

South Cambridgeshire Hall  
Cambourne Business Park  
Cambourne  
Cambridge  
CB23 6EA

t: 03450 450 500  
f: 01954 713149  
[www.scambs.gov.uk](http://www.scambs.gov.uk)



3 September 2014

To: The Leader – Councillor Ray Manning  
Deputy Leader – Councillor Simon Edwards  
Members of the Cabinet – Councillors Mark Howell, Mick Martin, Robert Turner,  
David Whiteman-Downes, Tim Wotherspoon and Nick Wright  
Quorum: Majority of the Cabinet including the Leader or Deputy Leader

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **THURSDAY, 11 SEPTEMBER 2014 at 6.00 p.m.**

Yours faithfully  
**JEAN HUNTER**  
Chief Executive

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## AGENDA

	PAGES
<b>PROCEDURAL ITEMS</b>	
<b>1. Apologies for Absence</b> To receive apologies for absence from Cabinet members.	
<b>2. Minutes of Previous Meeting</b> To authorise the Leader to sign the Minutes of the meeting held on 10 July 2014 as a correct record.	<b>1 - 12</b>
<b>3. Declarations of Interest</b>	
<b>4. Announcements</b>	
<b>5. Public Questions</b>	
<b>POLICY ITEM</b>	
<b>6. Corporate Enforcement &amp; Inspection Policy (Key)</b>	<b>13 - 22</b>

## **OPERATIONAL ITEM**

7. **Position Statement: Finance, Performance and Risk 2014/15 Q1** **23 - 64**  
This item will be considered by Scrutiny and Overview Committee on 4 September. Any specific comments and/or recommendations will be reported to Cabinet at the meeting.

## **INFORMATION ITEM**

8. **Welfare Reform/Under Occupation** **65 - 82**  
To receive a report and analysis of the financial year 2013/14.

## **STANDING ITEMS**

9. **Issues arising from the Scrutiny and Overview Committee**  
To receive any recommendations arising from the committee meeting held on 4 September 2014.
10. **Issues arising from the Partnerships Review Committee**  
The Partnerships Review Committee has not met since the last Cabinet meeting.
11. **Updates from Cabinet Members Appointed to Outside Bodies**
12. **Reports from Cabinet Members attending Parish Council meetings**
13. **Reports from Member Champions**

### **Confidential Item - Members Only**

The press and public are likely to be excluded from the meeting during consideration of the following items in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A of the Act).

14. **South Cambs Ltd - Business Case Update (Key)** **83 - 98**

## **OUR LONG-TERM VISION**

South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.

The Council will be recognised as consistently innovative and a high performer with a track record of delivering value for money by focusing on the priorities, needs and aspirations of our residents, parishes and businesses.

## **OUR VALUES**

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

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



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# Agenda Item 2

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on  
Thursday, 10 July 2014 at 6.00 p.m.

**PRESENT:** Councillor Ray Manning (Leader of the Council)  
Councillor Simon Edwards (Deputy Leader of the Council, Finance and Staffing  
Portfolio Holder)

<b>Councillors:</b>	Pippa Corney	Planning Portfolio Holder
	Mark Howell	Housing Portfolio Holder
	Mick Martin	Environmental Services Portfolio Holder
	David Whiteman-Downes	Corporate and Customer Services Portfolio Holder
	Tim Wotherspoon	Strategic Planning and Transportation Portfolio Holder
	Nick Wright	Economic Development Portfolio Holder

Officers in attendance for all or part of the meeting:

Alex Colyer	Executive Director, Corporate Services
Jean Hunter	Chief Executive
John Garnham	Head of Finance, Policy & Performance
Mike Hill	Health and Environmental Services Director
Jo Mills	Planning and New Communities Director
Graham Watts	Democratic Services Team Leader

Councillors David Bard, Kevin Cuffley, Alison Elcox, Sue Ellington, Lynda Harford, Cicely Murfitt and John Williams were in attendance, by invitation.

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### Procedural Items

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#### 1. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 8 May 2014 were agreed as a correct record.

#### 2. DECLARATIONS OF INTEREST

No declarations of interest were made.

#### 3. ANNOUNCEMENTS

Councillor Ray Manning, Leader of the Council, announced that the Greater Cambridge City Deal had been signed by the Rt Hon Nick Clegg MP (Deputy Prime Minister), the Rt Hon Greg Clark MP (Minister for Cities and the Constitution), Councillor Steve Count (Leader of Cambridgeshire County Council), Councillor Lewis Herbert (Leader of Cambridgeshire City Council), Jeremy Sanders (Pro-Vice-Chancellor, University of Cambridge) and himself as Leader of South Cambridgeshire District Council. The Council would be asked to formally approve its commitment to the City Deal at a meeting of Full Council later in the year.

Councillor Manning also announced that the Leader of the City Council had suggested celebrating the 70<sup>th</sup> anniversary of the end of World War II with two events, one in South Cambridgeshire and one in the City of Cambridge on VE Day and VJ Day. It was

agreed that a Member working group would be established to plan these events, in partnership with the City Council.

#### **4. PUBLIC QUESTIONS**

No public questions had been received.

#### **5. LOCAL TRANSPORT PLAN & LONG TERM TRANSPORT STRATEGY: RESPONSE TO CONSULTATIONS**

Councillor Tim Wotherspoon, Portfolio Holder for Strategic Planning and Transportation, presented a report which set out the Council's draft response to Cambridgeshire County Council's consultation on the Local Transport Plan 2011-31 Policies and Strategies document and Long Term Transport Strategy.

In discussing the content of the report and the recommended response, Members suggested the following amendments:

- reference to the Council's disappointment at the removal of the South Cambridgeshire Community Transport Strategy should be strengthened;
- more emphasis should be placed on the value and importance of the Oxford to Cambridge railway link;
- reference to the A428 corridor as the District Council's main priority for transport planning in the near future should be refined.

Cabinet **AGREED**:

- (a) The response to Cambridgeshire County Council, as set out in paragraphs 20 – 23 and Appendix 1 of the report.
- (b) That delegated authority be given to the Director of Planning and New Communities to make further technical comments, including those put forward by Cabinet Members at the meeting, in consultation with the Strategic Planning and Transportation Portfolio Holder.

#### **6. PRIORITIES FOR 'AGEING WELL', 'CHILDREN, YOUNG PEOPLE & FAMILIES', 'HEALTH & WELLBEING' AND 'COMMUNITIES & LOCALISM'**

Councillor Mick Martin, Portfolio Holder for Environmental Services, presented a report which sought agreement to adopt the Joint Portfolio Holder Task and Finish Group recommendations on corporate priorities for 'Ageing Well', 'Children, Young People and Families', 'Health and Wellbeing' and 'Communities and Localism'.

It was noted that the Sustainable Communities and Partnership teams had recently merged, saving £100,000 in efficiency savings as a direct result. Cabinet had agreed to review the new team's work priorities via a Joint Portfolio Holder Task and Finish Group under the Portfolios responsible for the service areas of Planning and New Communities and Environmental Services.

The Task and Finish Group met four times over four months with a dedicated officer working group working alongside it to develop the work and direction set by Members. A significant amount of information gathering took place as part of this piece of work and key data that informed Task and Finish Group Members' views on priorities included:

- educational attainment of South Cambridgeshire children and young people in receipt of free school meals being significantly below the all-England average. This had implications for future South Cambridgeshire District Council spend on benefits and on the development of skills needed to support economic prosperity and growth;
- the 19 – 25 age group was the most likely to be a repeat 'victim of crime' in South Cambridgeshire. Vulnerable young people in this age group were also at the greatest risk of being 'lost to the system', as they were no longer supported by Children's Services after the age of 18;
- routine and manual workers in South Cambridgeshire continued to have higher than average rates of smoking. This group should be the target for smoking-cessation activities through 'health and safety at work' advice;
- having a fall was a key trigger for elderly residents accessing social care and health services. South Cambridgeshire District Council should therefore continue to focus on preventing and reducing falls, particularly amongst older tenants.

The Council's corporate outcomes and ambitions for 'Ageing Well', 'Children, Young People and Families', 'Health and Wellbeing' and 'Communities and Localism' were set out in Appendix 1 of the report, together with outline action plans for each at Appendix 2, all of which had been developed as a result of this piece of work.

**Cabinet AGREED:**

- (a) The outcomes and ambitions and outline action plans set out in Appendices 1 and 2 of the report as the South Cambridgeshire District Council priorities for 'Ageing Well', 'Children, Young People and Families', 'Health and Wellbeing' and 'Communities and Locality Working', to be delivered as part of the 2014-19 Corporate Plan.
- (b) That the reorganisation of resources within the Sustainable Communities and Partnerships Team to support delivery of the recommendations in the report be delegated to the Director of Health and Environmental Services, in consultation with the relevant Portfolio Holders.

## **7. SHARED SERVICES**

Councillor Ray Manning, Leader of the Council, presented a report which set out progress to date on proposed shared services and next steps in relation to Building Control, ICT and Legal services. The report also sought approval to form a strategic shared services partnership with Huntingdonshire District Council, whilst continuing to work with the City Council on services where there was a business case and a shared desire to work together.

Councillor Manning felt that it was important for the three authorities to work closer together, with shared services being the best way of achieving this. He stated that regular meetings would be held between the Leaders of the respective Councils, but emphasised that the shared services proposals set out within the report did not necessarily mean that each shared service would involve all three Councils.

Referring to the proposal for ICT, it was noted that research demonstrated ICT as being one of the most significant barriers to progress on other shared services and should therefore be an early priority in any shared services programme. The direct and indirect cost of ICT services within Cambridge City Council, South Cambridgeshire District Council and Huntingdonshire District Council totalled £6.1 million. Even a 10%

reduction in the annual cost would achieve savings in excess of £600,000 per annum across the three Councils, in addition to creating more potential to unlock other savings and income.

Councillor Manning reported that both Huntingdonshire District Council and Cambridge City Council had expressed a desire to work with South Cambridgeshire District Council to develop a shared Legal service. Initial work had been carried out across the three authorities with regard to current functions and responsibilities, which indicated that the collective costs of the services were in the region of £1.7 million. Members noted that further work would be required to develop proposals, given the complexity of the services.

Cabinet:

- (a) **FORMED** a strategic shared services partnership with Huntingdonshire District Council, whilst continuing to work with the City Council on services where there was a business case and shared desire to work together.
- (b) **AGREED** to the setting up of a joint informal steering group with the Leaders and/or Portfolio Holders to oversee progress and report back to the respective Cabinets and decision-making bodies.
- (c) **ENDORSED** Phase 1 of a shared services programme incorporating Legal, ICT and Building Control.
- (d) **AGREED** to initial funding of up to £50,000 for project management costs from the Council Actions budget for 2014/15, noting that it should be possible to offset this investment either from external funding or efficiency savings.

