations/repairs and working with health and social partners would be lost.
7. The CHIA is a key organisation strategically placed to help deliver on the Better Care Fund objectives.

## Details

8. The purpose of the Agency is to support disabled and vulnerable people of all ages to improve their living conditions and quality of life by enabling them to remain living independently and safely in their home. The Agency works with people of all ages, who may be living with complex conditions or are terminally ill. It also works with people living in housing conditions in need of maintenance, repair or improvement and also offers a wide range of information. CHIA work on individual, bespoke projects, mainly with people who own or privately rent their homes.
9. The CHIA was established on 1<sup>st</sup> April 2012, as a partnership between South Cambridgeshire, Huntingdonshire and Cambridge City. This shared service was set up as an Agency long before the Council entered into the 3C shared services arrangements and has been operating for ten years.
10. The CHIA was the first original shared service for the local authority and from the outset established governance arrangements through a dedicated specialist Housing Management Board, consisting of one senior representative from each of the local authorities. For South Cambridgeshire District Council, this is currently the Services Manager – Housing Strategy, who also oversees the role of the Grants Validation Officer. The Management Board meets quarterly to monitor operational issues, performance and spend and to give strategic direction.
11. The CHIA consists of a Manager and ten staff.
12. The shared service arrangement is that Cambridge City Council host the Agency, the ICT is supported via Huntingdonshire and the accommodation is provided by

South Cambridgeshire DC. All costs associated with the CHIA are recharged by the local authorities to the Agency; for South Cambridgeshire District Council this includes a rental charge of £10,000 per annum for the accommodation (although this was reduced during the pandemic) and any recharges for stationery, postage based on usage.

## Funding Arrangements

13. The three local authorities do not directly contribute to the revenue funding of the CHIA, unless the HIA was to make a trading loss.
14. The operation of the Agency is funded mainly through fees, currently charged at 15% of works, with the remaining funding provided by the County Council through the DFG capital allocation being top sliced for other capital spend and the County Council instead transferring revenue funding. The funding for the disabled facility grants comes direct from the Better Care Fund through the DFG capital allocation.
15. It is normal practice for Home Improvement Agencies to charge a fee for works (which will generally be funded through the grant award and therefore no cost to the applicant). The 15% fee charged is competitive compared with other local authorities in the area.

**Table 1: Better Care Fund DFG Allocations paid direct to South Cambs**

Year	Amount
2019/20	£663,550
2020/21	£787,473*
2021/22	£729,973

\*Increased amount received in-year due to the pandemic.

**Table 2: Revenue funding through County Council top-slice**

Year	Amount
2019/20	£63,671*
2020/21	£95,171**
2021/22	£95,171**

\*Additional revenue funding of £26,000 for pilot scheme for an in-house Occupational Therapist (pilot scheme not yet run due to inability to recruit)

\*\*Increased revenue funding from the County due to reduced fee income following the ability to undertake works in residents' homes during the pandemic.

**Table 3: CHIA Operational Costs and Income**

	2019/2020	2020/2021	2021/2022
CHIA Operating Costs	£554,326	£494,299	£505,051
Revenue Funding from County Council	£177,990	£225,990	£265,990
Fee Income	£423,838	£275,526	£287,454
Surplus	£47,502	£7,217	£48,393

16. It should be noted that whilst there is a healthy surplus in years 2019/20 and 2021/2022 this is primarily as a result of staff vacancies not being filled. In years 2020/2021 and 2021/2022 there has been a considerable decrease in the fees achieved due to the pandemic. Without the capital to revenue conversion agreed with the County Council, it is likely that the CHIA would not be sustainable in the long-term without each District Council putting in additional revenue funding or increasing the fees.

## Performance of the CHIA

17. Since the introduction of the Cambridgeshire Adaptations & Repairs Policy in April 2019, the Council has seen an increase in applications for repair works to vulnerable residents following the flexibility allowed within the new Policy through the Special Purposes Assistance (SPA) grant. Since April 2019, for South Cambridgeshire the CHIA has completed 143 Disabled Facility Grants (DFG) and grant funded just over £1.5 million. In terms of Special Purposes Assistance, 52 grants have been completed, totalling just over £281,000.

**Table 4: Number of grants completed**

<b>Type of grant</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021 – to date</b>
Number of DFG completed	67	48	28
Total funded through a DFG	£540,115	£569,679	£404,121
Number of Special Purposes Assistance grants completed	16	24	12
Total grant funding through the SPA	£79,147	£121,669	£80,489
Relocation Grants completed	0	3	2
Total funding for Relocation Grants	0	£12,468	£6,836
<b>Total no. of grants</b>	<b>83</b>	<b>75</b>	<b>42</b>
<b>Total Spend</b>	<b>£619,262</b>	<b>£703,816</b>	<b>£491,446</b>

18. Following a review of the CHIA in 2017 and the appointment of a new Manager, the performance of the service has continually shown improvement up to the pandemic. The time taken to complete a Disabled Facilities Grant had reduced considerably, from 40 weeks in 2017/18 to 16 weeks in 2019/2020 for grants less than £10,000. For larger works costing more than £10,000 the average time taken had also reduced from 57 weeks in 2017/18 to 20 in 2019/20. It is difficult to provide useful benchmarking due to the different set up of agencies, in-house services, staffing levels and those that sit within a unitary authority. However, performance indicators for other similar local authorities in the area identifies that waiting times were much lower for South Cambridgeshire District, with other agencies ranging from 29 weeks to 41 weeks for works under £10,000 and around 51 weeks for works over £10,000.

19. The past two years have been challenging for the CHIA. First with the lockdown and inability to undertake works within residents' homes and then following on from the easing of restrictions, the availability of contractors to carry out works



and the lack of supply of materials. This has resulted in some jobs being handed back by contractors and others being significantly delayed. Waiting times for works have therefore increased to an average of 22 weeks for works up to £10,000, and 38 weeks for larger works. This situation is reflected nationally, with many agencies facing similar challenges. On a positive note, the CHIA has recently appointed 17 new contractors since November 2021 which will help with the backlog and reduce waiting times back to pre-covid levels. This situation will be monitored on a quarterly basis by the CHIA Board as part of its performance monitoring.

20. Previous to the issues associated with the pandemic, which are outside of the control of the CHIA, the performance of the Agency was going from strength to strength and they have won both team awards for Cambridge City and South Cambridgeshire District Council. Frances Swann, the CHIA Manager, has also been recognised as a National Inspirational Leader by Foundations (the leading resource for Disabled Facilities Grants and Home Improvement Agencies in England). The Agency also received Audit Assurance in 2021.

21. Further information on the performance of the CHIA can be found on their [website](#).

## Options

22. **Option A:** To approve the renewal of the Cambridgeshire Home Improvement Agency shared service level agreement for a further three years up to 31<sup>st</sup> March 2025 (Appendix A) and the continuation of the current funding arrangements with the County Council.

23. Reasons for Approval: The shared service level agreement provides a valuable service to residents to enable them to live independently in a safe and accessible environment.

24. **Option B:** To reject the renewal of the CHIA shared service level agreement and funding arrangements in place.

25. Reasons for Refusal: All of the benefits of the shared service would be lost if the service were to be brought back in-house. The Council does not directly subsidise the revenue cost of the service, and there is no rationale for terminating this agreement.

## Implications

26. 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**

27. There is currently no cost to the Council in terms of operating the CHIA shared service. However, if the Council decides that it does not wish to participate in the CHIA shared service, there will need to be a full analysis of the likely increased costs in terms of terminating the agreement and setting up an in-house service.

## **Legal**

28. No legal implications have been identified.

## **Staffing**

29. No staffing implications have been identified. However, if the Council decides that it does not wish to participate in the CHIA shared service, there may be implications in terms of redundancy within the shared service staff and capacity issues within the existing staffing structure of the Council.

## **Risks/Opportunities**

30. No risks have been identified. However, if the Council decides that it does not wish to participate in the CHIA shared services, a full risk assessment will need to be undertaken as part of the termination of the agreement.

## **Equality and Diversity**

31. The CHIA offers an enhanced service for residents who are disabled and/or vulnerable and therefore has positive outcomes, in particular to the protected characteristics:

- Age
- Disability
- Low income households

## **Climate Change**

32. The CHIA offers help to vulnerable residents in terms of improving energy efficiency to help tackle fuel poverty as well as supporting the Climate Change Agenda. Since 2019, 25 new energy efficient heating systems have been installed within South Cambridgeshire through the Special Purposes Assistance Grant.

## **Health & Wellbeing**

33. The health and wellbeing of residents is at the core of the CHIA objectives. Ensuring residents can live independent lives through special adaptations and/or repairs and that homes are accessible and support good health.

## **Consultation responses**

34. The draft CHIA shared service agreement has been reviewed by the CHIA Board, with no further changes being made from the previous agreement approved.

## **Alignment with Council Priority Areas**

### **Growing local businesses and economies**

35. Through contract works for local businesses.

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

36. Signposting residents to support with benefits and other funding sources.

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

37. Helping existing homes to be more energy efficient.

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

38. Providing a high quality service that supports residents to live healthy and independently.

## **Background Papers**

None.

## **Appendices**

Appendix A: CHIA Shared Service Agreement

**Report Author:**

Julie Fletcher : Service Manager – Housing Strategy  
Telephone: (01954) 713352

**THIS SHARED SERVICE AGREEMENT** is dated 1<sup>st</sup> April 2022

**BETWEEN**

- (1) **CAMBRIDGE CITY COUNCIL** of the Guildhall, Market Square, Cambridge CB2 3QJ ("**City Council**")
- (2) **HUNTINGDONSHIRE DISTRICT COUNCIL** of Pathfinder House, St Mary's Street Huntingdon, Cambridgeshire PE29 3TN ("**Huntingdonshire**")
- (3) **SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL** of South Cambridgeshire Hall, Cambourne Business park, Cambourne, Cambridgeshire CB23 6EA ("**South Cambridgeshire**")

together the "Parties" and each of them a "Party".

**BACKGROUND**

- (A) The Parties entered into an agreement dated 1<sup>st</sup> April 2012 ("**2012 Agreement**") to establish and operate a Home Improvement Agency as a shared service between them (described in the 2012 Agreement as the "Agency") ("**Cambs HIA Shared Service**");
- (B) Having successfully established and operated the Cambs HIA Shared Service pursuant to the 2012 Agreement, the Parties now wish to renew their agreement on the same or substantially similar terms to the 2012 Agreement, but with such amendments to detail or structure as experience over the intervening period suggests would be sensible.
- (C) Accordingly, the following agreement will govern the Cambs HIA Shared Service from the dates specified therein.

