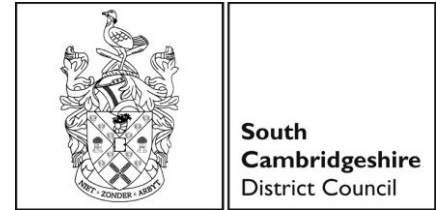


South Cambridgeshire Hall  
Cambourne Business Park  
Cambourne  
Cambridge  
CB23 6EA

t: 01954 713000  
f: 01954 713149  
[www.scambs.gov.uk](http://www.scambs.gov.uk)



7 November 2022

To: Chair – Councillor Stephen Drew  
Vice-Chair – Councillor Graham Cone  
Members of the Scrutiny and Overview Committee – Councillors  
Anna Bradnam, Libby Earle, Sue Ellington, Peter Fane, Sunita Hansraj,  
Sally Ann Hart, James Hobro, Helene Leeming, Dr John Loveluck,  
Richard Stobart, Dr. Aidan Van de Weyer and Heather Williams

Quorum: 4

Substitutes:	Councillors Dr. Richard Williams, Bunty Waters, Mark Howell, Lina Nieto, Dr. Shrobona Bhattacharya, Annika Osborne, Peter Sandford, Carla Hofman, Dr Lisa Redrup and William Jackson-Wood
--------------	---

**There is a pre-meeting session at 5pm the day before the meeting, for members of the Committee only, to plan their lines of enquiry.**

Dear Councillor

You are invited to attend the next meeting of **Scrutiny and Overview Committee**, which will be held in the **Council Chamber - South Cambs Hall** on **Tuesday, 15 November 2022** at **5.20 p.m.**

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

Yours faithfully  
**Liz Watts**  
Chief Executive

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

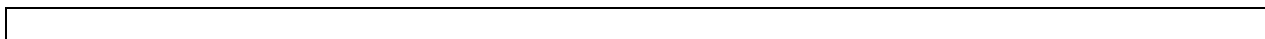
---

## Agenda

1. **Chair's announcements**

**Pages**

2. **Apologies for absence**  
To receive apologies for absence from committee members.
3. **Declarations of Interest**
4. **Minutes of Previous Meeting** **1 - 4**  
To authorise the Chairman to sign the Minutes of the meeting held on 20 October 2022 as a correct record.
5. **Public Questions**  
If you would like to ask a question or make a statement, then please refer to the  
  
[Document called Public Speaking Scheme \(Physical Meetings\)](#)  
  
and contact the Scrutiny and Governance Adviser in Democratic Services by no later than 11.59pm on Wednesday 9 November 2022.
6. **2022-23 Quarter Two Performance Report** **5 - 38**
7. **General Fund Revenue Bids & Savings** **39 - 50**  
The Scrutiny and Overview Committee is asked to review and comment upon the attached draft of a report that will be presented to Cabinet on 12 December 2022, and to make any recommendations it sees fit.
8. **The future use of South Cambridgeshire Hall, Cambourne** **51 - 60**
9. **Young People Task & Finish Group - Terms of Reference** **61 - 66**  
To adopt the Terms of Reference agreed by the Task & Finish Group and to formally constitute the Group.
10. **Ice Rink** **67 - 70**
11. **Work Programme** **71 - 86**  
Attached to this agenda are the Forward Plan of Cabinet decisions and the Scrutiny and Overview Committee work programme. Committee members are asked to note these and to consider the following topic not on the Forward Plan:
  - Section 106 agreements and monitoring
12. **To Note the Date of the next meeting**  
Thursday 15 December 2022 at 5.20pm



## **Exclusion of Press and Public**

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

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

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

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

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

### **Security**

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

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

### **Emergency and Evacuation**

In the event of a fire, a continuous alarm will sound. Leave the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the assembly point at the far side of the staff car park opposite the staff entrance

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

### **First Aid**

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

### **Access for People with Disabilities**

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

### **Toilets**

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

### **Recording of Business and Use of Mobile Phones**

We are open and transparent about how we make decisions. We allow recording, filming and photography at Council, Cabinet and other meetings, which members of the public can attend, so long as proceedings at the meeting are not disrupted. We also allow the use of social media during meetings to bring Council issues to the attention of a wider audience. To minimise disturbance to others attending the meeting, please switch your phone or other mobile device to silent / vibrate mode.

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

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

### **Disturbance by Public**

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

### **Smoking**

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

### **Food and Drink**

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

## **Declarations of interest - Guidance for Councillors**

## DECLARATIONS OF INTEREST

As a Councillor, you are reminded of the requirements under the Council's Code of Conduct to register interests and to disclose interests in a meeting. You should refer to the requirements set out in the Code of Conduct which are summarised in the notes at the end of this agenda frontsheet.

### **Disclosable pecuniary interests**

A "disclosable pecuniary interest" is an interest of you or your partner (which means spouse or civil partner, a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners) which falls within the categories in [Table 1 of the code of conduct, which is set out in Part 5 of the Constitution](#).

Where a matter arises at a meeting which directly relates to one of your disclosable pecuniary interests you must:

disclose the interest;  
not participate in any discussion or vote on the matter; and  
must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.

It is a criminal offence to:

fail to notify the monitoring officer of any disclosable pecuniary interest within 28 days of election

fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register

fail to notify the Monitoring Officer within 28 days of a disclosable pecuniary interest that is not on the register that you have disclosed to a meeting

participate in any discussion or vote on a matter in which you have a disclosable pecuniary interest

knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a disclosable pecuniary interest or in disclosing such interest to a meeting.

### **Other registerable interests**

These are categories of interest which apply to the Councillor only (not to their partner) and which should be registered. Categories are listed in [Table 2 of the code of conduct, which is set out in Part 5 of the Constitution](#). Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your Other Registerable Interests, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter; and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

### **Disclosure of non-registerable interests**

Where a matter arises at a meeting which directly relates to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Where a matter arises at a meeting which affects – a. your own financial interest or well-being; b. a financial interest or well-being of a relative or close associate; or c. a



# Agenda Item 4

## South Cambridgeshire District Council

Minutes of a meeting of the Scrutiny and Overview Committee held on  
Thursday, 20 October 2022 at 5.20 p.m.

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

Councillors:	Anna Bradnam	Libby Earle
	Sue Ellington	Peter Fane
	Helene Leeming	Dr John Loveluck
	Richard Stobart	Heather Williams

Officers in attendance for all or part of the meeting:

**In the Chamber** - Suzy Brandes (Principal Accountant (General Fund & Projects)), Aaron Clarke (Democratic Services Technical Officer), Ian Senior (Scrutiny and Governance Adviser), Liz Watts (Chief Executive)

**Virtually** - Peter Campbell (Head of Housing), Bode Esan (Head of Climate, Environment & Waste), Rory McKenna (Monitoring Officer) and Jeff Membery (Head of Transformation, HR and Corporate Services)

Councillor John Williams (Lead Cabinet Member for Resources) was in attendance, by invitation.

Councillor Sunita Hansraj (Scrutiny and Overview Committee member) attended remotely.

### 1. Chair's announcements

The Chair made several brief housekeeping announcements.

### 2. Apologies for absence

Councillors James Hobro and Sally Ann Hart (Scrutiny and Overview Committee members) and Councillor Bridget Smith (Leader of the Council) sent apologies.

### 3. Declarations of Interest

There were no declarations of interest.

### 4. Minutes of Previous Meeting

By affirmation, the Scrutiny and Overview Committee authorised the Chair to sign, as a correct record, the minutes of the meeting held on 6 September 2022.

As she had not been a Scrutiny and Overview Committee member at that time, Councillor Heather Williams did not take part in the affirmation.

## 5. Public Questions

Mr. Daniel Fulton had been due to make a public statement. Mr. Fulton was not present and was deemed to have withdrawn his request to make such a statement.

## 6. Fees and Charges

The Scrutiny and Overview Committee a draft of the report to be presented to the Cabinet on 14 November 2022 as part of its annual review of fees and charges and determination of those non-regulatory fees and charges for which the Council had discretion for the provision of services from April 2023.

Councillor Heather Williams drew Members' attention to the table entitled '2023-2024 Administration Charges Leasehold Housing' in Appendix A to the report. This appeared to show the fee for Deeds of Postponement increasing from £140 in the current year to at least £550 in 2023-24. The Principal Accountant acknowledged that this was an administrative error: the figure of £140 in fact related to a previous year and there was no anticipated increase in this charge for the next civic year. However, Councillor John Williams (Lead Cabinet Member for Resources) undertook to provide a written answer should there be any further relevant information to impart.

In response to Councillor Anna Bradnam, Councillor John Williams and the Head of Housing explained who would and would not be expected to pay charges for Bed & Breakfast accommodation.

Councillor Helene Leeming raised concerns about the potential funding gap in the Budget given that the current rate of inflation was about twice the overall increase of 5% in fees and charges. Members recognised though that the estimated income from such fees and charges amounted to less than 10% of the total Budget and that it was difficult to anticipate what underlying economic conditions might be during 2023-24.

While Councillor Sue Ellington accepted that Council costs in providing services were currently being covered by the proposed fees and charges sounded a note of caution in saying that the cost of providing an individual service in future might not be covered by a flat rate percentage increase.

Councillor Richard Stobart mentioned how an increase in fees might actually lead to decreased income by changing behaviour. Councillor John Williams responded but said that such a situation was not anticipated, especially where the charge formed a relatively small part of the overall project cost, such as in the case of planning application fees.

Councillor John Williams assured the Scrutiny and Overview Committee that South Cambridgeshire District Council's fees and charges had been benchmarked against those set by other local authorities. He pointed out though that no two Authorities were exactly the same or facing identical circumstances. He was satisfied that this Council's proposed fees and charges remained entirely reasonable.

The Head of Housing highlighted the fact that one of the charges not yet available related to council house rents. This was because central Government had yet to notify local authorities about the rent cap for 2023-24.

Following further discussion, including about community alarms, the Scrutiny and Overview Committee **endorsed** the recommendation that Cabinet should



(a) Approve the fees and charges as detailed in Appendix A of the report to take effect from 1 April 2023 (unless otherwise stated) or the earliest feasible date thereafter, and

(b) Note the proposed variations to fees and charges in comparison to the prevailing inflation rate detailed in the report,

subject to the comments from Committee members summarised above.

**7. Work Programme**

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

**8. To Note the Date of the next meeting**

Members noted that the next Scrutiny and Overview Committee meeting would be on Tuesday 15 November 2022 at 5.20pm.

---

**The Meeting ended at 6.11 p.m.**

---

This page is left blank intentionally.

# Agenda Item 6



South  
Cambridgeshire  
District Council

<b>Report to:</b>	Scrutiny and Overview Committee	15 November 2022
<b>Lead Cabinet Member:</b>	Cllr Brian Milnes – Deputy Leader	
<b>Lead Officer:</b>	Head of Transformation	

---

## 2022-23 Quarter Two Performance Report

### Executive Summary

1. This report presents Scrutiny and Overview Committee with the Council's Quarter Two (Q2) position regarding its operational Key Performance Indicators (KPIs) and 2020-25 Business Plan actions, for consideration, comment and onward submission to Cabinet.

### Key Decision

2. No

### Recommendations

3. It is recommended that Scrutiny and Overview Committee:
  - a) Review the KPI results and comments at **Appendix A** and progress against Business Plan actions at **Appendix B**, recommending, where appropriate, any actions required to address issues identified, and approving onward submission to Cabinet.
  - b) Note the 'Outlook RAG' column in the KPI report at **Appendix A**, which was a new addition for the quarter one report (see paragraph 7 for further details).

### 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 a 'traffic light' system to denote performance, whereby:
  - **Green** signifies performance targets that have been met or surpassed.
  - **Amber** denotes performance below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions to raise standards as required.
  - **Red** denotes performance below the intervention level. This represents underperformance of concern and should prompt interventions and may involve the reallocation of resources or proposals to redesign how services are provided.
7. This report also contains a column called 'Outlook RAG' which was a new addition for the quarter one report. The purpose of this column is to provide an indication of expected performance levels over the following quarter. This is based on estimates provided by service managers and helps to flag any risks to performance levels and prompt discussion about how these may be mitigated.

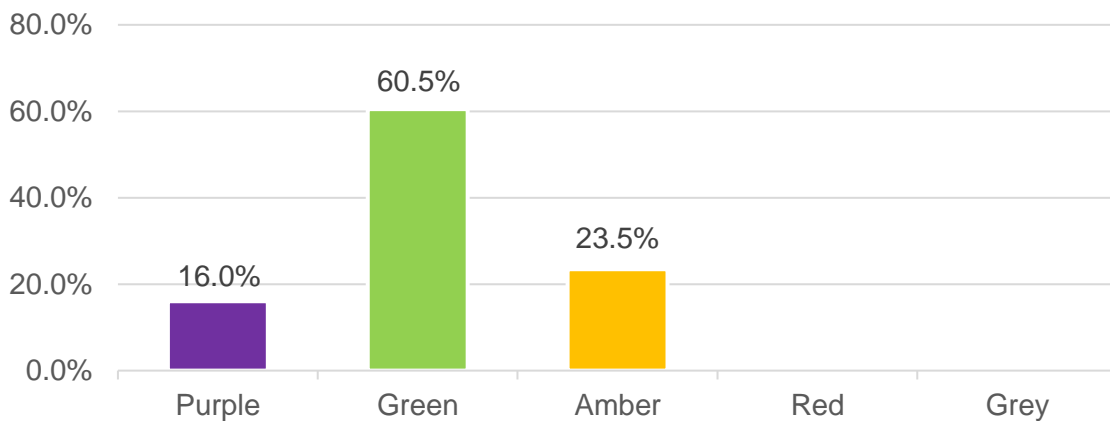
### Business Plan Update Report

8. **Appendix B** provides updates in relation to the 2020-25 Business Plan actions and timescales. This report presents progress towards the 2022-23 iteration of the Business Plan Action Plan for the first time.
9. 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

10. The number of Purple, Green, Amber, Red and Grey Business Plan measures at end of quarter two, broken down by each Business Plan priority, is as follows (previous quarter numbers are shown in brackets by way of comparison):

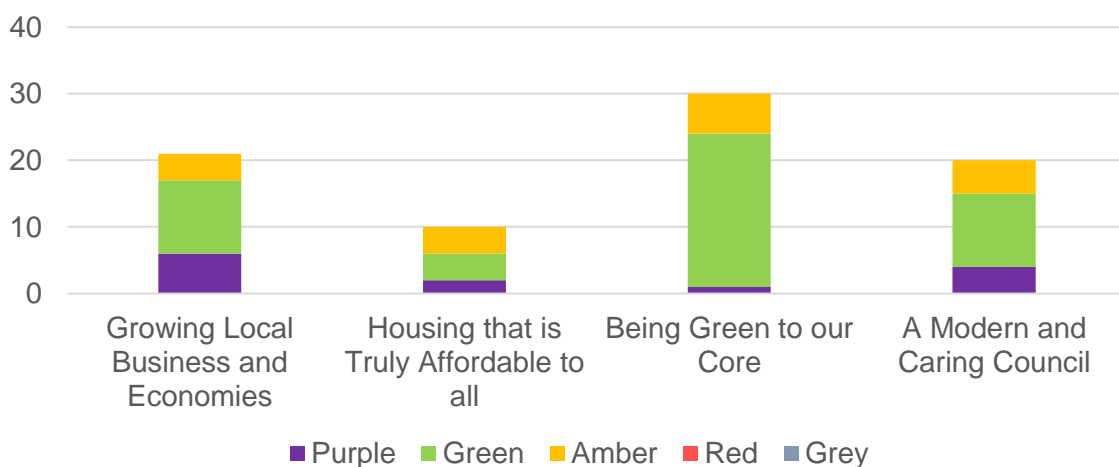
Status	Growing Local Business and Economies	Housing that is Truly Affordable to all	Being Green to our Core	A Modern and Caring Council	Total
Purple	6 (4)	2 (2)	1 (0)	4 (1)	13 (7)
Green	11 (13)	4 (6)	23 (30)	11 (14)	49 (63)
Amber	4 (4)	4 (2)	6 (0)	5 (4)	19 (10)
Red	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Grey	0 (0)	0 (0)	0 (0)	0 (1)	0 (1)

Percentage of Purple, Green, Amber, Red and Grey Business Plan Measures at end of Q2



\*Please see colour coding definitions at paragraph 9 above.

Business Plan Measures Broken Down by Status at end of Q2 and Business Plan Priority



\*Please see colour coding definitions at paragraph 9 above.