## 8. SHARED SERVICE: BUILDING CONTROL

Councillor Pippa Corney, Portfolio Holder for Planning, presented a report which sought approval to develop a business case for a shared Local Authority Building Control Service between Huntingdonshire and South Cambridgeshire District Councils, including use of the South Norfolk mobile working solution, and to work towards an Eastern Region Building Control partnership arrangement.

A number of options for areas of further investigation in this respect were set out in the report. Subject to approval at this meeting, it was noted that the business cases for each option would be submitted to Cabinet later in the year for consideration.

Cabinet **AGREED**:

- (a) To the development of a business case for a shared Local Authority Building Control Service with Huntingdonshire District Council.
- (b) For this business case to include a viability assessment of the IT solution developed by South Norfolk District Council.
- (c) For the Council to work with interested local authorities from Cambridgeshire and Bedfordshire to develop a proposal for a Local Authority Building Control cluster to operate within a regional network supported by South Norfolk District Council.



- (d) For the Council to work with South Norfolk District Council and other interested local authorities to develop a proposal for an Eastern Region Approved Inspector Company that will interact with the Cambridgeshire and Bedfordshire Local Authority Building Control cluster.

## 9. CAMBRIDGE CITY & SOUTH CAMBS JOINT WASTE WORKING

Councillor Mick Martin, Portfolio Holder for Environmental Services, presented a report which provided an update on work to explore the creation of a single, shared waste service between South Cambridgeshire District Council and Cambridge City Council and sought support for continuing work to develop a final business case.

In presenting the report, Councillor Martin informed Members that the aim and vision of the proposal was to create a single waste service, wholly owned and run by the local authorities, with a single management structure and workforce located on one site using a single pool of vehicles.

Councillor Martin highlighted that the initial work undertaken suggested ongoing financial savings of around £170,000 per annum. In addition, he considered that the net cost of the service could be further reduced by:

- cross boundary optimisation of rounds. An initial study indicated a potential saving of a minimum of two rounds at a saving of £150,000 per round, however, Councillor Martin reported that further data collated by South Cambridgeshire District Council indicated that it may be possible to achieve up to three times that amount;
- improved income on trade waste activity;
- consolidation and reducing of other support costs wherever practical.

Councillor Martin referred to paragraph 12 of the report which set out the anticipated approach to governance. He made it clear that both the District Council and City Council recognised the importance of effective and transparent governance, stating that this was an important piece of work that was still left to do. Both Councils would also make the quality of service the number one priority and Councillor Martin said that the level of service to customers would not be diminished as a result of this shared waste service.

Discussion ensued on the content of the report and the following comments were noted:

- it was important that the shared service arrangement maintained the same level of first class service to customers;
- it was good that, in effect, local authority boundaries were being removed with regard to waste collection as there were some instances whereby one side of a street's bins was emptied by the City Council, with the other side emptied by South Cambridgeshire District Council because of the way the boundary-line sat. This new proposed way of working would make much more sense from the customer perspective;
- a new European Union directive meant that the recycling target for local authorities had been increased to 70%. The Portfolio Holders of both Councils as part of the shared service arrangement would be accountable for ensuring that this target was met;
- the disparity for trade waste between the two Councils would be confirmed and included as part of the final business case;

- building a common culture between the workforces of the two Councils and bringing ways of working together, including the amalgamation of good practice from the two authorities, could take some time. This would be supported via a stage by stage approach, but Councillor Martin was not underestimating how long it may take to blend these things together.

Councillor Manning, Leader of the Council, invited Simon Payne, Director of Environment at Cambridge City Council, to address the meeting. Mr Payne said that this was an extremely exciting opportunity for the two authorities and that the proposal would really deliver savings, improve income and hopefully improve service quality. He added that the two Councils had worked very well together through the Strategic Board.

It was noted that the proposals contained within the report had been supported by the Council's Partnerships Review Committee, as well as the City Council's Environment Scrutiny Committee.

Cabinet **AGREED**:

- (a) To work with officers at the City Council and South Cambridgeshire District Council to prepare a final business case for co-location of current services and the creation of a Single Shared Waste Service based at Waterbeach and that this be reported back to both authorities for a final decision in October 2014.
- (b) That the organisational model to be explored in the final business case for the Single Shared Waste Service is a single management structure, employed by one single Council, with staff on separate terms and conditions linked to either the City Council or South Cambridgeshire District Council, leading to a single organisation wholly run and managed by the two Councils.

## **10. NORTHSTOWE: INVESTMENT AND DELIVERY**

Councillor Tim Wotherspoon, Portfolio Holder for Strategic Planning and Transportation, presented a report which set out the emerging options for the future delivery of Northstowe, including a Joint Venture with the Homes and Communities Agency and Cambridgeshire County Council. The report also sought approval for guidelines on the use of shared branding for Northstowe, as well as endorsement for work on public service and town centre proposals.

Councillor Wotherspoon reminded Cabinet that approval was given in June 2013 for officers to work with the Homes and Communities Agency and Cambridgeshire County Council to develop Heads of Terms for a joint venture to invest in and develop Northstowe. A principle investment of £25 million from the Housing Revenue Account in the joint venture vehicle was also approved at that time. The Homes and Communities Agency had asked both South Cambridgeshire District Council and the County Council to confirm support in principle for investment in a proposed Northstowe Joint Venture. Cabinet noted the Council's two main objectives for investing in Northstowe, as follows:

- to facilitate and influence the deliverability and quality of development at Northstowe, at the same time as bringing forward much needed housing;
- to make a return on the money invested.

Discussions with the Homes and Communities Agency and the County Council about the form that a joint venture could take had resulted in the following two options:

- a contractual joint venture. This would not be a true joint venture but would be governed by a Memorandum of Understanding between the partners. Individual contracts would be entered into between partners relating to use of land and buildings in discrete development projects. The Councils would have first refusal of investment but would be under no obligation to invest;
- a corporate joint venture. This would establish a separate legal entity with all three parties transferring their land and assets into the joint venture. Each partner would be represented on the Joint Venture Board with voting rights and profit share proportional to the investment of land and other assets.

Whilst the Council was not committed to enter into either joint venture option at this stage, the three partner organisations were all working to a shared timetable, with the Homes and Communities Agency scheduled to present a new Northstowe business case to its Investment Board on 10 July 2014 and the County Council having already presented a report to its General Purposes Committee on 1 July 2014.

In respect of delivery options going forward, the Directors from the County and District Councils had worked with the Homes and Communities Agency to identify options for the joint delivery vehicle. They had suggested that the Council could invest in either type from the following three sources:

- the Housing Revenue Account;
- the Housing Company;
- prudential borrowing.

Councillor Wotherspoon outlined that Northstowe provided a unique opportunity to both relocate and redesign public services for a new town centre. The town centre would be developed during the second phase with the planning application for this phase due for submission in July 2014 and determination by July 2015. Over the next six months a strategy for the delivery of public services would be developed by the District and County Councils, together with the NHS and other parties and this would consider proposals for relocating services to Northstowe and reshaping services.

Cabinet also noted the guidelines in relation to the proposed branding for Northstowe, which would sit alongside a wider Communications Strategy for the new town.

Cabinet:

- (a) **APPROVED** the development of detailed proposals and a business case for the proposed Northstowe Joint Delivery Vehicle, subject to the decision of the Homes and Communities Agency Investment Board at its meeting on 10 July 2014, and the Cambridgeshire County Council General Purposes Committee at its meeting on 1 July 2014.
- (b) **NOTED** the delivery and disposal options for Northstowe that will be presented to the Homes and Communities Agency Investment Board on 10 July 2014.
- (c) **ENDORSED** work to develop options for the design and delivery of services in Northstowe town centre, to be the subject of a further report in January 2015.
- (d) **APPROVED** the use of shared branding for Northstowe, subject to the guidelines set out in paragraph 31(a) of the report.

**11. SUBSCRIPTION TO THE LOCAL GOVERNMENT ASSOCIATION'S BONDS AGENCY**

Councillor Simon Edwards, Deputy Leader and Portfolio Holder for Finance and Staffing, presented a report to consider whether the Council should participate in the Local Government Association's Bond Agency as a founder member.

Councillor Edwards reported that the broad principle of the Local Government Association's Bonds Agency was that it would raise capital on the financial markets through the sale of bonds and on-lend the proceeds to eligible councils at a lower rate than the Public Works Loan Board or than if the councils were to issue their own bonds. The revised business case summary for the Bonds Agency was appended to the report.

South Cambridgeshire District Council had an opportunity to invest as a founder member by subscribing to the initial Equity Offering. The minimum subscription was £10,000, but Councillor Edwards proposed investing up to £50,000 to this offer. In accordance with the Council's Constitution and Financial Regulations, Cabinet could invest a maximum of £50,000 at this stage without having to seek further approval by Full Council.

Cabinet:

- (a) **APPROVED** the investment of up to £50,000 in shares in the Local Government Association's Bonds Agency.
- (b) **DELEGATED** the final decision on investment to the Executive Director (Corporate Services) in consultation with the Leader of the Council.

**12. POSITION STATEMENT: FINANCE AND PERFORMANCE 2013/14 - Q4**

Cabinet considered a report which set out a statement on the Council's position with regard to its General Fund, Housing Revenue Account, capital expenditure and requests for budget rollovers from 2013-14 to 2014-15. The report also presented the Council's year-end position with regard to its corporate objectives and performance indicators.

Councillor Simon Edwards, Deputy Leader and Finance and Staffing Portfolio Holder, presented the financial elements of the report, specifically highlighting the following:

- vacancies and other in-year changes to staffing budgets had resulted in savings of £218,100;
- improved economic conditions had resulted in lower payments than anticipated to benefits claimants. With recovery of amounts previously paid, to which there was no entitlement, and other income, a saving of £295,200 had been achieved which demonstrated that the Council had implemented benefits reform smoothly and effectively;
- the refuse collection and recycling service as a result of reduced staffing and fuel costs, through managing staff numbers and flexible working and increased trade refuse income, provided savings of £60,500;
- planning income was £746,800 more than originally estimated due to a number of large fees relating to planning permission for solar panel developments;
- the effect of the new retained non-domestic rates system, the operation of which had been devolved to councils for the first time in 2013-14, had been £550,000 more than estimated mainly due to refunds to ratepayers as agreed by the Valuation Officer relating to previous years. It was emphasised that this was money being paid out by the Council, not received.

In respect of the Housing Revenue Account, payments to tenants for moving to enable re-development were £191,700 less than estimated. Additional income of £207,300 had been received due to a combination of better void turn-around and rental amounts for re-let properties being higher. £1,378,000 of capital expenditure did not have to be funded from revenue due to 'right to buy' sales being greater than anticipated. These factors had enabled £1,500,000 to be transferred to the Investment Reserve.