**AGREED TERMS**

**1. Definitions and Interpretation**

" <b>Agreement</b> "	means this Agreement, including the Schedules;
" <b>Business Plan</b> "	means the document setting out the strategic direction of Cambs HIA as developed or from time to time revised at the direction and with the approval of the Management Board;
" <b>Cambs HIA</b> "	means the shared service set out herein and as more particularly described in <b>Schedule 2</b> (Objectives and Core Services);
" <b>Cambs HIA Accountant</b> "	means the officer of the Lead Authority who as part of his or her duties at any time (as determined by the Lead Authority) is charged with acting as the accountant for Cambs HIA;
" <b>Cambs HIA Budget</b> "	means the funding provided to the

	Cambs HIA for its operational purposes from the Parties and from such other authorities, bodies or agencies (including Cambridgeshire County Council pursuant to their statutory or other public interest obligations and objectives from time to time;
<b>"Cambs HIA Manager"</b>	means the manager of the Cambs HIA as appointed and employed from time to time by the Lead Authority;
<b>"Cambs HIA Team"</b>	means the staff employed by the Lead Party to work in Cambs HIA, but excluding any people seconded to Cambs HIA;
<b>"Claims"</b>	means all demands, claims and liabilities (whether criminal or civil, in contract, tort or otherwise) for losses, damages, legal costs and other expenses of any nature whatsoever and all costs and expenses (including legal costs) incurred in connection therewith;
<b>"Commencement Date"</b>	means the Commencement Date of the 2012 Agreement (as the same is defined therein);
<b>"Financial Year"</b>	means a year beginning on 1 <sup>st</sup> April and ending on the following 31 <sup>st</sup> March;
<b>"Force Majeure Event"</b>	means the occurrence during the term of: (i) war, civil war, armed conflict or terrorism; or (ii) nuclear, radioactive, chemical or biological explosion or contamination unless the source or cause of the explosion or contamination is the Party concerned; or (iii) fire, explosion, storm, riot and civil commotion, tempest, flood, volcanic eruption or earthquake; or (iv) pressure waves caused by devices travelling at sonic or supersonic speeds which directly causes the Party concerned to be unable to comply with all or a material part of its obligations under this Agreement;
<b>"Intellectual Property"</b>	means any and all intellectual property

	rights of any nature anywhere in the world whether registered , registerable or otherwise, including patents, utility models, trademarks, registered designs, registered domain names, applications for any of the same, trade or business names, goodwill, copyright and rights in the nature of copyright, design rights, rights in databases, moral rights, know-how and any other intellectual property rights that subsist in computer software, computer programs, websites, documents, information, techniques, business methods, drawings, logos, instruction manuals, lists and procedures and particulars of customers or clients, marketing methods and procedures and advertising literature, including the "look and feel" of any websites;
<b>"Lead Party"</b>	means Cambridge City Council or such other Party as the Parties may from time to time agree during the term of this Agreement;
<b>"Management Board"</b>	means the Management Board constituted by the Parties pursuant to clause 4.1;
<b>"New Intellectual Property"</b>	means Intellectual Property created after the Commencement Date and/or the Renewal Date which is wholly or substantially connected with Cams HIA;
<b>"New Party"</b>	means a Party admitted to this Agreement after the Renewal Date;
<b>"Original Intellectual Property"</b>	means Intellectual Property owned or licensed to a Party at the Relevant Date which is necessary or desirable for the effective or efficient operation of Cams HIA;
<b>"Party Council"</b>	means a Party to this Agreement;
<b>"Relevant Date"</b>	means the Commencement Date or the Renewal Date or the date, if later, on which a New Party enters into this Agreement;
<b>"Renewal Date"</b>	means the date of this Agreement;

"Service"	means the Cambs HIA or the service it provides (as the context so admits);
"Working Day"	means any day other than a Saturday, Sunday or public holiday in England and Wales.

## 2. Commencement and Term

This Agreement shall be deemed to have commenced on the Renewal Date and shall continue until 31<sup>st</sup> March 2025 unless terminated in accordance with the further provisions of this Agreement

## 3. Basis of Agreement

- 3.1 The Parties agree to continue to collaborate and work together in the management, operation and further development of Cambs HIA and in accordance with the principles set out in **Schedule 1** (Principles of Collaboration), the requirements set out in **Schedule 3** (Service Requirements) and the further terms of this Agreement.
- 3.2 This Agreement shall govern the arrangements between the Parties in relation to the Cambs HIA as from the Renewal Date, but without prejudice to such rights and liabilities as at the Renewal Date have accrued to each under the 2012 Agreement.

## 4. Roles, Governance and Review

- 4.1 Cambs HIA shall continue to be overseen by a Management Board, the composition, terms of reference and responsibilities of which shall be those set out in **Schedule 4** (Management Board).
- 4.2 The Lead Party shall be responsible for managing the Cambs HIA Budget and accounting for income and expenditure in accordance with the provisions of **Schedule 5** (Financial Management).
- 4.3 The Lead Party shall, in accordance with its recruitment policy, appoint the Cambs HIA Manager, whose role and responsibilities shall be those set out in **Part 1** (Key Personnel) of **Schedule 6** (Resources).
- 4.4 The Lead Party shall appoint the Cambs HIA Accountant, whose role and responsibilities shall be those set out in **Part 1** (Key Personnel) of **Schedule 6** (Resources).
- 4.5 The Parties shall, through the Management Board, make and maintain suitable arrangements to regularly monitor and review the objectives and performance of the Cambs HIA, including the resources allocated to it. Where such review results in any agreed changes to this Agreement, or to any of its Schedules, such changes shall be recorded in accordance with the variation provisions of this Agreement.



## **5. Resources**

- 5.1 The Parties shall each respectively contribute the accommodation, information and communications technology and/or staffing resources specified in **Schedule 6** (Resources) together with, in so far as reasonably practicable, such other resources, assistance and in-kind support (including staff time of those of their respective staff who are not Cambs HIA Team members) to Cambs HIA as shall be reasonably requested from time to time by the Management Board.
- 5.2 In accordance with the Principals of Collaboration, the Parties shall co-operate with and support each other and the Management Board in keeping the operational resource and accommodation needs of the Cambs HIA under review with a view to providing such resource and accommodation as shall be reasonably consistent with Cambs HIA's operational requirements.

## **6. Risks**

- 6.1 In addition and without prejudice to the respective responsibilities of the Management Board and any Key Personnel, the Parties shall each have a continuing responsibility to identify risks arising in connection with the operation of, or the discharge of responsibilities under, this Agreement or in relation to Cambs HIA's operations or responsibilities, whether specific to themselves as a Party or to Cambs HIA, or both, and shall promptly notify the other Parties and/or the Management Board (as appropriate) of any risks so identified.
- 6.2 The Parties shall develop and keep under review, through the Management Board, appropriate strategies and protocols for the management and, in so far as practicable, mitigation of such risks, including any identified by the Management Board or Cambs HIA in the course of operations.

## **7. Intellectual Property**

- 7.1 Each Party grants or shall procure the grant to the others of an irrevocable, non-exclusive, royalty-free, worldwide, freely assignable, perpetual licence of any Original Intellectual Property owned or licensed by that Party, provided that:
- (a) ownership of Original Intellectual Property shall not be affected by this Agreement, so that in relation to any Background Intellectual Property existing at the Relevant Date, ownership of it shall remain with the Party which owned it at that date; and
  - (b) in relation to any Original Intellectual Property licensed by a Party from a third party ("third party licence"), the obligation to grant or procure the grant of a licence pursuant to this clause 7.1 shall be subject to the terms of and any limitations imposed by such third party licence;
  - (c) each Party warrants to the other Parties that anything held out as its Original Intellectual Property and licenced to the other Parties pursuant to this clause 7 will not infringe the intellectual property rights of any third party.
- 7.2 All New Intellectual Property shall be owned by the Parties jointly and each Party undertakes that it will, at its own cost, at any time execute such further documents and do such acts as may be necessary for securing, confirming and vesting right, title and interest in such New Intellectual Property in the other Parties.

## **8. Indemnities**

- 8.1 Each Party shall, in equal shares, indemnify and keep indemnified the Lead Party against all liabilities, costs and expenses (including legal costs and expenses) incurred in relation to any contract, activities or commitments undertaken by the Lead Authority relating to the Cambs HIA, where the lead Party has been duly authorised to act on behalf of the other Parties and acts in accordance with that authority and/or the arrangements set out in **Schedule 5** (Financial Management).
- 8.2 Each Party ("**Indemnifying Party**") shall indemnify and keep indemnified the other Parties ("**Indemnified Parties**") fully against all third party Claims that may be brought against or incurred by one or more of the Indemnified Parties:
- (a) arising out of any act or omission pursuant to or **in** breach of this Agreement by the Indemnifying Party; and/or
  - (b) as a result of or in connection with any breach of the warranty in clause 7.1(c) (Intellectual Property).
- 8.3 The Lead Party shall be indemnified and shall be kept indemnified by the other Parties against any Claim that may be brought by or incurred in respect of any person in relation to his or her employment by one of the other Parties, including any failure to comply with duties under the Transfer of Undertakings (Protection of Employment) Regulations 2006 to inform and consult representatives.

## **9. Termination**

- 9.1 Any Party ("**Terminating Party**") may terminate its participation in this Agreement (and therefore in the Cambs HIA) upon the giving of not less than six (6) months' notice in writing to the Management Board, such notice not to expire before the last day of the Financial Year in which it is given or, where less than six (6) months remains between the giving of such notice and the last day of the then current Financial Year, the last day of the next following Financial Year.
- 9.2 Subject to the provisions of clause 12 (Force Majeure), this Agreement may be terminated in respect of a Party ("**Terminated Party**") on notice by the other Parties ("**Remaining Parties**") where the Terminated Party is in material breach of any of its obligations under this Agreement and:
- (a) the breach is incapable of remedy; or
  - (b) the breach is capable of remedy, but the Terminated Party has failed to remedy the same within sixty (60) days after receipt of a notice from or on behalf of the Remaining Parties giving full particulars of the breach and the steps required to remedy it.
- 9.3 For the purposes of clause 9.2:
- (a) a breach shall be considered capable of remedy if the Party in breach can comply with the obligation in question in all respects other than as to the time of performance, provided that time of performance in respect of that obligation is not of the essence; and
  - (b) without limitation as to any other breach of obligation which may amount to a material breach, where a Party is reasonably considered by the other Parties to be materially failing to comply with the Principles of Collaboration, such failure shall be considered to be a material breach of its obligations under this Agreement;

- (c) for the avoidance of doubt, where there are two or more Remaining Parties, the Agreement shall remain in force as between them and the termination will amount to a partial termination.

9.4 The Parties, acting through the Management Board or otherwise, may at any time mutually agree to terminate this Agreement (and therefore the Cambs HIA), on such notice as they may agree in writing, which notice shall be at least sufficient to meet the requirements of clause 10.1.

## **10. Consequences of Termination**

10.1 Upon full termination of the Agreement, the Parties shall take such steps as may be necessary in order to wind up the Cambs HIA and its operations in a fair, timely and orderly manner.

10.2 Upon partial termination of the Agreement, to the extent that such termination results in the Cambs HIA or another Party or Parties incurring additional costs that it or they would not have incurred but for the partial termination, the Terminating Party or Terminated Party (as the case may be) shall be liable for and shall pay such additional costs upon written demand accompanied by a full and complete breakdown of all the additional costs claimed together with reasonable supporting evidence.

## **11. Information**

The Parties shall procure that Cambs HIA shall comply with their and its respective obligations and follow the protocols in relation to the sharing and processing of information pursuant to or in connection with this Agreement and the operations of the Cambs HIA, as such obligations and protocols are more particularly set out in **Part 1** and **Part 2 of Schedule 7** (Information).

## **12. Force Majeure**

12.1 No Party shall be considered in breach of its obligations under this Agreement, or be responsible for any delay in the performance of such obligations, if such performance is prevented or delayed wholly or in material part as a direct or indirect consequence of a Force Majeure Event.

12.2 If the performance any Party's obligations under this Agreement is, in the reasonable opinion of that Party, delayed or affected by a Force Majeure Event, then that Party shall promptly notify the other Parties in writing, giving details of the Force Majeure Event and, in so far as it can be reasonably ascertained, the anticipated length of delay.

## **13. Notices**

13.1 All and any notices which are required to be given under this Agreement shall be in writing sent to the address of the relevant Party or Parties ("Receiving Party") given in this Agreement or to such other address as the Receiving Party may from time to time designate by notice given in accordance with this clause 13.

13.2 Notice may be delivered personally or by first class pre-paid letter post or by facsimile transmission and shall be deemed to have been served:

- (a) if by personal delivery, at the time of delivery;

- (b) if by first class, pre-paid letter post, five (5) days after posting; or
- (c) if by facsimile transmission, at the time of despatch as indicated on the facsimile confirmation receipt.

14.3 For the avoidance of doubt, notice given under the Agreement shall not be validly served if sent by e-mail.

#### **14. Status of the Parties**

14.1 The Parties acknowledge and agree that Cambs HIA is merely a name by which to identify and promote a particular shared service between them and that Cambs HIA neither has nor shall imply a legal personality separate from those of the individual Parties acting in collaboration pursuant to their respective obligations in law and under this Agreement.