## Implications

11. 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

12. 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

13. 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:

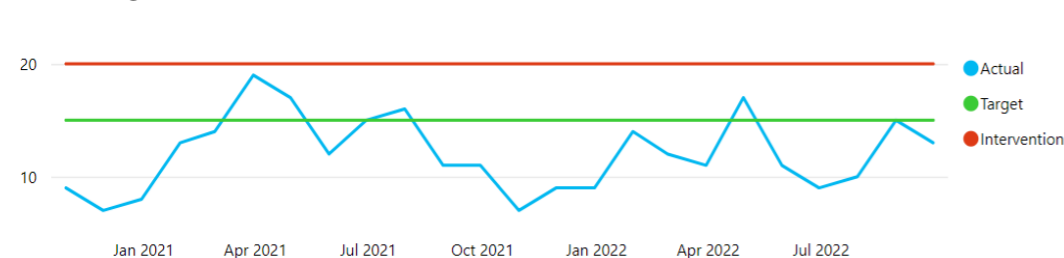
Kevin Ledger – Senior Policy and Performance Officer  
Telephone: (01954) 713018

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

**Benefits**

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

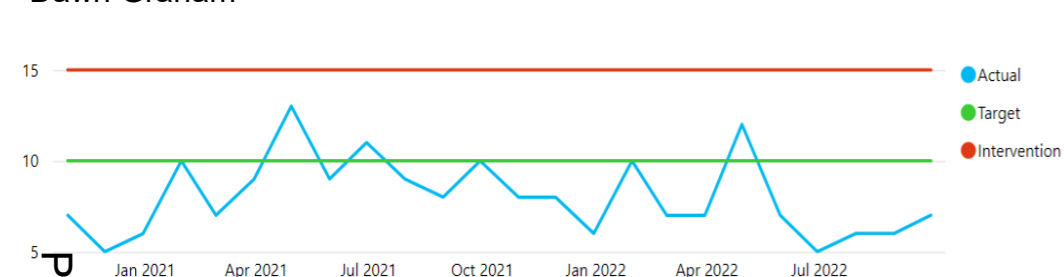
Dawn Graham



Jul	10	15	20	
Aug	15	15	20	
Sep	13	15	20	Green

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

Dawn Graham



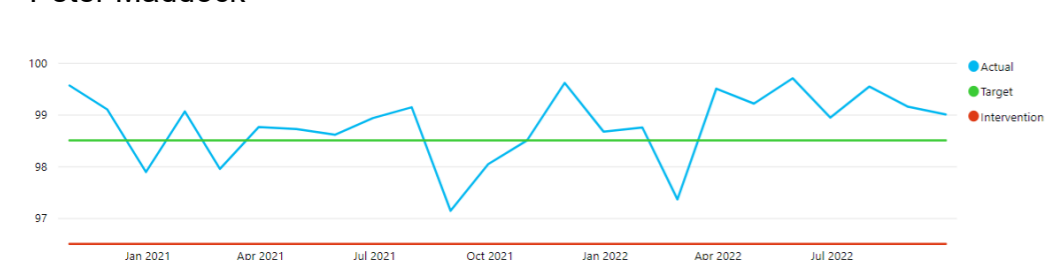
Jul	6	10	15	
Aug	6	10	15	
Sep	7	10	15	Green

Page 9

**Finance**

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

Peter Maddock



Jul	99.54	98.5	96.5	
Aug	99.15	98.5	96.5	
Sep	99.00	98.5	96.5	Green

**Revenues**

**FS102 % Housing Rent collected**

Katie Kelly

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

Jul	94.35	95.4	93.49	
Aug	95.38	96.0	94.08	
Sep	95.90	97.1	95.16	Amber

Performance is down 0.2% on the same period last year, the position is being monitored closely.

We are still expecting the Q4 outturn to reach the end of year target, although this may be influenced by wider economic issues over the winter months (as indicated by the Amber Outlook RAG status).

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

Key Performance Indicator and Owner, organised by Directorate and Service Area				Actual	Target	Intervention	Outlook RAG	Comments	
<b>FS104 % Business Rates collected (year to date)</b>									
Katie Kelly									
Line chart not included for this PI - chart scale means result is indistinguishable from the target.				Jul	42.40	40.98	40.16	Green	We are still expecting the Q4 outturn to reach the end of year target, although this may be influenced by wider economic issues over the winter months. Performance will continue to be monitored closely.
				Aug	51.00	50.20	49.20		
				Sep	59.80	59.78	58.58		
<b>FS105 % Council Tax collected (year to date)</b>									
Katie Kelly									
Line chart not included for this PI - chart scale means result is indistinguishable from the target.				Jul	39.90	40.5	39.69	Amber	Whilst performance is slightly lower than target, this represents an increase compared to the same period last year.  We are still expecting the Q4 outturn to reach the end of year target, although this may be influenced by wider economic issues over the winter months (as indicated by the Amber Outlook RAG status). Performance will continue to be monitored closely.
				Aug	49.10	50.0	49.00		
				Sep	59.50	59.8	58.60		

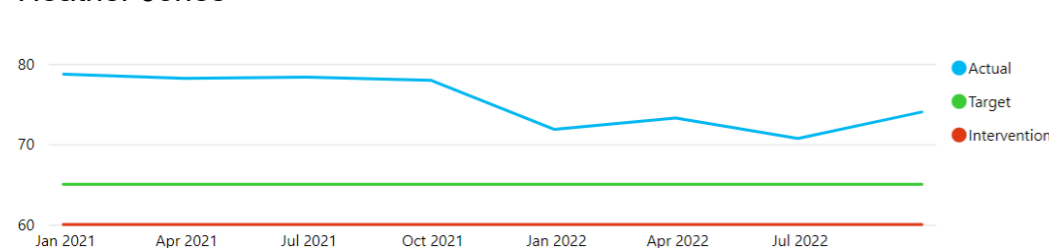


Key Performance Indicator and Owner, organised by Directorate and Service Area	Actual	Target	Intervention	Outlook RAG	Comments
--	--------	--------	--------------	-------------	----------

**Dev. Management**

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

Heather Jones



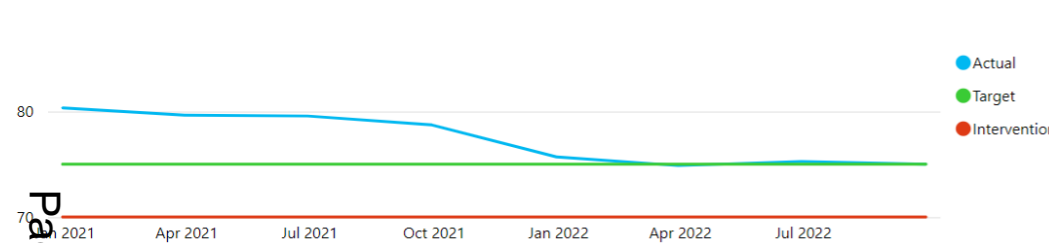
Jun	70.71	65	60	
Sep	74.00	65	60	Green

September's result was the final result in the Oct 2020 - Sep 2022 two year reporting period for both **PN510 and PN511**. These results show that the government-set target for local authorities was exceeded for both KPIs.

September's Outlook RAG status is set as Amber for PN511. This is because we are entering into the next 2 year reporting period from October onwards. This will have an impact because strong monthly results from before Oct 2021 will no longer contribute to the 2 year cumulative, while slightly lower results from this time last year will continue to be included.

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

Heather Jones

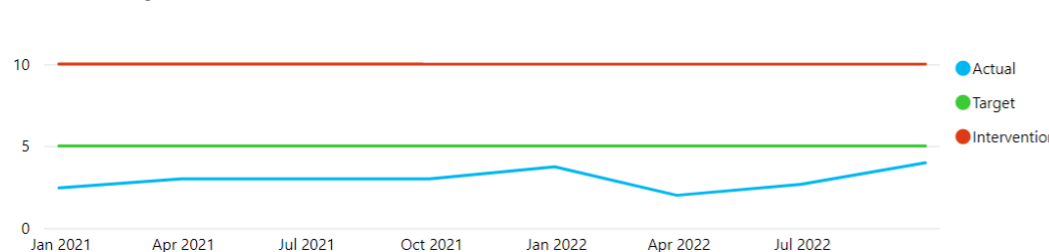


Jun	75.26	75	70	
Sep	75.00	75	70	Amber

We continue to make progress in reducing the backlog of applications (as can be seen in the PN519 result) and are looking at bringing in additional validation resource to further build on this.

**PN512 % of appeals against major planning permissions refusal allowed (2 year reporting period cumulative)**

Heather Jones



Jun	2.65	5	10	
Sep	3.97	5	10	Green

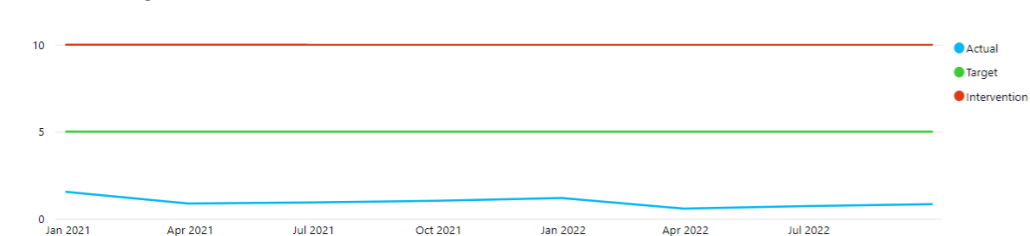
Page 11

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

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

**PN513 % of appeals against non-major planning permission refusal allowed (2 year reporting period cumulative)**

Heather Jones



Jun	0.72	5	10	
Sep	0.83	5	10	Green

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

Heather Jones

New KPI - line chart will be provided once additional results

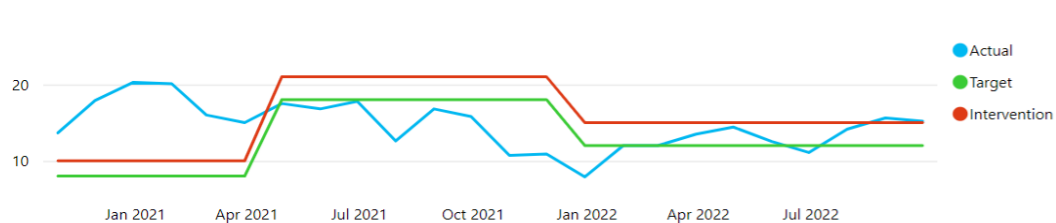
Jun	10.90	10	12	
Sep	9.00	10	12	Green

PN519 was introduced for the 22-23 financial year to allow closer measurement of performance and the impacts of improvement activities throughout the year. Both the Q1 result and Outlook RAG were Amber, with performance expected to improve later in the year as backlogs are reduced. The Q2 result shows that performance has improved in this area slightly quicker than anticipated, with September's result better than target. The September Outlook RAG is now Green, with performance expected to continue to be better than target as we continue to reduce the backlog.

**Land Charges**

**SX025 Average Land Charges search response days**

Heather Jones



Jul	14.14	12	15	
Aug	15.62	12	15	
Sep	15.20	12	15	Amber

There was an increase in turnaround time during Q2 as we worked to reduce the backlog. During this period we have also resolved the Building Control Data migration issue. We have also been testing a new TLC software upgrade, which are due to switch to in Oct.

We were still experiencing delays from Highways, who are suffering with staff shortages but we are working closely with them to manage needs and expectations and expect this to be resolved early in Q3.

Search request numbers remained high but showing a slight decline at the end of the quarter. We expect to see an improvement in Q3 and the Outlook RAG has been set to Amber to reflect this.

Report continues on the following page.

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

**Housing Advice**

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

Heather Wood

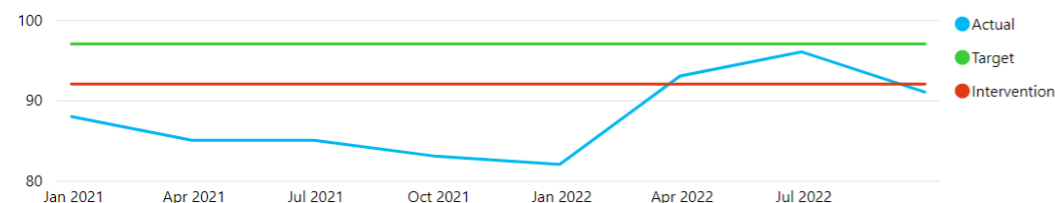
Jun	0	0	1	Green
Sep	0	0	1	

New KPI - line chart will be provided once additional results become available later in the year.

**Housing and Property Services**

**AH204 % tenants satisfied with responsive repairs**

Eddie Spicer

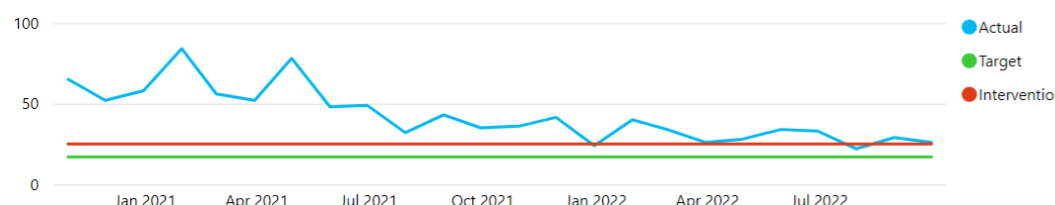


Jun	96	97	92	Amber
Sep	91	97	92	

Individual month results were July 93%, August 89% and September 92%. There was a dip in performance in Aug due to staffing issues at Mears and demobilising of the existing contract and closing down as much existing work as possible. There was a considerable delay in some trades due to the volume of works and material supplies which caused appointment delays. Performance has shown a slight increase during September and the new contract staffing levels have now been achieved, along with the start of the new contract for October. We expect Q3 and beyond to show improving results.

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

Eddie Spicer



Jul	22	17	25	Amber
Aug	29	17	25	
Sep	26	17	25	

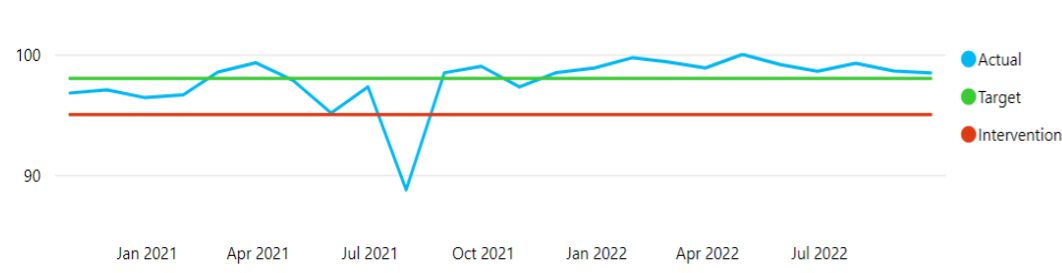
A new issue has arisen over recent months related to problems with electrical meters, which can cause delays. One of the parts on a meter that sometimes requires an upgrade (the isolator switch) needs to be completed by a specialist contractor. We have experienced issues with contractors cancelling after appointments have been made. There have also been some issues with the void management supplier. These have bow been resolved and a new supplier is in place, which should help to reduce re-let days.

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**

**SH332 % emergency repairs in 24 hours**

Eddie Spicer



	Actual	Target	Intervention	Outlook RAG	Comments
Jul	99	98	95		
Aug	99	98	95		
Sep	98	98	95	Green	

Report continues on the following page.

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

**Democratic Services**

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

Rebecca Dobson

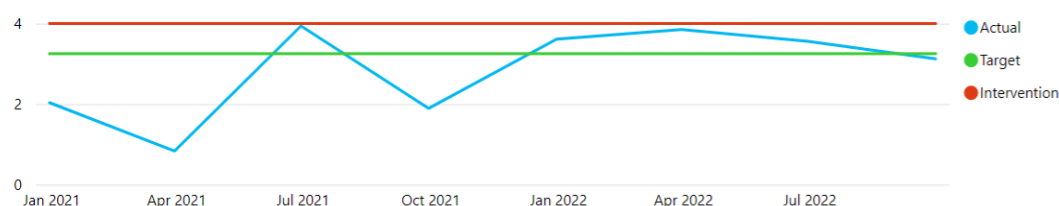
Jun	92.31	90	80	
Sep	94.12	90	80	Green

New KPI - line chart will be provided once additional results become available later in the year.