Regarding capital, Councillor Edwards reported that the new homes programme was scheduled to take place over several years and continued to be developed. The Linton scheme had been completed in-year and other schemes were being prepared, with a further new scheme having been identified for 2014-15. It was also noted that some ICT projects had been postponed due to awareness that the vendor was making changes to products and services, making it more viable to defer and buy updated versions when available.

Details of proposed budget rollovers from 2013-14 to 2014-15 were set out in Appendix C to the report.

Councillor Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, presented the performance elements of the report, further to which the following points were noted:

- the Council had progressed key actions within its Corporate Plan for 2013-18, with detailed commentary on achievements against each action set out in Appendix D to the report;
- in monitoring a suite of key performance indicators to assist in maintaining a strategic overview of organisational health, the Council had performed strongly, meeting and surpassing targets, in the following areas:
  - rent collection;
  - Council Tax collection;
  - benefits processing;
  - customer contact service first time call resolution;
  - determining 'other' (householder) planning applications;
  - helping households avoid homelessness;
  - reducing staff sickness absence;
  - missed bins per 100,000;
  - number of affordable homes delivered;
  - average days to re-let general needs housing;
- performance was below target and intervention levels in respect of the following areas:
  - staff turnover;
  - households in temporary accommodation;
  - percentage of household waste for reuse, recycling and composting.

Commentaries on those areas of underperformance were included as part of the report.

Discussion ensued on the staff survey, further to a request put forward by the Scrutiny and Overview Committee to be involved in its development. Councillor Simon Edwards reported that he was keen to involve Members of the Scrutiny and Overview Committee as much as he could in the development of the survey, but that this would be undertaken on an informal basis.

Cabinet:

- (a) **NOTED** the provisional 2013-14 outturn position statement, together with performance information.
- (b) **APPROVED** the capital and revenue budget rollovers totalling £1,020,110, as listed in Appendix C of the report, to be carried forward into the 2014-15 financial year.

### 13. CORPORATE FORWARD LOOK AND STRATEGIC RISK REGISTER

Councillor David Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, presented a report which set the scene for the refresh of the Council's Corporate Plan and Medium Term Financial Strategy and sought approval of the Strategic Risk Register.

In terms of the financial and policy context, the refresh would bring together an assessment of the national picture, updated profiles of the district's population, health, qualifications and economy, an updated Strategic Risk Register and Matrix together with local priorities set out in the Corporate Plan for 2015-2020. The review of the corporate cycle would provide a timetable for the preparation of, and consultation on, the refreshed Medium Term Financial Strategy and Corporate Plan, linking in with the service planning process.

Cabinet:

- (a) **NOTED** the policy and financial context for the annual refresh of the Corporate Plan and Medium Term Financial Strategy.
- (b) **ENDORSED** the provisional priority areas identified in paragraph 21 of the report.
- (c) **AGREED** the corporate cycle as referred to in paragraphs 22 – 27 and Appendix F of the report.
- (d) **APPROVED** the Strategic Risk Register and Matrix set out in Appendices D and E of the report.

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### Standing Items

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#### 14. ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE

No issues arising from the Scrutiny and Overview Committee were reported.

#### 15. ISSUES ARISING FROM THE PARTNERSHIPS REVIEW COMMITTEE

No issues arising from the Partnerships Review Committee were reported.

**16. UPDATES FROM CABINET MEMBERS APPOINTED TO OUTSIDE BODIES**

Councillor Tim Wotherspoon, Portfolio Holder for Strategic Planning and Transportation, reported that he had recently attended the very successful London-Stansted-Cambridge-Consortium Conference 2014. He had been invited, on behalf of South Cambridgeshire District Council, as a speaker and also chaired one of the sessions as part of the Conference.

**17. REPORTS FROM CABINET MEMBERS ATTENDING PARISH COUNCIL MEETINGS**

Councillor Mark Howell, Portfolio Holder for Housing, reported that he had recently attended a meeting of Bourn Parish Council.

**18. REPORTS FROM MEMBER CHAMPIONS**

No reports from Member Champions were received.

**19. FUTURE MEETING DATES**

Future meeting dates were **AGREED** as follows:

- 11 September 2014 – 6pm
- 16 October 2014 – 6pm
- 13 November 2014 – 2pm
- 15 January 2015 – 2pm
- 12 February 2015 – 2pm
- 9 April 2015 – 6pm

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**The Meeting ended at 8.30 p.m.**

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# Agenda Item 6



South  
Cambridgeshire  
District Council

**Report To:** Leader and Cabinet

11 September 2014

**Lead Officer:** Director, Health & Environmental Services

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## CORPORATE ENFORCEMENT & INSPECTION POLICY

### Purpose

1. To seek Cabinet's approval of a corporate Enforcement & Inspection Policy for South Cambridgeshire District Council (SCDC).
2. This is a key decision because it is significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of South Cambridgeshire District Council and it was first published in the July 2014 Forward Plan.

### Recommendation

3. It is recommended that Cabinet approves the corporate Enforcement & Inspection Policy for South Cambridgeshire District Council attached as **Appendix 1**.

### Reasons for Recommendations

4. Although detailed policies and processes exist across individual SCDC enforcement teams, this Policy seeks to draw these together into a single, Council-wide, high-level statement of what residents and businesses can expect when it undertakes its enforcement and inspection activities. A single, corporate Policy will make that approach more easily accessible and form a framework for individual enforcement teams to further develop and review detailed enforcement processes.
5. In developing this Policy, the Council has had regard to the newly published Regulators' Compliance Code and has considered the impact of the Policy on businesses and engaged with business representatives. However, this must be balanced with an understanding of local community expectations of enforcement, particularly when this does not involve any business (for example, tackling a statutory nuisance emanating from domestic premises).

### Background

6. South Cambridgeshire District Council is committed to maintaining a superb quality of life for all who live, work and study in the District and to supporting business growth and success. The Council's statutory regulatory activities are amongst the most valuable practical tools for delivering these aims, and include such work as providing advice and assistance to new and existing businesses to help them "get it right", through to taking enforcement action to tackle fraud, nuisances and protect the environment.
7. There are currently at least 8 "enforcement" policies published on the SCDC website, each developed to address different enforcement activities delivered across the Council. This means that for residents and businesses, there is no single place to find

a clear statement of the Council's approach to delivering its enforcement work and no overarching guidance for officers to use to develop detailed processes. As a result, in April 2012, Cabinet agreed to adopt the recommendations of the corporate Enforcement & Inspection Review which included the need to develop a single, corporate enforcement & inspection policy to ensure consistency of approach and expectations and ease of understanding for residents, businesses and officers alike.

8. In February 2013, a Portfolio Holder Task & Finish Group was convened to oversee and shape the development of an SCDC corporate Enforcement & Inspection Policy. In addition to Councillors' views, workshops have been held with officers, Executive Management Team and Parish Councils, the results of which have been fed back into the Task & Finish Group. Following Cabinet's agreement of a draft policy, a public consultation was undertaken with residents, businesses and Parishes in December 2013. Following amendments after the final publication of the Government's Regulators' Code in April 2014, the proposed Policy is now attached at Appendix 1.
9. Further work is underway to develop a Corporate Enforcement & Prosecution Process, a training package for SCDC enforcement staff and a set of corporate enforcement & inspection management information and Key Performance Indicators to support the implementation and monitoring of the draft Policy.

### **Considerations**

10. The development of an SCDC corporate Enforcement & Inspection policy is set against a very busy national framework driven by the 2005 "Hampton Review" and the "Better Regulation" agenda. To date, at least 51 statements of principle have been published by Government to which Local Authorities should have regard when developing enforcement policies and undertaking regulatory activities.
11. To clarify these 51 requirements, in April 2014 the Government introduced the statutory "Regulators' Code" under the Legislative & Regulatory Reform Act 2006 to provide a clearer framework for how regulators (including SCDC) should interact with those they regulate. The Code sets out 28 detailed provisions under 6 key principles which state that Regulators should:
  - (a) Carry out their activities in a way that supports those they regulate to comply and grow.
  - (b) Provide simple and straightforward ways to engage with those they regulate and hear their views.
  - (c) Base their regulatory activities on risk.
  - (d) Share information about compliance & risk.
  - (e) Ensure clear information, guidance and advice is available to help those they regulate meet their responsibilities to comply.
  - (f) Ensure their approach to their regulatory activities is transparent.
12. In approving the draft policy in November 2013, Cabinet considered a range of issues prior to consultation. These included:
  - (a) Clarity of language and intent of the policy and what residents and businesses can expect from the Council.
  - (b) A focus on supporting victims and witnesses, and on prevention and problem-solving, rather than reactive enforcement, without removing the Council's determination to take enforcement action when the need arises.

- (c) The Policy should not be a bureaucratic burden on officers seeking to work with businesses and the community to solve problems, but support a “can-do” attitude and the need for expert enforcement officers to apply their skills and professional discretion to ensure the Council’s enforcement response is both proportionate and matched to the risk at hand.
- (d) The Council has differing levels of duty either outlined by legally binding statutory functions or by statutory or Government guidance in relation to its regulatory functions. The legislation and enforcement process is very different in areas such as planning to that set out under the predominantly criminal law based regimes governing Environmental Health, Licensing, Anti-Social Behaviour, Housing and Fraud. Although the Regulators’ Code does not (yet) apply to Planning Enforcement, Cabinet was content to apply the same “guiding principles” set out in the Code to all Council enforcement and inspection activities, including Planning.
- (e) The areas considered to be in scope at this present time are:-
  - Environmental Health
  - Licensing
  - Community Safety & Anti-Social Behaviour
  - Housing
  - Planning Enforcement
  - Building Control
  - Proposed new Bailiffs Service
  - Residual Fraud Function( Following transfer to DWP of main functions in March 2015)
  - Revenues inspectors
  - Legal Services

13. Other than the introduction of the Regulators’ Code in April 2014, no new or substantial issues have been raised as a result of the consultation process.

**Options**

14. Cabinet may agree or amend this Enforcement & Inspection Policy. Any amendments suggested will need to be assessed against the statutory Regulators’ Code before formal agreement. Rejection of the Policy will go against the Cabinet-agreed Enforcement & Inspection Review Recommendations and the Regulators’ Code.

**Implications**

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

### ***Financial***

16. Any officer and Member training needs associated with the adoption of this new Policy will be met from existing budgets or from the Improvement East grant received for undertaking the Enforcement & Inspection Review.

### ***Legal***

17. The Council
- (a) Must “have regard” to the Regulators’ Code when agreeing its enforcement policy. However, if the Council believes a specific provision of the Code is either not applicable or is outweighed by another relevant consideration, the Council is not bound to follow that provision, but should record its decision and the reasons for it.
  - (b) Must apply the “evidential test” and the “public interest test” contained in the Code for Crown Prosecutors when considering prosecution or issuing a caution.
18. The Policy cannot override specific legislative requirements which may prescribe how enforcement action is taken (for example, the Health & Safety at Work Act “s.18 Standard” and associated HELA Enforcement Policy).