14.2 Save as is otherwise expressly stated and provided for in this Agreement, nothing in this Agreement shall:

- (a) be construed as establishing or implying a merger of institutions, the establishment of a corporation, a partnership or any other form of entity whatsoever having a legal personality;
- (b) be deemed to appoint or render a Party the agent of any other Party or Parties;
- (c) entitle any Party, or to represent itself as having power or authority, to:
  - (i) incur any expenses on behalf of any other Party or Parties;
  - (ii) enter into any engagement or make any representation or warranty on behalf another Party or Parties;
  - (iii) to pledge the credit of, or otherwise bind or oblige, any other Party or Parties; or
  - (iv) undertake any liability or obligation on behalf of, or commit, any other Party or Parties in any way whatsoever without in each case, obtaining the prior written consent of the relevant Party or Parties.

#### **15. Assignment**

This Agreement is personal to the Parties and shall not be assigned or transferred, nor the performance of any obligation under it subcontracted, by any Party without the prior written consent of all the other Parties.

#### **16. Costs**

Except as otherwise specifically provided in this Agreement or as otherwise may be agreed in writing by the Parties from time to time, any and all costs incurred by any Party in relation to this Agreement and its subject matter shall be borne by that Party alone.

#### **17. Third Parties**

Without prejudice to any other right or remedy which may otherwise be available to a third party in respect of this Agreement, a person who is not a Party shall have no rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of this Agreement.

## **18. Whole Agreement**

- 18.1 This Agreement supersedes all prior representations, arrangements, understandings and agreement between the Parties (whether written or oral) relating to its subject matter and sets forth the entire, complete and exclusive agreement and understanding between the Parties relating to its subject matter.
- 18.2 Each party warrants to each of the other Parties that it has not relied on any representation, arrangement, understanding or agreement, whether written or oral, not expressly set out or referred to in this Agreement.

## **19. Variation**

- 19.1 Any proposed variation to the terms of this Agreement shall be presented in writing to the Management Board for consideration.
- 19.2 No variation to this Agreement shall have effect unless and until agreed in writing signed by or on behalf of each of the Parties. Such consent may be signified by a signed minute of the relevant Management Board meeting at which the relevant variation was agreed.

## **20. Dispute Resolution**

- 20.1 The Parties shall attempt in good faith to negotiate a settlement to any dispute between them arising out of or in connection with the Agreement. In the event of any dispute arising between them, whether as to the construction or application of this Agreement or as to any issue arising under or in connection with it, the Parties shall take all reasonable steps to reach an amicable and timely solution through dialogue and negotiation between their respective representatives on the Management Board.
- 20.2 In the event that the Management Board is unable to reach agreement within sixty (60) days (or such other period as the Management Board may unanimously agree, in the circumstances of the particular case) of the dispute first being notified of the dispute, the Management Board may agree to:
- (a) escalate resolution to the respective Chief Executives of each of the Parties, or such other senior officers of the Parties as the respective Chief Executives may nominate; or
  - (b) refer the matter to external mediation, the costs of which shall be borne by the Parties in equal shares. Alternatively, such a reference may be made in the event that escalation pursuant to clause 20.2(b) fails to achieve resolution within sixty (60) days of the matter first being notified to the respective Chief Executives or their respective nominees.
- 20.3 In respect of any reference to mediation pursuant to clause 20.2(b):
- (a) the performance of the Agreement shall not be suspended, cease or be delayed by any reference of a dispute to mediation;
  - (b) if the Parties cannot agree on the choice of mediator within fourteen (14) days of the decision to refer, they shall apply for such mediator to be appointed by the Centre for Effective Dispute Resolution ("CEDR");

- (c) if considered appropriate, the Parties may at any stage seek assistance from CEDR to provide guidance on a suitable procedure for the conduct of any mediation.
  - (d) if mediation produces agreement on the resolution of the dispute, the agreement shall be reduced to writing and shall be binding on the Parties once it is signed by their duly authorised representatives; and
  - (e) if the Parties fail to reach agreement through mediation within sixty (60) days of the Mediator being appointed, or such longer period as may be agreed by the Parties, then any dispute or difference between them may be referred to the Courts or, by agreement between the Parties, to binding arbitration.
- 20.4 No legal or arbitration proceedings shall be instituted by any Party until the procedures in clauses 20.1 and (where instituted) clause 20.2 have been completed, but nothing in this clause 20 shall prevent the Parties from seeking from any court of the competent jurisdiction an interim order restraining another Party from doing any act or compelling another Party to do any act where it apprehends reasonably and in good faith that such an interim order shall be necessary to avoid material damage to its reputation or business, or to avoid breach of its legal obligations, or to preserve any rights of action it may have.

## **21. Governing Law**

- 21.1 This Agreement is made and shall be governed by and construed in accordance with English law and the Parties hereby irrevocably submit to the jurisdiction of the English courts.
- 21.2 If any conflict should arise between the provisions of this Agreement and the law as it relates from time to time to local government in England, the provisions of the latter shall prevail.

## **22. Publicity**

All and any press or other public announcements concerning this Agreement or the Cambs HIA shall be made only by the person or persons authorised from time to time to make such announcements by the Management Board and shall be made subject to and in accordance with the Parties' relevant policies and procedures.

**IN WITNESS WHEREOF** the Parties have executed and delivered this Agreement as a Deed in a manner legally binding upon them the day and date first above written.

**SCHEDULE 1**  
**PRINCIPLES OF COLLABORATION**

1. The Parties shall endeavour in good faith to:
  - (a) work together in the development and operation of Cambs HIA to meet their agreed aims in relation to its field of operations; and
  - (b) co-operate fully with each other and act at all times in such a way as to safeguard and further the common interests of the Parties;
2. Co-operation between the Parties shall include:
  - (a) maintaining and updating the Cambs HIA operations protocol;
  - (b) where and as appropriate, harmonising their respective administrative and other policies, procedures and structures as local authorities as the same pertain to the Cambs HIA's field of operations;
  - (c) developing and sharing resources and/or other common facilities as are necessary or appropriate to the collaboration;
  - (e) engaging in such further substantive or incidental activities as may be agreed between them from time as further facilitate or are conducive to the discharge of their collective responsibilities in relation to Cambs HIA in particular;
  - (f) such further co-operation as shall be consistent and compliant with their respective statutory and regulatory obligations as public authorities.

## SCHEDULE 2

### OBJECTIVES AND CORE SERVICES

#### 1. General

Cambs HIA is the Home Improvement Agency established by the Parties to operate across each of their respective geographical areas. Its purpose is to support disabled and vulnerable people of all ages to improve their living conditions by enabling them to remain living independently and safely in their home. The Services of Cambs HIA are provided subject to the eligibility criteria set by the individual Parties and to the level of funding each allocates from capital grants. Applications for Services may be made directly to the Cambs HIA or to the respective Parties (according to the authority area in which the applicant resides).

The strategy, scope of operation and priorities of Cambs HIA will be set out in the Business Plan as approved and amended from time to time by the Management Board on behalf of the Parties, and embraces the following core principles:

- Services will be provided in line with the relevant party's housing policies and the legislative framework as appropriate;
- Services will be made available to older people and disabled people regardless of their income. Applicants who are ineligible for grant-funded work, but who fund relevant work themselves, may be provided with technical advice and support falling within Cambs HIA's remit in return for a fee;
- In the provision of Services, including any delegated or contracted to a third party, Cambs HIA will:
  - o take account of expert guidance and recommendations, good practice, regulatory, technical and other reasonable requirements;
  - o adopt an approach that in so far as possible enables Service customers to retain choice on the solution that best fits their housing need;
  - o treat all Service applicants and customers with courtesy and respect;
  - o act only with the authority of the Service customer, or his or her legally appointed representative; and
  - o recognise the diverse needs (including cultural diversity) of Service customers.

#### 2. Service Objectives

Cambs HIA's objectives are to:

- increase the number of vulnerable people who are living in their chosen environment independently, in safe, warm, secure homes that are in good repair and appropriately adapted to their particular needs;
- increase the number of vulnerable people living in private sector accommodation that reaches the Decent Homes Standard and is free from Category 1 hazards;



- help vulnerable people to make informed decisions about the most appropriate housing solution for their needs;
- improve the quality of homes in order to reduce fuel poverty, improve well-being, prevent ill-health and reduce accidents at home;
- help vulnerable people to access unclaimed benefits and maximise income;
- help people to be successfully discharged from hospital to their own home and to help prevent people entering more institutionalised forms of care;
- help to reduce the risk of crises and emergencies amongst vulnerable people living independently which might result in a requirement for more intensive service interventions;
- provide access to information and advice to -help residents, within the area of benefit, make choices about their home environment to try to make it more suitable now and in the future. This includes information and referral to other services and support.
- to deliver Services that are timely, effective and represent good value for money;
- do such other things and at such times as the Management Board may set out in the Cambs HIA Business Plan

### **3. Promotion of Services and Wider Accountability**

Cambs HIA will proactively publicise and otherwise promote the Service and its objectives by appropriate means, including:

- targeting promotion activity on geographical areas with high percentage of older people, people with disabilities and/or poor housing stock condition;
- displaying promotional material in suitable public locations, such as libraries, GP surgeries, sheltered housing schemes and day centres and on social media
- liaison with other relevant statutory service providers, such as NHS organisations including local GPs and social services agencies, as may vary from time to time
- liaison with voluntary, charitable, community sector or other relevant groups such as Age UK and Citizens' Advice Bureaux ("CABs"), Carers Trust and others as may be necessary from time to time;
- working in partnership with such other organisations including, where appropriate, entering into agreements or liaison arrangements with them with a view to achieving Cambs HIA's objectives.
- to ensure that Cambs HIA is at all times compliant with the requirements of the General Data Protection Regulations in so far as obtaining permissions from customers to refer them for wider well being services.

#### **4. Core Services**

##### **4.1 General Advice, Information and Co-ordination**

(a) Cambs HIA will offer appropriate levels of advice, information and general co-ordination in respect of:

(i) Property specific issues, including

- repairs
- improvements
- major and minor adaptations
- general maintenance
- safety and security
- home insulation
- energy efficiency;

(ii) Income maximisation and sources of funding, including

- entitlement to welfare benefits
- availability of grants from statutory bodies and other agencies
- options to obtain regulated financial services including, releasing equity and accessing loans
- accessing charitable funding
- impact of certain options on benefit entitlement
- insurance claims
- savings;

(iii) referrals to a wide network of other relevant statutory voluntary, independent and third sector agencies, including advocacy services.

and act as case manager and point of contact with other service providers on the Service customer's behalf.

##### **4.2 Assessing Housing Needs**

When requested, to visit Service customers in their own homes and work with them together, where appropriate, with other agencies to assess their housing need and routes to obtain information about their housing options.

**SCHEDULE 3**  
**SERVICE REQUIREMENTS**

**A. GENERAL**

1. Private work

Cambs HIA will provide Services to households who would benefit from them but are not eligible for grant funding, subject to this not being prejudicial to the Service provided to those who are dependent on grant funding and taking account of any policies or terms approved by the Management Board.

2. Quality Assurance

2.1 The Grant Validation Officer or Private Sector Housing Officer (PSHO) of the relevant Party will inform Cambs HIA of any material issues arising from quality checks s/he may perform on submitted applications for validation.

2.2 Cambs HIA shall respond to requests for missing information and/or clarification within *five* (5) Working Days, or such other period as may be reasonable in the circumstances

3. Equality and Diversity

Each Party is classified as an 'Achieving Council' in terms of the Equality Framework for Local Government. Accordingly, Cambs HIA shall ensure, by regular review, that the Services and access to them is appropriate and accessible in compliance with that Framework as well as with any further monitoring or accessibility requirements of the Parties (or any of them), or agreed with funding providers and/or Cambridgeshire County Council.

4. Comments and Complaints

4.1 Cambs HIA shall adopt the lead party's written comments and complaints procedure and make this available to CHIA Team members and Service customers in a format which takes into account any disabilities or communication difficulties any CHIA Team member or Service customer may have.

4.2 Cambs HIA shall advise the Management Board and the Parties of any service complaints that are not resolved to the complainant's satisfaction under the complaints procedure and have regard to the relevant Partner's views when deciding the most appropriate course of action to take.

4.3 Complaints relating to the policies of the relevant Party, including as to eligibility, level of work undertaken or availability of capital funding will be referred back to the relevant Partner to deal with where appropriate.