**HR**

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

Jeff Membery



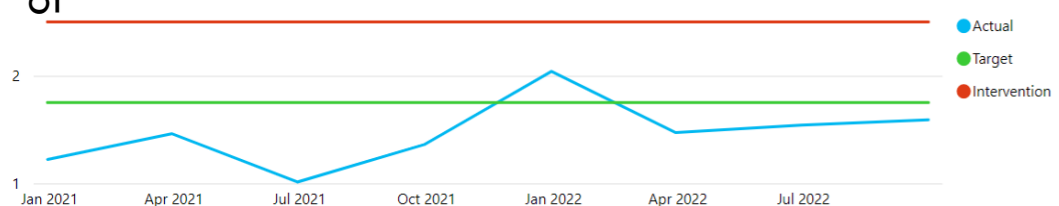
Jun	3.56	3.25	4	
Sep	3.12	3.25	4	Green

The number of leavers during Q2 was similar to Q1, with the result dipping to better than target.

While the number of advertised posts increased, there was a drop in the number of posts appointed to in Q2. Ongoing issues in recruiting to the SSWS and Planning predominantly, although some roles were re-advertised in Housing and Transformation. Recruitment for External Apprentices was challenging, having to re-advertise a few roles. A Golden Hello is currently being applied for these roles, alongside an increase in Apprenticeship pay as part of the Pay Negotiations.

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

Jeff Membery



Jun	1.54	1.75	2.5	
Sep	1.59	1.75	2.5	Amber

We are continuing to focus on mental wellbeing initiatives, and ensure that an HR Advisor or Business Partner is allocated to the manager of staff who are absent from work for mental health reasons. This is to ensure we are offering as much support as possible, as soon as possible.

An amber Outlook RAG has been applied due to approaching the winter season.

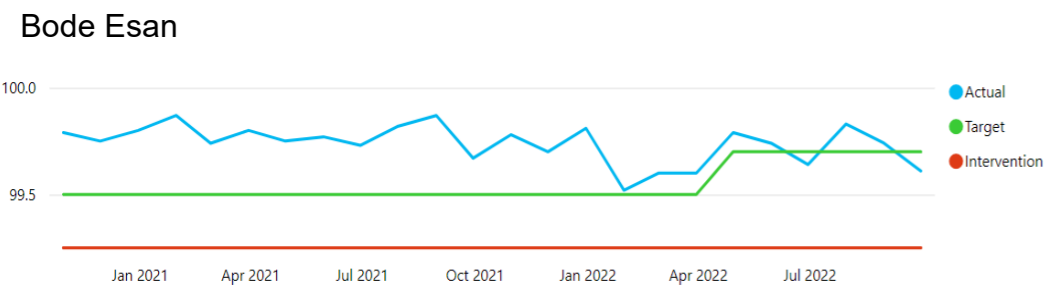
Report continues on the following page.

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	Outlook RAG	Comments
--	--------	--------	--------------	-------------	----------

**Shared Waste Service**

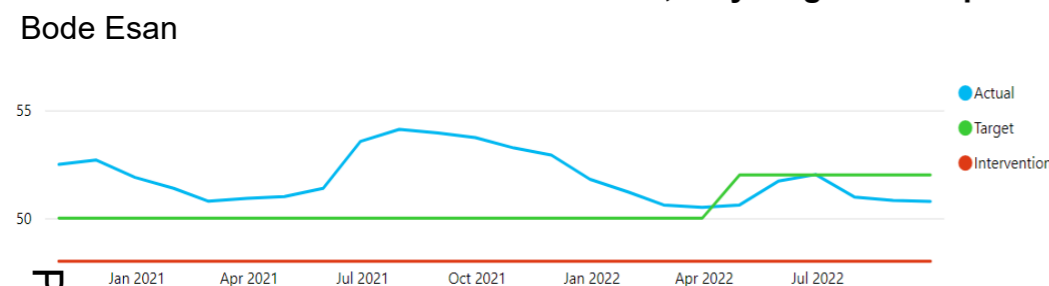
**ES408 % of bins collected on schedule**



Jul	99.83	99.7	99.25	
Aug	99.74	99.7	99.25	
Sep	99.61	99.7	99.25	Green

There was a marginal reduction in September following results that were better than target in July and August. The overall result for Q2 was 99.73%. This sits within the context of consistently good performance in relation to this KPI over the past two years and an increase in target from 99.5% to 99.7% for the new financial year.

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



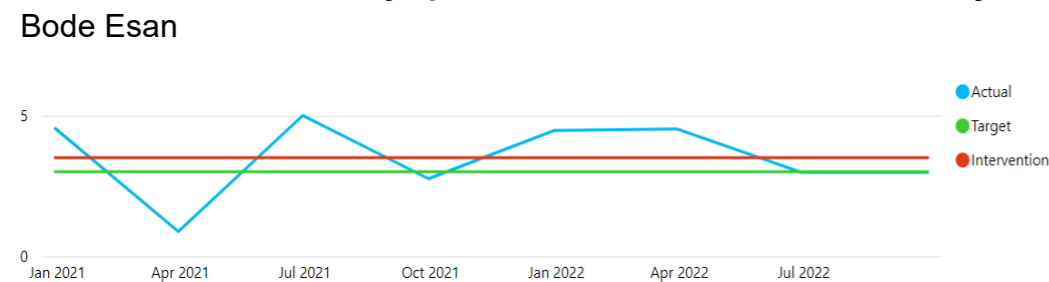
Jul	50.98	52	48	
Aug	50.82	52	48	
Sep	50.77	52	48	Amber

August and September results are provisional while we await finalised tonnage details from partners. This will be adjusted to account or final verified results prior to submission to cabinet

The Outlook RAG is Amber due a reduction in Green bin recycling as a result of summer drought. This continues to impact on results due to the year to date format of this KPI. Further campaigns will take place throughout the rest of the year are taking place to encourage recycling.

Page 16

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



Jun	2.97	3	3.5	
Sep	2.97	3	3.5	Amber

An amber Outlook RAG has been applied due to approaching the winter season.

Report continues on the following page.

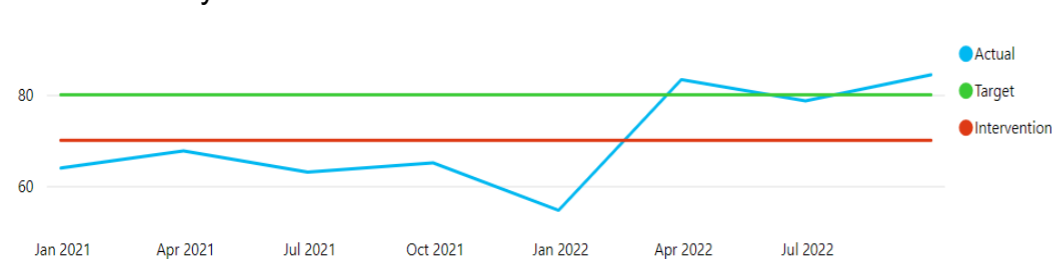
Note: Whilst some KPIs are reported monthly, others are reported quarterly. For quarterly KPIs the results are labelled based on the month at the end of the quarter (e.g. Q1 = Jun, Q2 = Sep)

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

**Complaints**

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

Jeff Membery



Jun	78.65	80	70
Sep	84.38	80	70 <span style="background-color: #90EE90;">Green</span>

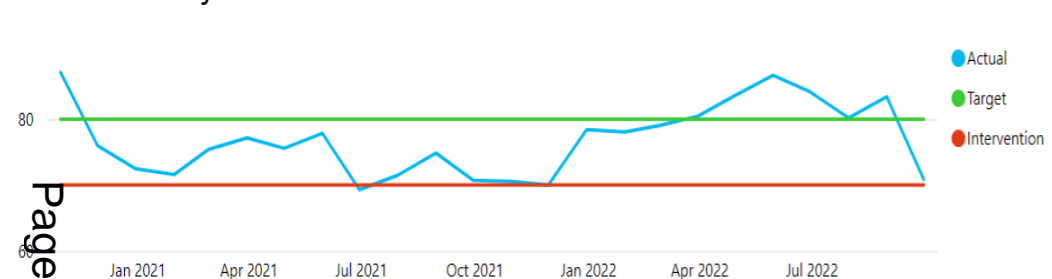
The line chart to the left shows that there was a significant improvement in the percentage of complaints being resolved within timescale during Q4 of 21-22 and that this has been largely maintained in the two quarters since. Although there was a slight dip in Q2, this was a result of work that was taking place to clear the last of the complaints backlog in the Planning team. The Outlook RAG was set as Green in the Q1 report in anticipation of backlog completion, and Q2 result now also reflects this. The breakdown of results is as follows:

Corporate Services and Finance 12 of 12 within time (100%); GCPS 6 of 8 (75%); Housing 26 of 28 (82%); Shared Waste and Environment 13 of 16 (81%)

**Contact Centre**

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

Jeff Membery

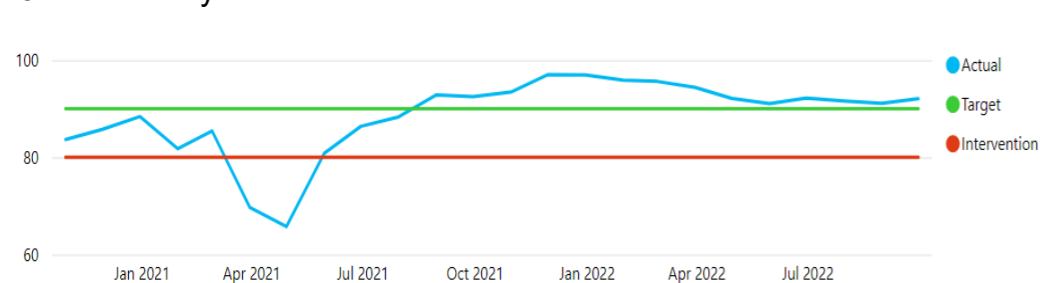


Jul	80.19	80	70
Aug	83.40	80	70
Sep	70.83	80	70 <span style="background-color: #90EE90;">Green</span>

There was a reduction in September following results that were better than target in July and August. This was a result of staff changes and we expect performance in relation to this KPI to increase in Q3 as new staff become fully trained.

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

Jeff Membery



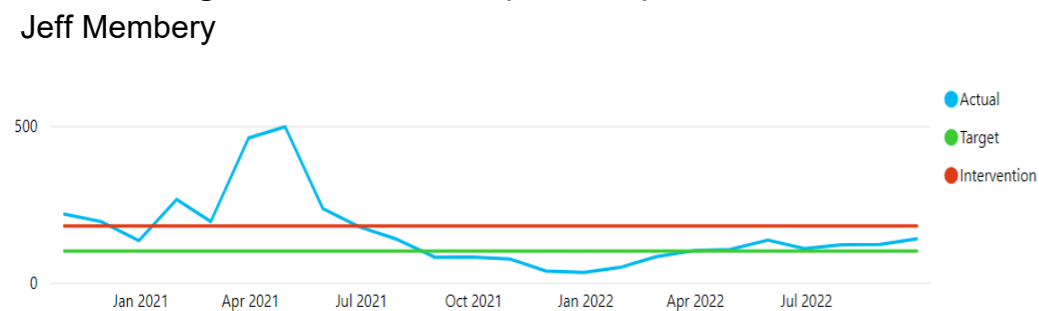
Jul	91.59	90	80
Aug	91.08	90	80
Sep	92.04	90	80 <span style="background-color: #90EE90;">Green</span>

Page 17

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

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

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



Month	Actual	Target	Intervention
Jul	120	100	180
Aug	121	100	180
Sep	139	100	180

**Amber**

Particularly heavy turnover of staff has led to a slight increase in call answer times whilst training is undertaken. This coincided with a high volume of calls in relation to the energy rebate scheme, which we know has been generating in excess of 100 additional calls per week and has led to the distribution of more than £6.5 million of funding.

We will be undertaking a mystery shopper exercise in the next quarter to obtain an independent perspective on the service we deliver. We will also be analysing daily call data to identify opportunities for improvement going forward.



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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 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) Implement a Customer Relationship Management system to improve our engagement with, and services for, local businesses (Quarter 3)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>Members of the Transformation team are currently liaising with the Business Support Team to review the best options for delivering this piece of work. This includes consideration of whether to use existing IEG4 Portal capabilities, or undertake further procurement. A decision will be made on this during Q3 with work to implement commencing after this.</li> </ul>	Amber
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) Expand our Visit South Cambridgeshire brand alongside wider collaboration with Cambridgeshire and Peterborough partners, to support local businesses. (Quarter 3)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>Visit South Cambs has just celebrated its first anniversary and has now had 9000 unique users, viewing over 40,000 pages, with more than 240 events and 220 venues listed since launch.</li> <li>The anniversary marketing campaign is encouraging residents and businesses to use a new hashtag #WeLoveSouthCambs.</li> <li>Initial meeting has taken place with City to look at needs for tourism across Greater Cambridgeshire, including putting itineraries together.</li> <li>We continue to develop the site and hope to have new templates ready by end of Q3 so we can start adding more content.</li> <li>We intend to launch the newsletter during Q3, to share news of content development, up-coming events, welcome new listers, promote itineraries and also to feature local businesses in more depth.</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.	A1iii) Deliver at least 8 Sector specific events/webinars/support initiatives as part of an ongoing engagement programme (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>Four webinars have taken place to date. 3 on 'How to tender for council contracts' and one hosted as part of Chambers of Commerce events around recruitment aimed at helping business understand how to rebrand as an employer of choice. A further procurement event is planned for December.</li> <li>We are exploring a series of mental health and wellbeing events around supporting businesses through the 'energy and cost of doing business' crisis. Topics will include financial wellbeing, resilience, wellbeing and better conversations. These will take place over Q3 and Q4.</li> <li>Roadshows remain on the agenda - to take place in 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.	A1iv) Implement a new and improved policy to support the street trading sector across South Cambridgeshire. This policy will ensure high levels of safety compliance and enable the sector to thrive through the introduction of flexible trading models. (implementation by March 2023)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>The policy is now fully implemented. The take-up for street trading consents has been steady, but there is a need to further promote the regime with the licensed trade. Officers have engaged with trade representatives and the Nationwide Caterers Association, reaching out to other representatives in the licensed trade (such as the British Innkeepers Institute).</li> <li>We expect the demand for licensing to steadily increase in the next quarter.</li> </ul>	Purple

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 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.	A1v) Support the private hire and hackney carriage sector through an updated and improved taxi strategy and policy. These policy measures will contribute to the overall green agenda and support the taxi trade through this transition. Public safety measures will also be progressed including the advancement of taxi CCTV provisions. (Implementation over 2022 - 2023 and ongoing)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>The policy to require new vehicles to be either ultra-low or zero-emission vehicles by 2023 is still on track.</li> <li>Good progress has been made in advancing the policy requirements of installing CCTV into taxis. Legal justification to ensure such a policy is proportionate, has been established and an appropriate CCTV specification is being finalised. Procurement procedures have also been clarified.</li> <li>CCTV particulars and vehicle age limits will be discussed at a Licensing Member Workshop on 26th Sep, which will form the basis of the Policy review at the Licensing Committee in October. The intention is to implement CCTV in a phased approach from 1 April 2023. This will enable smooth implementation for both the taxi trade and licensing authority.</li> </ul>	Green
A2) Develop a District specific skills and training package to ensure career enhancement, and that re-skilling and up-skilling opportunities for residents and business are widely known and accessed. Adjusting the skills and training agenda to mitigate the impact of covid on the local workforce.	A2i) Create an SCDC specific operational/ implementation plan based on the Nov 2021 refreshed CPCA Employment and Skill Strategy (Quarter 1)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>The SCDC Employment and Skills operational plan has been created leading to the following the completion of a number of actions, as detailed within the update for A2ii), below.</li> <li>Additional initiatives are being explored and discussions taking place with external partners such as Region of Learning and Form the Future as to how these can be taken forward in partnership.</li> </ul>	Purple
A2) Develop a District specific skills and training package to ensure career enhancement, and that re-skilling and up-skilling opportunities for residents and business are widely known and accessed. Adjusting the skills and training agenda to mitigate the impact of covid on the local workforce.	A2ii) Develop a formal engagement programme with local schools and employers (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>The HR team are engaging with 'Form the Future' regarding a careers event planned for Feb 2023, to coincide with National Apprenticeships Week. A follow up meeting has also been arranged to develop the formal engagement programme further.</li> <li>Students from several schools participated in work experience during summer 2022 and we continue to offer work experience placements.</li> <li>The SCDC apprenticeship scheme is on-going and we have several employees who have recently completed or are currently undertaking apprenticeships.</li> <li>We have recruited a new member of staff through the National Graduate Development Programme.</li> </ul>	Amber