### ***Staffing***

19. All enforcement and inspection staff will require training on any future Policy adopted by the Council.

### ***Risk Management***

20. The Policy seeks to address the legal risks set-out above.

### **Consultation responses (including from the Youth Council)**

21. Small workshops have been held with SCDC Officers and with a small group of Parish Councils to inform the Portfolio Holder Task & Finish Group’s work to develop this draft Policy. The key issue raised by Parishes was around how SCDC better communicates with them on enforcement matters. This will be addressed outside the development of this Policy.
22. The draft Policy was published on the SCDC website for public comment and promoted in the SCDC Magazine. The draft Policy was also sent to over 400 businesses on the SCDC Business Register and highlighted to all Parishes in the SCDC Parish e-bulletin. There was, however, a low response to the consultation. Comments were gratefully received from Croydon Parish Council seeking expansion on the timescales for action and amendments have been included to reflect this.
23. As required by the Regulators’ Code, comments on the Policy were requested from the business representatives, and in particular the local Chamber of Commerce and Federation of Small Businesses. Dick Jarvis, Chairman of the Greater Cambridge Branch of The Federation, felt the Policy was heading in the right direction and welcomed the focus on encouraging compliance through support and advice rather than “mob-handed” enforcement. John Bridge, Chief Executive of the Chamber of Commerce, described the Policy as a “good initiative” and agreed to discuss it with the Chamber members in September. He identified four challenges to make this Policy more effective:

- (a) Businesses only need the Council's input when they need it. In the meantime, how can we excite businesses to comment on and get involved in policy development?
- (b) What is the role of the Local Enterprise Partnership in communicating this Policy?
- (c) How can SCDC get businesses to really believe that the Council is here to help?
- (d) How can SCDC join-up it's offering to businesses with other local authorities to simplify the complexity of which authority does what?

### **Effect on Strategic Aims**

**Aim 1 – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value-for-money.**

24. This Policy contributes to the delivery of this Strategic Aim.

**Aim 2 - We will work with Partners to create opportunities for employment, enterprise, education and world-leading innovation.**

25. This Policy seeks to support the delivery of the previous 3A's Action B4 – "Continue an effective approach to enforcement to target residents' problems whilst effectively supporting local business success."

### **Background Papers**

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

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

1. SCDC Enforcement & Inspection Review Principles. Report to SCDC Cabinet, April 2012.  
<http://modern.gov/documents/s63856/Enforcement%20and%20Inspection%20Review%203.pdf>
2. Better Regulation Delivery Office "Regulators' Code".  
<http://www.bis.gov.uk/brdo/regulators-code>

**Report Author:** Mike Hill – Director, Health & Environmental Services  
Telephone: (01954) 713229

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**  
**CORPORATE ENFORCEMENT & INSPECTION POLICY**

**Introduction & Background**

South Cambridgeshire District Council (SCDC) recognises that the vast majority of South Cambridgeshire's residents and businesses want to maintain and share in the superb quality of life we have in the District. The Council acknowledges that even when the best intentions are planned, things can go wrong. It also knows that a very small minority engage in deliberate and unfair actions that damage local communities and the environment.

This policy sets out what everyone can expect when the Council undertakes informal and formal enforcement and inspection activities to deal with such situations.

**Aim of the Policy**

**A "1 SCDC", joined-up Enforcement & Inspection approach focused on the needs of customers and the delivery of outcomes, supporting locality and partnership working, involving Councillors and the Community in problem-solving and delivery of solutions.**

**Policy Statement**

1. In developing this Policy and operational processes, the Council has regard to the Regulators' Code, the Code for Crown Prosecutors, the Food Law Code of Practice and other legislative requirements. In undertaking its enforcement and inspection activities, the Council will ensure that it
  - Carries out activities in a way that supports those it regulates to comply and grow
  - Provides simple and straightforward ways to engage with those it regulates
  - Bases its regulatory activities on risk
  - Shares, where permitted, information about compliance and risk
  - Provides clear information, guidance and advice to those it regulates allowing them to meet their responsibilities to comply
  - Is transparent in its approach to regulation.
2. Residents and businesses want the Council to be consistent, equal, and fair in its approach to enforcement and regulation. The Council will balance this against the need to consider each case on its merits and be flexible in how it solves problems.
3. The Council will be clear on what you can expect from its enforcement activities and ensure that local Councillors are kept informed and involved in communicating and managing those expectations. The Council will tell you what it can and cannot do, what processes it will follow, and when and if a problem is outside its control.
4. The Council will adopt a victim and witness-centred, intelligence-led, risk-based approach to enforcement and regulatory activities, being clear about what the harm

and risks are and prioritising speedy action on high-risk, high-impact issues. It will decide what enforcement action is expedient and a priority by considering:

- a. The harm and impact on victims (both individuals and the wider community) and witnesses and how we can reduce that harm or risk of harm.
  - b. The vulnerability of victims, witnesses, and “offenders”.
  - c. Intelligence held by SCDC and partner organisations.
  - d. Previous action taken by SCDC or partners to tackle a problem e.g. whether a warning letter or a formal notice has been issued.
  - e. Whether it is a repeated problem.
  - f. The likelihood of being able to identify those responsible for a breach and collect evidence to support formal action, including the willingness of witness to provide statements.
  - g. If there is another way of solving the problem at hand without the need for enforcement intervention.
  - h. Whether the action assists those we regulate to comply and grow.
5. Within the scope of relevant legislation, SCDC will share and exchange intelligence with local Councillors and all relevant partners to guide its enforcement prioritisation, decisions and response. As a minimum, SCDC will always capture and review intelligence.
  6. SCDC will focus on prevention, so that problems do not occur in the first place. It will resolve matters informally whenever appropriate by providing advice, information and education to help residents and businesses get it right and by having the right officer available with the right expertise to help and support them. SCDC will also be clear on its role in solving problems, the role individuals and the community must play, and which other agencies are the right ones to help tackle specific issues.
  7. Where something is wrong, SCDC will first consider how it can work with individuals, businesses and the community in a simple and straight forward way to regularise and put right the problem without enforcement. It will encourage mediation between parties in a dispute and support local Councillors’ engaging to solve local problems.
  8. The Council will not begin enforcement action nor waste valuable, scarce resources simply “being seen” to take action when there is no realistic anticipation that enforcement action will solve a problem or it would result in focusing on low-risk / low harm matters. If SCDC believes that a matter can be put right or “regularised”, it will let you know. However, it may not necessarily enforce this regularisation unless there is significant harm / risk.
  9. In undertaking its enforcement work, SCDC will be clear as to what the non-compliance is and will not impose unnecessary administrative burdens on local residents and businesses. SCDC welcomes ideas on how any such burdens can be reduced.
  10. SCDC will generally only undertake inspections where it has a clear reason to do so. Officers will seek to agree the date and time of such inspections in advance (unless to do so would undermine the purpose of the inspection). In addition to risk-based inspections and visits, the Council may also conduct 10% random sample inspections to provide intelligence to target future enforcement work and act as a visible deterrent.
  11. When a breach or problem is identified, the Council will adopt a 3-step approach based on:
    - a. Do you need help? The Council is here to help you get it right, first time. Speak to us.



- b. Still having difficulties solving the problem? The Council is still here to help develop a solution.
- c. Still no improvement? Now SCDC will consider taking enforcement action.

Timescales for action will depend on the risk identified, legal requirements and the agreed preferences of residents and businesses.

12. However, SCDC has a “zero tolerance” approach to and reserves the right to take immediate, formal enforcement action in cases including (but not limited to):
  - a. Deliberate, fraudulent or criminal activity or when people deliberately undermine or “play the system” (e.g. planning or licensing regimes).
  - b. Risk to health, life and amenity.
  - c. Where our help and advice are deliberately ignored.
  - d. Fly-tipping, littering, dog-mess, graffiti and other environmental harm, and damage to or demolition of listed buildings.
  - e. When there is significant harm being caused to individuals, communities or the environment.
  - f. When victims or witnesses require our extra support and protection.
  - g. Obstruction or assault of SCDC staff.
13. This Council does not believe that anyone should benefit from illegal, unfair or unauthorised activities. In such cases, SCDC will actively consider using the Proceeds of Crime Act 2002 to recover and confiscate any money or assets arising from such activities.
14. Enforcement and regulation can still be delivered with great customer service. In our letters and other communications, SCDC will use “plain English” to give the right message, in the right way, at the right time, to meet the needs of the people with whom we are communicating.
15. SCDC will publicise its enforcement & regulatory activities to keep residents and businesses informed and, where necessary, to act as a deterrent.
16. If you are unhappy with the way SCDC has acted in undertaking its enforcement and regulatory activities, you can raise your concerns or make a complaint via our corporate complaints process.

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# Agenda Item 7



**Report To:** Leader and Cabinet

11 September 2014

**Lead Officer:** Executive Director, Corporate Services

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## **POSITION STATEMENT: FINANCE, PERFORMANCE AND RISK 2014/15 Q1**

### **Purpose**

1. To provide Scrutiny and Overview Committee and Cabinet with a statement on the Council's position with regard to its General Fund, Housing Revenue Account (HRA) and Capital budgets, corporate objectives, performance indicators and strategic risks. Integrated reporting in this way gives Members the opportunity to examine any areas of concern and determine the appropriate action. The report also gives contextual information about the district, in the latest Area Key Statistics and Health Profile.
2. There are no key decisions arising directly from the report, although any specific feedback in respect of finance, performance and risk issues may be built into future service and resource planning and may be subject to future key decisions.

### **Recommendations**

3. Cabinet is invited to:
  - (a) consider, comment on and note the Council's provisional financial outturn position, together with the performance and risk matters and contextual information set out in the report and appendices A-G;
  - (b) approve the Strategic Risk Register and Matrix set out in Appendices E-F.

### **Reasons for Recommendations**

4. These recommendations enable Members to maintain a sound understanding of the organisation's financial position and performance. This forms part of the evidence base for the annual review of priorities and will allow, where appropriate, redirection of resources to reflect emerging priorities and address areas of concern.
5. The Strategic Risk Register and Matrix forms the record of corporate risks the Council currently faces in the achievement of strategic aims and the delivery of services, together with control measures to address / sources of assurance over the risks.

### **Background**

6. This is the first position statement for 2014-15, providing updates in respect of:
  - the Corporate Plan 2014-2019, agreed by Council in February 2014;
  - key Performance Indicators, agreed by Executive Management Team (EMT) in April 2014,
  - the Financial Position at 30 June 2014;
  - the Strategic Risk Register, and
  - the latest Area and Health Profiles for the district.

