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13 February 2012

To: Councillor Simon Edwards, Portfolio Holder

Roger Hall Scrutiny and Overview Committee Monitor  
Tumi Hawkins Scrutiny and Overview Committee Monitor  
Edd Stonham Opposition Spokesman

Dear Sir / Madam

You are invited to attend the next meeting of **FINANCE AND STAFFING PORTFOLIO HOLDER'S MEETING**, which will be held in **MONKFIELD ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **TUESDAY, 21 FEBRUARY 2012 at 6.00 p.m.**

Yours faithfully  
**JEAN HUNTER**  
Chief Executive

**Requests for a large print agenda must be received at least 48 hours before the meeting.**

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<b>AGENDA</b>		<b>PAGES</b>
<b>PROCEDURAL ITEMS</b>		
<b>1. Declarations of Interest</b>		
<b>2. Minutes of Previous Meeting</b>	The Portfolio Holder is asked to sign the minutes of the meeting held on 17 January 2012 as a correct record.	<b>1 - 4</b>
<b>INFORMATION ITEMS</b>		
<b>3. Service Improvements and Financial Performance 2011/12 - Q3</b>		<b>To Follow</b>
<b>4. Finance Monitoring Report for All Services 2011/12</b>		<b>5 - 12</b>
<b>5. Revenue Collection Performance 2011/12 - Q3</b>		<b>13 - 30</b>
<b>6. Welfare Reform</b>		<b>31 - 40</b>
<b>7. Leavers Report 2011/12 - Q3</b>		<b>41 - 44</b>
<b>8. Sickness Absence 2011/12 - Q3</b>		<b>45 - 52</b>
<b>STANDING ITEMS</b>		

**9. Learning from Customer Feedback (Celebrating Success and Sharing Best Practice)**

**10. Forward Plan**

**53 - 54**

The Portfolio Holder will maintain, for agreement at each meeting, a Forward Plan identifying all matters relevant to the Portfolio which it is believed are likely to be the subject of consideration and / or decision by the Portfolio Holder, or recommendation to, or referral by, the Portfolio Holder to Cabinet, Council, or any other constituent part of the Council. The plan will be updated as necessary. The Portfolio Holder will be responsible for the content and accuracy of the forward plan.

**11. Date of Next Meeting**

The next meeting will be held on 20 March 2012 at 6pm.

**OUR VISION**

- We will make South Cambridgeshire a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation.
- We will be a listening Council, providing a voice for rural life and first-class services accessible to all.

**OUR VALUES**

We will demonstrate our corporate values in all our actions. These are:

- Trust
- Mutual respect
- A commitment to improving services
- Customer service

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

While the District Council endeavours to ensure that visitors come to no harm when visiting South Cambridgeshire Hall, those visitors also have a responsibility to make sure that they do not risk their own or others' safety.

### **Security**

Members of the public attending meetings in non-public areas of the Council offices must report to Reception, sign in, and at all times wear the Visitor badges issued. Before leaving the building, such visitors must sign out and return their Visitor badges to Reception.

### **Emergency and Evacuation**

In the event of a fire, a continuous alarm will sound. Evacuate 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.

- **Do not** use the lifts to exit the building. If you are unable to negotiate stairs by yourself, the emergency staircase landings are provided with fire refuge areas, which afford protection for a minimum of 1.5 hours. Press the alarm button and wait for assistance from the 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 someone feels unwell or needs first aid, please alert a member of staff.

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

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

The Council is committed to openness and transparency. The Council and all its committees, sub-committees or any other sub-group of the Council or the Executive have the ability to formally suspend Standing Order 21.4 (prohibition of recording of business) upon request to enable the recording of business, including any audio / visual or photographic recording in any format.

Use of social media during meetings is permitted to bring Council issues to a wider audience. To minimise disturbance to others attending the meeting, all attendees and visitors are asked to make sure that their phones and other mobile devices are set on silent / vibrate mode during meetings.

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

No member of the public shall be allowed to bring into or display at any Council meeting any banner, placard, poster or other similar item. The Chairman may require any such item to be removed.

### **Disturbance by Public**

If a member of the public interrupts proceedings, 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.

### **Smoking**

Since 1 July 2008, the Council has operated a Smoke Free Policy. Visitors are not 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. Visitors are not allowed to bring food or drink into the meeting room.

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of the Finance and Staffing Portfolio Holder's Meeting held on  
Tuesday, 17 January 2012 at 6.00 p.m.

Portfolio Holder: Simon Edwards

**Councillors in attendance:**

Scrutiny and Overview Committee monitors: Tumi Hawkins

Opposition spokesmen: Edd Stonham

Also in attendance: Lynda Harford and Ben Shelton

**Officers:**

Patrick Adams	Senior Democratic Services Officer
Philip Bird	Revenues Manager
Adrian Burns	Head of Accountancy
Alex Colyer	Executive Director, Corporate Services
Susan Gardner Craig	Human Resources Manager
Dawn Graham	Benefit Manager

**59. DECLARATIONS OF INTEREST**

None.

**60. MINUTES OF PREVIOUS MEETING**

The Minutes of the Meeting held on 20 December 2011 were agreed as a correct record.

**61. CAPITAL AND REVENUE ESTIMATES FOR THE FINANCE AND STAFFING PORTFOLIO 2012/13**

The Head of Accountancy presented this item, which invited the Finance and Staffing Portfolio Holder to consider the Revenue Estimates up to the year 2012/13 and the Capital Programme up to the year 2014. He explained that the Portfolio Holder had already agreed the Capital Programme at his previous meeting.

**Recharges from staff from other areas**

It was noted that recharges had increased from the 2011/12 estimate of £4,225,780 to the 2012/13 estimate of £4,560,980. It was understood that this was partly due to the Contact Centre coming under the auspices of Corporate Services.

**Land Charges charges**

The Head of Accountancy explained that as the Council was prohibited from making a profit through its Land Charges service, charges had been reduced.

**Benefits**

The Benefits Manager explained that the cost of Benefits had increased because the rate of reimbursement from the Government had decreased by 0.4%, which was significant as the total was approximately £34 million.

**Staffing budget**

It was noted that the 2.5% increase in the pay award and the 1% increase in the employers pension contribution were included in the estimates.

The Finance and Staffing Portfolio Holder

**AGREED** The revised Land Charges scheme of charges.

### **RECOMMENDED TO CABINET AND COUNCIL**

The 2011/12 revised and the 2012/13 Revenue Estimates relating to services within the Finance and Staffing Portfolio.

## **62. FINANCE MONITORING REPORT FOR ALL SERVICES 2011/12**

The Head of Accountancy presented this report, which provided the Finance and Staffing Portfolio Holder with a monthly position statement on the General Fund, Housing Revenue Account (HRA) and Capital Expenditure. He explained that as of November 2011 there was a projected underspend of 1.32% on the General Fund, a projected underspend of 0.27% on the HRA and a projected underspend of 4.95% on Capital Expenditure.

### **Capital Expenditure**

The Head of Accountancy explained that the £422,000 which had been allocated to putting photovoltaic cells on the roof of the Council's Headquarters had been carried over to 2012/13, awaiting to see if the Government's decision to reduce the tariff on electricity generated by renewable energy was lawful. It was noted that the expenditure had been agreed by Council on the understanding that it would generate income and so the cancellation of this project would not represent a budget saving in the long-term. It was suggested that improvements in photovoltaic cell technology could make this initiative profitable despite the Government's reduction in the tariff.

The Head of Accountancy explained that if the PC Virtualisation Project was delayed this would further increase this year's underspend on Capital Expenditure and would also impact on the projected savings the Project was due to deliver in 2012/13.

The Finance and Staffing Portfolio Holder stated that he was not greatly concerned by the underspend on Capital Expenditure as it was mainly due to a postponement of the installation of photovoltaic cells, which had been caused by a decision taken by the Government, and the purchasing of Equity Share houses which was demand led and not something that the Council could control.

### **Car parks**

It was understood that the Council had given notice to the landlords regarding the car park at Great Shelford and when this was concluded there would no longer be any car parks under this authority's ownership.

The Finance and Staffing Portfolio Holder **NOTED** the report.

## **63. WELFARE REFORM**

The Benefits Manager gave a verbal report on the progress of the Welfare Reform Bill through Parliament and the impact of the proposals with regard to service provision. It was noted that there had been little change since the last meeting on 20 December, due to the parliamentary recess. The Bill was in its third reading in the Lords.

The Benefits Manager expressed the hope that the Council would be in a position to set up its own scheme to implement the Government's changes by the summer.

The Finance and Staffing Portfolio Holder **NOTED** the report.

**64. TREASURY MANAGEMENT UPDATE - Q3**

The Head of Accountancy presented this report on the Treasury Management Update. It was noted that deposits listed in the report that did not have an end date were in an instant access account as the Council would require these funds at short notice.

The Finance and Staffing Portfolio Holder **NOTED** the report.

**65. FORWARD PLAN**

The Finance and Staffing Portfolio Holder **NOTED** the report.

**66. DATE OF NEXT MEETING**

It was noted that the next meeting will be held on Tuesday 21 February at 6pm.

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**The Meeting ended at 6.30 p.m.**

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## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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**REPORT TO:** Finance and Staffing Portfolio Holder 21 February 2012  
**AUTHOR/S:** Executive Director (Corporate Services) / Head of Accountancy

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**FINANCIAL POSITION – DECEMBER 2011 & PROJECTED OUTTURN****Purpose**

1. To provide Finance and Staffing Portfolio Holder with a monthly position statement on the General Fund, HRA and Capital Expenditure.
2. This is not a key decision but is providing information to Finance and Staffing Portfolio Holder.

**Recommendations**

3. The Finance and Staffing Portfolio Holder is requested to note the projected expenditure position.

**Executive Summary**

4. This position statement is reporting on the variance between the working estimates and the projected Outturn at the end of December. Below is a summary of December's projections and for comparison purposes the corresponding November's projections.

	December's Projected Outturn		November's Projected Outturn		Movement
	Compared to Working Estimate		Compared to Working Estimate		Appendix 1
	Overspend + / Underspend ( )				
	£	%	£	%	£
General Fund	(338,700)	(2.24)	(197,500)	(1.32)	(141,200)
Housing Revenue Account (HRA)	(27,800)	(0.12)	(62,900)	(0.27)	35,100
Capital	(556,800)	(6.53)	(422,000)	(4.95)	(134,800)

**Background**

5. This report provides an update to the report to the Finance and Staffing Portfolio Holder on 17 January 2012.
6. In view of the previous year's underspending the individual budgets identified in **Appendix 1** have been selected on the basis of either the size of the budget, the risk associated with that budget, or on the basis of previous over/under spending.

## Considerations

### Financial Position

7. A summary position statement is provided at **Appendix 1**.
8. Highlighted below are the significant items.

### Revenue

#### General Fund

- a. An analysis of the under/over spends for **Departmental Accounts**, as compared to the revised estimates indicates a net underspend of £72,800. This is a movement of £43,200 from the November's reported position. The main reason for this is that the Northstowe Planning Team will not be in place until the new financial year;
- b. Additionally the revised departmental and overhead accounts are £19,100 more than the original estimates as previously reported in October;
- c. **Land Charges** is estimated to have a net overspend of £48,200 because of a potential refund of income;
- d. **Refuse Collection & Recycling Service** is predicted to underspend by £146,000. This is mainly because of additional income from paper sales, material value and recycling credits;
- e. **Street Cleansing** is predicted to underspend by £9,600 because of vacant posts offset by employing external contractors;
- f. **Environmental Health General** will underspend by a net £19,000 because of £27,000 savings on the procurement of the private sector housing stock condition survey offset by £8,000 extra expenditure on prosecutions. This additional expenditure may be able to be recovered;
- g. **Licensing Income** is £20,000 greater than originally estimated;
- h. The cost of bringing responsibility for maintaining **Footway Lighting** back to SCDC from Parish Councils with effect from 1 July 2011 is estimated in 2011/12 to be £28,000
- i. **Corporate Management** will save £9,100 because of reduced fees on External Audit and £2,000 on the Local Government Association Subscription. However, because of various departmental re-organisations it is estimated that we will incur early retirement costs of £52,000 giving a net increase of £40,900;
- j. The effect on salary costs this year of the Job Evaluation exercise is estimated at £46,700. This does not include any additional costs which may arise from the appeals process;