5. Electronic Document Management and Storage

Cambs HIA shall ensure that all documents relating to Service customer's in each Party's administrative area are recorded appropriately on the Electronic Document Management system (EDM) to identify the relevant local authority area of residence.

6. Publicity

- 6.1 Cambs HIA will consult with all Parties on the publication of related joint initiatives which might be of interest to Service customers.
- 6.2 Cambs HIA will maintain and develop the Cambs HIA website as a source of information about its Services and related services. The Parties will assist in the establishment and development of effective links with their own websites and other key website links.

7. Contractors

- 7.1 Cambs HIA will maintain and develop a comprehensive list of approved Contractors, in accordance with the Public Sector Procurement Regulations 2015.
- 7.2 All contractors engaged on grant funded work will be required to comply with the conditions laid down for approved contractors, the Cambs HIA Contractors Code of Conduct and any other requirements as approved by the Management Board or Partner policy.

8. Grants/Assistance Policy and Processing

- 8.1 Disabled Facilities Grant referrals received directly from third parties, subject to the relevant procedural requirements, shall be processed in accordance with the respective Partner's Grants policy and the requirements of current legislation.
- 8.2 Repairs Assistance enquiries received from third parties (including for example GPs) or referred by the Partners (who will have carried out initial eligibility checks) shall be processed in accordance with the relevant Partner's Renewals Assistance Policy (as may be varied from time to time, subject to the necessary approval, to enable closer procedural alignment).
- 8.3 Cambs HIA shall forward valid applications for Disabled Facilities Grants or Repairs Assistance loans/grants to the relevant GVO or PSHO for approval consideration.

**B. FINANCIAL ARRANGEMENTS**

1. Normal fee payments to Cambs HIA

The maximum fee charged to Service customers by Cambs HIA in any Party's administrative area shall be determined by that Party.

2. Frequency and records of payments

- 2.1 Every Party will pay to the Cambs HIA Budget quarterly (by the middle of the following quarter) one quarter of the estimated annual fees due to Cambs HIA, subject to review after the second quarter, with final adjustment once the actual fees due for the Financial Year are calculated and agreed. Subject to the foregoing, the final adjustment shall be paid by end of the month following the receipt of invoice.
- 2.2 The GVO or PSHO of the relevant Party shall maintain and submit to the relevant Party's finance team and to the Cambs HIA Accountant, for each quarterly period a record of fees charged to Service Customers per job and the applicable percentage and amount. Fees shall only be charged for completed jobs (paid), unless otherwise agreed by the GVO or PSHO. The GVO or PSHO shall submit their final fees for the year by 5<sup>th</sup> April in each year to the HIA Accountant, The HIA Accountant shall provide the annual adjustment fee invoice to the relevant council's finance teams and GVO or PSHO by 30 April for the preceding Financial Year, detailing total fees due less the value of on account payments already paid by the Party.

2.3 Each Party shall pay Cambs HIA its annual adjustment invoice within thirty (30) days of receipt, provided there is no dispute outstanding.

3. Party indicative capital programmes

3.1 Each Party will provide an indicative capital budget to the Cambs HIA Accountant to assist in the budget setting process.

3.2 Party capital budgets for the forward financial years are yet to be settled, but for indicative purposes the budgets requested are shown below including the County Council grant via central government.

<b>Party</b>	<b>DFG (including county grant)</b>	<b>Repairs Assistance</b>	<b>Year</b>
City Council			
South Cambs			
Huntingdonshire			

3.3 The DFG budget is inclusive of assumed County Council grant contribution via central government Department of Health and the Better Care Fund. Future arrangements are subject to negotiation and agreement. If the actual grant received is less than the above, the budget provision will be reviewed.

3.4 All reasonable efforts must be made to ensure that any material changes having the potential to impact on the capital programme during the year, not otherwise publicly notified, are reported to the Cambs HIA Accountant and to the Management Board as a matter of priority.

4. Service Customer Contributions

Cambs HIA shall notify Service customers that their contributions are to be paid direct to Party councils. This notification shall be in advance of grant approval or prior to the commencement of the relevant works (as the case may be) or during works where a variation has occurred.

5. Third Party Contributions

5.1 Upon written notification from the third party that they will make a contribution towards the grant Cambs HIA will progress the grant or loan to validation stage.

6. Feasibility Studies and Abortive works

6.1 Cambs HIA reserves the right to charge a fee up to the maximum for any work completed by the agency where work does not proceed to a grant. This should be proportionate to the time and resources deployed on the individual project.

6.2 Cambs HIA will seek agreement in advance, for each occasion, with the relevant GVO or PSHO for feasibility studies when funding is being sought for feasibility of proposed works by the engagement of third parties e.g. structural engineer's report.

6.3 Cambs HIA shall seek agreement, on each occasion, for any payment or for abortive works e.g. architectural design completed but grant does not go ahead where the payment sought is for the architectural design element alone.

7. Payments to contractors

7.1 Payments to Contractors will be made in accordance with the procedures, timescales, systems and statutory obligations of the relevant Party as notified by each of the Parties to Cambs HIA and as subsequently advised by Cambs HIA to the contractors and suppliers concerned.

7.3 Cambs HIA shall notify the relevant Party council or PSHO at its earliest opportunity and within twenty-four (24) days of the date of the invoice when an invoice is in dispute with the contractor. This is to enable this dispute to be recorded on the relevant Party council's payment system.

7.4 The final certificate of completion shall certify that the works have been verified or inspected and shall be accompanied by the designated form, signed by the Service customer.

**C. INPUTS REQUIRED OF THE PARTY COUNCILS**

1. Policy Advice

Each Party council will:

1.1 provide day to day policy advice and direction to the Cambs HIA Manager and Cambs HIA Team on the interpretation of the relevant council policies and legislation as required;

1.2 discuss with and advise the Cambs HIA Manager of any amendments to relevant council's grants policy or legislation that may affect Service customers;

1.3 discuss on a regular basis complex cases in order to progress them to an eventual outcome following a report to the relevant GVO or PSHO;

1.4 share information on regulatory compliance and good practice requirements.

2. Grant Approvals/Forecast of capital spend

2.1 Each Party council will approve grant and/or loan applications within a fourteen (14) working days target and send the customer a grant approval letter, allowing fourteen

days cooling off period prior to the relevant Party council notifying the successful contractor(s). A customer may waive this period if they so choose.

- 2.2 The relevant GVO or PSHO shall provide Cambs HIA on a monthly basis details of projected capital grant spend to the end of the financial year for forecasting and budget management purposes.

3. Service Customer Contributions

The relevant GVO or PSHO shall record service customer contributions against individual grant and loan payment records and notify Cambs HIA that payment has been received.

4. Third Party Contributions

The relevant GVO or PSHO will arrange the invoicing of the third party.

5. Service customer surveys

The relevant GVO\PSHO will issue, analyse and assist the CHIA Manager to prepare reports on Service customer satisfaction, or co-operate with any other such arrangement according to reporting procedures approved from time to time by the Management Board.

#### **D. PROCESS WHERE SERVICE CUSTOMERS CHOOSE NOT TO USE CAMBS HIA**

The Party councils are committed to informed customer choice. It is recognised that the occasions when the Service customer chooses not to use Cambs HIA are few in number. The principle at all times should be to encourage the Service customer to make an informed decision about their options.

#### **E. PARTY SPECIFIC SERVICE REQUIREMENTS**

1. **Grant Policy**

Each Party shall have the right to apply any policy in respect of Services delivered by Cambs HIA to residents in that Party's administrative area.

2. **Fees Policy**

The maximum fee charged to Service customers by Cambs HIA for the Services in any Party's administrative area shall be not greater than 15% of the net cost of the works, unless otherwise recommended by the Cambs HIA Board and agreed by the Party. The net cost shall be exclusive of VAT, but taking account of VAT liability for this service.

## **SCHEDULE 4 MANAGEMENT BOARD**

The Management Board's role is to: oversee the activities of the HIA, and work with & support the manager in managing and developing the service. It does not replace the role of the manager's direct line manager. As a member of staff directly employed by the host authority, the HIA manager is a full member of the board.

### **Functions**

The Management Board shall be responsible for, amongst other things:

- (a) approving the Business Plan and any changes to it from time to time;
- (b) overseeing Cambs HIA's strategic direction and development;
- (c) developing policies governing the scope and conduct of Cambs HIA operations;
- (d) approving any material changes to the scope of Cambs HIA's operations;
- (e) management and review of the Cambs HIA budget, subject to and as provided in the provisions of **Schedule 5** (Financial Management)
- (f) monitoring Cambs HIA activities and performance

The Management Board may delegate some or any of its responsibilities to the Cambs HIA Manager or any other working group as it sees fit to achieve Cambs HIA objectives. For major policy or inter-agency developments, any such working group shall consist of the authorised representatives of one or more Parties or any other bodies which the Management Board decides should be consulted.

### **Reporting**

In addition to any other reporting activities or enquiries it may institute from time to time. The Management Board shall commission, receive and consider the following periodic reports in relation to the activities of Cambs HIA:

#### **Annual Report**

The Annual Report shall include the following:

- an overview of the previous year's activity and volumes of work;
- an income and expenditure statement, detailing separately the capital expenditure for each Party;
- a copy of revenue accounts relating to the service for the previous Financial Year;
- any proposals for future service development.

#### **Quarterly Reports**

Quarterly Reports shall be structured so as to allow comparison of information for each of the Parties' administrative areas and, in addition to any other matters as the Management Board may from time to time decide, shall include:

- An overview - A brief overview from the Cambs HIA Manager of the operation of the service;
- Performance - A report on performance against performance targets agreed by the Board.



- Formal complaints - Brief details of any complaints received and how these have been dealt with;
- Health & Safety - A report on any health and safety incidents arising in connection with the service during the quarter;
- Staffing - A summary of any staffing changes or issues arising during the quarter;
- Financial - A report on operational costs, fee income, revenue accounting etc.
- Service developments including working with partners or other agencies to achieve the organisations objectives

### **Membership**

1. The membership of the Management Board shall consist of one senior representative from each of the Parties nominated by and at the sole discretion of the relevant Party. In the event that the nominated officer is unable to attend a meeting, he or she may appoint a substitute of suitable seniority to represent him or her at that meeting.
2. The Chairperson ("Chair") of the Management Board shall be decided by the members annually at the first meeting in each Financial Year.
3. Where the Chair is unavailable to chair a meeting, the remaining Party representatives shall agree one of their number to act as the Chair for that meeting.

### **Meetings**

1. Subject to the provisions of this Schedule, the Management Board shall regulate its proceedings in such proper manner as it sees fit.
2. Meetings of the Management Board shall be convened by the HIA Manager on a quarterly basis or such other times as may be agreed by the Management Board.
3. All decisions at meetings of the Management Board shall be collaborative and require a majority vote, save that any decision to amend or vary any provision of the Agreement shall require a unanimous vote.
4. A representative from each Party is required to be present before a Management Board meeting shall proceed, unless prior approval has been obtained from the absent representative or representatives to proceed with the meeting.
5. No meeting of the Management Board shall proceed, notwithstanding any prior consent obtained from one or more absent representatives, if the number of representatives present constitutes less than a majority of the Management Board.
6. In relation to any matter raised at a Management Board meeting, a representative who has any personal or institutional interest that a reasonable person would consider is likely to be at odds or conflicts or competes with the subject matter under discussion shall declare that interest before any discussion of the matter takes place. He or she shall refrain from taking part in any discussion and/or voting in relation to that matter unless all the remaining members of the Management Board then present decide otherwise. The Chair (or the Chair of the meeting) shall cause such declaration of interest and any decision of the Management Board in relation to it to be recorded prominently in the minutes of that meeting.

## **Board Support**

1. Administrative support to the Management Board will be provided through the Cambs HIA Manager, or through such other arrangements as the Management Board may from time to time determine.
2. Agenda items for meetings should be sent to the Cambs HIA Manager at least ten (10) Working Days prior to the date of the relevant meeting, but this requirement shall not inhibit the later inclusion or tabling of agenda items with the consent of the Chair.
3. Save as otherwise permitted by the Chair from time to time, agendas and papers will be sent out at least five (5) Working Days in advance of each meeting, and draft minutes will be sent out within ten (10) Working Days of each meeting (subject to operational priorities or other exceptional circumstances).
4. The Cambs HIA Manager shall prepare the draft annual and quarterly reports on behalf of the Management Board and, save in exceptional circumstances, circulate them at least five (5) days before Management Board meetings.