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit.	A3i) Hold 8 business support workshops including Retrofit training from ENE project (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• Four webinars have taken place to date. 3 on 'How to tender for council contracts' and one hosted as part of Chambers of Commerce events around recruitment. A further procurement event is planned for December.</li> <li>• The Business Support Team have received a 'Train the Trainer' session delivered to allow them to run discussion sessions with businesses about sustainable business. Two sustainable 1-2-1 business advice sessions have taken place.</li> </ul>	Green
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 (COO)	<ul style="list-style-type: none"> <li>• We have conducted 115 in person visits in the year to date, some of which were topic specific, such as greening.</li> <li>• 17 webinar attendees have obtained advice and support on topics such as recruitment, greening and procurement.</li> <li>• We have received approximately 100 incoming enquiries to open4business, who have been signposted to support/partner organisations.</li> <li>• We have worked with Cambs Acre to set up 12 new markets.</li> <li>• Supported The Avenue Business Park in Elsworth with diversification of business units to become a community food centre.</li> <li>• We have worked with Job Centre Plus and helped employers with vacancies by promoting the Ukrainian Jobs fair. 26 employers and 377 Ukrainians attended, with 26 job offers made on the day and 108 second interviews arranged. Second Jobs Fair event planned for November.</li> <li>• We have developed support and advice for businesses to help navigate the energy fuel crisis, including publishing a new section on the webpages providing guidance.</li> <li>• We are promoting re-opening of Covid Additional relief fund (CARF) and encouraging businesses to apply.</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) Complete a feasibility study looking at how South Cambs Hall could be used to provide workspace for businesses, including start-ups (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• A feasibility study has been completed presenting a range of usage options for the building, including the provision of workspace for small businesses.</li> <li>• Work will take place in the 2022-23 financial year to build on this study.</li> <li>• A report will be presented to Scrutiny and Overview committee in October seeking support and direction on the proposed accommodation strategy for South Cambs Hall.</li> <li>• An overview of the strategy was presented to colleagues/members who logged on to the town Hall Q&amp;A session 13th October 2022.</li> </ul>	Purple

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
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.	A3iv) Provide a new space for growing small businesses or shared workspace for start-ups or micro businesses (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• See update in relation to A3iii above detailing progress on the provision on work space for start-ups and small businesses at South Cambs Hall. In addition to this:</li> <li>- We now have data on available business spaces across South Cambs including opportunities for co-working spaces.</li> <li>- Work continues on compiling details of vacant shop premises.</li> <li>- Northstowe engagement platform will help shape and identify future workspace requirements.</li> </ul>	Green
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.	A3v) Establish an up-to-date list of Business Premises for start-ups (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• This measure has been completed and we now have a database of business premises in South Cambs which will be updated going forward.</li> <li>• Our database is helping business space providers with diversification, as many offices have now moved to a hybrid model accommodating working from home. Some of these spaces are looking at providing 'hub' or 'co-working' spaces for those needing a shared serviced office facility.</li> <li>• We have helped a farm in Elsworth find business for units which were previously office facilities and are now becoming a community food hub.</li> <li>• We are hopeful to launch some new funding for start-up businesses through the Shared Prosperity Fund.</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.	A3vi) Appraise our own commercial inventory (including South Cambs Hall) and investigate meanwhile/partial let use for start-ups during void periods and/or designate space specifically for this purpose (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• Two lease negotiations underway for our commercial property at 270 Cambridge Science Park. Hopeful one of these will be in situ by end of October 2022.</li> <li>• Work continues on the planning application for the Marketing suite to turn this into a café type offering for the local community, with two Expressions of Interest.</li> <li>• Work also continues on reviewing space at South Cambs Hall via facilities team.</li> </ul>	Green
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4i) 500 additional jobs created on Enterprise Zones by end of 2024/25 financial year	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• This is a longer term target to be achieved by end of 24/25 financial year.</li> <li>• A decision to pause the development of the Northstowe Enterprise Zone for 9-12 months was taken at Full Council in July 2022. This is to allow further business surveys and due diligence to take place and to concentrate resources on delivering the Community Building at pace.</li> </ul>	Green

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4ii) Submit the planning application for the Northstowe Enterprise Zone (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• Please see the above update in relation to A4i. This is shown as Amber to reflect the impact of additional due diligence work on timescales.</li> </ul>	Amber
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4iii) Complete the strategy for Northstowe Enterprise Zone and begin actively promoting the site to secure new businesses locating there (Quarter 3)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• A digital platform and survey was launched on 19th Sep, which will run for 6 weeks. This was a result of funding from Department of Levelling Up, Housing and Communities.</li> <li>• So far 48 businesses have completed the online survey. Of those, 14 have completed an expression of interest form.</li> <li>• This website and the expression of interest details will be used for marketing over the next 12 months.</li> </ul>	Green
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4iv) Business Team to engage businesses for the Enterprise Zones (Quarter 1)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• The Business team have been engaged in work on the creation of the Digital business platform and survey (launched 19th Sep), and are now in the process of producing a business newsletter for Northstowe EZ to send to businesses who express interest. This will be sent once the survey finishes at the end of October.</li> </ul>	Amber
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4v) Alongside DTI and other colleagues, develop ongoing sector specific narratives to attract, grow and retain high growth sectors in our area (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>• Work ongoing by the Business Development Team to continue to build relationships and engage with businesses in our local area.</li> <li>• Site specific work is underway at both Northstowe and Cambourne Enterprise Zones.</li> <li>• Business Support Officers have been key in championing The Growth Fund and have so far allocated £1,377,500 to support and grow businesses in our district with recipients finding premises in the region, implementing green measures, expanding and creating new jobs.</li> </ul>	Green

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4vi) Increase rates for recycling and food waste collections for new start-ups and new SMEs within the District (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The Commercial Waste Service currently has a 36% recycling rate, this includes dry recycling and food waste. 2019-20 was at 26%</li> </ul>	Green
A5) Continue to deliver on our Investment Strategy to ensure positive local Economic Development and growth outcomes	A5i) Review our approach to identify new Green Investment opportunities (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>The approach to Green Investment opportunities is being reviewed within the context of the overall review of SCDC's Investment Strategy, following changes to Public Works Loan Board (PWLB) borrowing.</li> <li>Business cases are being scoped to invest in solar and heat pumps for commercial premises to support local businesses to decarbonise.</li> </ul>	Green
A5) Continue to deliver on our Investment Strategy to ensure positive local Economic Development and growth outcomes	A5ii) Undertake a market review to inform the development of plot 4010 at Cambourne (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>Cambourne Demand and Needs Assessment has been undertaken for plot 4010.</li> <li>The development of plot 4010 is linked to SCDC's refreshed Investment Strategy as well as the delivery of South Cambs Investment Partnership (SCIP) Cambourne scheme and the wider Cambourne Business Park opportunities.</li> <li>A detailed plan for plot 4010 will be dependent on these other workstreams and is expected in Q4.</li> </ul>	Purple

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 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) 74 New Homes Completed (acquired or built) this year (part of a plan to double delivery to 350 over a five-year period) (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>We are on target to meet the annual business plan target. Year to date we have delivered 37 new affordable homes.</li> </ul>	Green
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 (Director of GCSPS)	<ul style="list-style-type: none"> <li>Work on the draft Local Plan is continuing, with a report to Cabinet on the proposed development strategy scheduled for January 2023.</li> <li>More information about the Local Plan is available at <a href="http://www.greatercambridgeplanning.org/emerging-plans-and-guidance/greater-cambridge-local-plan/">www.greatercambridgeplanning.org/emerging-plans-and-guidance/greater-cambridge-local-plan/</a></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.	B2ii) Complete and publish a North East Cambridge draft Area Action Plan for consultation (Quarter 2)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> <li>The North East Cambridge Area Action Plan (NECAAP) has been published in it's 'Proposed Submission' form. This is essentially a final draft that SCDC and Cambridge City Councils propose to adopt. Prior to formal public consultation the Councils have paused the process for the relocation of the Cambridge Waste Water Treatment Plant, which will enable this new district to come forward. Therefore we currently expect that the consultation period on the Proposed Submission for the NECAAP will take place around 2024. More information about the NECAAP is available at <a href="http://www.greatercambridgeplanning.org/emerging-plans-and-guidance/north-east-cambridge-area-action-plan/">www.greatercambridgeplanning.org/emerging-plans-and-guidance/north-east-cambridge-area-action-plan/</a></li> </ul>	Amber
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, North-East Cambridge and Bourn Airfield and Cambourne (Quarter 4)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>All Community forums and liaison meetings are now fully operational and running on a regular basis. The latest series of forums are being held October and November 2022.</li> </ul>	Green
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.	B4i) Produce an Asset Management Plan (Quarter 1)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>The Asset Management Plan was approved at Feb Cabinet. This is now implemented and will continue to develop over the next 3 years. A number of the actions have already been started and some are coming to completion. This will provide good direction and a robust basis for the future of our housing stock.</li> </ul>	Purple

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.	B4ii) Commission a Stock Condition Survey including an audit of energy efficiency of existing housing stock relative to zero carbon target (Quarter 2)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>We are currently in the process of scoping and specifying the tender requirements for the Stock Condition Surveys, with an intended start date late-2022 and completion during 2023.</li> <li>It is important to obtain a service that will provide the best value for money and to effectively inform our investment plan for the long-term future of our housing stock.</li> <li>We are looking at suitable options for engaging a surveying company to commence the project in early 2023 alongside PAS2035 assessments for energy-saving improvements.</li> </ul>	Amber
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs. Page 26	B4iii) Approve a work programme for insulation measures over the next four years to narrow the gap on the zero-carbon target (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>A detailed review of options is underway. Our priority is to reduce carbon emissions but also to prevent fuel poverty.</li> <li>We have installed solar PV systems on 60 properties and added insulation to about 100 properties during Q4/Q1&amp;2 2022.</li> <li>The longer-term plan is to finalise and secure grant funding under Social Housing Decarbonisation Fund (SHDF). Using the new repairs contract terms has enabled us access to powerful and advanced planning and forecasting tools to prepare advanced option appraisals for the project.</li> <li>The first phase will commence in April 2023 consisting of bringing our portfolio up to EPC band C by 2025, with the majority completed, this if accepted will gain funding via SHDF of over £2M.</li> <li>We will continue to carry out improvements on our properties as they become vacant. This will feed into the continuing improvements plan for creating the medium to long term plan.</li> </ul>	Green
B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5i) Complete local engagement to understand what the community wants in the new community centre (Quarter 2)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>Approval received from full Council to proceed with the development of the community centre at pace. We are finalising a contract extension for the Client Advisory Team, who will design the community building and decide the location on plot 6. They will engage with the local community and will be attending the Community Forums going forward.</li> <li>The digital platform for stakeholder engagement launched on 9th September, this is focused primarily on the enterprise zone (EZ) and is asking for responses from businesses. Preliminary feedback indicates that community centre provision will be beneficial for the EZ as it will offer benefits to workers, including a cafe and lunchtime/after work leisure activities. This will help shape the 'place making' element of this area of Northstowe.</li> </ul>	Amber
B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5ii) Submit planning application for the Community Centre (Quarter 2)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>Work is currently underway to extend the contract of our Client Advisor. They will lead on the Planning Performance Agreement with the aim to submit this in Q1 2023.</li> </ul>	Amber

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



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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5iii) Submit planning application for new Civic Hub (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>• Discussions are ongoing to agree the blueprint for the Civic Hub, once agreed, wider consultation will take place.</li> <li>• We have appointed project management consultants to drive the project through it's next phases (design, planning, construction) in line with agreed principles.</li> <li>• Submission of planning application to take place Q3/Q4.</li> </ul>	Green

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1i) identify and deliver further opportunities to reduce carbon emissions from our estate and operations	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• With the aim of meeting the 45% reduction by 2025-26. The WREN project (on-site generation of renewable electricity to power electric refuse collection vehicles) is progressing to investment decision in Q3.</li> <li>• We are now proceeding with plans to increase use of HVO (hydrogenated vegetable oil) to replace diesel use which presents significant net carbon reduction.</li> </ul>	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1ii) review community rooms and other small sites to identify and deliver opportunities for carbon reduction (Quarter 4)	Bode Esan (Head of Climate and Environment)	<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 pending the arrival of some stock.</li> <li>• We have received a business case proposal for the installation of green energy measures at Elm Court sheltered housing facility and will present this for approval and funding in Q3. The contractor is repricing the proposal due to market fluctuations and delays in securing funding. This project will restart in Q3.</li> <li>• The Communal rooms project is being assessed under PAS2035 and proposals are being made for efficiency measures.</li> <li>• Further measures are being explored for flat blocks. There are some possible external funding options being explored for this element.</li> </ul>	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1iii) develop planning policies consistent with zero carbon by 2050 for adoption in the Greater Cambridge Local Plan, in partnership with Cambridge City Council (Quarter 4)	Stephen Kelly (Director of GCSPS)	<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>• A full draft plan will be developed during 2022/23 with further consultation in 2023.</li> </ul>	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1iv) identify and deliver opportunities to invest in publicly accessible electric vehicle charge points in priority locations in the district, working with partners - pilot installations of fast EV Chargers at Sheltered Housing Schemes for public use, and install one rapid charger for public use (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• Two dual socket EV chargers have been installed at two sheltered accommodation communal buildings (Willingham and Meldreth) for public use. A rapid charger at Babraham Road Car park is being progressed with the County Council but is subject to the final build out being undertaken by the County as part of their wider site redevelopment.</li> </ul>	Green

Page 28

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1v) continue to pursue opportunities to invest in green energy schemes (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>Investment opportunities are curtailed due to change in economic conditions for borrowing - the focus will be on specific opportunities that meet a number of 'public good' criteria.</li> </ul>	Amber
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1vi) Develop carbon reduction targets as part of the Asset Management Strategy (Quarter 3)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The Asset Management Strategy for all commercial properties is due to be reviewed and prioritised to identify appropriate timing for environmental improvements.</li> <li>This has been categorised as Amber as we now think it's more likely that this will be completed in Q4, rather than by the original Q3 target.</li> <li>270 Cambridge Science Park solar pv install completed.</li> </ul>	Amber
Page 29 C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2i) 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 (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>Formal Estate Inspections have continued and this has given us an opportunity to consider area's for additional tree planting and wildflower areas.</li> <li>We have continued to carry out scheduled tree surgery work that was identified as part of our tree audit which is helping to maintain our existing stock.</li> <li>The bid we made with the County Council to the Local Authority Treescape Fund was successful and we now have funding to plant about 35 new trees in two previously identified locations in the district. This funding also provides after care to ensure the tree planting is successful.</li> <li>We are reviewing the use of weedkiller with our grounds maintenance contractor after resident feedback received asking us to explore alternatives due to the negative effects it can have on the environment.</li> </ul>	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ii) 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 (Biodiversity SPD Quarter 3)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> <li>The Greater Cambridge Local Plan 'First Proposals' document was 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. Project planning is underway to identify the tasks needed to develop these into full policies for the draft plan consultation.</li> <li>The Biodiversity Supplementary Planning Document (SPD) was adopted by both Councils in February 2022 and is now being used.</li> </ul>	Green

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2iii) work with partners to develop landscape-scale habitat creation projects (Quarter 4)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> <li>The Heritage Lottery Fund bid is currently being written for submission to fund a new post in the ecology team to facilitate the delivery of the C2iii projects working with Parishes.</li> </ul>	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2iv) Deliver '6 Free Trees' initiative to increase the amount of tree cover of parish council land, enhancing biodiversity and carbon capture (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>Preparations are on track to deliver a third round of this scheme with trees available in time for the winter planting season.</li> </ul>	Green
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 2)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The carpark resurfacing has had some issues with the sublayer as well as the surface and after investigation, these will need to be replaced which will impact the delivery of the solar panels and EV chargers.</li> <li>Expected completion is now Q4.</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)	Bode Esan (Head of Climate and Environment)	<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	C3iii) Reduce carbon emissions from our Cambourne office by 47% compared to the baseline in 2019 (Quarter 4)	Bode Esan (Head of Climate and Environment)	<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 (COO)	<ul style="list-style-type: none"> <li>A key part of the Asset Management Strategy (referred to at C1vi) will be to assess all commercial properties to understand the baseline and opportunities for decarbonisation.</li> <li>This has been categorised as Amber as we now think it's more likely that this will be completed in Q4, rather than by the original Q3 target.</li> </ul>	Amber
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation.	C4i) Define and implement required improvements at the depot to prepare for further electric refuse collection vehicle (eRCV) charging (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>Final business case and Investment Grade Proposal is to be delivered in Q4. Grid connection application has been submitted; planning application discharging of condition is in process; financial commitment approvals been obtained.</li> </ul>	Green