- k. Cabinet has agreed to the proposal to restructure the £150,000 **Support for Economic Downturn** so that £60,000 will now be spent in 2012/13 so giving an underspend in this year but increasing the budget in next year;
- l. The **New Homes Bonus** received from Central Government is £868,600 which is £68,600 more than the figure used in setting the estimates. Additionally a further £56,000 will be received in arrears in 2012/13 thus giving a total additional income of £124,600;
- m. **Elections** is expected to underspend by £26,000 because some of the costs originally expected to be incurred in holding District elections can be claimed from Central Government as the Alternative Vote Referendum was held at the same time;
- n. **Democratic Representation** is currently underspent by £35,800 re the Standards Board, Scrutiny Committee and Computer for Members budgets. As these items are demanded it has been assumed that these items will be fully spent;
- o. Negotiations to transfer the ownership of the **Shopping Car Park** at Great Shelford has not proceeded as quickly as assumed and therefore it is estimated we will incur additional expenditure of £15,600 in this year. In order to minimise future costs the Council is considering giving notice to the landlord;
- p. The one off costs of £109,000 arising from the senior management staffing changes,, which will be paid back in the 2012/13 financial year, have been incorporated into the revised estimates and have been reflected in this position report;
- q. Other changes to the revised estimates have been reflected in this position statement. The two most significant changes are the Precautionary Items budget of £75,000 and Council Actions budget of £50,000 which will not be used in this financial year;
- r. **Interest on Balances** has an expected surplus of £55,000 because of favourable rates achieved through direct dealing with clearing banks and balances being higher than expected;

#### Housing Revenue Account (HRA)

- s. **Housing Repairs** on current projected expenditure and commitments would be expected to underspend by £272,700. However, as expenditure increases during the winter months it is expected that this position will be managed to ensure that roughly a break-even outturn occurs;
- t. The **Building Maintenance Contractor** is predicted to have a deficit of £12,800 because of additional costs to be incurred to cover for absent staff;
- u. **Sheltered Housing** is predicted to underspend by £4,000 because of vacancies and long-term sickness. This is after £108,000 has been vired from this budget to fund the out of hours response service;
- v. **Outdoor Maintenance** costs are expected to be £1,300 less than originally planned;

- w. **Tenant Participation** is expected to underspend by £5,000 mainly because of savings re printing and consultation expenditure;

Capital

- x. Only £204,900 of the revised £839,000 **ICT Development** programme had been spent to the end of December. To date this has increased to £242,900. The major part of this programme is for the PC Virtualisation Project, which has been ordered and is on target as per the project plan;
- y. Repurchase of **General Fund Sheltered Properties** is estimated to be £300,000 less than the original estimate. These repurchases are demand led and it is only at this point in the year when it is possible to project forward with any accuracy. This is offset by a reduction in the income for the resale of these properties by a net £330,000;
- z. **Mandatory Disabled Facilities Improvement Grants** is expected to be un-committed by £60,000 because of external Occupational Health Assessments being delayed due to resource constraints;
- aa. Council approved additional expenditure of £190,000 for the installation of photovoltaic panels at South Cambs Hall. Following the Government review of the feed in tariff this project is being reviewed and therefore these monies will not be spent in this financial year. However, the revised estimates have been increased to take account of the South Cambs Hall Vestibule £22,000 and Office Furniture for the transferred Contact Centre Staff £6,000. The net position is a reduction of £162,000;
- bb. The purchase of £160,000 **Awarded Watercourse** plant & equipment has been deferred until 2012/13:
- cc. Sales of Right to Buy and HRA Equity Share Properties are predicted to be £260,000 less than originally estimated. However, a proportion of these sales are transferred to the DCLG which will not occur exclusively in this financial year, and thus the transfer will be £350,000 less than originally estimated. This gives a net £90,000 favourable position: and
- dd. We have managed to partially offset the cost of the replacement precinct sweeper by trading in the old vehicle for £7,500 when the new vehicle is delivered.

**Implications**

9. The Council needs to ensure that it spends within its budgets, because of the impact on the level of balances and the implication for the Medium Term Financial Strategy.

10.	Financial	As detailed in the report.
	Legal	None.
	Staffing	No immediate impact.
	Risk Management	As Above.
	Equality and Diversity	None.
	Equality Impact	No

Assessment completed	Report is for Information and in itself has no equality impact
Climate Change	None.

### Consultations

11. None.

### Consultation with Children and Young People

12. None.

### Effect on Strategic Aims

- 13.
- |  |
|--|
| <b>Commitment to being a listening council, providing first class services accessible to all.</b>  |
| The effect of any under or overspending on the achievement of corporate aims, service priorities and performance indicators and the linking of budgets with service performance is an outstanding issue which needs to be addressed. |
| <b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b>  |
| See above  |
| <b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b>  |
| See above  |
| <b>Commitment to assisting provision for local jobs for all.</b>   |
| See above  |
| <b>Commitment to providing a voice for rural life.</b>   |
| See above  |

### Conclusions/Summary

14. The forecast outturn on the General Fund is a net underspend of £338,700. This net underspend amounts to 2.24% of the Net District Council Expenditure for the financial year ending 2011/12. Of this £117,000 will be required in 2012/13 so this is a real underspend of £221,700 1.47% of the Net District Council Expenditure. The position in respect of the original estimates that were used to set the Council Tax is an underspend of £216,100 1.44% of the Net District Council Expenditure.
15. The HRA predicted underspend of £27,800 equates to 0.12% of gross expenditure.
16. Capital Expenditure has a predicted underspend of £556,800, which is 6.53% of the working gross expenditure. Of this £212,000 will be required in 2012/13 so this is a real underspend £344,800 4.05% of the gross expenditure. The underspend is 4.40% of the original gross expenditure.

**Background Papers:** the following background papers were used in the preparation of this report:

Original Estimates 2011/12,  
Revised Estimates 2011/12,  
Financial Management System Reports

**Contact Officer:** Graham Smith – Best Value/Management Accountant,  
Telephone: (01954) 713077

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**Significant Budget Items**

Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Original Estimate 2011/12 £	Revised Estimate 2011/12 £	Actual Income & Expenditure to & Expenditure to 31st December as at 25/1/12 £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Month's Position £	Report Paragraph References
	<b>Revenue</b>						
	<b>Expenditure</b>						
(29,600)	Departmental Accounts (note 1)	15,182,210	15,388,260	11,282,285	(72,800)	(43,200)	a
0	Central Overheads (note 2)	1,303,200	1,208,320	979,259	0	0	
32,000	Increase from Original to Revised Estimates				32,000	0	b
Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Original Estimate 2010/11 £	Working Estimate 2011/12				
46,000	Land Charges	(260,110)	(260,110)	(244,232)	48,200	2,200	c
(146,000)	Refuse Collection & Recycling Service	2,520,120	2,501,720	1,893,063	(146,000)	0	d
(15,000)	Street Cleansing	605,440	605,440	369,665	(9,600)	5,400	e
0	Homelessness	127,250	104,780	(5,843)	(3,500)	(3,500)	
3,200	Net HRA Recharges	(310,680)	(310,680)	0	3,200	0	i
0	Development Control (Gross Expenditure)	119,840	62,840	40,711	0	0	
0	Development Control (Income)	(1,167,970)	(1,167,970)	(752,951)	0	0	
0	Building Control	(363,570)	(363,570)	(271,892)	0	0	
0	Planning Policy	85,700	84,700	7,645	0	0	
(62,400)	Other	858,080	834,900	911,879	(147,700)	(85,300)	f,g,h,i,j,k,l,m,n,o,p,q
0	Savings Target	(160,000)	(20,000)	0	0	0	
(171,800)	<b>Total</b>	<b>18,539,510</b>	<b>18,668,630</b>	<b>14,209,589</b>	<b>(296,200)</b>	<b>(124,400)</b>	
(29,000)	Interest on Balances	(550,000)	(550,000)	(449,134)	(55,000)	(26,000)	r
0	Interest transferred to Housing Revenue Account	24,000	24,000	0	0	0	
(200,800)	<b>Total</b>	<b>18,013,510</b>	<b>18,142,630</b>	<b>13,760,455</b>	<b>(351,200)</b>	<b>(150,400)</b>	
3,300	Less Departmental/Overheads recharged to HRA & Capital	(3,044,730)	(3,051,330)	0	12,500	9,200	
(197,500)	<b>Net General Fund Total</b>	<b>14,968,780</b>	<b>15,091,300</b>	<b>13,760,455</b>	<b>(338,700)</b>	<b>(141,200)</b>	

Previously Reported (Under)/ Over Spend Compared to Working Estimate £		Original Estimate 2011/12 £	Working Estimate 2011/12 £	Actual Income & Expenditure to 31st December as at 25/1/12 £	Projected (Under)/ Over Spend Compared to Working Estimate £	Movement from Previous Month's Position £	Report Paragraph References
<b><u>Housing Revenue Account</u></b>							
0	Housing Repairs - Revenue	3,122,800	3,085,800	1,768,958	0	0	s
(12,200)	Building Maintenance Contractor (net less recharges)	(389,250)	(389,250)	(59,971)	12,800	25,000	t
(22,000)	Sheltered Housing (Gross Expenditure)	1,587,670	1,587,670	1,019,958	(22,000)	0	u
0	Sheltered Housing (Gross Income)	(1,484,000)	(1,484,000)	29,515	18,000	18,000	u
0	General Administration	329,930	329,930	221,909	0	0	
0	Outdoor Maintenance	17,210	17,210	89,009	(1,300)	(1,300)	
(5,500)	Other (including Payment to Government & Capital Charges)	17,546,060	17,576,460	124,743	(3,300)	2,200	i,v,w
0	Rent Income	(23,650,000)	(23,650,000)	(46,388)	0	0	
(23,200)	Recharged Departmental & Overhead Accounts	2,959,950	2,966,550	0	(32,000)	(8,800)	
(62,900)	Housing Revenue Account Total	40,370	40,370	3,147,733	(27,800)	35,100	
<b><u>Capital</u></b>							
<b><u>Capital Expenditure</u></b>							
<b><u>HRA Capital</u></b>							
0	Housing Repairs - Capital	3,951,000	3,951,000	2,500,458	(5,000)	(5,000)	
0	Acquisition of Existing Dwellings	400,000	400,000	120,770	0	0	
0	Other	65,000	65,000	6,159	0	0	
<b><u>GF Capital</u></b>							
180,000	ICT Development	504,000	504,000	204,909	180,000	0	x
(300,000)	Repurchase of GF Sheltered Properties	1,400,000	1,400,000	883,617	(300,000)	0	y
0	Improvement Grants	790,000	790,000	562,738	(60,000)	(60,000)	z
(322,000)	Other	1,193,840	1,383,840	861,337	(392,400)	(70,400)	aa,bb
20,000	Recharged Departmental & Overhead Accounts	27,280	27,280	0	20,600	600	
(422,000)	Capital Expenditure Total	8,331,120	8,521,120	5,139,988	(556,800)	(134,800)	
<b><u>Capital Receipts</u></b>							
0	Right to Buy Sales	(1,014,060)	(1,014,060)	(548,000)	460,000	460,000	cc
0	HRA Equity Share & Other Sales	(306,520)	(306,520)	(628,250)	(200,000)	(200,000)	cc
0	GF Equity Share & Other Sales	(1,736,920)	(1,736,920)	(575,625)	330,000	330,000	y
(7,500)	Other Capital Receipts	0	0	0	(7,500)	0	dd
0	Transfer to DCLG re pooling of capital receipts	750,000	750,000	562,500	(350,000)	(350,000)	cc
(6,000)	Other Grants & Allowances	(5,238,520)	(5,238,520)	(481,934)	(6,000)	0	
(100)	Recharged Departmental & Overhead Accounts	57,500	57,500	0	(1,000)	(900)	
(13,600)	Capital Receipts Total	(7,488,520)	(7,488,520)	(1,671,309)	225,500	239,100	

Notes:

1. This excludes sheltered housing and manual workers in the Housing and Environmental Services Department and capital charges which are reversed out in the General Fund summary.
2. This includes office accommodation at Cambourne and the depot at Landbeach but it excludes capital charges, which are reversed out in the General Fund summary and departmental recharges as the cost is already included in Departmental Accounts. It also includes Central Expenses and Central Support Services.
3. General Fund gross expenditure on services excluding recharges, capital charges and capital financing.



**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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**REPORT TO:** Resources Portfolio Holder31<sup>st</sup> January 2012**AUTHOR/S:** Revenues Manager & Benefits Manager

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**Revenues Quarterly Performance Report for Quarter 3– October to December 2011****Purpose**

1. To review and report on the current performance of the Revenues & Benefits Section using statistical information and further explanation where required.
2. This is not a key decision, however, the Revenues and Benefits team report quarterly on its performance.

**Recommendations and Reasons**

3. Portfolio Holder to note the current performance information for the Revenues and Benefits Team.

**Background**

4. With the abolition of Best Value Performance Indicators (BVPIs) and introduction of National Indicators (NIs) there is a significant change to the requirement for the Council to report on the performance of the Revenues and Benefits service.
5. The Council will, however, continue to be required to report on many former Revenues Services BVPIs through statistical returns (e.g. revenue collection rates). For the most part, the former BVPIs are considered to be valuable indicators of performance and therefore will continue to be reported to the Portfolio Holder. The BVPI reference numbers have been retained as a convenient way of maintaining continuity of performance reporting.