## Executive Summary

### Corporate Plan

7. The Council is progressing twelve key Objectives within its Corporate Plan 2014-2019. Detailed commentary on progress with each of the actions, bringing together relevant finance and performance information, is set out in **Appendix A**. The appendix presents updates in terms of achievements to date and work still to do, reflecting that the plan period runs from 2014-2019, with many of its key objectives being implemented to deliver benefits over a medium to long term time frame. As such, several of the actions comprise major programmes and projects which are works in progress.

### Key Performance Indicators (KPI)

8. The Council monitors a suite of 31 key performance indicators to assist in maintaining a strategic overview of organisational health. Of these, 12 have been identified as outcome measures of success linked to the principal Corporate Plan themes of Engagement, Partnerships and Wellbeing. Performance information against the full suite of key indicators is set out in **Appendix B**; the 12 Corporate Plan KPIs are also noted at the end of Appendix A.

### Financial Summary: General Fund, HRA and Capital

9. This position statement is reporting on the variance between the 2014-15 original budgets and the projected Outturn at the end of June 2014, summarised below:

	June 2014's Projected Outturn, compared to Original Estimate	
	Adverse / (Favourable)	
	£	%
General Fund	(910,500)	(5.71)
Housing Revenue Account (HRA)	(29,600)	(0.10)
Capital	(3,000)	(0.01)

10. The summary position statement provided at **Appendix C** indicates that, overall, the General Fund is projected to have a deficit of £835,500, but of this £1,746,000 relates to prior year items that have an accounting effect in this financial year. This means that the working position is a £910,500 favourable variance, equivalent to 5.71% of the Net District Council General Fund Expenditure. There are small favourable variances on the HRA and Capital Accounts.
11. The General Fund variance is mostly because of additional Planning Application Income, above what was originally estimated, in respect of solar farms. The HRA and Capital variances mainly reflect the temporary effect of short-term staffing vacancies. Significant items are listed in **Appendix D**, and cross-referenced where linked directly to the achievement of Corporate Plan objectives.

## **Risk Management**

12. The Strategic Risk Register has been reviewed with the nominated risk owners and other members of EMT. Changes proposed to risk descriptions, control measures / sources of assurance or timescales to progress are highlighted in the draft risk register, attached as **Appendix E**. The draft Strategic Risk Matrix, attached as **Appendix F**, shows risk impact and likelihood scores in tabular form.
13. A particular risk to note is **STR05, Lack of Land Supply**. The Council has lost two planning appeals at Waterbeach based on the lack of 5 year land supply. Planning agents and developers have indicated that they are preparing major planning applications for submission during Autumn 2014. The Likelihood score has therefore been increased from 4 (Likely) to 5 (Almost certain) and additional control measures have been put in place to address the risk.
14. In reviewing the Strategic Risk Register and Matrix, Cabinet could:
  - (a) add to, delete from, or make other changes to risks, in terms of either the title or detail of the risks or control measures / sources of assurance;
  - (b) alter the assessment of risks, in terms of either their impact or likelihood.

## **Considerations – Performance, Finance and Risk**

The following considerations are brought to Members' attention, linked to specific Corporate Plan objectives:

15. *Objective (1) Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income*

South Cambs Limited has entered a five-year lease arrangement with the Ministry of Defence for the rent of 27 properties at Park Crescent, Waterbeach. The project generates surpluses, helping to fund the pilot scheme.

16. *Objective (2) Improve Efficiency and Value for Money within a viable financial strategy*

The General Fund projected full-year working surplus is £910,500 (5.71%). Budget holders continue to actively manage costs down, which leads to favourable variances, either in-year one-off, or that continue to have an ongoing effect in future years. Services continue to be delivered and performance maintained.

The **Customer Contact Service** achieved its best ever answer time of under two minutes during Period 19 (16 June – 11 July 2014), whilst maintaining an average first time call resolution rate of 81% through Periods 17-19 (21 April – 11 July 2014).

**Planning Income** is expected to be £600,000 more than originally estimated because of a number of large fees relating to planning applications for solar panel developments. The tariffs for feeding into the national grid will change in April 2015 and, to receive the enhanced tariffs, developments have to be built by this date. Fees for these applications are only expected to continue until the autumn 2014 and this is reflected in the projection. However, if the level of new planning applications results in new work, then some of this income may be required to fund additional resources.

**Planning Performance:** The determination of 'Minor' and 'Other' planning applications fell below target timeframes during the first quarter of 2014-15. Relevant

factors included some use of and handover between temporary staff. For Q2, several permanent staff are joining teams to fill vacancies, including a Team Leader, and more stable cover arrangements are in place while the remaining vacant posts are recruited to. Enhanced performance management has also been put in place.

The proportion of planning appeals allowed was outside target in the first quarter of 2014-15 (9 appeals allowed out of 14, 64%); however, performance against this indicator will vary depending on how many appeals are lodged and what they relate to – for example, in Q1 of 2013-14, only 22% of appeals were allowed (2 out of 9), but 81% were allowed in Q2 (13 out of 16). Of the 9 appeals allowed in Q1 2014-15, two were significant in terms of 5 year land supply and two were Traveller appeals.

**Refuse Collection & Recycling Service:** Successful over-achievement of trade waste income against profiled budget, flexible working arrangements and reduced staff sickness levels, and lower fuel costs than planned for, are resulting in a positive variance against profiled budget estimated at £157,000 for the year.

17. *Objective (5) Build new Council Homes to provide affordable accommodation to meet the needs of local communities*

21 new affordable homes were completed between April-June 2014.

18. *Objective (6) Ensure best of use of Council assets and benefit from opportunities to achieve efficiencies from partnership working*

City Deal partners signed the deal document at a session with the Minister of State for the Cabinet on 19 June 2014. The Deal is bigger in scope and potential impact than any other across the country. Cambridge University has since announced that it is putting additional resources into infrastructure and investment, and positive meetings have been held with the University about extending partnership working.

19. *Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill*

The Recycling in Cambridgeshire and Peterborough (RECAP) Waste Partnership has agreed its cross-border collection approach and is working-up an implementation plan. SCDC will contribute to this through its work with Cambridge City to develop a business case for a single, shared waste service which will include redesign of collection rounds across both Councils' areas.

RECAP has also awarded a joint- materials recycling facility contract for the processing of dry recyclate ("blue bin") waste, the first time all RECAP Councils (including SCDC) have done this together. This will result in reduced costs and increased income to SCDC as a result of all the Councils pooling their 70,000 tonnes of recycling material to increase certainty and value to the commercial market.

RECAP has also agreed a joint vehicle specification which can potentially save up to £262,000 across the partnership over the next 3 years. SCDC will save around £20,000 this year, increasing as we purchase further vehicles.

20. *Objective (9) Work with GPs and partners to link health services and to improve the health of our communities*

Following the work of the Member-officer task group, on 10 July 2014 Cabinet agreed detailed priorities for Ageing Well, Health and Wellbeing and Children, Young People

and Families. Work is underway to develop detailed action plans to deliver outcomes.

21. *Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively*

The Finance and Staffing Portfolio Holder considered a report reviewing the operation of the Local Council Tax Support (LCTS) scheme on 15 July 2014, recommending to Council that the current scheme is retained for 2015-16.

The LCTS scheme remains financially viable; the cost was below estimate during 2013-14, and this is also forecast to be the case during 2014-15. The number of residents receiving LCTS has decreased by more than 300 since April 2013, whilst the total number of properties in the district has increased.

The Council maintained performance in processing Benefits Claims despite continued high demand. Rent collection levels have been maintained during the first quarter for 2014-15, achieving 95.48% in June 2014 against a target of 92.82%.

### **Area and Health Profiles**

22. The **Area Profile** document for the district has been updated and will shortly be published on the website, In-Site and paper copy. The latest version shows:
- The district's population is 151,400 (an increase of 0.02% between 2012 and 2013 Office for National Statistics (ONS) Mid-Year estimates).
  - This population continuing to age: numbers in the 15-44 category have reduced by 0.7% between 2012 and 2013 (ONS Mid-Year); those aged 45 and over, have increased by the same proportion during this period.
  - The proportion of economically active males has risen from 85.2% to 88.1% of the total population aged 16-64, between January-December 2013 and April 2013 – March 2014. The number of Jobseeker's Allowance Claimants continues to fall, from 745 in April 2014 to 593 in June 2014 (363 male, 230 female)
  - The proportion of the population employed in administrative and secretarial occupations has increased from 9.3% (January-December 2013) to 13.1% (April 2013 – March 2014) of all people in employment. The proportion in skilled trades fell from 8.4% to 6.4% over the same period.
23. The latest South Cambridgeshire **Health Profile** has recently been published and is attached at **Appendix G**. It confirms that the district remains a predominantly safe and healthy place, albeit with highly-localised pockets of ill-health and specific issues for vulnerable groups which the council is working with partners to address as part of its strategic objectives around access to health services and improving the health of our communities:
- The high reported incidence of malignant melanomas in the District has been researched by Public Health and reflects high awareness of health issues amongst residents and high rates of melanoma reporting and visits to GPs for early treatment. This is to be encouraged and means that there are few deaths related to this disease.

### **Implications**

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

### ***Financial***

25. 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.

### ***Risk Management***

26. The Strategic Risk Register is reviewed regularly in order to minimise the possibility of the Council being adversely affected should either an unforeseen risk arise or an assessed risk not be properly planned for.

### ***Equality and Diversity***

27. The report is primarily for information and as such has no direct equality impacts.

### **Consultation responses (including from the Youth Council)**

28. Corporate Plan aims and actions, and the allocation of resources to deliver them, are based on assessed need and priorities and were subject to consultation prior to adoption.
29. The comments of cost centre managers and directors were requested on the June 2014 financial position and projected out-turn and have been reflected in the report and in Appendix D. Council Action and Performance Indicator updates have been prepared in liaison with lead officers in each directorate.
30. Risk owners and members of EMT were consulted regarding the draft Strategic Risk Register and their responses have been incorporated where appropriate.
31. The report was considered by EMT at its meeting on 20 August 2014 and will be considered by Scrutiny and Overview Committee on 4 September 2014.

### **Effect on Strategic Aims**

32. Timely and robust consideration of the Council's budgets, corporate plan and strategic risks is vital to ensure corporate priorities are met and strategic risks involved in delivering these identified and managed proactively.