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation.	C4ii) Procure up to 3 eRCVs to replace diesel version (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The service is awaiting delivery of the third electric RCV which now has an estimated delivery date of Dec 2022.</li> </ul>	Green
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation.	C4iii) Develop outline business case for on-site solar PV energy generation with partners to aid the charging of vehicles (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>Outline business case progressing. We have submitted electricity grid connection request and have received planning opinion and no new applications are required.</li> <li>Cambridge City capital bid request for their portion of project costs has been approved, with South Cambs having already allocated funding for the project.</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 fourth round of funding through our Zero Carbon Communities grant scheme, awarding grants totalling £100,000 to community-based projects (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>Payments have gone out to 13 parish councils and community groups under the Zero Carbon Communities grant scheme totalling £128,544. This included an underspend from last year.</li> <li>Progress and outcome reports are expected over the next two quarters and into 23/24 from grant recipients.</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 - at least 6 workshops to be delivered)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The Zero Carbon Parish and Community Network continues to grow through active engagement including attendance at Eco-Fairs around the district.</li> <li>Green Connect online networking sessions are both in-person and online including an eco community building tour at Gamlingay Eco Hub and talks on circular economy and grant-funded projects.</li> <li>The quarterly e-bulletin includes information and news targeted at different audiences with topics on the climate and ecological emergencies.</li> <li>A Facebook page has been set up to engage with a wider audience and provide targeted messaging around the Council's action on the climate and ecological emergencies.</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 remainder of council owned streetlights (ornate lights) to bring them in line with standard lights already upgraded (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The close out programme for phase 1 is planned for October.</li> <li>The tender returns for ornate lights (phase 2 of the project) have been received and the contract award and start will be in Q3.</li> </ul>	Green

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts.	C7i) Submit annual statutory reporting to DEFRA on-time; monitor air quality in at least 6 targeted areas utilising portable equipment; compile report following each monitoring period and publish this on the council's website (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The Annual Status Report has been submitted to DEFRA and the findings accepted. Portable monitoring continues at various locations and is published on our website.</li> </ul>	Green
C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts.	C7ii) Provide required technical inputs to consultations on major developments to ensure good air quality is experienced (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>We continue to respond to planning applications supporting air quality. This work will continue to be ongoing.</li> </ul>	Green
C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts.	C7iii) Subject to air quality monitoring results, explore the feasibility of creating a Public Space Protection Order (PSPO) specifically targeting idling vehicles (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>We are continuing to review the Public Space Protection Order (PSPO) around schools. Monitoring around the schools doesn't support the introduction of a PSPO. We will continue to examine this.</li> </ul>	Green
C8) Improve recycling and reduce waste at community events.	C8i) Provide equipment and information kit to minimise waste and separate recycling at community events - at least 12 kits to be issued (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>A guide to minimising waste and separating recycling has been advertised in the South Cambs magazine and is due to be delivered by end of November (winter issue).</li> <li>Additional equipment is still being delivered to parishes and community groups upon request following the provision of equipment to 20 parishes for litter picking events in Q1.</li> </ul>	Purple

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
C9) Review of service and development of a plan to address the outcomes of the New Environment Bill, to include: Food waste service, Impact of the Bill on dry recycling, Working with RECAP on a shared county-wide approach to implementation.	C9i) Review impact and outcomes of existing food waste collection trial and determine future of the scheme including budget requirements. (Quarter 3)	Bode Esan (Head of Climate and Environment)	• Final review scheme impacts to be scheduled for Q4. Budget requests for continuation of the trial have been made.	Green
C9) Review of service and development of a plan to address the outcomes of the New Environment Bill, to include: Food waste service, Impact of the Bill on dry recycling, Working with RECAP on a shared county-wide approach to implementation.	C9ii) Develop feasibility plan for the wider role out of separate food waste collection in line with the Environment Bill and National Waste Strategy (Quarter 3)	Bode Esan (Head of Climate and Environment)	• DEFRA guidance on segregated food waste delayed - expected October.	Green
Page 33 C10) Reduce the amount of non-recyclable household waste collected.	C10i) Develop campaigns to improve recycling based on the outcomes of the waste composition analyses (Quarter 3) to achieve key targets: monthly average of 17.08kg dry recycling per household; monthly average of 34.17kg of residual waste or below per household; monthly 6% or below rate of rejection from the recycling materials processed at the Materials Recycling Facility	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• Campaign work has included supporting international Plastic Free July campaign, promotion of local Repair Cafes in regular print communications and promotion of circular economy apps and purchasing of home compost bins through social media.</li> <li>• Regular direct communications with households that have contaminated their recycling is being developed.</li> <li>• Current running figures are; average of 14.94kg dry recycling per household per month; average of 33.98kg of residual waste per household per month and 5.51% rejection rate of materials from the Materials Recycling Facility (MRF).</li> </ul>	Green
C11) Run a pro-recycling & food waste promotional campaign aimed at businesses in the area throughout 2022/23	C11i) Reporting of all sites (existing and new) that take up recycling / food bins & note our increased volumes / tonnes collected with associated savings. (On-going/Quarter 4)	Bode Esan (Head of Climate and Environment)	• A recycling and food waste promotional campaign targeting businesses is currently being planned for the second half of the year. Following this we will report on the impact in terms of additional take up of recycling and food bins.	Green

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
C12) Take action to minimize fly tipping.	C12i) Install trial cameras at 6 locations and monitor numbers of visits required at those sites to establish a baseline (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• The cameras have continued to be effective in deterring fly tipping at the locations where they were installed. This has been confirmed by visits to look at the condition of the sites.</li> <li>• We will be installing another 6 cameras over the post Christmas period.</li> <li>• We are also working on a procedure to capture all fly tips through a single system. This will give accurate time/date and location data.</li> </ul>	Green
C12) Take action to minimize fly tipping.	C12ii) Deliver targeted educational campaign in the area about fly tipping and increase awareness of responsible methods for disposal. To include the delivery of at least 12,000 leaflets (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>• Leaflets have started to be delivered to Parishes and it is expected that all 12,000 leaflets will be delivered within the year.</li> </ul>	Green

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



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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 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 (Head of Transformation)	<ul style="list-style-type: none"> <li>• HR Service Review paused, scoping of Finance Service Review underway.</li> <li>• Corporate Admin Review is nearing the recommendation stage.</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 (Head of Transformation)	<ul style="list-style-type: none"> <li>• There have been some delays with the Itrent system implementation of the recruitment module and it is still at testing stage. The policy will be updated when module ready to go live.</li> </ul>	Green
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice.	D2i) Complete and analyse a staff satisfaction survey (Quarter 3)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>• Staff well-being survey has been completed and results presented to LT.</li> </ul>	Green
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice.	D2ii) Introduce hybrid working arrangements further increasing our attractiveness as an employer (Quarter 2)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>• The hybrid policy has been agreed by Cabinet and the Unions. Work continues on an ongoing basis to ensure this is fully embedded.</li> </ul>	Purple
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice.	D2iii) Introduce a modular management skills program for middle managers (Quarter 2)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>• The procurement process is complete and provider agreed. This programme is entitled the Leadership Academy and the first workshop starts on 25 October.</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 (Head of Finance)	<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 a further 12 services available for customers to self-serve online (Quarter 3)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>• The project to digitise the 12 processes is underway.</li> <li>• The timeline for delivery has been agreed and is on target.</li> </ul>	Green

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
D4) Make it easier for customers to access and carry out transactions online.	D4ii) Provide an integrated portal for businesses to access SCDC online services (Quarter 2)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>Members of the Transformation team are currently liaising with the Business Support Team to review the best options for delivering this piece of work. This includes consideration of whether to use existing IEG4 Portal capabilities, or undertake further procurement. A decision will be made on this during Q3 with work to implement commencing after this.</li> </ul>	Amber
D5) Council and committee meetings will be run paper-free wherever possible.	D5i) Councillors to be provided with increased access to Teams and Office 365 enabling file sharing and collaboration. (Quarter 1)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>36 councillors now have the ability to operate in a paperless manner, either using personal devices or Council supplied laptops to access the Modern.Gov app for all Committee agendas, decisions and minutes.</li> <li>By the end of quarter three, all councillors will be able to be paperless.</li> <li>Training is being offered to councillors to increase their confidence in using the paperless solutions.</li> <li>Further Council laptops are likely to be purchased to meet demand.</li> <li>A further project with 3C ICT to enable file sharing and collaboration is ongoing and will allow councillors to work more collaboratively with officers.</li> </ul>	Amber
Page 36  D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6i) Use the Council's Community Led Plan toolkit to support local communities identify, plan and address the issues they identify in their communities (Quarter 4)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>A toolkit and support package to allow Community-led Plans to be carried out is now available.</li> <li>This has been launched to all communities in South Cambridgeshire to allow them to lead, and be supported where necessary, on their own projects on themes such as sustainability, health and well-being, loneliness and isolation.</li> <li>The support package includes regular workshops, grant advice and signposting to relevant services. A £50,000 Community-led Plan grant fund has also been set up and available to support work by parish and town councils. Ongoing support will continue to be provided to parish and town councils to help them develop their individual plans.</li> </ul>	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6ii) Support 150 new clients through the housing department's visiting support service (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>The number of referrals the Visiting Support team took on in Q2 is 57, which is in line for this time of year. In the same period, 48 clients were able to have their cases closed and leave the service. The service is currently supporting 111 clients, and has a small waiting list.</li> </ul>	Green

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

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6iii) Provide the lifeline service to 100 new users during the year (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>The Life Line service took on 29 new customers in Q2 (33 in Q1). However, in the same period 41 customers cancelled the service (largely due to a contract issue with the Call Centre handler which is being addressed). The overall impact is a net loss of 12 customers during the period. (In previous years the net/loss gain has not been taken into account when measuring performance).</li> <li>The ongoing issue with the third party call handler has significantly improved and it is hoped that the impact on cancellations will reduce in subsequent quarters.</li> </ul>	Amber
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6iv) Spend £500,000 in total in the form of disabled facilities grant and repairs grant to allow people to live independently and safely in their homes (Quarter 4)	Peter Campbell (Head of Housing)	Current spend £149,056 as of 31st August 2022, with a further £420,137 committed works to date.	Green
Page 5 of 37 D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6v) Prevent homelessness for at least 50% of the people who approach us who are at risk of becoming homeless throughout the year, and offer support to those who are homeless (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>These figures become available one quarter in arrears. As such Q2's result will be reported within the Q3 report.</li> <li>In Q1 we prevented homelessness for 50.4% of the people who approached us who were at risk of becoming homeless. This figure remains above the 50% target.</li> </ul>	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6vi) Continue the proactive working relationship with the job centre in delivering mentoring circles plus upskilling and cross training initiatives throughout the year (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> <li>We continue to explore cross-training and development opportunities, this work is ongoing.</li> </ul>	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6vii) To complete a survey of all council tenants to better understand their priorities and to be able to compare satisfaction with other organisations (Quarter 1)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>Briefings have been held and an action plan is being developed following analysis of the survey results.</li> <li>Plan to be agreed by the Housing Engagement Board in December 2022.</li> </ul>	Purple

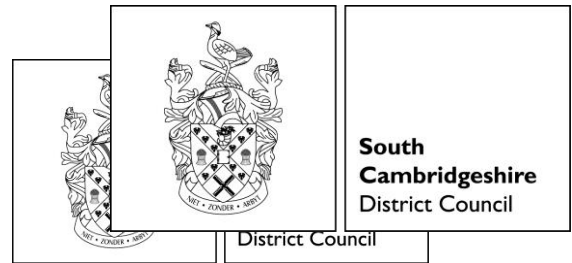
\*Purple = Completed, Green = On target to deliver by timescale, Amber = Delayed but on target for revised timescale, Red = Not going to be delivered or delivery plan needed, Grey = Information not available

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6viii) Adopt an Empty Homes Strategy (Quarter 1)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>The Empty Homes Strategy has now been completed.</li> </ul>	Purple
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6ix) To work with partners to produce an agreed cultural strategy and action plan for South Cambs (2023-24)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> <li>Following discussions with Cabinet this objective was temporarily paused to allow resource requirements and project scope to be clarified. The target timescale has been updated to 2023-24 to account for this.</li> </ul>	Green
D7) Ensuring that our homes are safe places for our tenants and their families.	D7i) 100% compliance with landlord safety checks to council housing including, electrical safety, gas installations and where appropriate fire risk assessments and water safety tests	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> <li>We are currently 100% compliant on gas safety inspections.</li> <li>All yearly fire risk assessments are up to date and we are undertaking remedial work where necessary.</li> <li>Legionella managed plans are up to date and remedial works are complete.</li> <li>Electrical testing - we are working towards 100% compliance, some work is held up due to difficulties with gaining access. We are aiming to be at least 97% complete for the 22/23 programme. We are rebooking where possible to aim for 100% overall compliance during 2022/23. New regulations due later in 2022 will assist in our access to properties for these inspections.</li> <li>During 22/23 we will be looking at updating KPI's and the reporting process to show a clearer picture of overall compliance and report nationally to Housemark to benchmark our performance.</li> </ul>	Green
D8) Assess current mobile home sites and ensure all are licenced correctly.	D8i) Refresh caravan site licencing policy, fees and charges (Quarter 2). The new policy will ensure that caravan sites are inspected periodically and that residents have suitable housing provision	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> <li>The policy is due to go to Cabinet for approval in Q3.</li> </ul>	Amber

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

# Agenda Item 7



<b>Report to:</b>	Cabinet	12 December 2022
<b>Lead Cabinet Member:</b>	John Williams - Lead Cabinet Member for Resources	
<b>Lead Officer:</b>	Peter Maddock - Head of Finance	

## General Fund Revenue Bids & Savings

### Executive Summary

1. To consider the new Revenue bids and savings for 2023/2024.

### Key Decision

2. No

### Recommendations

3. It is recommended that Cabinet consider the report and:
4. **Note the growth bids put forward (both one off and ongoing), detailed at Appendix A and B and consider whether those for 2023/2024 should be included in the Budget to be proposed in February 2023. These will undergo further refinement and consultation with stakeholders**
5. **Note the proposed range of service efficiency savings/additional income detailed in Appendix C and D and consider whether those for 2023/2024 should be included in the Budget to be proposed in February 2023. These will undergo further refinement and consultation with stakeholders.**

**\*Bids in colour on the appendices: Awaiting information from budget holders for further refinement.**

### Reasons for Recommendations

6. To enable the Cabinet to consider the new revenue bids and savings for 2023/2024.

## Details

### New Scheme Bids

6. It is appropriate for Cabinet to consider, all new bids and savings for the General Fund before making recommendations to Council. If Cabinet is satisfied and supports the bids put forward these can be included in the draft budget.
7. Spending pressures are, inevitable as the Council responds effectively to the needs of the service and customer expectations and, in this regard, Service Areas have been tasked to identify the existing budget pressures that need to be managed, and to prepare growth bids where existing resources and budgets need to be strengthened. The proposed schedule of these bids is attached at Appendix A and B and these will be subject to further refinement as part of the 2023/2024 budget setting process. Service Areas are also continuing to identify efficiency/savings opportunities across the Council's services that are realistic, achievable, and sustainable (including possible 'invest to save' initiatives and income generation opportunities). These are attached at Appendix C and D.
8. The Medium Term Financial Strategy (MTFS) is to be submitted to Cabinet in December and a budget gap of around £7.5m is likely over the forecast period to 2027/28. This figure does include the savings expected from the service transformation programme.
9. The budget gap is the difference between General Fund income and expenditure and based on the current strategy the gap for 2023/2024 is likely to be in the range of £700,000 - £1,000,000. The items on the lists are already accounted for in the MTFS. Having said that we are still waiting for the Budget later this month and the Local Government Settlement due in December and both of these will have an impact on this and until those have happened and the 2023/2024 budget process complete, we cannot be sure of what the gap will actually be.

### Options

10. The option exists of not approving new revenue funding bids and savings.

### Implications

11. 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

12. The lists represent additions to or reductions from the current 2022/23 budget. These have been reviewed by Leadership Team, budget holders and finance and

are felt appropriate and affordable in terms of the overall financial strategy as it currently stands.

### **Risks / Opportunities**

13. The main risk is that the financial settlement will be worse than expected and will increase the budget gap emerges in 2023/2024. This risk is present during every budget cycle and having a robust MTFS adopted in advance of the budget process helps mitigate against this risk materialising.