**Considerations**

6. The current economic climate has had a minimal impact on the collection of Council Tax, Non Domestic Rates and Housing Rent. This is due, in no small way to the efforts of the respective teams. The caseload for benefits is at an all time high and there have been significant staffing issues during this period of time; these issues are now resolved and performance is improving and backlog of work is reducing.
7. Council Tax collection for the second quarter stands at 89.8%. This is an improvement on the figure for this time last year, which was 88.5%. The end of year collection target of 99.1% remains realistic. The Team are working hard to stay on top of the impact the new developments at Northstowe and NW Cambridge will have. They continue to provide consistently high collection figures. Also we are embarking on a County wide Single Person Discount Review. This may increase the amount collectable but will confirm the details on our database are correct.
8. The collection rate for Business Rates for the second quarter this year is 89.9%. The figure for the same time last year was 90.4%. As with the first half year, the slight reduction in collection at this stage is can be attributed to legislative and inflation

factors. A drop of only 0.5% at this stage still represents an excellent performance by the team. As in previous reports, in view of the planned retention of Business Rates scheme, I am reporting quarterly on the numbers of business properties, those not in use and the total Rateable Value within South Cambridgeshire. The figures for the third quarter of 2011/12 are as follows and a breakdown of the types of empty properties can be found at Appendix C:

Period	Total Rateable Properties	Total Unoccupied Properties	Total RV (£)
April to June	4,299	550	175,600,021
July to September	4,293	534	176,590,781
Oct to Dec	4,292	560	176,953,066

9. Housing Rents in year collection figure is currently 98.29% of the debit raised to date compared with 98.11% for the same period last year. The Rents Collection Team continues to achieve consistently high results.
10. Sundry Debts, the percentage of invoices in arrears is 8.2% compared to 7.6% at this time last year. The number of invoices paid in full at this stage is 85% compared to 78.7% at the end of the second quarter, an excellent performance. The balance of 6.8% is unpaid but is within the 28 days before being considered in arrears.
11. Housing and Council Tax benefits performance for processing of claims and changes is improving despite the continuing increase in the number of benefit claimants, the issues with staffing have been resolved and it is expected that performance will continue to improve during the rest of the year but is likely not to achieve the performance targets set for 2011/12. The introduction of Phase 2 of the Department of Works and Pension ATLAS (Automatic Transfers to Local Authority Systems) provides additional work for the team as only a small amount of information received can be processed automatically.
12. The performance of Overpayments recovery overpayment indicators have been affected by the increase in the amount of overpayment and end of year target is unlikely to be achieved. The total amount of overpayments created this year has increased by approximately 75% to £750,000 compared with 2010/11 when overpayments at the end of Quarter 3 were £431,000. The performance of overpayment recovery is volatile as it takes into account overpayments created within the current year and can fluctuate month to month, although it should be noted that actual cash collected has increased although not at the same rate as the amount of overpayments created. It is expected that (BV09biii) will be achieved as we expect write-offs to be less than the target of 5%.
13. The Fraud team continue to perform well. A new measure of performance has been introduced for 2011-12, which reflects cases that have been investigated and benefit has been reduced or cancelled due to claimant error as well as those more serious cases fraud cases which have that are given a Fraud Sanction. There have been 48 cases which have been issued a sanction to date, of which 15 have been considered serious enough for prosecution. The new performance target for fraud is likely to be achieved and exceeded.
14. Discretionary Housing Payments (DHP) requests have increased although it may be that target will not be met for 2011/12. The Department of Works and Pension have

indicated that authorities can apply to transfer any remaining DHP to next year as they have recognised that the demand is likely to be higher in 2012/13. We are carefully monitoring the budget and will apply to move any remainder at the end of 2011/12. We expect the impact of the changes to Local Housing Allowance in 2012/13 will mean request for Discretionary Housing Payments will exceed grant allocated and therefore unused grant for 2011-12 will be helpful.

15.	Financial	Targets relate to revenue collection and will ensure that the Council's budgeted income is received.
	Legal	The Council has a legal duty to deliver the service in accordance with Billing, Enforcement and Benefit legislation
	Staffing	None
	Risk Management	Failure to maintain high collection rates could have an adverse effect on the Council's budget requirements.
	Equality and Diversity	We ensure that revenue collection and benefits administration are delivered in a fair and consistent manner to all members of the community.
	Equality Impact Assessment completed	Yes. Partial EQIA's have been carried out on our Billing & Collection policy, Benefit Administration and Fraud Prevention Policy without any adverse impact
	Climate Change	None

**Consultations**

16. None

**Consultation with Children and Young People**

17. None

**Effect on Strategic Aims**

- 18. The targets set continue to reflect a high standard of service, particularly in consideration of the current economic climate.
- 19. Targets are set in consideration of the current economic climate will facilitate a balanced approach to debt recovery, aiming for high collection levels but recognising the increased difficulty some residents will experience in paying bills, by not setting unrealistic targets. Also, by making sure that all those who are entitled to benefit and reliefs are encouraged to apply and applications are dealt with swiftly.
- 20. Business Rate relief can play an important role in ensuring the financial viability of rural businesses essential to the quality of life of local residents and central to the community. In particular relief is awarded to post offices, petrol stations, general stores and public houses. There is also relief available to charities and those suffering Hardship

**Conclusions / Summary**

21. Overall the performance to date for 2011/12 is impressive with almost all targets being met or exceeding milestones despite the economic pressures and staffing issues.

**Appendix A Revenues & Benefits performance charts**

**Appendix B** Revenues & Benefits CorVu performance report

**Appendix C** Empty Business Property Analysis

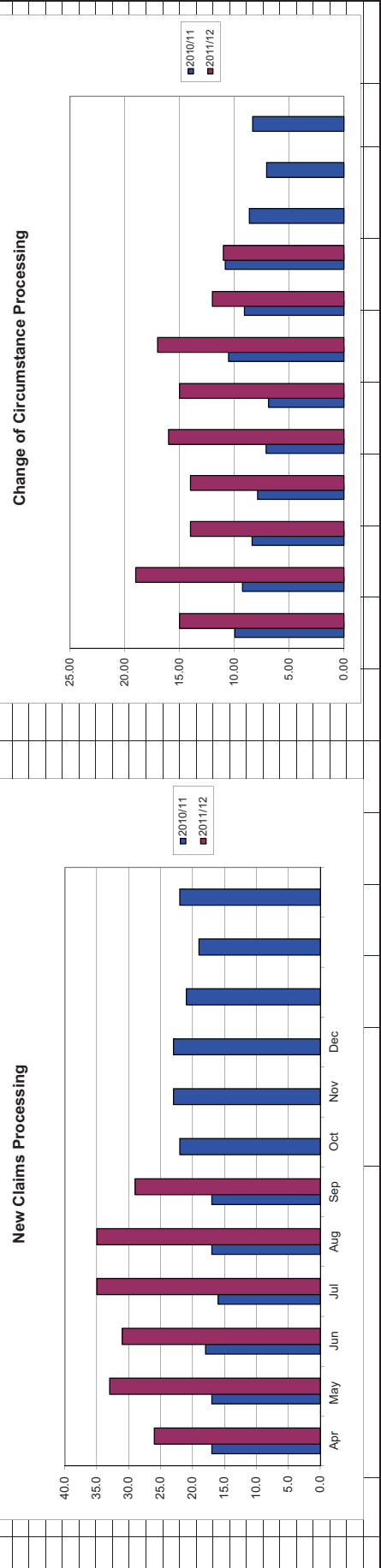
**Background Papers:** the following background papers were used in the preparation of this report:

None

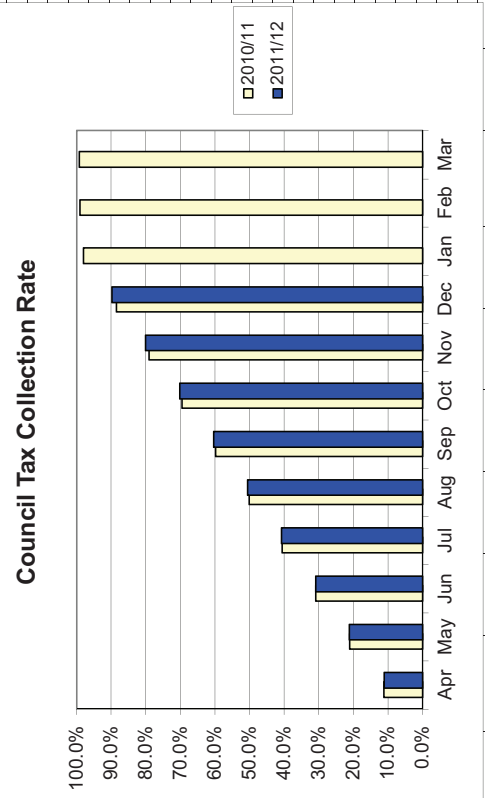
**Contact Officer:** Phil Bird – Revenues Manager  
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Telephone: (01954) 713085

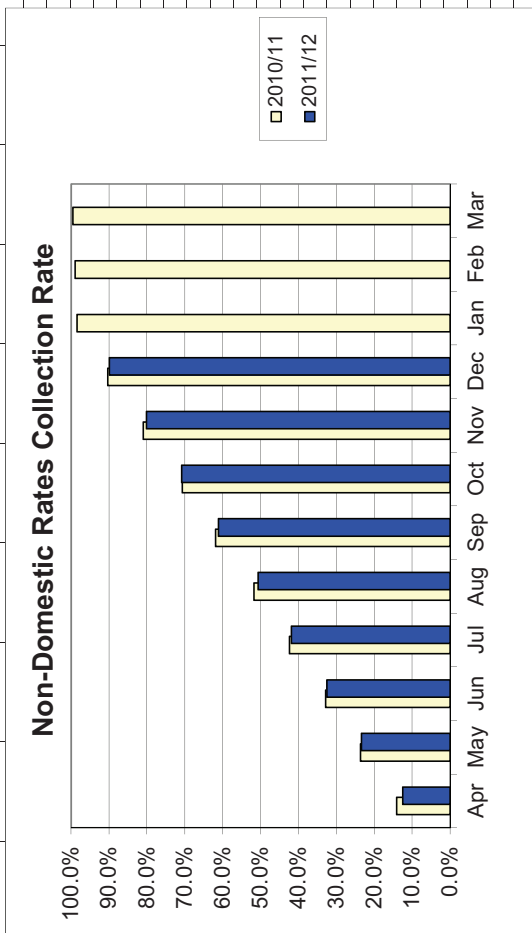
Housing and Council Tax Benefits Administration												2011/12											
Claims Administration																							
NI	Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Yr to Date	Target	2009/10							
181	Average time to process new claims and changes	17.00	21.00	18.00	18.00	19.00	18.00	19.00	14.00	13.00				18.70	13	10							
BVPI	2011/12 Performance																						
78a	Average No. Days To Process New Claims	26.0	33.0	31.0	35.0	29.0	29.0	29.0	24.0	24.0	0.0	0.0	0.0	32.1	20.0								
78b	Avg No. Days Time To Process Change Of Circls	15.00	19.00	14.00	14.00	16.00	15.00	17.00	12.00	11.00	0.00	0.00	0.00	15.7	8.0								
BVPI	2010/11 Performance																						
78a	Average No. Days To Process New Claims	17.0	17.0	18.0	16.0	17.0	17.0	22.0	23.0	23.0	21.0	19.0	22.0	19.0	20.0	21							
78b	Avg No. Days Time To Process Change Of Circls	9.96	9.25	8.39	7.87	7.11	6.89	10.52	9.07	10.83	8.64	7.06	8.33	8.9	8.0	10							
Overpayment Recovery (Cumulative Figures)																							
79b i	% recovered compared to identified in year	85.75%	86.75%	95.14%	101.83%	103.22%	102.59%	100.59%	96.62%	93.13%				TARGET	125.0%								
79b ii	% total overpayments recovered	6.28%	12.18%	18.76%	25.10%	30.32%	33.94%	36.85%	39.75%	42.04%				61.4%									
79b iii	% total overpayments written off	0.00%	0.00%	0.00%	0.37%	1.15%	0.49%	1.49%	1.39%	1.29%				5.0%									
Counter Fraud Action																							
76c	Successful investigations per 1000	1.99	0.28	0.96	1.24	2.33	1.23	0.43	1.49	1.50	0.00	0.00	0.00	Yr to date	9.95								
	Claimant Error	7	2	5	6	9	5	3	5	3				37									
	Fraud Cases	14	2	7	9	17	9	3	11	11	0	0	0	46									
76d	Prosecutions and Sanctions imposed (per 1,000)	0.43	0.28	0.55	0.55	1.10	0.68	0.00	0.00	1.09				1.78									
	Successful prosecutions	2	0	1	1	2	1	0	0	6				13									
	Administrative penalties	1	2	2	3	5	2	0	0	2				17									
	Cautions	0	0	1	1	2	0	0	0	0				4									
	Total	3	2	4	4	8	5	0	0	8				34									
Discretionary Housing Payment Expenditure (cumulative)																							
DWP Grant		34,815	34,815	34,815	34,815	34,815	34,815	34,815	34,815	34,815	34,815	34,815	34,815	34,815	34,815								
Amount Awarded/Committed		1,733	1,733	5,601	7,258	8,616	13,799	19,503	24,052	24,363	8,616	8,616	8,616	8,616	8,616								
Balance (NB balance is returned to DWP)		33,082	33,082	29,214	27,557	26,199	21,016	15,312	10,763	10,452	26,199	26,199	26,199	26,199	26,199								