**SCHEDULE 5**  
**FINANCIAL MANAGEMENT**

**1. Financial Responsibility**

- 1.1 The Lead Party will be responsible for the financial administration of the Cambs HIA Budget and will account for income and expenditure using its own regulations and controls. The Lead Party will also ultimately be accountable to external funding agencies for the use of these funds but shall be entitled to be indemnified by the other Parties in accordance with the provisions of clause 8 of this Agreement.
- 1.2 The computerised finance system of the Lead Party must provide separate ledger accounting for the Cambs HIA Budget and a complete audit trail shall be provided for income and expenditure purposes.

**2. Budgeting**

- 2.1 The Management Board will be responsible for management of the Cambs HIA Budget and may exercise its discretion to delegate this role to the Manager of Cambs HIA.

**3. Income**

- 3.1 All sources of Cambs HIA income will be paid directly into the Lead Party's bank account. Receipt of all sources of income will be checked by the Lead Party against the Cambs HIA Budget and any discrepancies investigated and reported to the Management Board by the Cambs HIA Accountant.
- 3.2 Grant, fees or other income due from bodies other than the Parties will be claimed by the Cambs HIA Manager or Cambs HIA Accountant under the procedures of the Lead Party. Financial contributions due from Parties will be invoiced from time to time through the Lead Party's sales ledger.

**4. Cost Sharing Mechanism**

- 4.1 The annual operating surplus (or deficit) on the Cambs HIA Budget in any one Financial Year shall be apportioned to the Parties pro rata to the fee income generated within each Party's district for the corresponding Financial Year. The annual operating surplus (or deficit) shall be the balance remaining after deduction of the direct operational costs of Cambs HIA, the actual cost of operational support and other services provided by the Lead Party to Cambs HIA and payment in the agreed sum to South Cambridgeshire for as long as this Party provides the primary office location for Cambs HIA and the agreed sum to Huntingdonshire for so long as this Party provides ICT equipment and services.
- 4.2 When CHIA has an operating deficit, the loss will be apportioned to the Parties based on **budgeted** fee income (excluding any other sources of fee income e.g. private, Registered Housing providers). When there is a surplus, this will be allocated to the Parties based on **actual** fee income generated (excluding any other sources of fee income).
- 4.3 The Management Board may agree to retain any operating surplus up to £10,000 (or any such higher sum that is in accordance with their authorities delegation

procedures). Unless any operating surplus is retained by agreement of the Management Board to enable the development of Cambs HIA, any annual operating surplus shall be refunded to the Parties within thirty days of the close of the Cambs HIA Budget accounts at the end of each Financial Year.

- 4.4 In the event of an annual operating deficit, the Parties shall pay their apportioned part within thirty days of invoice by the Lead Party but, unless there are exceptional circumstances accepted by the Management Board. A review of the Cambs HIA by the Management Board shall also be started within 3 months of the end of the Financial Year in question.

## **5. Reporting**

- 5.1 The Lead Party will produce a quarterly statement of accounts showing current income and expenditure against budget to date together with associated variances. This statement will be used to report to the Management Board at quarterly intervals (or other frequency as requested) on the current financial position, together with an update of the forecasted out-turn to the end of the Financial Year.
- 5.2 All Parties shall have a right to inspect all records and documentation from time to time relating to Cambs HIA income and expenditure upon reasonable notice.

## **6. Audit**

- 6.1 The Lead Party's auditors will provide an independent audit report to the Parties on the operations, oversight and accountability to partners of Cambs HIA. Their work will also serve to provide the audit certification if it is required by any Government departments or agencies or the Parties to this Agreement.
- 6.2 The reasonable costs of the audit will be recharged directly to the Cambs HIA Budget.
- 6.3 Any Party which is allocated funds from the Cambs HIA Budget shall hold and provide on request of the Management Board an audit trail of records with respect to the allocated funds and shall at its own expense provide copies of any such records on request to the Lead Party or the Management Board.

## **7. Review**

- 7.1 These financial management arrangements may be reviewed at intervals by the Management Board. Any revisions shall be minuted and set out in writing for approval by all Parties.

## **8. Exit strategy and treatment of wind up costs**

- 8.1 Should Cambs HIA end for any reason each Party shall pay an equal amount of any costs that relate to the ending of Cambs HIA. This shall include but will not be limited to any redundancy costs of any of the Cambs HIA Team should this occur.

## **SCHEDULE 6**

### **RESOURCES**

#### **PART 1 - KEY PERSONNEL**

##### **A. CHIA Manager**

The role of the CHIA Manager will be to:

- (a) lead an effective home improvement agency service operating across the Party Councils' respective administrative boundaries;
- (b) manage the CHIA Team in providing comprehensive advice, practical help and support to vulnerable householders requiring repairs, improvements and adaptations to their home to maintain independence and ensure comfort and safety. This will include having a strategic focus and taking a lead role in the development of the home improvement agency;
- (c) managing the financial and administrative resources of the home improvement agency within budget, ensuring the Partner Councils' respective grants budgets are spent;
- (d) meeting performance indicators and targets in line with good practice guidance and funding agencies' requirements, monitor agency performance;
- (e) be accountable and report to the Management Board;
- (f) discharge such other responsibilities as the Management Board may from time to time determine.

##### **B. CHIA Accountant**

The Lead Party's Business Manager/Principal Accountant (Housing) shall act as the CHIA Accountant and perform those tasks identified in this Agreement and as otherwise agreed by the Parties and/or the Management Board.

Financial management, monitoring and reporting, business planning, budget setting and preparation of year end accounts are provided to Cambs HIA by the Housing Finance Team who form part of a shared housing finance service between the City Council and South Cambridgeshire.

The team is led by the Business Manager / Principal Accountant (Housing) who is responsible for strategic financial planning, business planning and financial management for the Housing Revenue Account at both authorities, in addition to supporting the Housing General Fund functions delivered by both authorities. The team also provides strategic financial planning, business planning and financial management services to two housing companies, one which is wholly owned by the City Council and the other by South Cambridgeshire.

## **Part 2 - STAFF**

### **A. Cambs HIA Team**

1. The CHIA Manager will procure sufficient and appropriately trained staff to run Cambs HIA.
2. For the purposes of employment legislation, and with the benefit of the indemnities in clause 8, the Lead Party shall be the employer of the Cambs HIA Team members, including the Key Personnel, and shall be reimbursed from the Cambs HIA Budget for all salaries, costs and expenses reasonably and properly incurred in the provision of Cambs HIA Team members.

### **B. Secondees**

1. Any staff who are seconded by a Party to Cambs HIA for whatever purpose shall remain at all times the employees of that Party and shall remain bound by that Party's terms and conditions of employment, health & safety policy, disciplinary policy and capability policy.
2. At the end of the period of secondment or the termination of this Agreement, whichever is the sooner, such seconded staff shall resume their normal duties for the Party concerned.

## **PART 3 -ACCOMMODATION**

### **A. Accommodation & Facilities**

1. The Parties will make and periodically review (at such intervals as they may from time to time determine) the nature and location of the physical resources (including space, furniture and equipment) as each shall provide to facilitate the undertaking of the Services in their respective administrative areas by the Cambs HIA team.
2. Use of such resources shall be subject to, and Cambs HIA will comply with, such guidelines and requirements as each Party may reasonably specify, including requirements as to:
  - access and security
  - visitors and meetings
  - travel and car parking
  - health, safety and welfare
  - building systems
  - good housekeeping

#### **PART 4- INFORMATION & COMMUNICATIONS TECHNOLOGY ("ICT")**

**Huntingdonshire** shall provide the ICT equipment and services set out in this Part of this Schedule 6 (Resources)

1. Huntingdonshire will:
  - (a) provide the Cambs HIA Team with access to the following Third Party Software to enable them to carry out the tasks described in this Agreement:  
  
3C ICT Services - Information@Work System; Civica Authority  
  
and other specialist software required to deliver the Cambs HIA service (e.g. AutoCAD). This will include any systems procured to replace said systems.
  - (b) provide and maintain the Cambs HIA Team with the following IT equipment, or other suitable and appropriate equipment by agreement, to enable them to carry out the tasks described in this Agreement:  
  
EDM PC/scan station;  
  
EDM Scanners;  
  
Laptops and associated docking station and monitors as required; and  
  
Remote Access Points and Remote Working Tools as required  
1 x MFD at Cambourne as required
  - (c) provide the Cambs HIA Team with necessary network connections to enable them to access Huntingdonshire's network and the systems listed in 1(a) above.
  - (d) provide and maintain for designated GVO or PSHO officers in all Party councils with the following IT equipment, or other suitable and appropriate equipment by agreement, to enable them to carry out the relevant tasks described in this Agreement:  
  
Access to EDM PC/scan station  
  
Access to EDM Scanners  
  
Laptops and associated docking station and monitors as required  
  
Remote Access Points and Remote Working Tools as required as required
2. The right is reserved to change the Third Party Software described in 1(a) at any time during the lifetime of this Agreement subject to giving the Cambs HIA Manager three months' written notice of any such proposed change.
3. The services mentioned in 1. above will be delivered in accordance with 3C ICT's Shared ICT Services Catalogue (howsoever titled from time to time).

4. The City Council and South Cambridgeshire (as applicable) shall, without charge to 3C ICT:
- (a) be responsible for:
    - (i) the provision and maintenance of the operational and environmental conditions necessary for the proper functioning of the IT Equipment with which the Software is used;
    - (ii) the safe custody of the IT equipment mentioned in 1(b) above at their premises at any time;
  - (b) ensure that the Third Party Software, and the IT equipment, are operated in a proper manner, and that any hardware and operating system software, not specified by Huntingdonshire is compatible with the Third Party Software;
  - (c) provide 3C ICT with such computer facilities (including computer consumables, storage, and data preparation and communications facilities), data, information, documentation, and personnel, as 3C ICT may reasonably require for the purpose of complying with its obligations under this Part of this Schedule 6 (Resources);
  - (d) appoint a competent person who will (i) act as 3C ICT's contact person, (ii) will be responsible for providing any facilities which may be required by 3C ICT for the purposes of this Part of this Schedule 6 (Resources) and (iii) co-operate fully with 3C ICT's personnel in the performance by 3C ICT of its obligations under this Part of this Schedule 6 (Resources);
  - (e) take all reasonable measures to ensure that the Third Party Software does not leave its possession or control whether by loan, theft or otherwise;
  - (f) not make copies of the Third Party Software or any part thereof on any medium whether machine or in printed or other form except for the purpose of having a reasonable number of spare machine-readable copies of the Software available in case of accidental erasure (subject to the reproduction on all copies of copyright notice(s) that appear in original programmes and/or on the original media on which the Software is delivered);
  - (g) not interfere with, alter, decompile or amend the Third Party Software or any part of it or make any derivative works;
  - (h) not modify or enhance or allow any third party to modify or enhance the solution, other than 3C ICT or any agent of 3C ICT authorised for this purpose, or by written agreement with 3C ICT. The Parties each acknowledge that any modifications or enhancements they or any of them may carry out or allow to be carried out in breach of this paragraph 5(h) shall be at their own risk and shall constitute a material breach of this Part of this Schedule 5 (Resources);
  - (i) not allow persons other than Cambs HIA Team members, designated GVO or PSHO officers, accredited contractors and agents concerned in the operation of Cambs HIA to have access to the IT equipment or Third Party Software;
  - U) upon termination of this Agreement for whatever reason, to cease use of the Third Party Software and at 3C ICT's request to destroy or deliver up to 3C



ICT all copies of the Third Party Software or any part thereof in the possession or under the control of the respective parties;

- (k) ensure that all staff who use the IT equipment and Third Party Software abide by the terms of the 3C ICT Usage Documents and undergo appropriate Government Connect and other security training and sign the 3C ICT Security Verification Form before using the IT equipment and Third Party Software;
- 5. 3C ICT will not provide office-based VoIP telephones as these are provided by SCDC.
- 6. Each Party must take all reasonable care and employ appropriate physical, technical and organisational safeguards to the personal data stored on the IT equipment. Parties must agree on the standards required for protecting the data, for example, the storage safeguards for information in hardcopy and electronic format, security of data in transmission, security standards for access to the data. Higher safeguards will be required where the personal data is of a sensitive nature.