### **Background Papers: None**

**Report Author:** John Garnham – Head of Finance, Policy and Performance

Telephone: (01954) 713101

[john.garnham@scambs.gov.uk](mailto:john.garnham@scambs.gov.uk)

Richard May – Policy and Performance Manager

Telephone: (01954) 713366

[richard.may@scambs.gov.uk](mailto:richard.may@scambs.gov.uk)

Graham Smith – Management Accountant

Telephone: (01954) 713077

[graham.smith@scambs.gov.uk](mailto:graham.smith@scambs.gov.uk)



Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<b>AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money</b>			
<b>Objective (1) - Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income</b>			
Complete and evaluate pilot scheme	<p>The Housing Company pilot currently has three interrelated projects:</p> <ol style="list-style-type: none"> <li>1. Park Crescent, Waterbeach is a five-year lease agreement with the MoD. The project generates surpluses, helping to fund the pilot.</li> <li>2. General fund Equity share acquisitions, the housing company has been given Cabinet approval to buy back General Fund equity share properties when they are for sale. We are currently in the process of completing the first purchase. The options will include renting out at market rents, generating surpluses, or renovating and reselling to generate working capital.</li> <li>3. The acquisition of properties on the open market to rent at market rents requires a Cabinet decision in September to confirm arrangements.</li> </ol>	Much-needed housing provided, with local families prioritised.	Acquire property portfolio, collect monitoring data, develop long term strategy and begin evaluation: target completion date February 2015.
Use lessons learnt to inform business plan for consultation and agreement	Not started – pilot scheme in progress	Not started – pilot scheme in progress	Not started – pilot scheme in progress
<b>Objective (2) - Improve efficiency and value for money within a viable financial strategy</b>			
Implement	Recommendations arising from BIEP projects agreed in	Adoption of Remote	Recruitment and Selection review: Awaiting

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
recommendations from 2013-14 Business Improvement and Efficiency Programme (BIEP) projects	respect of:  Remote Working: Policy adopted  Goods and Services Review  Internal communications: Improvements to accessibility of Corporate Brief and In-site agreed.	Working culture has enabled Business Case to be developed for generating income through expanding office space hire.  Goods and Services review projected to deliver £65k ongoing annual savings on Agency Staff costs.	outputs from Administration Review before seeking Portfolio Holder approval and implementation  Sharepoint: Development being taken forward by Information Governance Working Group; exploring use for document management and single customer records as part of ongoing work programme.  Single Customer Record and Systems Terminus reviews: evaluate and review core systems, and join up working practices to share customer information using existing functionality.
Deliver 2014-15 BIEP, Organisational and Member Development strategies	Programme progressing on schedule. Savings targeted identified for future MTFS  Commercialisation initiatives being incorporated into BIEP: See objective (7) below.  Member Development Strategy 2014-2017 endorsed by EMT.  Organisational Development Strategy: Refreshed draft considered by Leadership Forum.  Staff survey proposal endorsed by EMT. Delegates for third tranche of Leadership Development Programme identified and evaluation of tranches 1-2 underway.		Complete programme, incorporating Commercialisation Action Plan as required. BIEP project recommendations to be submitted to EMT in accordance with Forward Plan.  Member Development Strategy to be submitted to Council in September 2014 for adoption.  Finalise, adopt and implement 2014-2017 Organisational Development Strategy  Deliver staff survey and analyse results.
Publish an MTFS for 2015-2020	'Setting the scene' report endorsed by EMT and Cabinet as the basis for revised draft MTFS	Outturn for 2013-14 identified savings of £650,000, with service quality maintained  The General Fund working position at 30	Revised MTFS will be worked up in consultation with Service Directors and presented to Cabinet for approval in November 2014

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		June 2014 showed at 5.71% surplus.	
Deliver ICT Strategy	Work is in progress to develop a shared ICT Strategy with Huntingdonshire DC		ICT Strategy to be submitted to Cabinet in November 2014 for approval.
<b>Objective (3) Make the district an even more attractive place to do business</b>			
Deliver economic development objectives based around business-friendly working across the council's operations, attracting inward investment and employment growth.	A corporate Enforcement & Inspection Policy, supported by both the Chamber of Commerce and Federation of Small Businesses, which supports business success and growth will be presented to Cabinet for consideration in September 2014. Key Account Management processes are in development to deliver a joined-up approach to business advice and communication. A project officer has been appointed to support the SCDC Business Register and will begin during Summer 2014.	The District Place Profile showed South Cambridgeshire continuing to perform strongly on all economic indicators (EMT report on 25 June 2014 refers)  The number of Jobseeker's Allowance claimants fell from 1,111 in July 2013 to 593 in June 2014.  Positive anecdotal feedback on success of Key Account trial with IWM Duxford, and support to businesses accessing rural rate relief.	Implement Key Account Management processes during 2014. Agree programme of work to embed Business Register.
Implement a joined-up, corporate package of business-friendly services.	Developing new business scripts for Customer Contact Service to ensure consistent enquiry handling, response and referral.		Implement and evaluate new business scripts
Begin implementation of a joint "Business Support Hub" with Cambridgeshire County Council and partners	Initial scoping meeting has taken place between SCDC and County Trading Standards. Business Case work on-hold during partners' commitments during Tour de France event.		County Council seeking member endorsement aiming to develop business case in Q3 (October-December 2014).
Roll out a package of targeted support for the rural economy.	Held community pub event at Plough and Fleece, Horningsea, attended by over 30 local businesses.  Exemplas delivering targeted information, advice and guidance service, also business support workshops focussed on key skills for businesses setting up, struggling or trying to grow. We continue to encourage		Community pub event was attended by both landlords and parishes interested in setting up their own facility through the community asset register. Those attending found it exceeded expectations. Targeted parish support is continuing. It is intended to carry out surveys with businesses in Q3 to

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	small rural businesses to take advantage of a government rate relief scheme launched in April 2014.		establish how best to engage and support those in need most effectively.
<b>Objective (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages</b>			
<p>Continue to engage and empower local communities through the:</p> <ul style="list-style-type: none"> <li>- Sustainable Parish Energy Partnership (SPEP)</li> <li>- Action on Energy initiative</li> <li>- Community Assets Register</li> <li>- Localism Action Plan</li> <li>- Rural broadband initiatives</li> </ul>	<p>40 parishes have now been involved in SPEP, including eight new parishes in the last year. Recent projects have included a Community Apple Press and Low Energy Lightbulb Project in Girton</p> <p>Two SPEP workshops held on how groups can get involved with Action on Energy.</p> <p>Changes to the Energy Company Obligation have resulted in delays to funding being released for Action on Energy Schemes. Nevertheless, 366 properties had registered on the provider's scheme by 30 June 2014.</p> <p>Localism priorities and action areas agreed by Cabinet on 10 July 2014.</p>	<p>Over 30,000 premises reached with superfast broadband, one third of the target.</p> <p>Several businesses benefiting from Destination Digital grant and support scheme e.g. Sawston-based start-up SOLCAM Ltd received a 40% grant to buy the latest digital software products and free marketing advice.</p>	<p>Continue to facilitate popular projects, especially thermal imaging (an estimated 177 houses were surveyed during 2013-14)</p> <p>Outreach programme to currently-involved and new parishes, as part of Action on Energy promotion.</p> <p>Bring together individuals and groups from different villages to run activities together to address volunteer shortage.</p> <p>The local solid wall insulation scheme, funded by government grant, is aiming to achieve 1,500 solid wall installations by 31 March 2015.</p> <p>Continue broadband connection programme towards 90% target.</p> <p>Develop and implement the Localism Action Plan.</p>
Work with tenants to improve estate inspections and promote the Tenants' Community Chest projects		Community Chest grant scheme has funded local improvement projects, including planting at Barton and Cottenham, and additional tools and materials for a residents' association to carry out voluntary gardening	Continue to promote the scheme through our regular communications.

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		work in Impington.	
Continue roll-out of locality “patch” working and implementation of joint Police and SCDC Neighbourhood Panels across South Cambridgeshire	The Localism priorities agreed by Cabinet include an objective to set up Locality patches aligned to partners’ delivery arrangements and include locality leads for each SCDC front-line directorates.		Formal consultation with SCDC staff on role changes to take place during July 2014. Subject to comments, aiming to implement locality “patch-based” working during September – December 2014.
<b>AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation</b>			
<b>Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities</b>			
Deliver actions from the New Build Strategy 2014-15	A planning application for the construction of 15 properties at Hill Farm in Foxton is being prepared and will be submitted shortly.	New tenant on the Chalklands, Linton, scheme, Katy Lester, said: ‘It’s great to have a place to call home. Everything in the house is brand new and finished to a high standard. I feel very lucky and look forward to building a new life for myself here.’	Subject to planning permission, it is hoped that work at Foxton will commence during Autumn 2014.  We are planning to build 11 houses in Bourn, around 11 in Gamlingay and up to 20 as part of the first homes at Northstowe.
Provide and refurbish Gypsy and Traveller sites			The project to undertake site improvements at Whaddon, provide two additional pitches and seek an additional site in the district for purchase, is due to complete by 31 March 2015.

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<b>Objective (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working</b>			
Take forward City Deal proposal (subject to negotiations with government)	<p>City Deal partners signed the deal document at a session with the Minister of State for the Cabinet Office on 19 June 2014. The Deal is bigger in scope and potential impact than any other across the country.</p> <p>Cambridge University has subsequently announced that it is putting additional resources into infrastructure and investment.</p>		<p>A report on governance arrangement under which the partner authorities will deliver the City Deal, will be submitted to the Corporate Governance Committee in September 2014.</p> <p>The first £100m of funding will be made available in the five years from April 2015, with transport improvements starting to be delivered in the first year.</p>
Implement joint delivery vehicle (Transformation Fund) to oversee shared assets	The Making Assets Count partnership decided not to pursue a joint delivery vehicle at this stage, but to focus on specific projects and revisit a possible joint venture when appropriate.		
Review existing and explore new opportunities for shared services	<p>SCDC and Huntingdonshire District Council (HDC) formally agreed the development of a strategic partnership at their Cabinet meetings on 10 July 2014.</p> <p>The shared Payroll service with Cambridge City Council began on 1 April 2014.</p>		Phase one of the shared service programme with HDC aims to save over £500,000. Building Control, ICT and Legal Services are the first services being explored for potential sharing. Full business cases for these proposals will be presented to Councillors in the autumn.
<b>Objective (7) Move to a commercial approach to service delivery</b>			
Develop a commercial framework to deliver and market core and value-added services.	A commercialisation programme has been developed, comprising projects to identify business cases for a number of commercial opportunities to market individual and service expertise and explore new income-generating services.		The first tranche of the programme will be submitted to EMT for endorsement in August 2014.
Review current commercial activities and skills.	The draft Organisational Development Strategy contains		Finalise, adopt and implement 2014-2017 Organisational Development Strategy

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Invest in further developing commercial skills.	actions to ensure staff are equipped with the skills to deliver a commercial approach.		
<b>Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill</b>			
Agree and begin implementation of RECAP integrated waste collection model.	Optimum Service Design full business case considered and accepted by RECAP Board. SCDC implementing via shared single service with Cambridge City Council	Shared single service with Cambridge City Council, based on RECAP Optimum Service Design.	Develop shared service full business case for presentation to Cabinet, provisionally in October 2014.
Continue development of joint operational waste arrangements with Cambridge City Council.	Cabinet (10 July) agreed to pursue joint work to prepare a final business case for the co-location of current services and the creation of a Single Shared Waste Service based at Waterbeach, including the desire for a single management structure.		The final business case will be reported back to both authorities for a final decision in October 2014.
Deliver agreed waste efficiencies and improvements.	Preparations for the revised Winter collection service are underway and an article prepared for the next edition of the residents' magazine, explaining the nature of the changes and the rationale for them.		The revised Winter service for garden waste will be implemented in December 2014. Other service efficiencies are on target to commence in September.
<b>AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents</b>			
<b>Objective (9) Work with GPs and partners to link health services and to improve the health of our communities</b>			
Continue to deliver Community Transport initiatives	A new bus service which pulls a bike trailer behind so users can explore the district launched on 27 July 2014.	Community Transport schemes continue to address people's transport problems:  Meldreth's Friendship Club and other elderly residents met with David Wherrel from Royston and District Community	The Cambridgeshire Future Transport initiative will shortly be undertaking a further round of consultations, in order to ensure that communities have the opportunity to shape the way rural bus services are delivered.