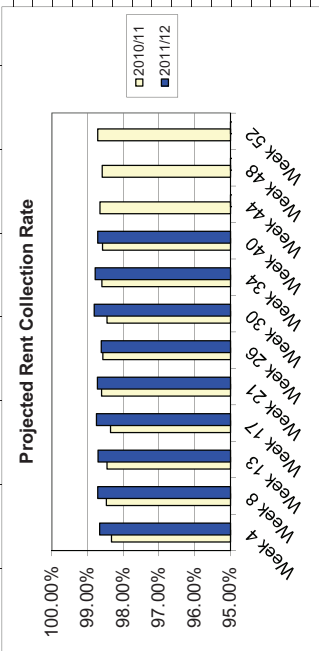
Council Tax Collection															
Current Year Collection Analysis - £ 000s												BVPI 9			
Year Start	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Target	2008/09	2009/10
Gross Charge	95,549	95,417	95,660	95,589	95,673	95,564	95,609	95,610	95,582	0	0	0	0	87,093	91,675
Reductions	-8,917	-8,881	-9,082	-9,114	-9,138	-9,006	-9,008	-9,058	-9,053	0	0	0	0	-8,634	-9,053
Net Charge	86,632	86,484	86,578	86,475	86,535	86,558	86,600	86,552	86,530	0	0	0	0	78,459	82,628
Council Tax Benefit	0	-6,169	-6,178	-6,204	-6,221	-6,231	-6,234	-6,232	-6,218	0	0	0	0	-4,998	-5,657
Net Amount Collectable	86,632	80,316	80,437	80,271	80,314	80,327	80,366	80,320	80,311	0	0	0	0	73,461	76,971
Gross Payments	-1,001	-9,009	-17,143	-32,972	-40,914	-48,886	-56,882	-64,857	-72,742	-72,584	-72,584	-72,584	-72,584	-73,451	-77,110
Refunds	4	14	52	108	190	246	339	404	495	575	575	575	575	596	740
Credits on Accounts	0	50	45	105	33	45	56	61	83	0	0	0	0	37	36
Net Payments	-997	-8,945	-17,047	-32,749	-40,623	-48,491	-56,418	-64,304	-72,084	-72,009	-72,009	-72,009	-72,009	-72,818	-76,335
Net Payments in Month	-997	-7,948	-8,101	-7,795	-7,908	-7,869	-7,927	-7,886	-7,780	75	0	0	0	-254	-98
Outstanding balance	85,635	71,370	63,390	47,522	39,691	31,836	23,948	16,016	8,228	-72,009	-72,009	-72,009	-72,009	643	637
Collection Rate (BVPI9)	1.2%	11.1%	21.2%	40.8%	50.6%	60.4%	70.2%	80.1%	89.8%	#DIV/0!	#DIV/0!	#DIV/0!	99.1%	99.1%	99.2%
% Collected in month	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Collection Rate Last Year	1.4%	11.2%	21.1%	30.9%	40.6%	50.1%	59.8%	69.5%	79.1%	88.5%	98.0%	99.3%	99.3%	99.1%	99.1%
Difference	-0.2%	-0.1%	0.1%	0.2%	0.5%	0.6%	0.7%	1.0%	1.3%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.0%	0.0%
Previous Year Collection Analysis - £ 000s													2007/08	2007/08	
Arrears b/f at 1/4/11	0	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,055	1,188	1,188
Net Payments Received	0	-112	-189	-237	-299	-325	-349	-361	-384	-384	-384	-384	-384	-384	-384
Written Off	0	25	25	44	51	63	70	103	0	0	0	0	0	-39	-39
Other adjustments	0	-35	-55	-114	-157	-199	-222	-265	-153	-671	-671	-671	-671	-193	-193
Balance outstanding	0	933	836	748	690	601	554	533	517	0	0	0	0	572	572
Percentage of arrears paid	0.0%	10.6%	17.9%	22.5%	24.6%	27.8%	30.8%	33.1%	34.2%	36.4%	36.4%	36.4%	36.4%	32.3%	32.3%
Percentage of arrears paid 2010/11	0.0%	11.8%	18.5%	21.7%	25.9%	27.9%	29.1%	30.8%	31.7%	33.2%	33.2%	33.8%	34.8%		



Non-Domestic Rates Collection																
Current Year Collection Analysis - £ 000s												BVPI 10				
	Year Start	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Target	2008/09	2009/10
Gross Charge	74,174	74,036	74,079	74,270	73,282	74,314	74,258	74,339	74,486	74,464	0	0	0		65,343	69,789
Mandatory Relief	-7,238	-7,227	-7,235	-7,237	-6,458	-7,464	-7,464	-7,558	-7,568	-7,607	0	0	0		-6,114	-6,765
Discretionary Relief	-259	-259	-257	-262	-263	-263	-245	-248	-248	-247	0	0	0		-235	-268
Small Business Relief	-1,156	-1,191	-1,207	-1,216	-1,248	-1,193	-1,666	-1,688	-1,698	-1,699	0	0	0		-607	-710
Net Amount Collectable	65,520	65,358	65,381	65,555	65,314	65,394	64,883	64,844	64,971	64,912	0	0	0		58,388	62,046
Gross Payments	-840	-8,237	-15,377	-21,556	-27,771	-33,628	-40,333	-46,819	-53,119	-59,570	-59,769	-59,769	-59,769		-59,506	-63,154
Refunds	1	23	41	216	417	507	655	847	1,066	1,199	1,199	1,199	1,200		1,331	1,639
Credits on accounts	0	0	0	0	0	0	0	0	0	0	0	0	0		278	192
Net Payments	-839	-8,214	-15,336	-21,339	-27,354	-33,121	-39,678	-45,972	-52,053	-58,370	-58,569	-58,569	-58,568		-57,897	-61,324
Net Payments in Month	-839	-7,375	-7,122	-6,003	-6,015	-5,767	-6,557	-6,294	-6,081	-6,317	-199	0	1		-242	-220
Write offs	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Outstanding balance	64,681	57,144	50,045	44,216	37,959	32,273	25,204	18,872	12,918	6,542	-58,569	-58,569	-58,568		490	722
<b>Collection Rate (BVPI10)</b>	<b>1.3%</b>	<b>12.6%</b>	<b>23.5%</b>	<b>32.6%</b>	<b>41.9%</b>	<b>50.6%</b>	<b>61.2%</b>	<b>70.9%</b>	<b>80.1%</b>	<b>89.9%</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>		<b>99.2%</b>	<b>98.8%</b>
Collection Rate Last Year	-0.1%	14.1%	23.7%	32.9%	42.4%	51.8%	61.9%	70.7%	81.0%	90.4%	98.5%	99.0%	99.6%			0.0%
Difference	0.7%	11.9%	24.2%	34.4%	45.0%	54.5%	64.0%	73.5%	80.4%	89.9%	97.2%	99.1%	99.6%			-0.4%



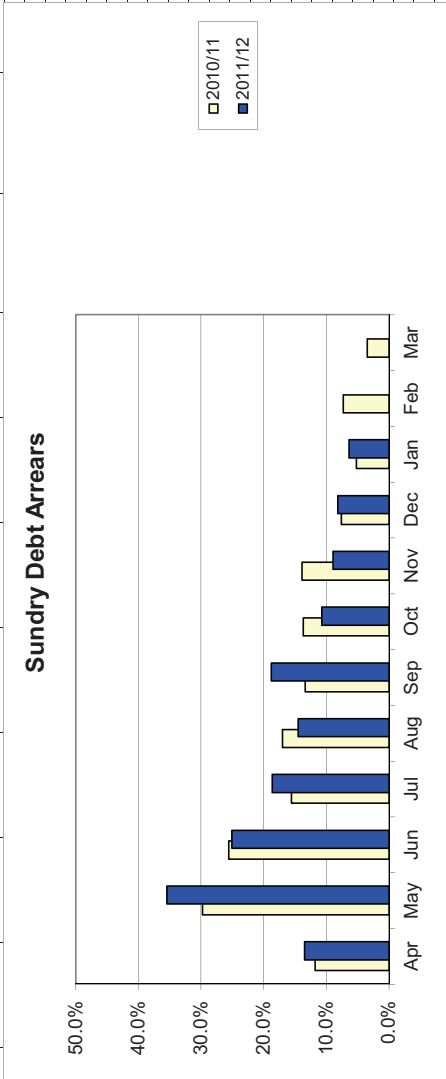
Rent Collection															
Current Tenants Collection Analysis - £ 000s															
	Week 4	Week 8	Week 13	Week 17	Week 21	Week 26	Week 30	Week 34	Week 40	Week 44	Week 48	Week 52	Year End	Target	2009/10
	1,803	4,057	5,862	7,668	9,924	11,728	13,984	15,790	17,596	0	0	0	0	0	21,483
Rent charged to date	23,436	23,438	23,446	23,455	23,456	23,456	23,457	23,459	23,461	0	0	0	0	0	21,483
Estimated annual rent	0	0	0	0	0	0	0	0	0	0	0	0	0	0	358
Arrears brought forward	23,436	23,438	23,446	23,455	23,456	23,456	23,457	23,459	23,461	0	0	0	0	0	21,819
Rent Collectable	313	302	302	294	300	324	278	284	301	0	0	0	0	0	358
Current tenant arrears															
<b>Actual Collection Rate (BVPI66a)</b>	<b>82.66%</b>	<b>92.56%</b>	<b>94.84%</b>	<b>96.17%</b>	<b>96.98%</b>	<b>97.24%</b>	<b>98.01%</b>	<b>98.20%</b>	<b>98.29%</b>	<b>98.36%</b>	<b>98.43%</b>	<b>98.36%</b>	<b>0.00%</b>	<b>98.60%</b>	<b>98.36%</b>
Projected Collection Rate (BVPI66a)	98.67%	96.71%	98.71%	98.75%	98.72%	98.62%	98.82%	98.79%	98.72%	98.65%	98.59%	98.72%	0.00%	98.36%	98.55%
10/11 Actual Collection Rate (BVPI66a)	78.26%	91.16%	93.85%	95.00%	96.72%	97.15%	97.33%	97.91%	98.11%	98.36%	98.43%	98.72%			0.98360715
Projected Collection Rate (BVPI66a)	98.33%	98.47%	98.46%	98.36%	98.61%	98.57%	98.46%	98.60%	98.58%	98.65%	98.59%	98.72%			0.98360715
Projected collection rate is based on the current arrears compared against the projected full year debt															
<b>Former Tenant Arrears Collection Analysis - £ 000s</b>															
	3	64	64	64	64	64	64	64	64	0	0	0	0	0	73
FTA's at 1/4/08	67	9	5	16	5	17	11	14	21	0	0	0	0	0	105
FTA's arising since 1/4/08	0	0	3	3	10	19	19	21	21	0	0	0	0	0	-36
Written off	-3	-1	-7	12	-14	-20	-28	-33	-37	0	0	0	0	0	-66
Payments	64	65	66	71	66	71	66	64	69	0	0	0	0	0	76
Current FTA's															
<b>Tenants Owing More Than Seven Weeks Rent</b>															
	5,444	5,445	5,447	5,449	5,437	5,429	5,429	5,437	5,425	0	0	0	0	0	5,500
Total Number of Tenancies(*)	140	143	134	137	136	145	138	127	134	0	0	0	0	0	221
Total Number > 7 Weeks Arrears (*)	2.6%	2.6%	2.5%	2.5%	2.5%	2.7%	2.5%	2.3%	2.5%	#DIV/0!	#DIV/0!	#DIV/0!	0.0%	3.4%	4.0%
% > 7 Weeks in Arrears															
<b>Percentage of Tenants on Arrears Receiving a Notice Seeking Possession</b>															
	1,735	1,086	1,053	1,057	1,130	1,343	1,055	1,100	1,137	0	0	0	1,053	1,413	
Total Number of Tenancies in Arrears (*)	16	31	54	45	35	35	34	42	17	0	0	0	0	0	
NOSPs Issued in Month	16	47	101	146	181	216	250	292	309	309	309	309	309	278	
Total Number of NOSPs Served (**)	0.9%	4.3%	9.6%	13.8%	16.0%	16.1%	23.7%	26.5%	27.2%	#DIV/0!	#DIV/0!	#DIV/0!	29.3%	19.7%	
% of Tenants Receiving NOSPs (#)															
(#) Note: This is an approximate estimate since the number of tenants who have been at arrears at any point in the year cannot be accurately identified at the present time. Instead the highest number of tenants in arrears at any point during the year has been used. The correct figure will be higher, meaning that the actual % will be slightly lower.															
<b>Tenants Evicted</b>															
	5,444	5,445	5,447	5,449	5,437	5,429	5,429	5,437	5,425	0	0	0	0	0	5,500
Total Number of Tenancies (*)	0	0	2	2	2	3	3	3	3	3	3	3	0	0	1
Evictions in Month	0	0	2	2	2	3	3	3	3	3	3	3	0	0	7
Total Number of Evictions (**)	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!	#DIV/0!	#DIV/0!	0%	0.0%	0%
% of Tenants Evicted															