Staff should only have access to personal data in order to perform their duties in connection with the Cambs HIA. Technical and physical safeguards should be in place to restrict access to the information only to authorised staff for example, password control.

Staff employed by all parties with access to personal data will ensure they are compliant with the requirements of the General Data Protection Regulations (GDPR).

Each Party will be required to conform to 3C ICT's Information Security Policy and ICT Usage Policies (howsoever titled from time to time).

Staff must operate a clear desk policy, ensuring that no records are left on their desk.

Any IT system or network used must have sufficient security to ensure there is no unauthorised access.

## INFORMATION

### PART 1 - GENERAL

For the purposes of this Part of this Schedule 7 (Information) the following terms and expressions shall have the following meanings:

<b>"Confidential Information"</b>	means all information disclosed by one Party (" <b>disclosing Party</b> ") to another Party (" <b>recipient Party</b> ") provided that such information is clearly marked as confidential or is accompanied by a written statement that the information is confidential or proprietary or would otherwise appear to a reasonable person to be confidential or proprietary;
<b>"Data Processor"</b>	shall have the same meaning as is set out in the  GDPR;
<b>"GDPR"</b>	means the General Data Protection Regulation;
<b>"DPA"</b>	means the Data Protection Act 2018;
<b>"EIR"</b>	means the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such regulations;
<b>"FOIA"</b>	means the Freedom of Information Act 2000 and any subordinate legislation made under that Act from time to time, together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such legislation;
<b>"Information"</b>	has the meaning given under section 84 of the FOIA;
<b>"Personal Data"</b>	shall have the same meaning as is set out in the  GDPR/DPA.

1. The Parties shall comply with any notification requirements under the GDPR/DPA and will duly observe all their respective and collective obligations under the GDPR/DPA that arise in connection with this Agreement.
2. Notwithstanding the general obligation in 1. above, where one Party ("**Processing Party**") is processing Personal Data as a Data Processor for another Party, the Processing Party shall ensure that it has in place appropriate technical and contractual measures to ensure the security of the Personal Data and to guard against unauthorised or unlawful processing of and accidental loss or destruction of, or damage to, the Personal Data, as required under article 5(1)(f) of the GDPR and shall:
  - 2.1 provide the other Party with such information as the other Party may reasonably require to satisfy itself that the Processing Party is complying with its obligations under the DPA;
  - 2.2 promptly notify the other Party of any breach of the security measures required to be put in place pursuant to this paragraph 2; and
  - 2.3 ensure that it does not knowingly or negligently do or omit to do anything that places the other Party in breach of that Party's obligations under the DPA.
3. The Parties acknowledge that they are each subject to the requirements of FOIA and EIR and shall assist and co-operate with each other (at their own expense) to enable each party to comply with the Information disclosure requirements of FOIA and EIR.
4. Each Party shall use its best endeavours to keep in strict confidence, and shall procure that its employees, agents and advisors keep in strict confidence, all and any Confidential Information acquired by it (whether directly or indirectly) concerning any other Party in consequence of this Agreement and/or its participation in Cambs HIA.
5. Other than with the prior written consent of the disclosing Party, no recipient Party shall disclose Confidential Information other than for the purposes of this Agreement and/or Cambs HIA (including, as necessary, disclosure to its own employees, agents and advisors) provided that this prohibition shall not apply in respect of Confidential Information that the recipient Party can prove:
  - (a) was already known to it before it received it from the disclosing Party;
  - (b) was subsequently disclosed to it lawfully by a third party who did not obtain it (whether directly or indirectly) from the disclosing Party;
  - (c) was in the public domain at the time of receiving it or has subsequently entered into the public domain other than by reason of breach of this paragraph 5 or of any obligation of confidence owed by the recipient Party or by any related third party to the disclosing Party;
  - (d) was required to be disclosed by law, order of a court of competent jurisdiction or a governmental or regulatory body.
6. Records of grants and assistance will be kept by Cambs HIA and the relevant Party following grant completion for such period or periods as the Management Board shall from time to time determine, or in line with the data retention policy of the Party current from time to time (whichever period is the longer). Records will be made available to the relevant Party on request.
7. The provisions of this Part of this Schedule 7 (Information) shall survive termination of the Agreement.

## **PART 2-INFORMATION SHARING PROTOCOL**

The Parties shall share information about Service customers to improve quality of service and to enable integrated working. Such information sharing shall be conducted in accordance with this Protocol ("**ISP**").

### **1. ISP ownership**

This ISP is owned equally by all participating Partners and is coordinated and administered on their behalf by Cambs HIA and the relevant data managers for each Party.

### **2. Data Managers**

2.1 The Manager for Cambridge City Council is the post holder from time to time of Grant Validation Officer, who has operational responsibility for the data.

2.2 The Data Manager for Huntingdonshire District Council is the post holder from time to time of Private Sector Housing Officer, and designated team members, who have operational responsibility for the data.

2.3 The Data Manager for South Cambridgeshire District Council is the post holder from time to time of Grant Validation Officer, who has operational responsibility for the data.

2.4 The Data Manager for Cambs HIA is the Cambs HIA Manager. This post holder is responsible for the co-ordination, operational procedures and compliance with this agreement for Cambs HIA. The Manager is also accountable to the Management Board.

2.5 The information must only be used for the purposes stated in paragraph 3. The agreement of the relevant Management Board member (for council specific information) or approval from the Management Board must be sought before using shared information for any other purpose. See section 5 below.

2.6 Parties receiving shared information must review the need to continue to hold it after 6 months and must destroy it after 12 months or such longer or shorter period as may be prescribed by law. The outcome of review or destruction must be notified to the relevant Data Manager.

### **3. Scope and purpose of the information-sharing project**

3.1 The scope of the information-sharing project is the administration of the Cambs HIA shared service. The purpose of sharing information is to facilitate the efficient and effective administration, delivery, monitoring and planning of the service in the interests of Service customers, service commissioners and service partners.

3.2 The information to be shared by Partners is: names and addresses of Service customers; personal data relating to family, medical, housing and financial circumstances, data related to applications for grant or loan funding or other sources of financial contributions to complete agreed works

3.3 The information exchange must be proportionate and should be the minimum amount needed to achieve the purpose identified in Section 3. Where practicable, data that does not identify individuals (anonymising the data) will be used.

The Cambs HIA Manager identifies the details and the type of data disclosed.

- 3.4 In accordance with the statutory duty to co-operate with other councils, information can be exchanged to enable the effective planning, operation and delivery of the Cambs HIA service, provided this complies with data protection principles, regulations, good practice and the terms of this Agreement.
- 3.5 Information may be exchanged to enable the effective planning, operation and delivery where appropriate or necessary with third parties where consent has been obtained.
- 3.6 Cambs HIA will maintain and develop a privacy impact assessment and procedures approved by the Management Board taking account of good practice and regulation.
4. Methods of sharing information
- 4.1 The format of information to be shared includes: application forms; assessments and reports; supporting documentation, communication with the customer or their representatives and other agencies involved in their case.
- 4.2 The frequency with which the information will be shared: As necessary for the effective progression, assessment, review and completion of the case.
- 4.3 Sharing and transferring information includes, for example: via electronic case records; via scanned documents; via GCSX; via e-mail; via encrypted USB sticks; via hard-copy documents.
- 4.4 Each Party will keep a record of the information it has shared using the electronic data management system and case file records.
- 4.5 The Data Managers listed at paragraph 2 above are responsible for exchanging data and ensuring all reasonable steps are taken to ensure data is accurate.
- 4.6 Access to this information includes the following post holders:  
 Cambs HIA Team members; Grant Validation or PSHO officers in the Party councils; financial officers in the Party councils; legal officers in the Party councils.  
 When consent has been given by the customer relevant and necessary information is shared with other stakeholders including legal representatives, specialists and other professionals, carers, friends and family, contractors, grant giving bodies and organisations providing other support and services or acting as advocates.
- 4.7 As part of Cambs HIA's wider role on case review panels i.e. receiving and using information on Service customers outside Cambs HIA's geographical area of benefit but within existing procedural arrangements (currently mainly within Cambridgeshire or may be resident in this area)
- 4.8 In exceptional circumstances, required by legislation, to perform a public function or to safeguard the interests of the customer, information will be disclosed without the consent of the client. This will only be done in clearly prescribed circumstances and in accordance with the Cambs HIA and Lead Partner policy and procedures.

4.9 The information must be stored securely in accordance with operational procedures and policy of the Cambs HIA and the Lead Party (taking account of the requirements of Huntingdonshire as the provider of ICT services and support).

## 5 Further Use of Data

5.1 Partners agree to further use of the information in a suitably anonymised form to assist in future planning for Cambs HIA and to support wider strategic and long term planning by Party councils and other agencies.

5.2 For any further access or use of data not specified in this Agreement, the consent of the relevant Management Board member (for Party specific information) or approval from the Management Board must be given.

## 6. Legal basis for sharing information

6.1 Each Party must be able to identify the lawful basis for exchanging this data.

6.2 To ensure that the processing is fair and lawful, ensure that each Partner receiving, holding and processing information, is able to identify the relevant reason for doing so in schedule 2 or 3 (if sensitive information) of the Data Protection Act 1998.

6.3 This ISP has been developed to achieve the objectives set out in section 3 above. It is the intention that all aspects of information sharing and disclosure relating to this ISP shall comply with all applicable legislation that protects personal data;

6.4 Sharing personal information in accordance with this ISP is lawful under the Data Protection Act 1998 schedule 2/3 conditions:

The data subject has given his/her consent to the processing; and/or

The processing is necessary for the exercise of statutory functions of the Party councils.

## 7. Refusal to consent to share personal information

7.1 Occasionally, an individual may refuse to give consent to share their information. Where it is lawful to share such information in spite of the refusal, the Data Controller must record the refusal of consent and the reasons for overriding that refusal.

7.2 The Data Controller is responsible for ensuring that data subjects are advised that their information is being or may be shared.

## 8. Subject Access Requests and Complaints

8.1 Partners will use their standard organisational procedures to deal with subject access requests or complaints from the public arising from information sharing under this protocol.

8.2 The Cambs HIA Manager will ensure that Subject Access Requests that require information and support from Cambs HIA are dealt with appropriately, taking account of the relevant Party's organisational procedures.

## 9. Information security

9.1 Partners and the relevant Data Manager receiving shared information will:

- Ensure that their employees are able to access only the shared information necessary for their role and for business continuity purposes;  
Ensure that their employees are appropriately trained so that they understand their responsibilities for confidentiality and privacy, and
  - Protect the physical security of the shared information.
- 9.2 Each Partner signing this ISP agrees to adhere to the appropriate standards of security. If there is a security breach in which data received from another party under this ISP is compromised, the originator and appropriate teams will be notified at the earliest opportunity.
- 9.3 If Partners do not have a protective marking scheme, which includes handling rules, the following points should be considered:
- Ensure that unauthorised staff and other individuals are prevented from gaining access to personal data;  
Ensure visitors are received and supervised at all times in areas where personal data is stored;  
Ensure that all computer systems that contain personal data be password-protected.
- 9.4 The level of security should depend on the type of information held, but ensure that only those who need to use the data have access and that they follow the following instructions:
- Lock workstation/PC (ctrl-Alt-Delete) when not in use  
Lock away disks, tapes or printouts when not in use  
Ensure all portable devices including phones, laptops etc are held securely and in accordance with the lead authorities data and hardware security policies.  
Ensure all new software is virus-checked prior to loading onto an authority machine. Do the same for disks  
Exercise caution in what is sent via email and to whom it is sent, do not transmit personal data unless it is done so securely and by using encryption.
  - Check that the intended recipient of a fax containing personal data is aware that it is being sent and can ensure security on delivery  
Ensure paper files are stored in secure locations and only accessed by those who need to use them  
Do not disclose personal data to anyone other than the Data Subject unless you have the Data Subject's consent, or it is a registered disclosure, required by law, or permitted by an exemption under the Data Protection Act 2018 or by GDPR.  
Do not leave information on public display in any form. Clear desk at the end of each day and lock sensitive material away safely
10. Quality Assurance
- 10.1 The quality assurance checks are: set out in Cambs HIA and partner authorities policies and operational procedures. This includes for example:

- Internal system checks conducted by Cambs HIA & by Huntingdonshire as the provider of the ICT equipment and support (see **Schedule 6** (Resources))
- Data Manager checks
- Preparation for and monitoring reports to the Cambs HIA Board (quarterly or as requested)
- Audit arrangements
- Verification by the customer or other agencies

10.2 Parties receiving shared information are responsible for applying relevant quality assurance before using the information.