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		<p>Transport to discuss their travel needs.</p> <p>They agreed a monthly service to Letchworth for shopping and a weekly service connecting them with local amenities at Meldreth, Melbourn and Shepreth.</p> <p>Elsewhere in the district Care Network has helped set up three new community car schemes.</p>	
Begin implementation of Health & Well-being, Children, Young People & Families and Ageing Well Action Plans.	Following the work of the member-officer task group, Cabinet agreed detailed priorities for Ageing Well, Health and Well-being and Children, Young People and Families at its meeting on 10 July 2014.		Work is underway to develop detailed action plans to deliver outcomes.
Develop business case for joint commissioning and investment in integrating services to improve health and well-being.	The priorities agreed by Cabinet (see above) included commitments to develop 'Whole Systems' approaches and design services together.		
Work with partners to develop a "Lead Professional" approach to working with the families with the most complex needs.	When agreeing priorities for Children, Young People and Families, EMT designated the Director of Housing to lead on developing this approach.		



Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<b>Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively</b>			
<p>Continuously monitor the impact of the government's welfare reform programme</p> <p>Plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2015/16</p>	<p>The Finance and Staffing Portfolio Holder considered a report reviewing the operation of the LCTS on 15 July 2014, recommending to Council that the current scheme is retained for 2015/16.</p>	<p>The LCTS scheme remains financially viable; the cost was below estimate during 2013/14, and this is also forecast to be the case during 2014/15. The number of residents receiving LCTS has decreased by more than 300 since April 2013, whilst the total number of properties in the district has increased.</p> <p>The Council maintained performance in processing Benefits Claims despite increased workload</p>	<p>Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be affordable.</p> <p>The Council is planning for the implementation of Universal Credit, which will be fully implemented by the end of 2017 and will mean that housing benefit for working age claimants will end.</p>
<b>Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14</b>			
<p>Work with development partners to ensure delivery of major developments and A14 improvements:</p> <ul style="list-style-type: none"> <li>- Northstowe Phase 1 works started on site</li> <li>- Northstowe Phase 2</li> </ul>	<p>The Northstowe Joint Development Control Committee has approved Reserved Matters relating to access to the site, the dedicated busway, primary roads and junctions for the first phase of development, which is anticipated to begin in September 2014.</p> <p>Cabinet (10 July 2014) approved the development of detailed proposals and a business case for a potential</p>		<p>The second phase planning application for Northstowe, including the town centre, will be submitted shortly, and is scheduled to be determined by July 2015. Over the next six months, a strategy for the delivery of public service will be developed with partners.</p> <p>An Issues and Options consultation for the</p>

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
planning application submitted - Continue to drive forward A14 upgrade programme - Progress 'Wing' (Cambridge East) application - Work with promoters of Cambourne, Darwin Green and other major sites to deliver new homes and jobs.	Joint Delivery Vehicle for the delivery of Northstowe, in conjunction with the Homes and Communities Agency and County Council.  A reserved matters application for the main infrastructure of the Darwin Green 1 development was approved by committee in June 2014.		future development of the Cambridge Northern Fringe (East) is planned for December 2014 – January 2015.  It is anticipated that the Outline Planning Application for the Darwin Green 2 development will be submitted in late 2014 or early 2015.  We are negotiating a Planning Performance Agreement to provide additional staffing resources to accelerate the North-West Cambridge (University) development.  A new convenience store at Orchard Park will be opening in Autumn 2014.
<b>Objective (12) Increase the range and supply of temporary accommodation to help minimise the use of bed &amp; breakfast accommodation for homeless households</b>			
Implement actions in Homelessness Strategy	Recent progress against actions has included: <ul style="list-style-type: none"> <li>- Actions agreed with mental health services to address priority need</li> <li>- Agreement with CAB for advice and support service renewed for 2014-15</li> <li>- Two empty homes purchased for use as temporary accommodation</li> </ul>	The Council helped 43 households to prevent homelessness between April-June 2014.  48 households were in temporary accommodation at 30 June 2014, within the target of no more than 50 families.	Review housing advice information available to residents including through social media, on the website and through leaflets and letters.  Consider options for moving hostel provision to the redeveloped site at Robson Court.  Undertake 'Gold Standard' Peer Review, once new guidance received.
Complete Robson Court hostel refurbishment project	Re-development of the site is underway and due to be completed by March 2015.	A new hostel providing self contained accommodation units.	Complete refurbishment in accordance with project plan.

Aim	PI Ref	PI Description	Latest Performance	Target	Date	2013-14 Q1 Comparator
A – Engagement	SF104	% General Fund variance	(5.7%)	3%	30 June	2.32%
A – Engagement	CCS302	% Customer Contact Service First Time Call Resolution	81	80%	11 July	84
A – Engagement	ES401	% Business satisfaction with Regulation service	85	90	30 June	97
A – Engagement	PNC501	% Major planning applications determined in 13 weeks	75	60	30 June	50
B – Partnership	AH202	Number of affordable homes delivered	21	20	30 June	0
B – Partnership	ES402	% Satisfaction with Waste Services	92	90	31 July	89
B – Partnership	ES403	% Satisfaction with local environmental quality	87	85	31 July	84
B – Partnership	ES407	% of household waste for reuse, recycling and composting	61.88	58	31 July	58.67
C – Wellbeing	FS103	% of housing rent collected	95.48	92.82	30 June	95.4
C – Wellbeing	FS104	Average days to process Benefits claims	13	13	30 June	14
C – Wellbeing	AH201	Number of households helped to prevent homelessness	43	37	30 June	23
C – Wellbeing	AH203	Number of households in temporary accommodation	48	50	30 June	52

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**APPENDIX B Strategic Performance Indicators by Portfolio – Position Report, Q1 2014-15**

Corporate Plan Indicators marked in **bold text**

Portfolio	PI reference <sup>1</sup>	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	2013-14 comparator
<b>Finance and Staffing</b>	<b>FS101</b> <i>(SF707)</i>	<b>General Fund Variance %</b>	<b>(5.71)</b>	<b>3</b>	→	<b>30 June</b>	<b>Graham Smith</b>	<b>2.32</b>
	<b>FS102</b> <i>(BV066a)</i>	<b>% of rent collected</b>	<b>95.48</b>	<b>92.82</b>	→	<b>30 June</b>	<b>Katie Brown</b>	<b>95.4</b>
	<b>FS103</b> <i>(NI181)</i>	<b>Average days to process Benefit Claims</b>	<b>13</b>	<b>13</b>	→	<b>31 July</b>	<b>Dawn Graham</b>	<b>14</b>
	FS104 <i>(BV010)</i>	% of NNDR collected	32.2	34.1	→	30 June	Katie Brown	33.2
	FS105 <i>(BV009)</i>	% of Council Tax collected	30.4	30.7	→	30 June	Katie Brown	30.5
	FS106 <i>(SF748)</i>	HRA Variance %	(0.1)	3	→	30 June	Graham Smith	(1.11)
	FS107 <i>(SF749)</i>	Capital Variance %	(0.01)	3	→	30 June	Graham Smith	(0.01)
	FS108 <i>(SF752)</i>	% Undisputed invoices paid in 10 days	78	80.0	→	30 June	Sally Smart	78
	FS109 <i>(BV008)</i>	% Undisputed invoices paid in 30 days	98.5	98.5	↕	30 June	Sally Smart	96.3
	FS110 <i>(BV012)</i>	Staff Sickness Days per employee	1.67	1.5	↕	30 June	Susan Gardner Craig	1.6

<sup>1</sup> Previous reference in brackets ()

Portfolio	PI reference <sup>1</sup>	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	2013-14 comparator
	FS111 SX005	% Staff Turnover (cumulative)	3.07	2.5	↑	30 June	Susan Gardner Craig	3.46
<b>Housing</b>	<b>AH201 (BV213)</b>	<b>Number of households helped to prevent homelessness</b>	<b>43</b>	<b>37</b>	→	<b>30 June</b>	<b>Susan Carter</b>	<b>23</b>
	<b>AH202 (NI155)</b>	<b>Number of affordable homes delivered</b>	<b>21</b>	<b>20</b>	↑	<b>30 June</b>	<b>Schuyler Newstead</b>	<b>0</b>
	<b>AH203 (NI156)</b>	<b>Households in temporary accommodation</b>	<b>48</b>	<b>50</b>	↑	<b>30 June</b>	<b>Susan Carter</b>	<b>52</b>
	AH204 (SH302)	% Tenant satisfaction with responsive repairs	95.42	95	→	30 June	Anita Goddard	94.18
	AH205 (BV212a)	Average days to relet General Needs housing	14	20	→	30 June	Anita Goddard	13
<b>Corporate and Customer Services</b>	<b>CCS301 (SX130)</b>	<b>% first time resolutions</b>	<b>81</b>	<b>80</b>	→	<b>11 July</b>	<b>Dawn Graham</b>	<b>84</b>
	CCS302 (SX129)	% customer satisfaction with Contact Centre	96	80	→	11 July	Dawn Graham	100

Portfolio	PI reference <sup>1</sup>	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	2013-14 comparator
Environmental Services	ES401 (NI182)	% Business satisfaction with regulation service	85	90	→	30 June	Myles Bebbington	97
<i>The closing date for the latest round of surveys was 8 August. Feedback is currently being collated and will be reported to Members when available.</i>								
	ES402 (SE267)	% satisfaction with waste services	92	88	↑	2013-14	Paul Quigley	89
	ES403 (SE270)	% satisfaction with local environmental quality	87	85	↑	2013-14	Paul Quigley	84
	ES404 (NI192)	% of household waste for reuse, recycling and composting	61.88	58	↑	31 July	Paul Quigley	58.67
	ES405 (SE268)	% of licensed premises adjudged to be compliant with the Licensing Act	99	90	→	30 June	Myles Bebbington	99
	ES406 (SE269)	% of major non-compliances resolved	90	90	↑	30 June	Myles Bebbington	45
	ES407 (SE201)	Missed bins per 100,000	47.9	50	→	30 June	Stuart Harwood-Clark	41.4