\* Figures are as at reported date  
 \*\* Figures are year to date cumulatives



<b>Sundry Debt Collection</b>														
<b>Sundry Debt Collection (Cumulative Figures)</b>														
	Year Start	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2010/11
Balance brought forward	461,665	461,665	461,665	461,665	461,665	461,665	461,665	461,665	461,665	461,665	461,665	461,665	461,665	461,665
Invoices raised	745,049	860,920	860,920	1,090,712	1,432,993	1,833,642	1,903,441	2,201,778	2,399,619	2,611,948	2,887,184	3,348,849	461,665	461,665
<b>Total Invoiced</b>	<b>461,665</b>	<b>1,206,714</b>	<b>1,322,585</b>	<b>1,552,377</b>	<b>1,894,658</b>	<b>2,295,307</b>	<b>2,365,106</b>	<b>2,663,443</b>	<b>2,861,284</b>	<b>3,073,613</b>	<b>3,348,849</b>	<b>461,665</b>	<b>461,665</b>	<b>461,665</b>
Balance outstanding	461,665	642,102	556,344	436,379	564,650	685,075	504,569	409,946	396,556	461,763	372,907	0	0	356,868
Arrears outstanding	208,284	163,068	468,856	389,414	353,553	332,511	445,135	285,940	256,582	251,460	213,457	-	-	155,166
<b>Percentage paid</b>	<b>0.0%</b>	<b>46.8%</b>	<b>57.9%</b>	<b>71.9%</b>	<b>70.2%</b>	<b>70.2%</b>	<b>78.7%</b>	<b>84.6%</b>	<b>86.1%</b>	<b>85.0%</b>	<b>88.9%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Percentage outstanding</b>	<b>100.0%</b>	<b>53.2%</b>	<b>42.1%</b>	<b>28.1%</b>	<b>29.8%</b>	<b>29.8%</b>	<b>21.3%</b>	<b>15.4%</b>	<b>13.9%</b>	<b>15.0%</b>	<b>11.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Percentage in arrears</b>	<b>45.1%</b>	<b>13.5%</b>	<b>35.4%</b>	<b>25.1%</b>	<b>18.7%</b>	<b>14.5%</b>	<b>18.8%</b>	<b>10.7%</b>	<b>9.0%</b>	<b>8.2%</b>	<b>6.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Aged Debt Analysis</b>														
Current month	253,381	479,034	87,488	46,965	211,097	352,564	59,434	124,006	139,974	210,303	159,450	-	-	521,254
> 1 month overdue	86,889	10,011	343,679	30,451	28,030	43,057	159,870	34,503	34,172	43,402	30,795	-	-	428,742
> 2 months overdue	8,389	37,470	4,377	250,165	7,434	11,612	28,266	14,747	9,383	16,591	18,660	-	-	3,720
> 3 months overdue	113,006	115,587	120,800	108,798	318,089	277,842	256,999	236,690	213,027	191,467	164,002	-	-	61,625
<b>Total Arrears</b>	<b>208,284</b>	<b>163,068</b>	<b>468,856</b>	<b>389,414</b>	<b>353,553</b>	<b>332,511</b>	<b>445,135</b>	<b>285,940</b>	<b>256,582</b>	<b>251,460</b>	<b>213,457</b>	<b>-</b>	<b>-</b>	<b>494,087</b>
Total Outstanding	461,665	642,102	556,344	436,379	564,650	685,075	504,569	409,946	396,556	461,763	372,907	-	-	1,015,341
<b>Aged Debt Analysis as % of Total Charge</b>														
Current month	39.7%	47.9%	6.6%	3.0%	11.1%	15.4%	2.5%	4.7%	4.9%	6.8%	4.8%	0.0%	0.0%	10.8%
> 1 month overdue	0.8%	1.5%	26.0%	2.0%	1.5%	1.9%	6.8%	1.3%	1.2%	1.4%	0.9%	0.0%	0.0%	8.9%
> 2 months overdue	3.1%	0.3%	0.3%	16.1%	0.4%	0.5%	1.2%	0.6%	0.3%	0.5%	0.6%	0.0%	0.0%	0.1%
> 3 months overdue	9.6%	9.1%	9.1%	7.0%	16.8%	12.1%	10.9%	8.9%	7.4%	6.2%	4.9%	0.0%	0.0%	1.3%
<b>Total Arrears</b>	<b>13.5%</b>	<b>13.5%</b>	<b>35.4%</b>	<b>25.1%</b>	<b>18.7%</b>	<b>14.5%</b>	<b>18.8%</b>	<b>10.7%</b>	<b>9.0%</b>	<b>8.2%</b>	<b>6.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>10.2%</b>
Total	53.2%	42.1%	42.1%	28.1%	29.8%	29.8%	21.3%	15.4%	13.9%	15.0%	11.1%	0.0%	0.0%	21.0%
<b>Arrears 2010/11</b>	<b>11.8%</b>	<b>29.8%</b>	<b>29.8%</b>	<b>25.6%</b>	<b>15.6%</b>	<b>17.0%</b>	<b>13.4%</b>	<b>13.7%</b>	<b>13.9%</b>	<b>7.6%</b>	<b>5.2%</b>	<b>7.3%</b>	<b>3.5%</b>	



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## Scorecard Report by Month & Year

### Report Scorecards > PFH Cllr Simon Edwards Selected Month: December 2011

Measure Name	Frequency	Responsible Officer	Unit of Measure	Current Performance		End of Year Performance		Comments	
				Target	Actual	YTD Actual	End of Year Target		Estimate
<b>PFH Cllr Simon Edwards</b>									
<b>Aim : Cllr Simon Edwards</b>									
<b>Approach : Services</b>									
Business Miles	MONTHLY	Susan Gardner-Craig	Number	39050	44837		468606	482651	
BV010 - % NNDR collected	MONTHLY	Phil Bird	Percentage	90.2	91.4		99.2	99.2	
BV015 - % Ill health retirements (low is good)	QUARTERLY	Susan Gardner-Craig	Percentage	1.07	0.2		1.5	0.8	1 ill health retirement in Q3
BV015a - % Ill health dismissals (low is good)	QUARTERLY	Susan Gardener-Craig	Percentage	0.64	0.2		0.64	0.8	1 ill health dismissal in Q3
BV066a - % of Rent collected	MONTHLY	Phil Bird	Percentage	97.76	98.29		98.4	98.4	
BV066b - % Tenants owing 7+ weeks rent (low is good)	MONTHLY	Phil Bird	Percentage	3.3	2.47		3.3	3.3	
BV066c - % Notices seeking possession	MONTHLY	Phil Bird	Percentage	23	27.18		45	45	
BV078a - Days to process new HB/CTB claims (low is good)	MONTHLY	Dawn Graham	Number	20	24		20	24	
BV078b - Days to process HB/CTB circ: changes (low is good)	MONTHLY	Dawn Graham	Number	8	11		8	12	
BV079bi - % Recoverable overpayments	MONTHLY	Dawn Graham	Percentage	135	93.13		125	100	The amount of overpayment created this year up to 31st December 2011 is in excess of £750,000 this compares to previous year when overpayment at this time when overpayment created was £431,000. The increase is approximately 75%. Overpayment recovery for 2011/12 is £704,000 compared to 2010/11

## Scorecard Report by Month & Year

### Report Scorecards > PFH Cllr Simon Edwards

Selected Month: December 2011

Measure Name	Frequency	Responsible Officer	Unit of Measure	Current Performance			End of Year Performance		Comments
				Target	Actual	YTD Actual	End of Year Target	Estimate	
BV079bii - % HB Overpayments recovered	MONTHLY	Dawn Graham	Percentage	45.99	42.04		61.4	55	which was £670,00. The increase in collection is not at same level as overpayments created and is
BV079biii - % Overpayments written off (low is good)	MONTHLY	Dawn Graham	Percentage	3.75	1.29		5	5	The amount of overpayment created this year up to 31st December 2011 is in excess of £750,000 this compares to previous year when overpayment created was £431,000. The increase is approximately 75%. Overpayment recovery for 2011/12 is £704,000 compared to 2010/11 which was £670,00. The increase in collection is not at same level as overpayments created and is
Council Tax collected	MONTHLY	Phil Bird	Percentage	88.5	89.8		99.1	99.1	Low performance in this indicator is good but we expect to increase before the end of the financial year
Invoices in 10 days	MONTHLY	Adrian Burns	Percentage	80	72.7		80	73	
Invoices in 30 days	MONTHLY	Adrian Burns	Percentage	98.5	97.7		98.5	98	99% of ebis invoices paid within 30 days. Managers have been notified of late payments affecting their service areas
NI181 - Days to process Benefit claims	MONTHLY	Dawn Graham	Number	13	17.53		13	15	
SE254 - % Risk assessments reviewed	YEARLY	Susan Walford	Percentage	100	82		100	82	All risk assessments that were in place on 1st January 2010 are due to be reviewed during the same calendar year (i.e. by the 31st

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## Scorecard Report by Month & Year

### Report Scorecards > PFH Cllr Simon Edwards

Selected Month: December 2011

Measure Name	Frequency	Responsible Officer	Unit of Measure	Current Performance			End of Year Performance		Comments
				Target	Actual	YTD Actual	End of Year Target	Estimate	
									December 2010).
SE256 - Minor staff accidents	MONTHLY	Susan Walford	Number	20	22		20	22	
SE257 - Staff accidents with over 3 days absence	MONTHLY	Susan Walford	Number	3	12		3	12	
SE258 - Major staff accidents	MONTHLY	Susan Walford	Number	3	3		3	3	
SF706 - % Investments Rate of return - CIPFA position	YEARLY	Adrian Burns	Percentage	75	95		75	95	The intention is to achieve a higher return than the CIPFA average over a 5-year rolling
SF707 - General Fund Budget	MONTHLY	Adrian Burns	Percentage	3	-0.79	0.5	3	-1.32	
SF718 - % satisfaction with caretaking services	YEARLY	Stephen Hills	Percentage	98	98.77		98	98.77	
SF732 - % Cleaning service satisfaction	YEARLY	Graham Middleton	Percentage	85	82.06		85	82.06	
SF733 - % Washroom services satisfaction	YEARLY	Stephen Hills	Percentage	86	74.86		86	74.86	
SF739 - % sundry 'other' debts collected	QUARTERLY	Phil Bird	Percentage	93.4	85		96.2	96.2	Sundry Debts are all the 'other' money that is owed to the council (excludes: council tax, business rates or housing rent). Performance is difficult to predict, as invoices are raised for work or services as completed, rather than on an annual basis like council tax, business rates and housing rent.
SF740 - % Discretionary housing payment grant paid	QUARTERLY	Dawn Graham	Percentage	75	70.77		100	100	DWP for this year only will allow an application to carry any outstanding amounts forward to 2012/13. Therefore target may not be
SF743 - % previous years CT arrears paid	QUARTERLY	Phil Bird	Percentage	29.3	36.4		32	32	
SF744 - £ Income - CT & Non-Dom Rates summons	QUARTERLY	Phil Bird	Number	137250	126867		183000	183000	
SF748 - HRA Budget	MONTHLY	Adrian Burns	Percentage	3	-0.09	0	3	-0.27	
SF749 - Capital Budget	MONTHLY	Adrian Burns	Percentage	3	-3.44	-0.1	3	-4.95	

## Scorecard Report by Month & Year

### Report Scorecards > PFH Cllr Simon Edwards

Selected Month: December 2011

Measure Name	Frequency	Responsible Officer	Unit of Measure	Current Performance		End of Year Performance		Comments	
				Target	Actual	YTD Actual	End of Year Target		Estimate
SF753 - % Council Tax paid by direct debit	QUARTERLY	Phil Bird	Percentage	60	71		60	60	
SF754 - % NDR paid by Direct Debit	QUARTERLY	Phil Bird	Percentage	50	52		50	50	
SF755 - % Rents paid by Direct Debit	QUARTERLY	Phil Bird	Percentage	40	40		40	40	
SF757 - No: of Revenue complaints justified (low is good)	QUARTERLY	Phil Bird	Number	0	0		0	0	
SF758 - % Sundry debts 3 months overdue (low is good)	QUARTERLY	Phil Bird	Percentage	5	8.2		5	5	
SF760 - % CT & Business Rates made by BACS	QUARTERLY	Phil Bird	Percentage	100	100		100	100	
SF762 - % Staff job satisfaction	YEARLY	Susan Gardner-Craig	Percentage	67	67		67	67	This was a new question, which was answered in the 2009 2-yearly staff survey. It will be asked again in the 2011 survey.
SF763 - % Staff advocate for organisation	YEARLY	Susan Gardner-Craig	Percentage	40	40		40	40	This was a new question, which was answered in the 2009 2-yearly staff survey. It will be asked again in the 2011 survey.
SF769 - % Summary of Accounts published by June	QUARTERLY	Adrian Burns	Percent	100	100		100	100	
SF771 - Successful fraud investigations.	MONTHLY	Dawn Graham	Number	9	9.95		12	12	
Staff Sickness days	MONTHLY	Susan Gardner-Craig	Number	6.62	8.04		9	10.7	3,721.53 days lost FTE 462.84
Staff turnover	QUARTERLY	Susan Gardner-Craig	Percentage	7.5	1.5		11.5	6	7 voluntary leaves in Q3 FTE at 01/12/11 = 462.84
STR08 - Medium Term Financial Strategy (MTFS) Risks concerning the financial projections include: • not achieving delivery of savings to meet targets; • pay and inflation exceed assumptions; • interest rates do not meet forecasts • employer's pension contributions increases exceed	MONTHLY	Alex Colyer	Number	10	12		10	10	SCORES - IMPACT: 4; LIKELIHOOD: 3.  CONTROL MEASURES / SOURCES OF ASSURANCE: Revised MTFS incorporates updated assumptions.