### **Consultation responses**

14. Leadership Team, Budget Holders and Lead Cabinet Members.

### **Background Papers**

- General Fund Medium Term Financial Strategy – Cabinet: 12 December 2022
- Budget Reports – Report to Cabinet: 07 February 2022
- Budget Reports – Report to Council: 22 February 2022

### **Appendices**

Appendix A: Revenue Bids Ongoing 2023/24

Appendix B: Revenue Bids One Off 2023/24

Appendix C: Revenue Savings and Income Ongoing 2023/24

Appendix D: Revenue Savings and Income One Off 2023/24

### **Report Author:**

Peter Maddock – Head of Finance

*E-mail:* [peter.maddock@scambs.gov.uk](mailto:peter.maddock@scambs.gov.uk)

Farzana Ahmed – Deputy Head of Finance

*E-mail:* [farzana.ahmed@scambs.gov.uk](mailto:farzana.ahmed@scambs.gov.uk)

Suzy Brandes – Principal Accountant

*E-mail:* [suzy.brandes@scambs.gov.uk](mailto:suzy.brandes@scambs.gov.uk)

This page is left blank intentionally.



## General Fund Revenue Bids Ongoing - 2023/24 Budget

Directorate	Cost Centre	Title	Edited Description	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Directorate	Cost Centre			£'000	£'000	£'000	£'000	£'000	£'000
CEW	SWSS	Replacement of End of Life Street Furniture (Litter Bins)	Litter bin replacement project within the district.		32				
CEW	Environment Operations	Increase in wholesale fuel costs for SCDC Awarded Watercourses (Plant and road vehicles)	Sharp increase in fuel costs through legislation change for the Awarded Watercourse service to white diesel. Price per litre rose by a total of .90p, this is an unavoidable ongoing increase in service cost.		20				
CEW	Environment Operations	HVO Fuel Bid	The service is intending to run up to 20 Refuse trucks on HVO to help improve and reduce CO2 emissions in the two Authorities. HVO can include raw materials such as cooking oil, vegetable oil processing waste and residues and animal fat from the food industry waste. The increase cost of HVO over diesel is 20ppl. The increase in future years is as a result of the 3-year roll-out transitioning from diesel to HVO.		62	23	22		
Planning	Planning - Delivery	Planning - Delivery budget adjustments	Increases due to investment in planning apprentices to ease recruitment issues and reduce agency dependency (£174k (£98k in 2023-24 as starting from July 2023)). Anticipated reduction in application (£99k) and pre-application fees (£33k). Offset by better S106 cost recovery (£30k), Enforcement team restructure (£38k) and increased PPA income (£43k).		119	76			
Transformation, HR, CS	Democratic Services	Move to hosting and on-premise server move for ModernGov	This is the increased revenue cost associated with moving the hosting to an on-site server, due to the current provider withdrawing service.		27				
Transformation, HR, CS	HR	HR Apprentice	An apprentice post is now proposed to be made ongoing.		23				
Transformation, HR, CS	ICT	Windows 2012 Server Migrations	Migration of systems and services to, where possible, cloud based systems, and support from vendors. This is caused by withdrawal of Microsoft support for existing servers.	50					
Transformation, HR, CS	Transformation	Single Point of Contact (SPOC) Role	Creation of one post which encompasses all single point of contact issues and Risk matters instead of 3-4 separate officers maintaining individual contacts.		36				
			<b>Total Net Bids / (Savings)</b>	50	318	99	22	0	0
			<b>HRA SHARE</b>	10	12	0	0	0	0
			<b>Earmarked Reserves</b>						
			<b>General Fund</b>	40	307	99	22	0	0

This page is left blank intentionally.

## General Fund Revenue Bids One Off - 2023/24 Budget

Directorate	Cost Centre	Title	Edited Description	2023/24	2024/25	2025/26	2026/27	2027/28
				£'000	£'000	£'000	£'000	£'000
CE&COO	Economic Development and Investment	Small team to lead the development at North East Cambridge	Three posts for three years, £60k for next year only, with a view to getting developer funding thereafter	60				
CEW	Environment Operations	Recycling Credit payment reduction	Income reduction from recycling credits due to the reduction of glass in the recycling collections. (Loss of income)	40				
CEW	Climate and Environment	Extension Climate & Environment Project Officer - for energy and EV programme delivery	A Project Officer post submitted as a one-off bid previously, now seeking extension for another year. This will enable the C&E Team to meet the Council's Net Zero targets and deliver key Member priorities as outlined within the business plan. Will use £30k received from CCityC for this role within the Sustainable Warmth project as withdrawal from Earmarked reserves.	12	22			
Housing	Housing	Money advice posts	3 posts to be funded by external flexible homelessness funding. It has been approved previously for 2021/22 & 2022/23, but was delayed due to service demand and team restructure. This is a resubmitted bid.	125	125			
Transformation, HR, CS	Facilities Management	Replacement of the Southern Elevation Curtain Walling Glass Replacement	The revenue bid covers additional security requirement of the curtain wall project.	15				
Transformation, HR, CS	ICT	3C ICT Portfolio Team Extension of Fixed Term Resource - Change Delivery Manager	Extension of the Change Delivery Manager Role for an additional 24 months with the aim of making the role self-funded (through recharges) after this period. 75% to be funded next year, 25% the following year then 0%. This is to fund ICT Project delivery support for requirements that arise in year for work that has not been identified as part of service planning and resource bidding in the previous year.	12	8			
Transformation, HR, CS	ICT	Additional Temporary Information Governance resource as discussed by CMT August 2022.	A new Request Manager post for 12 months to deal with FOI requests and free up time from the staff currently supporting this function and to allow them to receive training.	25				
Transformation, HR, CS	HR	HR Systems Administrator	HR systems administrator post extended for another year due to the requirement to support the system is now seen as ongoing.	39				

## General Fund Revenue Bids One Off - 2023/24 Budget

Directorate	Cost Centre	Title	Edited Description	2023/24	2024/25	2025/26	2026/27	2027/28
				£'000	£'000	£'000	£'000	£'000
Transformation, HR, CS	Transformation	Recruitment of 1 FT Business Analyst to support the Admin review	To support the recommendations to deliver the outcomes from the Corporate Admin review.	49	49			
Transformation, HR, CS	Transformation	Applying for funding for extension of Digital Transformation Consultant	An extension to employ a Digital Transformation Consultant until September 2023.	17				
			<b>Total Net Bids / (Savings)</b>	<b>394</b>	<b>204</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>HRA Share</b>	<b>31</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>Earmarked Reserves</b>	<b>287</b>	<b>197</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>General Fund</b>	<b>76</b>	<b>-4</b>	<b>0</b>	<b>0</b>	<b>0</b>

## General Fund Savings and Income Ongoing - 2023/24 Budget

Directorate	Cost Centre	Title	Edited Description	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
CEW	Environmental Protection	Savings on Consultancy Budget within Environmental Protection	Consultancy budgets not required within the service as sufficient skillset is now available internally.	(15)				
Finance	Interest	Additional income from ESH lending	Increase in interest % charged on ESH loans: to increase all loans to Ermine St to 4.25% for 2023/24 the increase in income (or saving) will be £399,000 compared to the current loans at 3.85% and 1%.	(399)				
			<b>Total Net Bids / (Savings)</b>	<b>(414)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>HRA SHARE</b>	<b>(80)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>Part of Capital Programme</b>					
			<b>Earmarked Reserves</b>					
			<b>General Fund</b>	<b>(334)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

This page is left blank intentionally.

## General Fund Savings and Income One off - 2023/24 Budget

Directorate	Cost Centre	Title	Edited Description	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
CEW	Commercial and Licensing	Additional income from certificate services	Creation of additional income streams through additional primary authority and export certificate services to private sector clients (£10k) and additional street Trading policy income (£5k)	(15)				
Planning	Planning - Strategy and Economy	Planning - Strategy and Economy budget adjustments	Increased revenue from delivery against BNE Business Plan offset by changes in income streams.	(59)				
			<b>Total Net Bids / (Savings)</b>	<b>(74)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>HRA SHARE</b>					
			<b>Part of Capital Programme</b>					
			<b>Earmarked Reserves</b>					
			<b>General Fund</b>	<b>(74)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

This page is left blank intentionally.





<b>Report to:</b>	Scrutiny and Overview Committee 15 November 2022
<b>Lead Cabinet Member:</b>	Cllr Brian Milnes – Deputy Leader and Lead Cabinet Member for Environment
<b>Lead Officer:</b>	Jeff Membery – Head of Transformation, HR and Corporate Services

---

## Future use of South Cambridgeshire Hall, Cambourne

### Executive Summary

1. This briefing note explains the current thinking by officers on the best use of space within South Cambs Hall. The appended floorplans show an early stage proposal to have most SCDC officers working on the first floor to allow more space for renting out and the provision of potential community facilities.

### Key Decision

2. No

### Recommendations

3. It is recommended that Scrutiny and Overview Committee:
  - a) Review the proposals for the best use of space at South Cambs Hall, make any appropriate recommendations or raise any concerns identified.
  - b) Set an appropriate date for an update report to come back to the committee to enable it to continue to review progress.

### Reasons for Recommendation

4. These recommendations are required to enable officers to progress with the remodelling of the floorspace whilst looking to accommodate the views of members.

## **Details**

### **5. Background**

Over the last few years advances of technology has lead to an increase in the potential for a previously mainly office based workforce to operate flexibly using a laptop and/or mobile phone. At South Cambridgeshire District Council (SCDC) this was exemplified by the “Council Anywhere” project which was successfully rolled out by early 2020.

The move to less “office based” working was given additional impetus by the need to work from home where possible due to the Covid 19 pandemic. Many SCDC staff were able to work from home as productively as they would have in the office and this - combined with the ecological advantages of a reduced need to travel – resulted in SCDC formally adopting a Hybrid Working Policy in early 2022.

The impact of the changes in technology and the resulting change to working arrangements means that there was a requirement to revisit how we use South Cambs Hall (SCH) to its best advantage in light of an internal reduced demand for office space. A space survey had been commissioned and undertaken to suggest options in late 2019/ early 2020. This provided some useful information, but the timing of this report was unfortunate, being produced as it was just days before the Country went into lockdown due to the Covid pandemic. Post pandemic information from teams across the Council suggests that on any one given day significantly less people will be working from SCH than was the case when the report was drafted. (The working assumption now is that on any given day a maximum attendance at SCH will be 65% or less of pre-pandemic levels).

Some parts of SCH are already rented out to other organisations such as the National Health Service (NHS) and the County Council. Space is also provided for shared services colleagues and, on an ad-hoc basis, to people from partner organisations (such as the City Council) who are able to “touch down” at SCH if they happen to be working nearby. These are features that it would be beneficial to keep or expand in any future arrangements along with investigating the potential for introducing community-based facilities and/or space for use by start up businesses as referenced by members of this committee in its meeting in October.

Alongside the changing demands identified above, there is also a need to continue the renovation of what is now a 20-year-old building where some areas are in need of maintenance and refurbishment to secure both its structural integrity and improve the technical infrastructure. Work is already underway to secure the curtain walling at both the front and back of the building, and it is likely that the inflatable roof will need some work next year. There is also a need to update and replace the current “floor boxes” that provide access to power and IT systems.

### **Current Proposals**

An outline of the current proposals are shown on the floor plans appended to this briefing note, although more work is ongoing in respect of the detail. At this stage, these floor plans are intended only to give the committee an impression of how the space may be used and are not intended to be specific detailed proposals. The current thinking by officers is as follows; -

### **1<sup>st</sup> Floor**

It is expected that reduced frequency of attendance at SCH by staff means that going forward the vast majority of our people will be housed on the first floor which releases space for other uses, and both facilitates collaborative working and also helps engender a sense of community.

It is proposed that, although any officer will be able to sit at any of the desks on this floor, it is divided into zones, each connected to the different service area. Any specialist equipment, documentation or reference material relating to that service area will be stored in that zone, and teams belonging to that service area will normally – but not exclusively – sit in those zones when they are in the office. It is also being considered whether the zones could be colour coded for ease of identification.

Desking arrangements and facilities provided will be inspired by the model trialled in the “collaboration area” and feedback received from staff who used those facilities will inform the final proposed layout. The infrastructure improvements covered earlier in this report -such as the provision of new floor boxes – will be undertaken once the new arrangements are finalised to minimise disruption.

### **2<sup>nd</sup> Floor**

Currently this floor is a “mixed” space and officers’ thoughts for the second floor is that it will continue to provide space for our colleagues from 3C ICT and Legal as well as enabling more space to be available for tenants such as the NHS or Trading standards. Over the past year we have had a few organisations approach us about the potential to rent out space in our offices and the proposal allows us to explore those options.

### **Ground Floor**

Currently the ground floor houses the reception area, some rented out space, workspaces for SCDC staff, space for 3C staff and meeting rooms. The proposal to move most SCDC staff to the first floor and use the second floor for 3C colleagues and rental space frees up much of the ground floor to create space for the provision of cost-effective office space for start-up companies and third sector organisations within South Cambridgeshire. We will need to retain a reception presence with some meeting rooms retained, however we believe there will also be the opportunity to include community facilities.

### **Timescales**

The initial focus is on the changes to be made to the first floor and it is these that will free up the space on the other floors for alternative use.

It is anticipated that the remodelling of the first floor will be undertaken in Q4 of the 22/23 financial year with work on the 2<sup>nd</sup> and ground floors being completed in Q1 and Q2 of the 23/24 financial year.

## **Implications**

### **Financial**

6. It is expected that the costs of enabling the changes required will mainly be delivered from within existing budgets or existing reserves. However, a capital bid of £50,000 has been put in for the 23/24 financial year to fund the work that will be needed on the ground floor to facilitate the provision of the office space for start-up businesses/third sector bodies and the potential community facilities.

### **Equality and Diversity**

7. Once a proposed layout for each floor has been determined an equalities impact assessment will be undertaken to ensure compliance.

## **Alignment with Council Priority Areas**

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

8. The proposals allow for cost effective office space to be provided for start up businesses within South Cambridgeshire.

## **Background Papers**

None

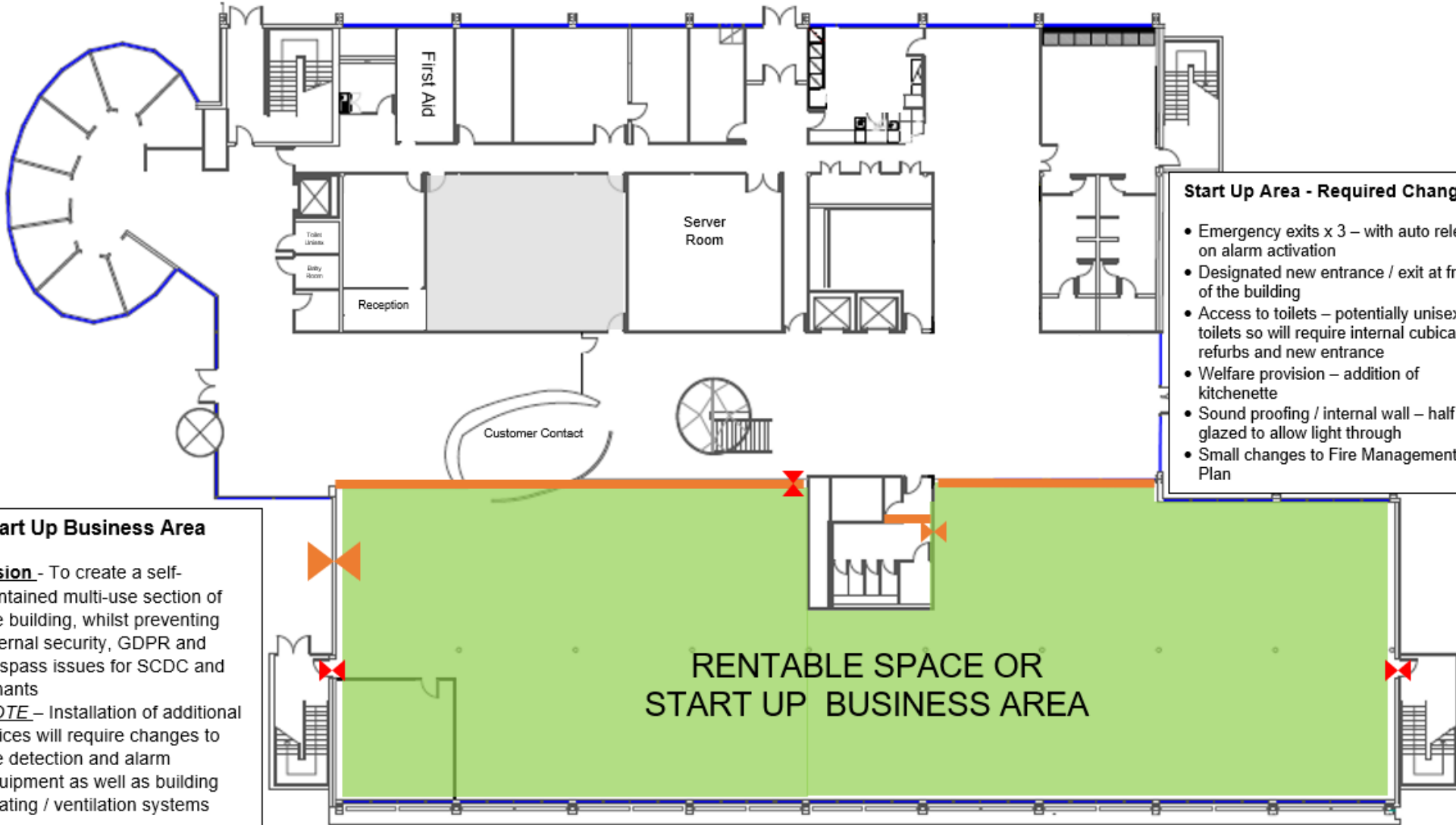
## **Appendices**

Appendix A: Office Floorplans

## **Report Author:**

Jeff Membery – Head of Transformation, HR and Corporate Services.  
Telephone: 07714-600944

# GROUND FLOOR



- Start Up Area - Required Changes**
- Emergency exits x 3 – with auto release on alarm activation
  - Designated new entrance / exit at front of the building
  - Access to toilets – potentially unisex toilets so will require internal cubical refurbs and new entrance
  - Welfare provision – addition of kitchenette
  - Sound proofing / internal wall – half glazed to allow light through
  - Small changes to Fire Management Plan

**Start Up Business Area**

**Vision** - To create a self-contained multi-use section of the building, whilst preventing internal security, GDPR and trespass issues for SCDC and tenants

**NOTE** - Installation of additional offices will require changes to fire detection and alarm equipment as well as building heating / ventilation systems

This page is left blank intentionally.