If information is found to be inaccurate, it is the responsibility of the Partner discovering the inaccuracy to notify the Data Controller. The Data Controller will ensure that the source data is corrected and will notify all recipients, who will be responsible for updating the information they hold.

10.3 Parties will not be liable for any financial or other costs incurred by other parties to this ISP as a result of any information being wrongly disclosed by another party to this ISP or as a result of any negligent act or omission by another party to this ISP.

#### 11. Review

11.1 This ISP will be reviewed 12 months after signature and every 12 months after that and routinely reviewed following changes in legislation or statutory notices.

11.2 This review is the responsibility of the individuals who have operational responsibility for the data and should be carried out in consultation with the appropriate teams. The outcome of any review by Cambs HIA will be reported to the Management Board.

#### 12. Confidentiality

12.1 Personal information is provided in confidence, in the absence of explicit or implied confirmation, when it appears reasonable to assume that the provider of the information believed that this would be the case. All parties to this ISP accept their duty of confidentiality and will not disclose personal information without the consent of the person concerned, unless there are statutory grounds or overriding justification for doing so and is in the vital interests of the data subject. All parties to this ISP also will ensure that information is not disclosed illegally or inappropriately.

12.2 A Party or a third party who has received data under this ISP will follow the following procedure if there is a breach of this ISP.

Report the breach to the relevant Data Manager and to the Cambs HIA Manager. This will be actioned in accordance with Cambs HIA procedures and the Lead Party policy and procedures.

Reportable breaches must be reported to the Cambs HIA Management Board.

#### 13 Indemnity

13.1 Each Party will keep each of the other Parties fully indemnified against any and all costs, expenses and claims arising out of any breach of this ISP and in particular, but without limitation, the unauthorized or unlawful access, loss, theft, use, destruction or disclosure by the offending partner or its sub-contractors, employees, agents or any



other person within the control of the offending partner of any data obtained in connection with this ISP.

14. Freedom of Information Act 2000 (FOIA)

14.1 Information shall only be withheld where, should an application for that information be made under FOIA 2000 it is likely that the information would be exempt from disclosure and the public interest lie in favour of withholding. However, nothing in this paragraph shall prevent the individual Partners from exercising their obligations and responsibilities under FOIA 2000 as they see fit.

14.2 All recorded information, held by public sector agencies, is subject to the provisions of the Freedom of Information Act 2000 and the Data Protection Act 1998. While there is no requirement to consult with third parties under FOIA, the parties to this ISP will consult the party from whom the information originated and will consider their views to inform the decision making process.

15. Agreement

The Parties confirm that this ISP has been prepared in consultation with their Information Management Offices /Legal Offices. They undertake to implement and adhere to this ISP and to ensure that that their organisational procedures are consistent with this ISP.

16. Suspension of ISP

Any Party may suspend this ISP for 45 days if security has been seriously breached. This should be in writing and be evidenced.

16.1 Any suspension will be subject to a risk assessment and resolution meeting, the panel of which will be made up of at least 2 Management Board members. The meeting will take place within 14 days of any suspension.

18. Use of data following termination of this Agreement.

18.1 On notice or other cause for termination of this agreement as set out in Section 12, Ownership of partner data and Intellectual Property shall not be affected by this Agreement and accordingly, to the extent that such data or Intellectual Property exists at the Commencement Date or during the operation of the Agreement, ownership of it shall remain with the Party which owns it at that date.

18.2 It will be the responsibility of the Cambs HIA Manager and the relevant authority data Manager or Managers to ensure appropriate arrangements are made to transfer relevant data comply with the procedures for removal or disposal of all residual remaining information stored.

18.3 Appropriate checks will be made to ensure compliance with the Cambs HIA and Lead Authority policy and procedures.

**SIGNED** for and on behalf of:  
**CAMBRIDGE CITY COUNCIL**

Signature

Name:

Position:

Date:

**SIGNED** for and on behalf of:  
**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Signature

Name:

Position:

Date:

Signed for and on behalf of:  
**Huntingdon District council**

Signature

Name:

Position:

Date:

# Agenda Item 13



**South  
Cambridgeshire**  
District Council

<b>Report to:</b>	Cabinet	22 March 2022
<b>Lead Cabinet Member:</b>	Councillor John Batchelor - Housing	
<b>Lead Officer:</b>	Peter Campbell – Head of Housing	

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## 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 24<sup>th</sup> 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. 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 Cabinet approves the Greater Cambridge First Homes Interim Position Statement. Because this is a joint statement with Cambridge City and is also going through their decision process, it is further recommended that delegated authority be given to the Lead Member for Housing to approve any subsequent minor amendments and editing changes that do not materially affect the content of the 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 as part of a private S106 development. 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**

<b>Local Authority</b>	<b>Social/Affordable Rent</b>	<b>Intermediate (Shared Ownership)</b>
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**

	<b>Current Policy</b> 70% AR 30% SO	<b>Option 1</b> 53% AF 22% SO 25% FH	<b>Option 2</b> 70% AF 5% SO 25% FH	<b>Option 3</b> 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**

	<b>Current Policy</b> 70% AR 30% SO	<b>Option 1</b> 53% AF 22% SO 25% FH	<b>Option 2</b> 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**

	<b>Pros</b>	<b>Cons</b>
<b>Option 1</b> 53% AF 22% SO 25% FH	<ul style="list-style-type: none"> <li>Aligned to the Government Guidance for a proportional split</li> <li>Enables a wider mix of intermediate tenures</li> <li>Family sized homes available through shared ownership</li> <li>Greater cross-subsidy for housing providers through more shared ownership</li> <li>Viability should not be affected</li> </ul>	<ul style="list-style-type: none"> <li>Reduces the amount of Affordable Rent. On a 100-unit scheme, would mean a loss of 7 Affordable Rented homes and 3 shared ownership</li> <li>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).</li> </ul>

<p><b>Option 2</b> 70% AF 5% SO 25% FH</p>	<ul style="list-style-type: none"> <li>• Best meets the housing needs of the area</li> <li>• No loss of Affordable Rent</li> </ul>	<ul style="list-style-type: none"> <li>• Balance of property types likely to be skewed in favour of smaller properties for both Affordable Rent and First Homes</li> <li>• 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</li> <li>• Potential viability issues which may lead to developers seeking a lower percentage of affordable housing</li> </ul>
<p><b>Option 3</b> 65% AR 10% SO 25% FH</p>	<ul style="list-style-type: none"> <li>• Middle ground between the two options</li> <li>• Seeks to provide a better mix of property tenures and sizes</li> <li>• Offers from housing providers likely to be higher than Option 2 due to greater cross-subsidy through a higher proportion of shared ownership</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> </ul>

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) but will be reviewed as more information becomes available and further viability work is undertaken.

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.

38. The Scrutiny and Overview Committee also considered the report and appendices at their meeting on 3 March 2022 and supported the recommendations. Comments from the Committee included support for the position not to require First Homes as part of the affordable housing contribution and that the Council should concentrate on rural exception sites rather than promoting First Homes exception sites. There was some concern as to the lack of detail in terms of the viability of First Homes but this will be kept under review as further information is available and through further viability testing as part of the Local Plan. In terms of key worker housing, it was welcomed that a local connection criteria would be applied to local workers rather than specify specific categories of key workers. It was also noted that outside of the First Homes model, key worker housing would still be considered, where appropriate, on an individual scheme basis.

## **Alignment with Council Priority Areas**

### **Growing local businesses and economies**

39. 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**

40. 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 24<sup>th</sup> 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

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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.

Reasons for this approach are set out in the separate First Homes Issues and Options document accompanying this First Homes Interim Position Statement.

### 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 Plans, 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, the councils 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 28<sup>th</sup> 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. Provisions should be included in a section 106 agreement which allow a developer or owner to sell on the open market if a suitable buyer cannot be found, so long as certain conditions are met. The developer or subsequent seller is required to compensate the relevant local authority for any loss of a First Home as an affordable housing unit.

#### **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 suitable buyer has not been found within this period the restrictions will be lifted, and the national requirements will be applied for another 3 months.
- 4.3. The councils will need to be satisfied that all reasonable steps have been taken to find a buyer before any local or national restrictions are lifted. This includes demonstrating that significant marketing has taken place and the dates during which the marketing for that property was active. This requirement will be secured in the S106 agreement.
- 4.4. 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.
- 4.5. 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

- 4.6. The maximum property price cap is set nationally at £250,000.
- 4.7. Lowering the price cap would make homes affordable to a wider range of applicants.
- 4.8. 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.
- 4.9. 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

4.10. 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.

4.11. **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%

- 4.12. 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%.
- 4.13. 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.
- 4.14. 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

- 4.15. 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.
- 4.16. 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.
- 4.17. 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.

- 4.18. 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.
- 4.19. 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' carbon reduction aims through workers being able to live close to their place of work.
- 4.20. 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

- 4.21. 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.
- 4.22. 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.
- 4.23. 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 16 hours or more per week. (See paragraph 4.25- 4.27 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.
- 4.24. 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.

- 4.25. 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.
- 4.26. The relevant council reserves the right to waive the 16-hour requirement if necessary to avoid discrimination.
- 4.27. 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 4.21 – 4.27 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.
- 1.3. 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 24<sup>th</sup> 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 Annexe 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.

#### **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 each council's affordable housing requirement).
- 4.2. Although the evidence 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. It highlights that 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.
- 4.4. See [GL Hearn, Housing Needs of Specific Groups Cambridgeshire and West Suffolk, October 2021](#) for more detail.

#### **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 make 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 property price data and on lower quartile prices. 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. Data from the [Office for National Statistics Annual Survey of Household Earnings](#) indicates that 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 average 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), Annual Survey of Household Earnings 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
<b>Cambridge City</b>	£200k	£950	£11,400	£43,900	£33,500	£11,725
<b>South Cambridgeshire</b>	£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 be able to 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. Some purchasers on average earnings could risk homelessness if they are no longer able to afford to pay for their home.

5.7. Therefore, based on current estimates, those benefiting most from First Homes are likely to be those who earn above the average full-time earnings for Greater Cambridge but cannot afford to buy on the open market.

5.8. Table 4 below shows that 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 would need around a 10% as a deposit.

**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 earning above average earnings, 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 an 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%
<b>Total</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>

**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%
<b>Total</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>

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%
<b>Total</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>

**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%
<b>Total</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>

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, based on this scenario, 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, dependent on each housing provider's financial business plans. 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, if all the 'intermediate' housing was replaced 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 potential issues identified were: 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 also reflects national research by Savills, First Homes Affordability and Viability published in October 2020 which states: *“At a 30% discount the Gross Development Value (GDV) generated from a First Home will typically be lower than the equivalent property provided through Shared Ownership.”*
- 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 impact on land values, potentially preventing land from coming forward. It could also impact on section 106 contributions towards other infrastructure, facilities and services.
- Viability concerns also present risks around design quality. They are likely to affect the councils’ ability to ensure that new homes provide high levels of energy efficiency and sustainability and that they 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 at [Annexe 5 to the Greater Cambridge Housing Strategy](#) (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. This includes options 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.
- 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. 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%
<b>Total</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>

**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%



<b>Total</b>	<b>40</b>	<b>100%</b>	<b>40</b>	<b>100%</b>
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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:** 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 in South Cambridgeshire in particular 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, even more so 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.