## Scorecard Report by Month & Year

### Report Scorecards > PFH Cllr Simon Edwards Selected Month: December 2011

Measure Name	Frequency	Responsible Officer	Unit of Measure	Current Performance		End of Year Performance		Comments
				Target	Actual	YTD Actual	End of Year Target	
<p>projections; • impact of successful equal pay claims exceeds available reserves; • changes in demand for some service areas could lead to pressures in the related budgets; • unforeseen restructuring costs; • local government resource review - localisation of business rates; • major developments do not meet housing trajectory forecast; • uncertainty re new homes bonus and formula grant from 2013/14; • cost of supporting development and meeting demand from growth; • impact of welfare reform (and see STR15); • costs associated with economic downturn; • HRA self financing post reforms; • availability of budget for Cabinet priorities; • Council Tax Strategy; leading to the Council needing to take action to cut its budgets, resulting in</p>								<p>Implement plans to deliver Council's programme in line with latest General Fund (GF) / Housing Revenue Account (HRA) savings targets.</p> <p>Executive Management Team (EMT) / Senior Management Team (SMT) review progress in achieving budget targets.</p> <p>Explore shared service opportunities.</p> <p>Treasury management reports to Finance &amp; Staffing PFH.</p> <p>Monitor pay and inflation factors, pay and grading review, effect of current economic climate on demand led services and budgets.</p> <p>Integrated business monitoring process.</p> <p>Updated MTFS Forecast approved at Cabinet in November 2011.</p> <p>TIMESCALE TO PROGRESS: This was General Election year</p>
SX001 - % Election turnout in May	YEARLY	Paul Howes	Percentage	70	72.92		70	72.92

## Scorecard Report by Month & Year

### Report Scorecards > PFH Cllr Simon Edwards Selected Month: December 2011

Measure Name	Frequency	Responsible Officer	Unit of Measure	Current Performance		End of Year Performance		Comments	
				Target	Actual	YTD Actual	End of Year Target		Estimate
								(2010), with a high turnout.	
SX002 - % annual canvass forms returned	YEARLY	Paul Howes	Percentage	98	97		98	97	
SX005a - Total leavers as % of workforce	YEARLY	Susan Gardener-Craig	Percentage	10	11		10	11	55 out of 492 employees
SX020 - PDR's completed	YEARLY	Susan Gardner-Craig	Percentage	90	90		90	90	90% of 2010/11 annual PDRs returned to HR by 31/05/2011.
SX037 - No: items considered by Cabinet (low is good)	QUARTERLY	Fiona McMillan	Number	5	5		5	5	
SX038 - % information items considered by Cabinet	QUARTERLY	Fiona McMillan	Percentage	0.5	0		0.5	0.5	
SX039 - % Key decisions in forward plan	QUARTERLY	Fiona McMillan	Percentage	100	100		100	100	
SX069 - % Contested May ward elections	YEARLY	Paul Howes	Percentage	100	100		100	100	There were 19 District ward elections in May 2010 and all 19 were contested.
SX074 - £ Cambourne overtime paid (low is good)	MONTHLY	Susan Gardner-Craig	Number	1002	2419.88		12030	39494	
SX076 - % employees inducted in their first 6-months	YEARLY	Susan Gardner-Craig	Percentage	100	76		100	76	Out of 25 new starters 19 attended corporate induction within their first 6 months. Of the remaining 6, 5 were unable to attend for reasons such as leave or sickness absence.  The remaining employee is from DSO and they do not attend the induction sessions at Cambourne due to their working hours.



**Appendix C****Business Rates Empty Property Analysis**

<b>Property Description</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>
Caravan Pitch and premises	2	2	2
Petrol Filling Station and Premises	1	1	1
Vehicle Repair Workshop and Premises	8	7	7
Garage and Premises	1	1	0
Car Showroom & premises & Workshop	1	0	1
Road Haulage Depot and Premises	1	1	1
Guest House and Premises	1	1	1
Public House and Premises	8	8	9
Club and Premises	1	1	1
Outdoor Market and Premises	1	1	1
Offices and Premises	256	231	235
Car Park and Premises	1	1	1
Restaurant and Premises	2	2	2
Shop and Premises	15	18	16
Bank and Premises	2	3	3
Betting Shop and Premises	1	1	1
Hairdressing Salon	3	3	2
Kiosk and Premises	2	2	1
Post Office and Premises	4	4	4
Showroom and Premises	3	3	5
Retail Warehouse and Premises	1	1	1
Warehouse and Premises	39	43	49
Land used for storage and premises	19	18	19
Store and Premises	60	63	65
Warehouse and premises and Office	1	1	1
Industrial	7	4	7
School and Premises	3	3	3
Factory and Premises	11	12	10
Workshop and premises	73	77	89
Business Unit and Premises	4	4	3
Clubhouse and Premises	1	1	1
Hall and Premises	1	1	2
Sports Ground and Premises	2	2	2
Swimming Pool and Premises	1	1	1
Leisure	5	4	4
Police Station and Premises	2	2	2
Communication Station and Premises	5	5	5
Crown Property	0	0	1
Miscellaneous	1	1	1

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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**REPORT TO:** Finance and Staffing Portfolio Holder

21 February 2012

**AUTHOR/S:** Executive Director (Corporate Service) / Benefits Manager

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**WELFARE REFORM****Purpose**

1. To advise and update the Portfolio Holder of the progress of the Welfare Reform Bill through parliament and the impact of the proposals with regard to service provision.
2. This not a Key decision

**Recommendations**

3. To note the contents of the report including the implications for the Council

**Background**

4. The Government announced in the both the June 2010 Budget and the Spending Review in November 2010 that there would be a significant number of changes to welfare benefits. The main aim of the reform was is to reduce the welfare budget which has seen significant growth over the last few years.
5. The welfare reform is in the process of making its way through parliament and therefore not all the proposals outlined have been laid yet as legislation.
6. The welfare reform bill is at the stage of "Ping Pong" where amendments are being considered the House of Commons and the House of Lords. It is hoped that the Bill could get Royal Assent by the spring.

**Impact of Proposals*****Benefit Cap-April 2013***

7. The Impact of the implementation of the proposed Benefit Cap of £500 weekly has been investigated there are a total of 8 families in South Cambridgeshire who would be impacted by this cap if child benefit is included as income. However the exclusion of child benefit as proposed by the Lords would mean that no families in South Cambridgeshire would be affected.

***Localised Council Tax Benefit - Impact Assessment***

8. The Department of Communities and Local Government (DCLG) has issued an impact assessment based on the national position. DCLG have provided some worked examples based on the national picture; these worked examples have been applied to South Cambridgeshire as shown at **Appendix A**.
9. ***Claimants of Benefit***
  - There are nationally 4.9 Million claimants of Council tax benefit, and currently 6686 Claimants within South Cambridgeshire. The national position reflects that there is 62% of claimants who are working age and 38% of claimants who are of pension age. This picture is radically different in South

Cambridgeshire where 44.81% of claimants who are working age and 55.19% who are pension age.

**Worked Examples**

- **10% reduction for all claimants**  
The worked example for the 10% reduction clearly shows that the reduction Council Tax Benefit for South Cambridgeshire residents will be at a higher than average level compared with the national picture.
- **16% reduction for Working Age claimants Scenario 1**  
The worked example from DCLG would on a national basis achieve the overall savings of 10 % required; however due to the demographic makeup of the claimants in South Cambridgeshire a reduction of 22.5% would be required to meet the savings target
- **Increase in Income taper from 20% to 25% Scenario 2**  
The worked examples shows that this scheme will not achieve the savings required for South Cambridgeshire but would affect single claimants with no children.
- **Simple Earnings based stepped scheme Scenario 3**  
The worked example based on South Cambridgeshire's claimant base may show that the scheme it is easy to administer but likely that the scheme would only achieve a small proportion of savings required.

10. All of these schemes will have other factors which need to be considered and these will be part of the options appraisal for scheme which will be developed for South Cambridgeshire.

- **The relative share of working age to pension age claims.** The numbers of pensioners who will be protected from a reduction in support in South Cambridgeshire is higher than the national average. This means that working age claimants will be have higher cuts in council tax benefit than average which is 16%, the worked example for South Cambridgeshire shows that a 22.5% cut would be required.
- **The existence of other vulnerable groups amongst working age claimants:** The Council will need to decide which vulnerable groups it wishes to protect from reductions.
- **The increased difficulty with collection from those with low income:** The design of the scheme will need to take into account the difficulties of collection of council tax from those on low income and the risk of collection rate reduction.
- **Work Incentives:** The design of scheme should preserve the incentives to work or increase earnings.
- **Simplicity:** The design of scheme should make the administration easy for both the council and claimants although this may be difficult to achieve within the financial constraints of the new scheme.
- **Transparency:** Local Authorities want to design schemes which will be easily understood; in reality this will be difficult to achieve.

11. Financial	The Financial impact of localised Council Tax Benefit will see working age claimants in South Cambridgeshire paying significant amounts towards the Council Tax
Legal	None
Staffing	There may be additional staff pressures due to the collect of additional council tax from those with limited means following the introduction of localised support for council tax. The benefits team will have additional pressures with changes to the administration and the anticipated additional customer contact
Risk Management	The welfare reform is included within the corporate risk register; the Benefits Manager is working with a number of officers with regard to the impact.
Equality and Diversity	The impact of changes cannot be fully identified at this stage for South Cambridgeshire although the Department of works and Pension and the Department of Communities and Local Government have completed equality impact assessments.
Equality Impact Assessment completed	No Department of works and Pension and the Department of Communities and Local Government have completed equality impact assessments
Climate Change	None

### Consultations

12. None

#### Consultation with Children and Young People

13. None

### Conclusions / Summary

14. The introduction of Capped Benefit payments will have little or no impact on the residents of South Cambridgeshire due to the small numbers and the potential change to the original proposals.
15. Localisation of Council Tax Benefit will provide South Cambridgeshire a significant challenge due to the demographic makeup of those claiming Council Tax Benefit.
16. The challenge to South Cambridgeshire will be to provide a scheme which can be relatively easy to administer, easy for residents to claim and understand and yet affordable

**Background Papers:** the following background papers were used in the preparation of this report:

Local Government Finance Bill:  
Localising support for council tax  
Impact Assessment

**Contact Officer:** Dawn Graham – Benefits Manager  
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## Appendix A

### Number of Claimants

		<b>South Cambridgeshire</b>			
<b>Group</b>		Claimants	% Claimants	Annual Expenditure	% Annual Expenditure
Working Age	Passported	1739	26.01%	£1,558,447	25.21%
Working Age	Non- Passported	1308	19.56%	£1,211,955	19.60%
<b>Total Working Age Claimants</b>		<b>3047</b>	<b>45.57%</b>	<b>£2,770,402</b>	<b>44.81%</b>
Pension Age	Passported	2174	32.52%	£1,968,222	31.84%
Pension Age	Non- Passported	1465	21.91%	£1,443,769	23.35%
<b>Total Pension Age Claimants</b>		<b>3639</b>	<b>54.43%</b>	<b>£3,411,991</b>	<b>55.19%</b>
<b>Total Claimants South Cambridgeshire</b>		<b>6,686</b>	<b>100.00%</b>	<b>£6,182,393</b>	<b>100.00%</b>
		<b>Nationally</b>			
<b>Group</b>		Claimants (M)	% Claimants	Annual Expenditure (B)	% Annual Expenditure
Working Age	Passported*	2.1	42%	£1.9	45%
Working Age	Non- Passported*	1	20%	£0.7	17%
<b>Total Working Age Claimants</b>		<b>3.1</b>	<b>62%</b>	<b>£2.6</b>	<b>62%</b>
Pension Age	Passported*	1.2	24%	£1.1	26%
Pension Age	Non- Passported*	0.7	13%	£0.5	12%
<b>Total Pension Age Claimants</b>		<b>1.9</b>	<b>38%</b>	<b>£1.6</b>	<b>38%</b>
<b>Total Claimants England (excluding Isles of Scilly)</b>		<b>4.9</b>	<b>100%</b>	<b>£4.2</b>	<b>100%</b>