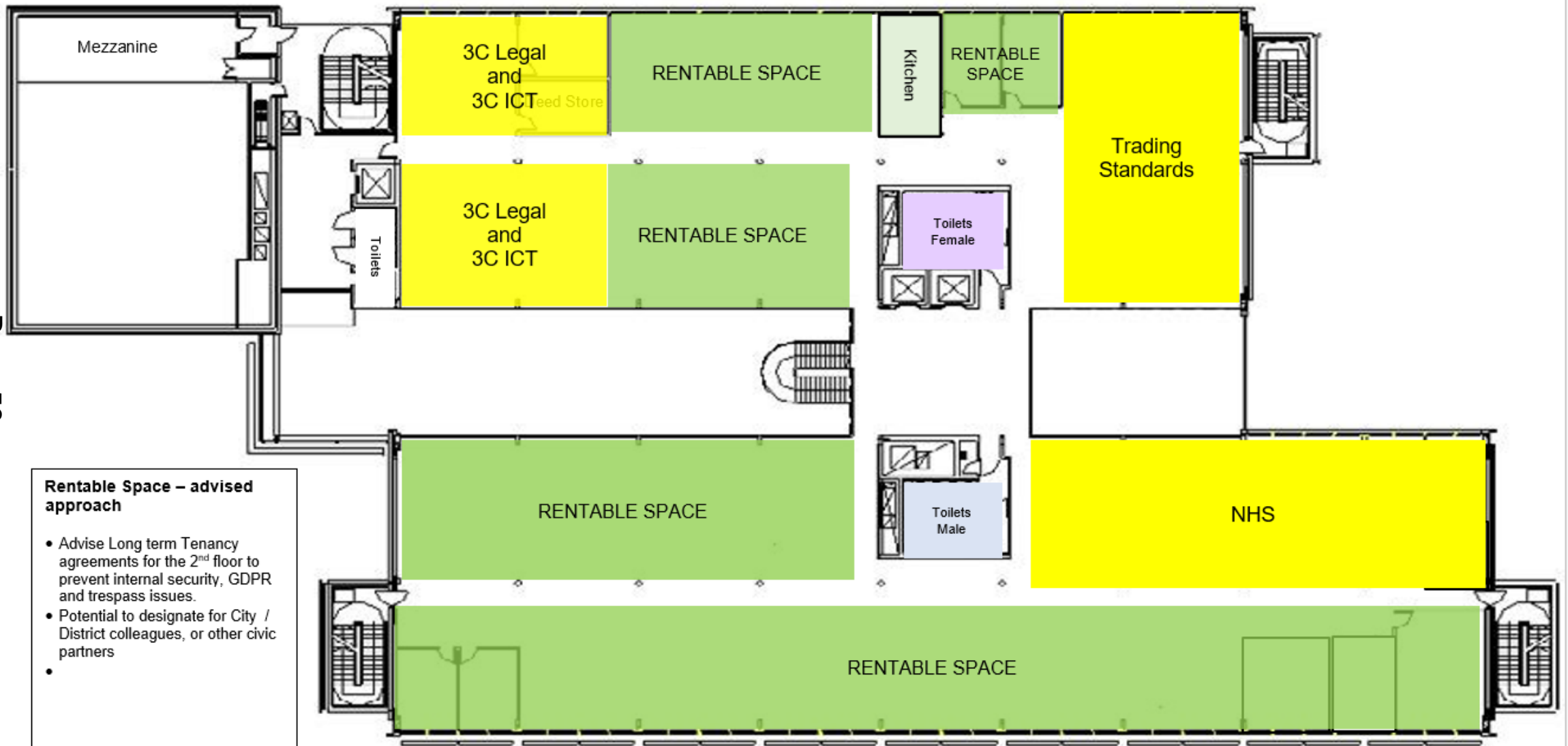
# FIRST FLOOR – SCDC HYBRID WORKING



This page is left blank intentionally.



# SECOND FLOOR



## Rentable Space – advised approach

- Advise Long term Tenancy agreements for the 2<sup>nd</sup> floor to prevent internal security, GDPR and trespass issues.
- Potential to designate for City / District colleagues, or other civic partners
-

This page is left blank intentionally.



<b>Report to:</b>	Scrutiny and Overview Committee 15 November 2022
<b>Lead Cabinet Member:</b>	Councillor Bill Handley – Lead Cabinet Member for Communities
<b>From:</b>	Councillor Richard Stobart (Chair) and the members of the Young People Task & Finish Group

---

## Young People Task & Finish Group – Terms of Reference

### Executive Summary

1. The purpose of this report is to seek the Scrutiny and Overview Committee's endorsement of the Terms of Reference agreed by the Young People Task & Finish Group for conducting its investigation into youth engagement in South Cambridgeshire.

### Key Decision

2. No.

### Recommendations

3. It is recommended that the Scrutiny and Overview Committee approves the Terms of Reference attached to this report at Appendix A.

### Reasons for Recommendations

4. The Scrutiny and Overview Committee is the Task & Finish Group's parent committee and approval of the Terms of Reference will mean that the Young People Task & Finish Group will be formally constituted and therefore able to carry out its work plan.

### Details

5. At its meeting in July 2022, Full Council approved a motion asking the Cabinet to establish a working group to investigate ways in which "...the voice of young people is heard in the development of the Council's policies for the future of the District. This

Council encourages youth engagement in local politics and supports the greater involvement of young people in decision-making at the Council...”.

6. Subsequently, the Leader of the Council asked the Scrutiny and Overview Committee to take on this piece of work.
7. At its meeting on 6 September 2022 the Scrutiny and Overview Committee appointed Councillors Graham Cone, Stephen Drew, Sue Ellington, Helene Leeming, and Richard Stobart to the Young People Task & Finish Group.
8. The Task & Finish Group held its first meeting on 20 October 2022 and its second on 2 November 2022. Each of these meetings served to develop a work plan based on the Group’s draft terms of reference. It is envisaged that the Task and Finish Group will gather its evidence from January to March next year with a view to reporting its findings to the Scrutiny and Overview Committee towards the middle of 2023.

## **Options**

9. The Scrutiny and Overview Committee can do one of three things:
  - (a) Endorse and adopt the terms of reference as attached at Appendix A
  - (b) Make amendments and adopt the terms of reference as amended
  - (c) Reject the terms of reference

## **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: -

### **Staffing**

11. The lead officer for this Group is the Communications and Communities Service Manager and other colleagues will be required to input into the work of the group as its work progresses. There are therefore resourcing implications, but these considered to be achievable within current resources.

## **Consultation responses**

12. Consultation responses will help to inform the Group’s final report to the Scrutiny and Overview Committee. Consultation has not yet started.

## **Alignment with Council Priority Areas**

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

13. Task & Finish Group recommendations may relate to this priority.

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

14. Task & Finish Group recommendations may relate to this priority.

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

15. Task & Finish Group recommendations may relate to this priority.

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

16. Task & Finish Group recommendations do relate to this priority as the Group intends looking at improving the inclusion and involvement of young people in decisions that affect them and create in those young people a sense of belonging.

## **Background Papers**

None

## **Appendices**

Appendix A: Young People Task & Finish Group Terms of Reference (draft)

## **Report Author:**

Ian Senior – Scrutiny and Governance Adviser  
Telephone: (01954) 713000

This page is left blank intentionally.

# Young People in South Cambridgeshire Scrutiny Task and Finish Group

## Terms of Reference

### Purpose

1. The purpose of the group is to investigate and make recommendations to the Scrutiny and Overview Committee on ensuring that the voice of youth in South Cambridgeshire is sought and heard.

### Scope

2. The Task and Finish Group will review and examine South Cambridgeshire District Council policy to understand:
  - how the Council interprets the term 'young people'.
  - approximately how many individuals fall within that definition and where they live, study or work within South Cambridgeshire.
  - how can SCDC ensure that young people can
    - readily access District Council services such as housing, homelessness, and welfare support.
    - Engage fully in the democratic process.
    - provide rich input into appropriate Council policies.

### Group membership

3. The Group will consist of five members appointed by the Scrutiny and Overview Committee. A Chair of the group will be appointed by the Task and Finish Group. Other Scrutiny and Overview Committee members and non-executive Members may input as needed. Executive members may be invited to contribute in an advisory capacity. The Task and Finish Group may co-opt additional members from non-executive Councillors or from outside the Council.

## Lead officer

4. This will be the Communications & Communities Service Manager.

## Frequency of meetings

5. The Group will meet on a monthly basis or at such other frequency as is deemed practical.

## Public access

6. Meetings shall not be open to the press and public. However, stakeholders shall be invited to attend and to contribute to the Group's work programmes, including co-option to the group, as appropriate.
7. Formal minutes will not be taken. However, action notes will be compiled by the allocated lead officer and reviewed from meeting to meeting. These will not be published but will usually be made available to the public on request after publication of the final report.

## Reporting

8. The Task and Finish Group will report its findings to the Scrutiny and Overview Committee.



# Agenda Item 10



**South  
Cambridgeshire**  
District Council

<b>Report to:</b>	Scrutiny and Overview Committee	15 November 2022
<b>Lead Cabinet Member:</b>	Councillor John Williams, Lead Cabinet Member for Resources	
<b>Lead Officer:</b>	Peter Maddock, Head of Finance	

---

## Ice Rink Update.

### Executive Summary

1. During 2017 an Ice rink was constructed in Newmarket Road, Cambridge. The construction was funded in part by the university Gattiker Fund but also a loan from the District Council. The amounts were advanced in two tranches totalling £2.4m with £1.85m advanced during October 2017 and a further £0.55m advanced during November 2018 all repayable by March 2044. In the summer of 2020 at the height of the Coronavirus pandemic the Council received a request from Cambridge Leisure and Ice Centre (CLIC) for additional financial support of around £0.6m in order to be able to meet its liabilities. Following further discussions, it was agreed that CLIC should look to negotiate with its creditors to reduce their financial claims on the company in return for the Council not enforcing its claim to outstanding payments under the loan agreement. There were a number of other stipulations made at the same time including member representation on the Board of CLIC and agreement to lease extensions of 10 years with both Marshalls, the landowner and Greenwich Leisure (GLL), the rink management company. This process has now been completed and we are in a position to agree a revised loan agreement and the other associated requirements.

### Recommendations

2. That Committee note that CLIC no longer require additional finance to keep the rink operational and that agreement to a revised loan schedule requiring payment by 2048/49 instead of 2043/44 as originally planned, will meet the original objective of keeping the rink operating and should ensure the council receives its money back in full.

### Details

3. During 2015 CLIC was set up with the purpose of building an Ice Rink on a site in Newmarket Road leased from Marshall Group. The cost of the rink was around £6m and whilst a substantial amount of this was met by the University Gattiker Fund, CLIC also approached the Council for a loan to make up the required funding. Initially in October 2017 a sum of £1.85m was advanced and subsequently in November 2018 a further £0.55m was made available. The total advance made being of £2.4m was repayable by March 2044.
4. Construction of the rink began in November 2017 however there were delays relating to the discovery of munitions on the site and compensation was sought from the Ministry of Defence for the additional costs this caused. Some compensation was forthcoming but not enough to fully compensate for the additional costs incurred.
5. The Rink opened for Business in August 2019 but there was a cost overrun of around £0.3m on the original £6m budget set.
6. The rink is operated and managed by Greenwich Leisure Ltd (GLL) a charitable organisation specialising in the management of leisure facilities and they pay a rental to CLIC for this. However the centre closed in late March due to the pandemic meaning revenues effectively dried up overnight.
7. Toward the end of June 2020 the Council were approached by CLIC asking for an additional loan advance of between £0.55m and 0.6m and an extension to the loan term by a further 10 years to 35 years and they stated they had already been in negotiations for a similar extension with both Marshalls and GLL.
8. In view of this, and to ascertain what the best way forward for the Council was, financial information from both CLIC and GLL was sought along with specialist external legal advice.
9. The information from CLIC revealed that they had creditors of around £0.55m relating to the construction of the ice rink but excluding our loan repayment, the first instalment of which was not due until September 2020. They subsequently provided a letter to the Council saying they would like to defer the loan repayment due at the end of September 2020 and roll the amount up into the loan.
- 10 Legal advice was taken from an external company, given the complex and unusual circumstances surrounding this matter and their advice was presented to the Scrutiny and Overview committee at its meeting on the 29<sup>th</sup> September 2020. The Scrutiny and Overview Committee supported the proposed way forward with further due diligence being undertaken.
- 11 CLIC were told by officers to negotiate with their creditors to reduce any financial claims against the company and that the Council retained the right to enforce its claim on CLIC for the repayments.

- 12 In the intervening period negotiations have been ongoing with CLIC and we have now reached a position that both the Council and CLIC can agree on which does not result in the Council advancing further monies to CLIC.
- 13 We will now need a formal agreement to be drawn up based on the revised draft loan schedule which proposes repayment by 2048/49 instead of 2043/44 under the original agreement. It is also intended that the agreement to extend the loan repayment period goes hand in hand with finalising the 10 year extension with both Marshalls and GLL, securing member representation on the board and creditors agreeing a reduction in their claims on the company.
- 14 In the meantime, attendances at the ice rink since they were allowed to re-open have been better than expected and revenues up on expectations and it is seen as a valuable leisure facility for the district and surrounding area.

## **Options**

- 15 The Council could decide not to agree to an extension of the loan agreement however this is not recommended as no further monies are being advanced. Negotiations have taken some time to get to an agreed position which both the Council and CLIC are happy with. We could continue negotiations further but it is doubtful we could improve on the Council's position and the uncertainty surrounding the ice rinks future would drag on longer.

## **Implications**

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

## **Financial**

- 17 The revised loan agreement should see the Council recoup its money by 2049 and the rink remain a viable. At the start of this process CLIC had asked for a further loan that would have increased the amount that they needed to repay the Council. The current proposal is both better for the Council and CLIC

## **Legal**

- 18 A new legal agreement will need to be drawn up incorporating the revised loan schedule once the proposals have been agreed.

## **Risks/Opportunities**

- 19 There is a risk that the loan repayments will not be made within the timescales stipulated but this is common with all such arrangements. If the Council is more closely involved with CLIC going forward this should be less likely and

having a new agreement and loan schedule setting the requirements out clearly should also mitigate this risk.