7.7. [National residential land value estimates](#) put land values in Greater Cambridge well within the top 10% nationally outside of London.

7.8. 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**

7.9. 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**

7.10. A lower price cap would:

- make homes affordable to a wider range of applicants

7.11. 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.

8.3. The Housing Needs of Specific Groups for Cambridgeshire and Suffolk study referred to in paragraph 4.4 above 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. Research by Savills, [First Homes: Affordability and Viability October 2020](#), found that, in Cambridge, a 40% discount would be required to bring a 700 square foot 2-bedroom flat within the £250,000 price cap.

#### Option 1: Keep the discount at 30%

8.5. Keeping the discount at 30% would:

- Be more or less in line with the evidence produced to support the emerging Greater Cambridge Local Plan. (See paragraph 8.2 above).

8.6. 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%

8.7. Other evidence above suggests an argument for raising the discount to 40% or 50%.

#### Option 2 Issues & Risks

8.8. 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.

8.9. 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 £80,000 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 states that 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.

### **Option 1: 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 the potential impact of potential mortgage interest rises.
- Be in keeping with the national 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 councils have 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. Paragraph 008 of the National First Homes Guidance states that 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 a 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 16 hours or more per week. (See further details below).
- 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 workers 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 designated rural 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 South Cambridgeshire 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.

### **13. Applying the First Homes requirement**

- 13.1. As can be seen from above the national First Homes policy requirement presents significant issues and risks in Greater Cambridge.
- 13.2. Both councils have expressed concerns about the First Homes requirement to the Department for Levelling Up, Housing and Communities (DLUHC). 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.
- 13.3. 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.
- 13.4. Also, from Officer discussions with housing providers, other local authorities and developers, there does not seem to be an appetite amongst them to deliver First Homes.
- 13.5. Therefore, whilst it is important to consider the First Homes requirement as a material consideration if a developer wishes to bring them forward, the councils' current Local Plan remains sound and up to date. As a result it is proposed that the councils take a flexible approach in terms of considering First Homes.
- 13.6. 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. This is considered the most appropriate course of action until such time that there is further detail from government on how First Homes will work in practice.
- 13.7. 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.
- 13.8. The position will be further reviewed when the Greater Cambridge Housing Strategy is refreshed in 2023 and as part of the work on the emerging Greater Cambridge Local Plan.



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<b>Report to:</b>	Cabinet	22 March 2022
<b>Lead Cabinet Member:</b>	Councillor John Batchelor, Lead Cabinet Member for Housing	
<b>Lead Officer:</b>	Peter Campbell, Head of Housing	

## Fixed Term Tenancies

### Executive Summary

1. This report proposes discontinuing the use of fixed term tenancies for Council Housing Tenants and replacing these with lifetime tenancies for new and existing tenants.

### Key Decision

2. 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.

### Recommendations

3. It is recommended that the Council ends the use of fixed term tenancies for its own housing tenants and replaces these with lifetime tenancies for both existing and new tenants.
4. The Council's approach to introductory tenancies will remain unchanged. Introductory tenancies are for a period of 12 months but can be extended for a further 18 months if the tenancy has not been conducted in a satisfactory manner.

### Reasons for Recommendations

5. Whereas Secure tenancies are a 'tenancy for life,' fixed term tenancies were promoted by the Government as a tool to ration council tenancies by reviewing the needs of tenants periodically. If people were assessed as not in need, the landlord could choose to end the tenancy at the end of the fixed term.

6. There are, significant disadvantages to their use and they have not worked in practice for the following main reasons:
  - Fixed term tenancies have not met their intended aims. They have not led to a higher turnover of housing stock and do not contribute towards promoting strong and successful communities.
  - The Government has moved away from supporting tenancies on a fixed term. Plans to make it mandatory for local authorities to issue fixed term tenancies have been reversed due to the recognition of the importance of housing stability for those who rent in the social housing sector.
  - There has been low take up of the use of fixed term tenancies by social landlords in general. Of those social landlords who have adopted fixed term tenancies, many have either reverted to issuing secure tenancies or are now looking to discontinue using them.
  - Fixed term tenancies are administratively complex to administer, time consuming and costly with no positive outcomes for the Council.

## Details

7. Fixed term tenancies are secure fixed term tenancies with a minimum of five years or two years in exceptional circumstances. South Cambridgeshire District Council introduced fixed term tenancies as part of its Tenancy Policy in 2012. From April 2013 most new tenants have been granted a twelve-month introductory tenancy, followed by a fixed tenancy of ten years. Existing tenants retained their secure lifetime periodic tenancy.
8. The Localism Act 2011 gave local authorities the discretionary power to offer fixed term tenancies on a fixed term to new tenants after 1 April 2012. The Localism Act 2011 also allowed housing associations to offer fixed term tenancies to new tenants after 1 April 2012.
9. The Government's reasoning at the time for tenancies on a fixed term was to give social landlords greater freedom to manage their housing stock. Fixed term tenancies enable a review of the tenants' circumstances at the end of the fixed term to identify the most suitable housing option, which may include moving the tenant on from social housing into the private or home ownership sector, thereby, theoretically freeing up much needed and limited stock for others who need it.
10. Fixed term tenants enjoy some of the same rights as lifetime tenants. These rights include the right to buy and right to repair. Although, unlike lifetime tenants, fixed tenants do not have a statutory right to improve properties or be compensated for those improvements.
11. The Housing and Planning Act 2016 intended the phasing out of lifetime tenancies by requiring local authorities to grant future tenants fixed term



tenancies in most circumstances. Since then, the national climate regarding social housing has changed dramatically and these provisions have not been implemented.

12. There has since been recognition by the Government of the importance of housing stability for those who rent in the social housing sector. Subsequently, the Government announced in the 'A New Deal for Social Housing' Green Paper in August 2018 that it has decided not to implement the provisions of the legislation at this time.
13. A shift in the Government's view in recognising the value of lifetime tenancies can be further evidenced in the provisions contained in the Secure Tenancies (Victims of Domestic Abuse) Act 2018. This requires that, where a lifetime tenant is moving due to domestic abuse, they should retain their existing security of tenure and not be offered a fixed term tenancy.
14. The use of fixed term tenancies further contradicts the spirit of the more recently published 'Charter for Social Housing Residents' White Paper of 2020, which aims to reduce the stigma associated with a social housing tenant's longstanding place in the community.
15. The Government's Equality Impact Assessment on Lifetime Tenancies in May 2016 said that in 2014/15 "only 15% of social housing tenancies were let on a fixed term basis". Many of the housing providers who have implemented fixed term tenancies have demonstrated a desire to revert to offering lifetime tenancies.
16. There are also disadvantages for the Council in the operation of fixed term tenancies. There is a significant amount of administration, staffing resource and costs involved in conducting tenancy reviews. If fixed term tenancies are retained, each will need to be reviewed during the final 12 months of the tenancy. This process will need to start in April 2022 – i.e., when the first fixed term tenancies enter their final year. No additional staffing resources were identified to carry out the review process, this means that either additional resources would be needed, or Housing Officers' will be taken away from tenancy management, tenancy enforcement and tenancy sustainability tasks.
17. Fixed term tenancies are difficult to administer when joint tenants have a relationship breakdown and one of the tenants wishes to leave the property and bring the tenancy to an end. Unlike a lifetime tenancy both parties need to agree for this to happen. This can lead to complicated legal proceedings.
18. Tenants with fixed term tenancies often find it difficult to exchange their home with another social housing tenant (as the incoming tenants would, in effect, give up a lifetime tenancy for a fixed term agreement).
19. It is unlikely that following a review of a tenants' fixed term tenancy there will be suitable alternative accommodation available that would better meet their needs. Therefore, fixed term tenancies are both resource intensive to the Council and have a potentially negative impact on the health and wellbeing of tenants who may think they will lose their home at the end of their fixed term tenancy.

20. There would be legal costs involved in ending a fixed term tenancy if the tenant does not leave the property at the end of the fixed term, as the Council would be required to recover possession through the courts. There would also be costs involved in ensuring empty properties are repaired and ready for letting.
21. There are quite specific legal complications surrounding fixed term tenancies that were not clear at the time they were adopted. For example, a recent High Court case (Croydon LBC v Kalonga [2020]) considered the issue of how local authorities can obtain possession of a fixed term tenancy during the fixed term. In this case, Croydon LBC served a Notice of Seeking Possession on the tenant for breach of the tenancy agreement. The tenant argued that there was no right to determine the tenancy prior to the expiry of the fixed term because the tenancy agreement did not contain a forfeiture clause. The High Court dismissed the possession claim for this reason.
22. This case highlighted that tenants now enjoy exceptionally strong security of tenure during their fixed term. The courts have struggled to grasp fixed term tenancies due to their complexity and this adds an additional burden to the work involved should it be necessary to proceed to court and further issues are identified by the courts.

## **Options**

23. Council ends the use of fixed term tenancies for its own housing tenants and replaces these with lifetime tenancies for both existing and new tenants. This is the recommended option.
24. Council continues the use of fixed term tenancies for its own housing tenants. This is not recommended for the reasons laid out in Reasons for Recommendation section.

## **Implications**

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

## **Financial**

26. If the recommended option was not accepted the Council would need to employ additional staff to administer reviews of fixed term tenancies, potential legal costs, and costs of empty properties. It is estimated that this will cost in the region of £120k per year.

## **Legal**

27. There are no legal implications if the recommended option is accepted. There are legal complexities around managing fixed term tenancies, these are covered in the details section above.

### **Staffing**

28. There are no staffing implications if the recommended option is accepted.

### **Equality and Diversity**

29. Ending the use of fixed term tenancies will have no differential impact on the basis of any of the protected characteristics.

30. The recommended change in policy to end the use of fixed term tenancies should not have a direct negative impact overall. There may be positive impacts whereby the granting of lifetime tenancies to all tenants will give security and stability to allow them to put down firm roots in the community thereby contributing towards fostering good relations and promoting strong and successful communities. It will give stability to vulnerable tenants, all categories of disabled tenants and older tenants, and families and their children's schooling.

### **Health & Wellbeing**

31. It is highly likely that tenants' concerns about losing their home will have a negative impact on the mental health of people with fixed term tenancies, but there is no direct evidence to support this.

### **Alignment with Council Priority Areas**

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

32. This report is concerned with security of tenure for council tenants. Security of tenure will allow tenants to become more settled and help community development.

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

33. The report recommends that the Council no longer uses fixed term tenancies. This provides significantly more security to Council housing tenants.

### **Report Author:**

Peter Campbell – Head of Housing

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# Agenda Item 15



**South  
Cambridgeshire**  
District Council

<b>Report to:</b>	Cabinet	22 March 2022
<b>Lead Cabinet Member:</b>	Councillor John Williams, Lead Cabinet Member for Finance Councillor John Batchelor, Lead Member for Housing	
<b>Lead Officer:</b>	Peter Campbell, Head of Housing Peter Maddock, Head of Finance	

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## **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 it 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.
28. Scrutiny and Overview Committee at their meeting on 3 March 2022 supported the recommendations in this report and the refreshed Business Plan. The following comments were made which could impact the Company and were noted:
- Impact of the crisis in the Ukraine.
  - The impending changes in VAT.
  - MRP and future ownership of the portfolio.
  - Climate change initiatives.
  - Increase in energy costs and other costs of living increases.
29. The Company has accepted the suggestion to include a section on climate change and energy efficiency initiatives in the next version of the Business Plan.

## **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. 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.
32. 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**

- 21 There are no significant direct legal implications.

## **Staffing**

- 22 There are no significant direct staffing implications.

## **Risks/Opportunities**

- 23 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**

- 24 There are no significant equality and diversity implications.

## **Climate Change**

- 25 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.
- 26 Likewise in partnership with Green Energy Switch there are further opportunities to take advantage of grants and funding available for similar measures.

## **Health & Wellbeing**

27 There are no significant implications for health and wellbeing.

## **Consultation responses**

28 Consultation was not required.

## **Alignment with Council Priority Areas**

### **Growing local businesses and economies**

29 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**

30 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**

31 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**

32 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:**

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

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# Agenda Item 19

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