## Reduction of 10% Council Tax Benefit based on all Claimants

		10% reduction for all Claimants South Cambridgeshire		
Group		No of Claimants affected	Reduction in Ctax Benefit weekly	% reduction in weekly Council Tax benefit
<b>Working Age</b>	Single no child dependant	1101	£1.61	10%
	Single with child dependant	1197	£1.65	10%
	Couple no child dependant	212	£2.05	10%
	Couple with child dependant	537	£2.09	10%
<b>Pension Age</b>	Single no child dependant	2651	£1.68	10%
	Single with child dependant	9	£2.28	10%
	Couple no child dependant	957	£2.10	10%
	Couple with child dependant	22	£2.52	10%
		<b>Reduction All</b>	<b>Annual</b>	<b>-£618,239.30</b>
		10% reduction for all Claimants Nationally		
Group		No of Claimants Affected (thousand)	Reduction in Ctax Benefit weekly	% reduction in weekly Council Tax benefit
<b>Working Age</b>	Single no child dependant	1380	£1.49	10%
	Single with child dependant	943	£1.56	10%
	Couple no child dependant	281	£1.93	10%
	Couple with child dependant	471	£1.92	10%
<b>Pension Age</b>	Single no child dependant	1360	£1.54	10%
	Single with child dependant	4	£1.78	10%
	Couple no child dependant	490	£1.94	10%
	Couple with child dependant	11	£2.18	10%
		<b>Reduction</b>	<b>All</b>	<b>£1.63</b>

## Reduction for Working Age Claimants Scenario 1

Percentage reductions



South Cambridgeshire		Reduction for Working Age Claimants no reduction for Pension Age Claimants		
Group		No of Claimants affected	Reduction in Ctax Benefit weekly	% reduction in weekly Council Tax benefit
<b>Working Age</b>	Single no child dependant	1101	£2.57	16%
	Single with child dependant	1197	£2.64	16%
	Couple no child dependant	211	£3.28	16%
	Couple with child dependant	538	£3.34	16%
	<b>Reduction</b>	<b>Annual</b>	<b>-£443,264.31</b>	<b>16%</b>
<b>Working Age</b>	Single no child dependant	1102	£3.61	22.5%
	Single with child dependant	1196	£3.71	22.5%
	Couple no child dependant	211	£4.62	22.5%
	Couple with child dependant	538	£4.69	22.5%
	<b>Reduction</b>	<b>Annual</b>	<b>-£623,340.44</b>	<b>22.5%</b>
<b>Working Age</b>	Single no child dependant	1101	£2.57	25%
	Single with child dependant	1197	£2.64	25%
	Couple no child dependant	211	£3.28	25%
	Couple with child dependant	538	£5.22	25%
	<b>Reduction</b>	<b>Annual</b>	<b>-£692,600.49</b>	<b>25%</b>
<b>Nationally</b>		<b>16% reduction for Working Age Claimants no reduction for Pension Age Claimants</b>		
Group		No of Claimants affected (thousand)	Reduction in Ctax Benefit weekly	% reduction in weekly Council Tax benefit
<b>Working Age</b>	Single no child dependant	1380	£1.68	16%
	Single with child dependant	943	£2.28	16%
	Couple no child dependant	281	£2.10	16%
	Couple with child dependant	471	£2.52	16%
	<b>Reduction All</b>	<b>3075</b>	<b>£2.64</b>	<b>16%</b>



	<b>affected</b>		<b>Max Benefit</b>	<b>50% Benefit</b>		<b>Max Benefit</b>	<b>Max Benefit</b>
Single no child dependant	1101	144	59	51	34	672	286
	51	Losers	Average Loss		£5.45	Highest Loss	£28.51
	67	Gainers	Average Gain		£5.17	Highest Gain	£22.78
Single with child dependant	1196	424	130	196	98	690	82
	201	Losers	Average Loss		£7.38	Highest Loss	
	164	Gainers	Average Gain		£5.11	Highest Gain	
Couple no child dependant	211	39	12	7	20	144	28
	24	Losers	Average Loss		£8.33	Highest Loss	£21.19
	8	Gainers	Average Gain		£3.59	Highest Gain	£8.55
Couple with child dependant	538	278	66	59	153	232	28
	194	Losers	Average Loss		£13.25	Highest Loss	£44.11
	41	Gainers	Average Gain		£5.80	Highest Gain	£26.80
	<b>Reduction in Council Tax Benefit Awarded</b>			<b>Annually</b>		<b>£-36001</b>	

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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**REPORT TO:** Finance and Staffing Portfolio Holder 26<sup>th</sup> January 2012

**AUTHOR/S:** HR Officer

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**LEAVERS 1 OCTOBER 2011 – 31 DECEMBER 2011****Purpose**

1. This report is for information and provides an analysis of leavers between 1<sup>st</sup> October 2011 and 31<sup>st</sup> December 2011.
2. This is not a key decision but forms part of the regular monitoring reports.

**Background**

3. The PI value for the period 1<sup>st</sup> October to 31<sup>st</sup> December 2011 is **1.6%**  
The annual PI value so far (1<sup>st</sup> April to 31<sup>st</sup> December 2011) is **5.0%** against an annual target for voluntary leavers of 10%.  
Voluntary leavers does not include redundancies, ill health retirements, ending of fixed term contracts or people opting to leave at 65 or internal transfers.  
(Based on a FTE figure of 438.23 at 1<sup>st</sup> October 2011)
4. The rate of leavers taking into account all leavers is **3.65%** for the period under review.
5. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. Since the last Leavers Report, Exit Interviews have been made compulsory for all leavers (unless inappropriate), and during the period 1<sup>st</sup> October 2011 to 31<sup>st</sup> December 2011 HR/ Payroll received **4** exit interview forms.
6. Of the 7 voluntary leavers, only 4 completed Exit Interview Forms, of the 3 not completing the interviews; 1 took 'flexible retirement' and has been re-engaged on a part-time basis, 1 accessed their pension on a 'non Ill-Health' basis following a period of long-term sickness, and one was subject to a disciplinary investigation leading up to their resignation and therefore it was not appropriate for them to complete the exit interview.
7. With effect from October 2011 the Default Retirement Age of 65 no longer exists, and therefore employees cannot be required to retire on a compulsory basis at age 65. As such we have reviewed the leaver categories and for Quarter 3 and Quarter 4 the 2 voluntary leaver categories not included in the PI calculation have been removed, as have the 3 retirement categories.  
3 new categories have subsequently been created to reflect employees leaving with access to their pension.

### Considerations

#### 8. Table for Quarters 1 to 3 2011-12 (1<sup>st</sup> April 2011 to 31<sup>st</sup> December 2011)

Reason for leaving	Quarter 1 (01.04.11 – 30.06.11)	Quarter 2 (01.07.11 – 30.09.11)	Quarter 3 (01.10.11 – 31.12.11)	Quarter 4 (01.01.12 – 31.03.12)
<b>Voluntary leavers</b>				
Change of area				
Move within public sector	3	1	3	
Move to private sector	1	2	1	
Improvement in salary				
College				
Career				
Career break				
Voluntary leaver – no reason specified	2	2	1	
<i>Resignation to retire pre 65</i>	1	3	N/A	N/A
<i>Women retiring post 60 but pre 65</i>			N/A	N/A
<i>Retirement pre 60 with Council agreement</i>			N/A	N/A
Resignation with early access to Pension (Pre 65, but post 60)			1	
Resignation with access to Pension (Post 65)				
Flexible Access to Pension (employee left with access to pension, but returned on reduced hours/post)			1	
Other – personal reasons				
<b>Total Voluntary Leavers</b>	<b>7</b>	<b>8</b>	<b>7</b>	
<b>Voluntary leavers but not included in PI</b>			N/A	N/A
<i>Retirement at 65 or post 65 (change in legislation December 2006)</i>	3	1	N/A	N/A
<i>Flexible retirement – (employee left post &amp; taken lower level post or reduced hours and taken pension)</i>			N/A	N/A
<b>Total Voluntary but not included in PI</b>	<b>3</b>	<b>1</b>	<b>N/A</b>	<b>N/A</b>
<b>Involuntary leavers</b>				
Redundancy	1			
Dismissal due to ill health		1	1	
Dismissal due to conduct		1		
End of fixed term contract	1	1		
Ill Health Retirement			1	
Probation period failure				
TUPE transfer			6	
Death in service			1	
<b>Total Involuntary</b>	<b>2</b>	<b>3</b>	<b>9</b>	
<b>Grand Total</b>	<b>12</b>	<b>12</b>	<b>16</b>	

## 9. Table showing reasons for leaving (Previous 4 years)

Reason for leaving	Number of employees April 07 – March 08	Number of employees April 08 – March 09	Number of employees April 09 – March 10	Number of employees April 10 – Mar 11
<b>Voluntary leavers</b>				
Change of area	2	2	2	2
Move within public sector	7	5	9	8
Move to private sector	11	3	4	2
Improvement in salary		1		
College				
Career	5	5	1	
Career break	1		1	
Voluntary leaver – no reason specified	11	5	3	6
Resignation to retire pre 65	3	2	4	1
Women retiring post 60 but pre 65	3	2	2	3
Retirement pre 60 with Council agreement		1		1
Other – personal reasons	1	1	1	
<b>Total Voluntary Leavers</b>	<b>44</b>	<b>27</b>	<b>27</b>	<b>23</b>
<b>Voluntary leavers but not included in PI</b>				
Retirement at 65 or post 65 (change in legislation December 2006)	1	5		4
Flexible retirement – (employee left post & taken lower level post or reduced hours and taken pension)			2	1
<b>Total Voluntary but not included in PI</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>5</b>
<b>Involuntary leavers</b>				
Redundancy	3	2	6	15
Dismissal due to ill health	1	2	1	4
Dismissal due to conduct	1			2
End of fixed term contract	2	6	7	3
Ill health retirement		1	1	3
Probation period failure	1	2		
TUPE transfer	2			
Death in service		1		
<b>Total Involuntary</b>	<b>10</b>	<b>14</b>	<b>15</b>	<b>27</b>
<b>Grand Total</b>	<b>54</b>	<b>46</b>	<b>44</b>	<b>55</b>

10. The above information is taken from Leavers Forms sent by Managers to HR/Payroll.

11. The Exit Interview information does not reveal any trends in how the Council is viewed. Involuntary leavers on occasion do not wish to complete Exit interviews, or it is not appropriate for them to do so. The HR team endeavour to review the exit interview process to encourage a higher return rate.

**Options**

12. The report is for information only so there are no options.

**Implications**

13. Financial	There are financial implications in the costs of advertising and recruitment of replacement staff. There may also be financial implications for covering of work if standard of service to be maintained.
Legal	There are no legal implications
Staffing	A certain level of turnover is healthy for an organisation.
Risk Management	The risks are low level.
Equal Opportunities	At present limited monitoring is done on the diversity of voluntary leavers.

**Consultations**

14. There have been no consultations on the report.

**Effect on Strategic Aims**

15.	<b>Commitment to being a listening council, providing first class services accessible to all.</b> Having the right employees in place is key to delivering high quality of services
	<b>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</b>
	<b>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</b>
	<b>Commitment to assisting provision for local jobs for all.</b>
	<b>Commitment to providing a voice for rural life.</b>

**Recommendations**

16. It is recommended that the contents of the report be noted.

**Background Papers:** the following background papers were used in the preparation of this report: None

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## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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**REPORT TO:** Finance and Staffing Portfolio Holder 31<sup>st</sup> January 2012  
**AUTHOR/S:** Executive Director (Corporate Services) / HR Officer

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**SICKNESS ABSENCE 1 OCTOBER 2011 – 31 DECEMBER 2011****Purpose**

1. The purpose of this report is to provide information on sickness absence for 1 October 2011 to 31 December 2011 and is a quarterly monitoring report.

**Recommendations**

2. It is recommended that EMT note the content of the report and continue to take appropriate action under the management of sickness policy.

**Executive Summary**

3. The Council must utilise all resources effectively in order to deliver excellent services and value for money to its communities. Managers need to focus on ensuring that they minimise the level of absence and maximise performance.

**Background**

4. **Sickness statistics**

**(a) Sickness PI**

The sickness PI for the period **1 October 2011 to 31 December 2011** was **2.81 days** sickness absence per FTE. The total days sickness per FTE therefore for the combined period of Quarters 1, 2 and 3 (**1 April 2011 to 31 December 2011**) therefore is **9.16** against an annual target figure of 9 for 2011/12.