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

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

20 By not enforcing the loan repayments during the pandemic and negotiation process, the Ice Rink has been able to operate as before but with increased participation and revenues. Because of this the rink is available for use as a leisure facility for both residents of the district and others when there was a fear that it might be forced to close.

### **Appendices**

None

### **Report Author:**

Peter Maddock – Head of Finance  
Telephone: (01954) 713072

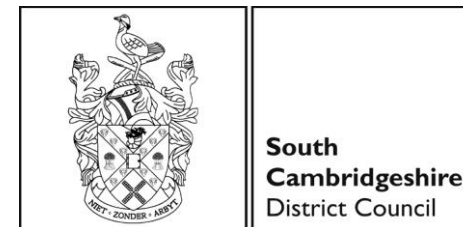
## Scrutiny and Overview Committee Work Programme 2022-23

Statutory date for agenda publication	Meeting date	Potential Agenda item (subject to prioritisation by Chair and Vice Chair)		
		Pre-Scrutiny	Scrutiny review by Committee	Task and Finish Groups
7 November 2022	15 November 2022	<ul style="list-style-type: none"> <li>Bids and savings</li> <li>Q2 Performance</li> </ul>	<ul style="list-style-type: none"> <li>Future use of South Cambs Hall</li> </ul>	<ul style="list-style-type: none"> <li>Report from Young People T&amp;F Group – Terms of Reference</li> </ul>
7 December 2022	15 December 2022	<ul style="list-style-type: none"> <li>Medium Term Financial Strategy</li> <li>Investment Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Planning engagement with Town and Parish Councils (provisional)</li> </ul>	-
	10 January 2023	<ul style="list-style-type: none"> <li>Greater Cambridge Local Plan</li> </ul>	-	-
11 January 2023	19 January 2023	<ul style="list-style-type: none"> <li>Budget reports</li> </ul>	-	-
20 February 2023	28 February 2023	<ul style="list-style-type: none"> <li>Annual Equality Scheme</li> </ul>	-	-
20 March 2023	28 March 2023			

17 April 2023	25 April 2023			
3 May 2023	11 May 2023			
<b>To be allocated</b>			<ul style="list-style-type: none"><li>• Stakeholder engagement</li></ul>	
			<ul style="list-style-type: none"><li>• Community Facilities at Northstowe (not before October 2023)</li></ul>	

## Notice of Key and Non-Key Decisions

### To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 1 November 2022



Notice is hereby given of:

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

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

\*A decision to:

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

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

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

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

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

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

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

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

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

Leader of the Council  
Deputy Leader, Environment  
Housing  
Communities  
Planning  
Economic Development  
Resources



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

<b>Decision to be made</b>	<b>Description of Decision</b>	<b>Decision Maker</b>	<b>Date of Meeting</b>	<b>Reason for Report being considered in Private</b>	<b>Lead Cabinet Members and Contact Officer</b>	<b>Documents submitted to the decision maker</b>
Business Rates Discretionary Relief Policy  Key	Update to the Council's Discretionary Rate Relief Policy in line with Government direction.	Lead Cabinet member for Resources	Not before 04 November 2022		Lead Cabinet member for Resources  Katie Kelly, Revenues Manager	
2021/22 Provisional General Fund Revenue and Capital Outturn  Page 75	Reports the General Fund Revenue and Capital outturn position for the financial year 2021/22	Cabinet  Council	14 November 2022  21 February 2023		Lead Cabinet member for Resources	Report publication expected on 4 November 2022
Future use of plots of HRA Land  Non-Key	Decision as to the future use of 8no. plots of HRA Land	Cabinet	14 November 2022		Lead Cabinet member for Housing  Kirstin Donaldson, Service Manager - Acquisitions and Development	Report publication expected 4 November 2022
Fees and Charges  Key	Annual review and determination of fees and charges to be set by the Council from April 23.	Cabinet	14 November 2022		Lead Cabinet member for Resources	Report publication expected on 4 November 2022

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

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
<p>Local Council Tax Support</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 76</p>	<p>Decision with regard to scheme which consultation will be undertaken to inform Council's decision in February 2023</p>	<p>Cabinet</p> <p>Cabinet</p> <p>Council</p>	<p>14 November 2022</p> <p>06 February 2023</p> <p>21 February 2023</p>		<p>Lead Cabinet member for Resources</p> <p>Lead Cabinet member for Resources</p> <p>Dawn Graham, Benefits Manager</p>	<p>Report publication expected 4 November 2022</p> <p>Report publication expected on 27 January 2023</p>
<p>Minimum Energy Efficiency Standards policy</p>	<p>Decision to be made to introduce a Minimum Energy Efficiency Standard policy to enable the Council to apply financial penalties under the relevant regulations.</p>	<p>Cabinet</p> <p>Council</p>	<p>14 November 2022</p> <p>24 November 2022</p>		<p>Lead Cabinet member for Environment</p> <p>Rory Cosgrove, Principal Officer (People and Protection)</p>	<p>Report publication expected on 4 November 2022</p>
<p>Mobile Homes (Fit &amp; Proper Person policies and fees &amp; charges)</p>	<p>Decision to be made to introduce Mobile Homes (Fit &amp; Proper Person) determination and fees policies as well as introduce a</p>	<p>Cabinet</p> <p>Council</p>	<p>14 November 2022</p> <p>24 November 2022</p>		<p>Lead Cabinet member for Environment</p>	<p>Report publication expected on 4 November 2022</p>

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

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
	new fees & charges structure in order to recover costs incurred in work relevant to Mobile Homes.				Rory Cosgrove, Principal Officer (People and Protection)	
Cost of living crisis Non-Key	To consider how residents can be supported with the cost of living crisis, with recommendations on projects and so on.	Cabinet	14 November 2022		Lead Cabinet member for Resources  Dawn Graham, Benefits Manager	Report publication expected 4 November 2022
Making of Gamlingay Neighbourhood Plan	Full Council will need to formally adopt the neighbourhood plan if it has a successful referendum. Referendum on 10 November 2022	Council	Not before 24 November 2022		Lead Cabinet member for Planning  Jenny Nuttycombe, Principal Planning Policy Officer	Report publication expected on 16 November 2022
Medium Term Financial Strategy (First Submission)	Review and ensure that Council is aware of the financial challenges over the medium-term.	Cabinet  Council	12 December 2022  21 February 2023		Lead Cabinet member for Resources	Report publication expected on 2 December 2022

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

<b>Decision to be made</b>	<b>Description of Decision</b>	<b>Decision Maker</b>	<b>Date of Meeting</b>	<b>Reason for Report to be considered in Private</b>	<b>Lead Cabinet Members and Contact Officer</b>	<b>Documents submitted to the decision maker</b>
2022/2023 Revenue and Capital Budget Monitoring (Quarter 2)  Non-Key	Consider the monitoring data and trends in respect of the 2022/23 budgets and issues.	Cabinet	12 December 2022		Lead Cabinet member for Resources	Report publication expected on 2 December 2022
Care Leavers Council Tax Discount  Page 78	To award a Council Tax discount for Care Leavers under the Council's discretionary powers.	Cabinet  Council	12 December 2022  21 February 2023		Lead Cabinet member for Resources  Katie Kelly, Revenues Manager	Report publication expected 2 December 2022
Capital programme Update & New Bids  Non-Key	Report Council's Capital Programme and new Capital bids from 2023/24.	Cabinet	12 December 2022		Lead Cabinet member for Resources	Report publication expected on 2 December 2022
Bids and Savings  Non-Key	Consider new Revenue bids and savings for 2023/2024.	Cabinet	12 December 2022		Lead Cabinet member for Resources	Report publication expected on 2 December 2022
Waterbeach	Update on progress	Cabinet	12 December 2022		Lead Cabinet	Report publication

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

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Renewable Energy Network (solar project) - Update  Non-Key					member for Environment  Alex Snelling-Day, Policy, Climate and Environment Team Manager	expected 2 December 2022
Q2 Performance Report  Non-Key	Progress report	Cabinet	12 December 2022		Deputy Leader  Kevin Ledger, Senior Policy and Performance Officer	Report publication expected 2 December 2022
Providing additional self-continued accommodation for homeless  Non-Key	To use some ring-fenced external funding to purchase properties to be used to house homeless people and avoid the use of temporary accommodation.	Cabinet	12 December 2022		Lead Cabinet member for Housing  Susan Carter, Service Manager - Housing Advice and Options	Report publication expected 2 December 2022
Compliance Policy  Key	To consider the policy	Cabinet	23 January 2023		Lead Cabinet member for Planning  Heather Jones, Strategic Lead 3C Building Standards	Report publication expected 13 January 2023

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

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Greater Cambridge Joint Local Plan  Key	To confirm preferred strategy	Cabinet	23 January 2023		Lead Cabinet member for Planning  Jonathan Dixon, Planning Policy Manager, Caroline Hunt, Strategy and Economy Manager	Report publication expected on 13 January 2023
Authority Monitoring Report 2021-22  Non-Key		Cabinet	23 January 2023		Lead Cabinet member for Planning  Stephen Kelly, Joint Director of Planning and Economic Development	Report publication expected on 13 January 2023
Medium Term Financial Strategy	Review and ensure that Council is aware of the financial challenges over the medium-term.	Cabinet  Council	06 February 2023  21 February 2023		Lead Cabinet member for Resources	Report publication expected on 27 January 2023
General Fund Budget 2023/24	Consider the General Fund Revenue Budget for 2023-24	Cabinet  Council	06 February 2023  21 February 2023		Lead Cabinet member for Resources	Report publication expected on 27 January 2023

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

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
					Lead Cabinet member for Resources	
Investment Strategy	Annual review of the strategy to be adopted by the Council.	Cabinet Council	06 February 2023 21 February 2023		Lead Cabinet member for Resources  Anne Ainsworth, Chief Operating Officer	Report publication expected on 27 January 2023
Housing Revenue Account Budget 2023/24	Consider the Housing Revenue Account Budget for 2023-24	Cabinet Council	06 February 2023 21 February 2023		Lead Cabinet member for Resources	Report publication expected on 27 January 2023
Capital Investments Programme 2023/24 - 2027/28	Consider the Council's Capital Programme	Cabinet Council	06 February 2023 21 February 2023		Lead Cabinet member for Resources	Report publication expected on 27 January 2023

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

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
Treasury Management Strategy	Consider a refreshed version of the Strategy for adoption by the Council.	Cabinet Council	06 February 2023 21 February 2023		Lead Cabinet member for Resources	Report publication expected on 27 January 2023
Capital Strategy	Consider a refreshed version of the Strategy for adoption by the Council.	Cabinet Council	06 February 2023 21 February 2023		Lead Cabinet member for Resources	Report publication expected on 27 January 2023
Review of Revenue Reserves and Provisions	Review the Council's Revenue Reserves and Provisions as part of the 2022/2023 budget setting process.	Cabinet Council	06 February 2023 21 February 2023		Lead Cabinet member for Resources	Report publication expected on 27 January 2023
Pay Policy Statement		Council	21 February 2023		Lead Cabinet member for Resources	Report publication expected on 13 February 2023



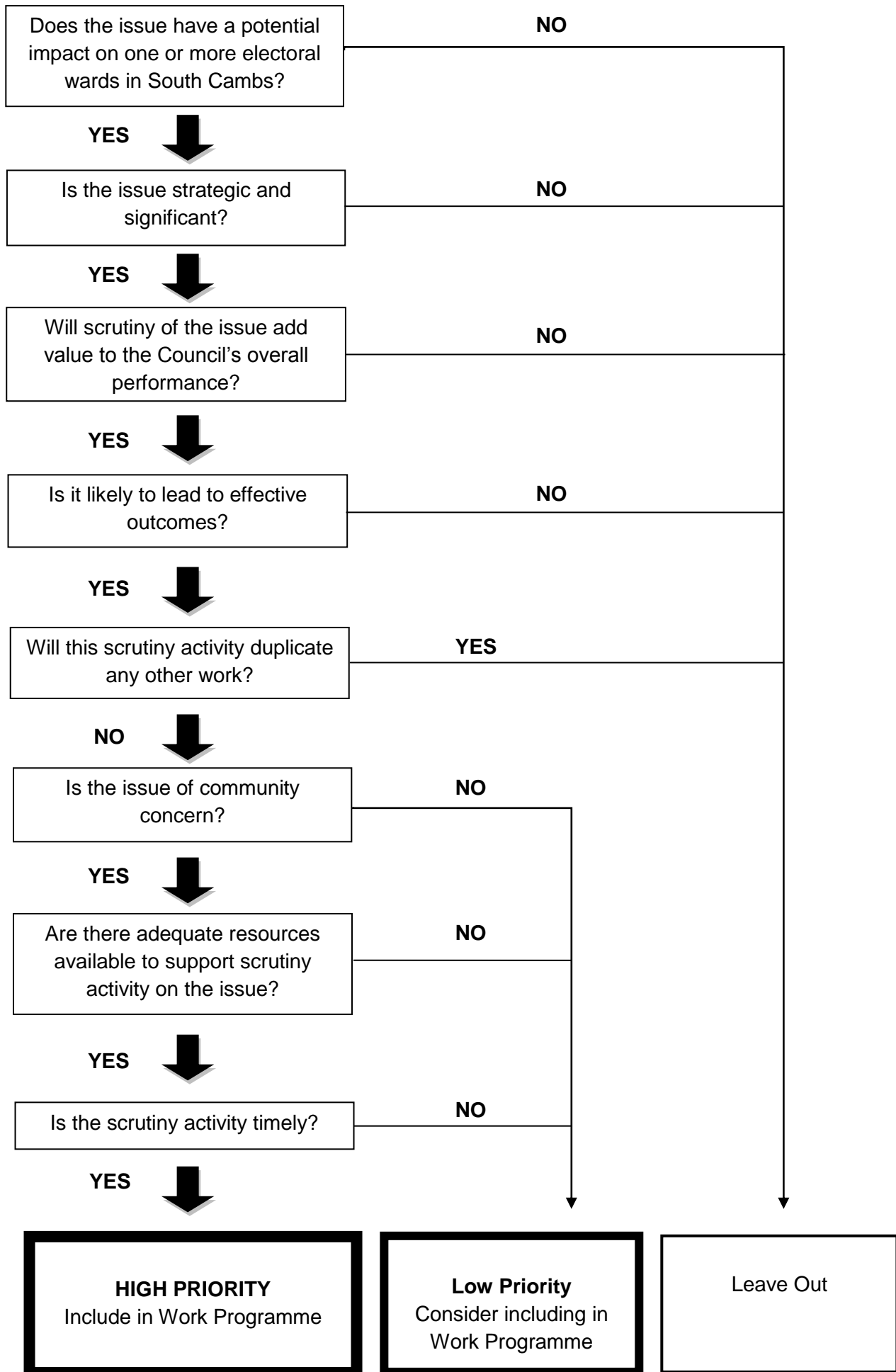
**Key and non-key decisions expected to be made from 1 November 2022**

Decision to be made	Description of Decision	Decision Maker	Date of Meeting	Reason for Report to be considered in Private	Lead Cabinet Members and Contact Officer	Documents submitted to the decision maker
					Jeff Membery, Head of Transformation, HR and Corporate Services	
Making of Fulbourn Neighbourhood Plan  Page 83	Full Council will need to formally adopt the neighbourhood plan if it has a successful referendum. Referendum date not set yet	Council	Not before 21 February 2023		Lead Cabinet member for Planning  Jenny Nuttycombe, Principal Planning Policy Officer	Report publication expected five clear working days before the meeting
2023/22 Provisional Housing Revenue Account (HRA) Outturn	Reports the HRA Revenue and Capital outturn position for the financial year 2021/22	Council	21 February 2023			Report publication expected on 13 February 2023
2022/2023 Revenue and Capital Budget Monitoring (Quarter 3)  Non-Key	Consider the monitoring data and trends in respect of the 2022/23 budgets and issues.	Cabinet	20 March 2023		Lead Cabinet member for Resources	Report publication expected on 10 March 2023
Annual Equality		Cabinet	20 March 2023		Lead Cabinet	Report publication

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

<b>Decision to be made</b>	<b>Description of Decision</b>	<b>Decision Maker</b>	<b>Date of Meeting</b>	<b>Reason for Report to be considered in Private</b>	<b>Lead Cabinet Members and Contact Officer</b>	<b>Documents submitted to the decision maker</b>
Scheme Update and Progress Report  Key					member for Resources  Kevin Ledger, Senior Policy and Performance Officer	expected on 10 March 2023

## Scrutiny Work Programme Prioritisation Tool



This page is left blank intentionally.