*(FTE used = 438.23 (at start of period 01/10/2011))*

This is a **decrease in the PI for the same period in 2010/11**, which was 3.56 days per FTE. (It is also a decrease for the total cumulative period of Quarters 1 to 3 2010-11 which was 9.96 days per FTE)

**Trend information for BVPI 12 – days sickness per FTE (2011/12)**

Quarter	Q1	Q2	Q3	Q4
BVPI 12 figure	2.93	3.42	<b>2.81</b>	
Cumulative	2.93	6.35	<b>9.16</b>	

Year	05/06	06/07	07/08	08/09	09/10	10/11	<b>11/12</b>
BVPI 12 year end figure	10.75	11.15	10.15	12.69	12.65	12.13	<b>TBC</b>
FTE at end of year	445.64	441.71	460.38	459.03	448.86	449.28	<b>TBC</b>

**(b) Benchmark figures by corporate area**

Area	QUARTER 3 (01/10/11- 31/12/11)		
	No. of available working days lost due to sickness	No. Employee's with sickness absence days in period	Comments
Affordable Homes (ex. SH & DLO)	<b>154.1</b>	20.0	
Sheltered Housing	<b>158.7</b>	21.0	1 Long Term Death in Service (CB)
DLO	<b>125.0</b>	6.0	1 Long Term Return (CR)
Chief Executive Team	<b>6.0</b>	1.0	
Community & Customer Services	<b>44.3</b>	4.0	
<b>Corporate Services:</b>	<b>124.7</b>	<b>38.0</b>	<b>Total of 5 departments below</b>
Accountancy	<b>6.0</b>	3.0	
Business & Cust Service	<b>58.0</b>	3.0	
HR & Payroll	<b>5.6</b>	4.0	
ICT	<b>20.0</b>	7.0	
Legal & Dem Services	<b>3.0</b>	3.0	
Revenues & Benefits	<b>86.1</b>	18.0	1 Long Term Return (LH)
Health & Environment (ex. DSO)	<b>202.5</b>	14.0	1 Ill Health Retirement (GC) 1 Long Term Normal Retirement (SP)
DSO	<b>199.5</b>	38.0	2 Long Term Returns (SI, JK)
Planning & New Communities	<b>161.9</b>	30.0	
<b>Total</b>	<b><u>1230.7</u></b>	<b>172.0</b>	

**Sickness absence levels have decreased by 19.7% on last quarter (Q2 2011-12).**

The 1230.7 days sickness absence can be attributed to **172 employees**. Which is **36.0%** of the total staff for the period. (478 Headcount at 01/10/2011)

**(c) Sickness Days per person in Quarter 3 (01/10/2011 – 31/12/11)  
(compared to last quarter)**

Area	FTE at 01/07/2011	Sickness days per person in Quarter 2 (11/12)	FTE at 01/10/2011	Sickness days per person in Quarter 3 (11/12)	+/- days change from Q2 11/12 to Q3 11/12
Affordable Homes (ex. SH & DLO)	57.84	3.73	53.44	2.88	Down 0.85
- Sheltered Housing	41.72	6.04	40.30	3.94	Down 2.10
- DLO	17.00	7.71	17.00	7.35	Down 0.36
Chief Executives and PAs	5.00	0.00	5.00	1.20	Up 1.20
Community & Customer Services	18.20	2.36	14.20	3.12	Up 0.76
<i>Corporate Services (Total of 5 depts below)</i>	101.16	3.30	103.36	1.77	Down 1.53
- Accountancy	13.96	0.24	13.96	0.43	Up 0.19
- Business & Customer Services	N/A	N/A	4.00	14.5	N/A
- HR & Payroll	6.21	8.18	6.71	0.83	Down 7.35
- ICT	22.40	1.25	19.01	1.05	Down 0.20
- Legal & Democratic Services	13.91	0.76	15.51	0.19	Down 0.57
- Revenues & Benefits	44.68	1.11	44.17	1.95	Up 0.84
Health & Environment	41.92	4.76	38.46	5.27	Up 0.51
- DSO	87.00	4.02	90.91	2.19	Down 1.83
Planning & New Communities	77.24	2.57	75.56	2.14	Down 0.43

The sickness days recorded per FTE for the whole Council was **2.81 in Quarter 3**, this is a decrease of 0.61 days per FTE since Quarter 2 (where 3.42 sickness days were recorded per FTE).

## (d) Long-term v Short-term sickness

Department	QUARTER 3 - 01/10/2011 – 31/12/2011 sickness			
	No of days Long term (20+ days)	% of dept absence that = Long Term	No of days Short term	% of dept absence that = Short Term
Affordable Homes (exc. SH and DLO)	102.00	66.2 %	52.10	33.8 %
- Sheltered Housing	80.92	51.0 %	77.78	49.0 %
- DLO	110.00	88.0 %	15.00	12.0 %
Chief Executives & PAs	0.00	0.0 %	6.00	100.0 %
Community & Customer Services	26.35	59.4 %	18.00	40.6 %
<b>Corporate Services</b>	<b>85.14</b>	<b>47.6 %</b>	<b>93.58</b>	<b>52.4 %</b>
- Accountancy	0.00	0.0 %	6.00	100.0 %
- Business & Customer Services	53.00	91.4 %	5.00	8.6 %
- HR & Payroll	1.00	17.7 %	4.64	82.3 %
- ICT	0.00	0.0 %	20.00	100.0 %
- Legal & Democratic Services	0.00	0.0 %	3.00	100.0 %
- Revenues & Benefits	31.14	43.3 %	54.94	56.7 %
Health & Environment (ex. DSO)	143.00	70.6 %	59.50	29.4 %
- DSO	83.00	41.6 %	116.50	58.4 %
Planning & New Communities	65.00	40.2 %	96.89	59.8 %
<b>Total</b>	<b>695.41</b>	<b>56.5 %</b>	<b>535.35</b>	<b>43.5 %</b>

Long-Term Sickness accounted for 56.5 % of total sickness absence in Quarter 2.

Long-Term Sickness levels have dropped by 33.2% (345.7 days) since Quarter 2.

These long-term periods of absence are attributable to **17 employees**.

(e) Sickness absence by reason given – Quarter 3 Alone (01/10/11 – 31/12/11) (figures quoted as number of working days lost)

Reason	Affordable Homes	- Sheltered Hsg	- DLO	Chief Exec Team	Community & Customer Service	Corp Services - Accountancy	Corp Services – Bus/Cust Services	Corp Services – HR & Payroll	Corp Services - ICT	Corp Services – Legal & Dem Services	Corp Services – Revenues & Benefits	Health & Env't Services	- DSO	Planning & New Communities	TOTAL
Back	9.0		1.0		12.0				2.0				10.0	1.0	35.0
Chest/respiratory	5.0		1.0								5.0	2.0	8.0	18.5	39.5
Ear, nose, mouth, eye		3.0	2.0			2.0	2.0				2.0	5.0	36.0	2.0	54.0
Face															0.0
Genito-urinary														2.0	2.0
Headaches & migraine	2.0		1.0							1.0	1.9	1.0	4.0	1.0	11.9
Heart, blood pressure, circulation												65.0	44.0		109.0
Operation & post op recovery	11.0	4.0		6.0	5.0						32.1	16.0	19.0	13.0	106.1
Other	66.0	25.8										78.0	14.0	73.0	256.8
Other Muscular-Skeletal			120.0					1.8			5.8		21.0	11.0	159.6
Pregnancy related															0.0
Stomach, liver, kidney, digestion	4.7	7.0			1.0	1.0			4.0		6.2	5.0	16.5	7.6	53.0
Stress, depression & mental health	37.0	12.0			26.3		53.0				2.0	9.0			139.3
Viral	19.4	106.7				3.0	3.0	3.8	14.0	2.0	31.0	21.5	27.0	32.8	264.2
<b>Total</b>	<b>154.1</b>	<b>158.7</b>	<b>125.0</b>	<b>6.0</b>	<b>44.3</b>	<b>6.0</b>	<b>58.0</b>	<b>5.6</b>	<b>20.0</b>	<b>3.0</b>	<b>86.0</b>	<b>202.5</b>	<b>199.5</b>	<b>161.9</b>	

f) Summary of Sickness by Reason compared to last quarter (Quarter 2 2011-12) and Quarter 3 last year (2010-11)

Reason	LAST QUARTER Q2 2011-12 (01/07/11 – 30/09/11)	Q3 LAST YEAR Q3 2010-11 (01/10/10 – 31/12/10)	Days Lost for Quarter 3 (2011- 12) 01/10/11 – 31/12/11	Change since last quarter (Q2 11-12) -/+	Change since Quarter 3 last year (10-11) -/+
Back	111.0	174.0	35.0	76.0 less	139.0 less
Chest/respiratory	75.0	89.0	39.5	35.5 less	49.5 less
Ear, nose, mouth, eye	75.0	88.5	54.0	21.0 less	34.5 less
Face	0.0	0.0	0.0	No Change	No Change
Genito-urinary	3.8	0.0	2.0	1.8 less	2.0 more
Headaches & migraine	13.0	5.0	11.9	1.1 less	6.9 more
Heart, blood pressure, circulation	135.0	0.0	109.0	26.0 less	109.0 more
Operation & post op recovery	108.0	85.5	106.1	1.9 less	20.6 more
Other	228.4	134.5	256.8	28.4 more	122.3 more
Other Muscular-Skeletal	397.3	115.5	159.6	237.7 less	44.1 more
Pregnancy related	23.8	8.0	0.0	23.8 less	8.0 less
Stomach, liver, kidney, digestion	65.6	36.0	53.0	12.6 less	17.0 more
Stress, depression & mental health	108.5	408.5	139.3	30.8 more	269.2 less
Viral	187.6	268.0	264.2	76.6 more	3.8 less
<b>Total</b>	1532.0	1441.5	1230.7	<b>301.3 less</b>	<b>210.8 less</b>

- This demonstrates that there has been an overall decrease (19.7%) in sickness absence levels since the last quarter (Q2 2011-12), as well as a 14.6% decrease since the same quarter last year (Q3 2010-11).
- While absence attributed to stress, depression and mental health increased by 28.3% from last quarter (Q2 2011-12), there has been a **significant drop (65.9%)** since the same quarter last year (Q3 2010-11).
- There were significant decreases from last quarter (Q2 2011-12) for 'Back' absences (by 68.5%) and Muscular Skeletal absences (by 59.8%).

**Considerations**

5. Service areas collect their own sickness information; this is then provided to HR Payroll and entered on the HR-Payroll system. Monthly reports are sent to line managers identifying individual sickness patterns for employees in their section and are copied to corporate managers and service managers to report back to HR on action.
6. The Quarter 3 figures demonstrate a marked improvement in sickness absence levels from Quarter 2. The HR-Payroll team continue to work with managers to tackle sickness absence issues. This report demonstrates the impact of those efforts on the marked reduction in long-term sickness absence days lost (down 33.2% on last Quarter). Work is also being done to tackle increasing levels of short-term sickness absence.
7. During the quarter, there were 7 long-term sickness cases closed: 1 Ill Health Retirement, 1 'Normal' Retirement, sadly 1 death in service and 4 returns to work.
8. In Quarter 4, the team have already seen 3 further long-term sickness cases draw to a close with 2 return to works and a dismissal.

**Implications**

9. Financial	Under the Green Book the maximum amount of contractual sick pay after 5 years local government service is 6 months at full pay, 6 months half pay. There are also the financial costs involved in temporary cover in long-term sickness cases to maintain service delivery.
Legal	The Council has an obligation to make reasonable adjustments to allow a disabled employee to continue working or to join the organisation. Sickness records are a protected category under the Data Protection Act provisions in relation to employee records.
Staffing	Sickness absence means duties need to be covered or reallocated to ensure continuity of service delivery
Risk Management	There are minimal levels of risk
Equal Opportunities	There is currently minimal monitoring from an equal opportunity perspective on sickness absence

**Effect on Strategic Aims**

10. **Commitment to being a listening council, providing first class services accessible to all:** Reducing the number of days lost to sickness absence will have an impact on improving service delivery for residents.

**Background Papers:** the following background papers were used in the preparation of this report:

Performance Indicators

**Contact Officers:** Niki Cater, HR Officer, Tel: (01954) 713299  
Susan Gardner-Craig, HR Manager, Tel: (01954) 713285

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**Finance and Staffing Portfolio Holder**

<b>Portfolio Holder Meeting</b>	<b>Agenda Title</b>	<b>Key Purpose</b>	<b>Corporate Manager(s)</b>	<b>Responsible Officer(s)</b>	<b>Issue and Agenda Items Created?</b>	<b>Added to Plan Date</b>
20 Mar 12	Welfare Reform	Monitoring	Alex Colyer	Dawn Graham	Y	23.06.11
	Finance Monitoring Report for All Services 2011/12 - update	Monitoring	Alex Colyer	Graham Smith	Y	15.04.11
	Procurement Strategy	Decision	Alex Colyer	John Garnham	Y	08.06.11
	Strategic Risk Register – Q4	Decision	Alex Colyer	John Garnham	Y	08.06.11
	Risk Management Strategy	Rec to Corp Gov Cttee	Alex Colyer	John Garnham	Y	08.06.11
15 May 12	Revenue Collection Performance – Q4	Monitoring	Alex Colyer	Phil Bird/Dawn Graham	Y	13.04.11
	Leavers – Q4	Monitoring	Alex Colyer	Susan G-Craig	Y	15.04.11
	Sickness Absence – Q4	Monitoring	Alex Colyer	Susan G-Craig	Y	15.04.11
	Welfare Reform	Monitoring	Alex Colyer	Dawn Graham	Y	23.06.11
	Finance Monitoring Report for All Services 2011/12 - update	Monitoring	Alex Colyer	Graham Smith	Y	15.04.11
	Service Improvements & Financial Performance 2011/12 – Q4	Monitoring	Alex Colyer	Adrian Burns / Sally Smart	Y	15.04.11

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