Portfolio	PI reference <sup>1</sup>	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	2013-14 comparator
Planning	PNC501 (NI157a)	% Major planning applications determined in 13 weeks	75	60	↑	30 June	Nigel Blazeby	50
	PNC502 (NI157b)	% Minor planning applications determined in 8 weeks	44	65	↓	30 June	Nigel Blazeby	62
	PNC503 (NI157c)	% 'Other' planning applications determined in 8 weeks	68	80	↓	30 June	Nigel Blazeby	79
	PNC504 (NI157d)	% 'Major major' planning applications determined in 16 weeks	50	60	↓	30 June	Nigel Blazeby	0
	PNC505 (SP944)	% satisfaction with Planning and New Communities	66	70	↓	30 June	Nigel Blazeby	71
	PNC506 (BV204)	% of Planning appeals allowed	64	35	↓	30 June	Nigel Blazeby	22



## APPENDIX C

## FINANCIAL POSITION STATEMENT, JUNE 2014

	Original Estimate 2014/15	Working Estimate 2014/15	Actual Income & Expenditure	Projected (Under)/ Over Spend Compared to Original Estimate	Notes (Appx D)
	£	£	£	£	
<b>General Fund</b>					
<b>Portfolio</b>					
Leader	483,950	483,950	160,295	(16,800)	b
Finance & Staffing	2,622,470	2,622,470	4,178,678	0	
Corporate & Customer Services	1,787,790	1,787,790	517,824	(194,000)	a
Economic Development	202,200	197,200	44,125	0	
Environmental Services	5,908,250	5,908,250	1,314,598	(214,400)	a,c,d
Housing (General Fund)	1,286,750	1,286,750	243,303	1,100	a,e
Planning	2,082,720	2,082,720	319,322	(734,400)	a,f
Strategic Planning & Transport	1,658,240	1,663,240	389,175	(29,200)	a
<b>Un-Allocated</b>					
Other	1,278,310	1,278,310	6,794	(102,800)	g,h,i,j,k
Savings	(750,000)	(750,000)	0	380,000	a
Total	16,560,680	16,560,680	7,174,114	(910,500)	
Interest on Balances	(345,500)	(345,500)	(87,422)	0	
Net District Council General Fund Expenditure	16,215,180	16,215,180	7,086,692	(910,500)	
<b>Funding</b>					
Council Tax	(7,155,680)	(7,155,680)	0	0	
Retained Business Rates	(2,870,300)	(2,870,300)	0	(486,000)	l
Revenue Support Grant	(2,656,520)	(2,656,520)	(1,528,159)	1,000	
New Homes Bonus	(3,201,180)	(3,201,180)	(807,127)	0	
Collection Fund Surplu(ses)/Deficit(s)	(65,050)	(65,050)	0	2,231,000	m
Funding Total	(15,948,730)	(15,948,730)	(2,335,286)	1,746,000	
Appropriation to/(from General Fund Balance	(266,450)	(266,450)	4,751,406	835,500	
<b>Usable Reserves (at year end)</b>					
General Fund		31 March 2014		31 March 2015	
		(11,121,096)		(10,019,146)	
Earmarked Reserves		(3,617,268)		(3,741,332)	n



	Original Estimate 2014/15	Working Estimate 2014/15	Actual Income & Expenditure	Projected (Under)/ Over Spend Compared to Original Estimate	Notes (Appx D)
	£	£	£	£	
<b>Capital</b>					
<b>Capital Expenditure</b>					
<b>HRA Capital</b>					
New Homes Programme	2,750,000	2,750,000	(18,282)	0	
Reprovision of Existing Homes	500,000	500,000	0	0	
Repurchase of HRA Shared Ownership Homes	400,000	400,000	136,235	0	
Housing Repairs - Capital	9,578,250	9,578,250	1,345,951	(3,000)	a/p
Other	788,590	788,590	20,420	0	
<b>GF Capital</b>					
Housing Company Advanced Funding	7,000,000	7,000,000	0	0	
ICT Development	154,000	154,000	54,599	0	
Waste Collection & Street Cleansing	840,000	840,000	0	0	
Repurchase of GF Sheltered Properties	1,100,000	1,100,000	116,220	0	
Travellers Sites	1,400,000	1,400,000	0	0	
Improvement Grants	770,000	770,000	113,311	0	
Other	598,500	598,500	31,294	0	
Capital Expenditure Total	25,879,340	25,879,340	1,799,748	(3,000)	
<b>Capital Receipts</b>					
Right to Buy Sales	(2,500,000)	(2,500,000)	(463,933)	(4,500)	a
HRA Equity Share & Other Sales	(100,000)	(100,000)	2,308	0	
GF Equity Share & Other Sales	(1,400,000)	(1,400,000)	(310,006)	0	
Other Capital Receipts	(100,000)	(100,000)	(151,125)	(151,100)	p
Other Grants & Allowances	(14,951,340)	(14,951,340)	(366,929)	0	
Borrowing	(7,000,000)	(7,000,000)	0	0	
Capital Receipts Total	(26,051,340)	(26,051,340)	(1,289,685)	(155,600)	
Capital Net Receipts	(172,000)	(172,000)	510,063	(158,600)	
		<b>31 March 2014</b>		<b>31 March 2015</b>	
Usuable Capital Receipts Reserve		(3,568,492)		(3,899,092)	
Usuable Earmarked Reserves		(531,270)		(531,270)	

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## Appendix D Significant items of variances

Listed below are significant items comprising the variances identified in **Appendix C**. The paragraph letters below cross reference to particular lines in that appendix.

### General Fund

- a. An analysis of **Departmental Accounts** compared to the original estimates indicates that vacancies and other changes to staffing budgets are projected to result in savings of £57,100. This figure is arrived at after allowing for a reduction of £500,000 for vacancies which was included in the estimates and after taking into account the use of temporary staff to manage turnover and cover vacancies. It has also been assumed that £70,000 of future savings will be achieved by as yet non specified vacancies;

### Leader

- b. **Sustainability** has received additional income of £16,800 from another authority in respect of staffing costs related to the Green Deal initiative;

### Environmental Services

- c. **Refuse Collection & Recycling Service**: Successful over-achievement of trade waste income against profiled budget, flexible working arrangements and reduced staff sickness levels, and lower fuel costs than planned for, are resulting in a positive variance against profiled budget estimated at £157,000 for the year;
- d. The **Street Cleansing Service** similarly manages staff numbers through flexible working, resulting in projected savings against budget of £13,000;

### Housing General Fund

- e. **Homelessness** is anticipated to receive additional income from Housing Associations amounting to £11,000 because of changes to the private rental scheme;

### Planning

- f. **Planning Income** is expected to be £600,000 more than originally estimated because of a number of large fees relating to planning permission for solar panel developments. The tariffs for feeding into the national grid will change in April 2015 and, to receive the enhanced tariffs, developments have to be built by this date. Fees for these applications are only expected to continue until the autumn 2014 and this is reflected in the projection. However, if the level of new planning applications results in new work, then some of this income may be required to fund additional resources;

### Unallocated

- g. Budget provision of £50,000 was included in the original estimates to support **Council Actions** this is expected to be spent on supporting the Shared Services initiative, for example Building Control project management and ICT feasibility study;

- h. When the budget was set £75,000 was included for **Precautionary Items**. A pro-rated sum of £18,800 has been assumed to not be required in the projected spending position;
- i. **Additional Expenditure** of up to £50,000 to invest in the Local Government Association's Bond Agency has been agreed by Cabinet;
- j. For the purposes of this report it has been assumed that the £30,000 to deliver the action plan for "**Ageing Well**", "**Children, Young People & Families**", "**Health & Wellbeing**" and "**Communities & Localism**" will be resourced from savings already incorporated into this report;
- k. Budgeted **Local Plan** Expenditure totalling £210,000 being funded from New Homes Bonus;
- l. 2013/14 was the first year of the new **Retained Business Rates** (RBR) regime. Throughout the year, MTFS forecasts of RBR had been calculated on guidance from the Department for Communities and Local Government; however, year-end accounting requirements resulted in RBR being recorded £2.152m higher than forecast, but offset by a deficit on the Business Rates Collection Fund (BRCF) of £2.231m, which for accounting purposes is shown in the following (i.e. this) financial year (see m). Similarly, in 2014/15, RBR is now forecast to be £486k higher than originally estimated; but this will similarly be offset by a deficit on the BRCF, to be shown in 2015/16;
- m. The deficit on the **Business Rates Collection Fund** in respect of 2013/14 attributable to SCDC was £2,231,000, which is shown in 2014/15, as above;

#### **Housing Revenue Account (HRA)**

- n. As yet there are no significant variances to report. The £29,600 variance is the estimated proportion of vacancies that will be recharged at the end of the year to the HRA;

#### **Capital**

- o. It is too early in the year to get a reliable indicator of the capital position because of the irregular nature of the payments. The slight overall variance is the estimated proportion of vacancies that will be recharged to Capital: and

#### **Capital Receipts**

- p. Land has been sold which has generated receipts of £151,100. This can only be used to fund HRA Capital expenditure and a decision will be made later in the year either to fund capital expenditure in this year or to keep it in reserve to fund future year's expenditure.

**Appendix E  
Strategic Risk Register  
September 2014 – DRAFT**

Note: The Strategic Risk Register reported to Members only shows risks with a total score of 5 or more (risks scoring 4 or less are still on the Strategic Risk Register, but are not included in the reports).



Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR05 - Lack of land supply</b> While there is good progress on the Cambridge fringe sites, at Cambourne and on a refreshed planning application for Northstowe despite uncertainty about improvements to the A14, development is below target, leading to the authority being unable to deliver its housing needs, resulting in the Council having to meet the shortfall in the short term from developments in existing villages and head off speculative major planning applications outside the strategy.</p> <p><b>Aims, Objectives:</b> 11</p> <p><b>Relevant PI(s):</b> BV 106 - % new homes on brown field sites 154 - Net additional homes provided, 159 - Supply of ready to develop housing sites</p> <p>The Council has lost 2 Planning Appeals at Waterbeach based on the lack of 5 year land supply. Planning agents and developers have indicated that they are preparing major planning applications for submission during Autumn 2014.</p>	Jo Mills	10	20	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5 (from 4)</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: A14 - Task Group set up with Department for Transport. Government announcement of funding for 'interim measures' on A14, pinch point scheme. Funding package for the major scheme is progressing and Highways Agency formal public consultation on new scheme completed April 2014. Work on site due to start 2016. Northstowe Phase 1 planning application approved March 2013, and decision issued April 2014 with start on site slipped to late 2014. Northstowe included in Government's Major Sites Initiative funding programme, with HCA investment agreed with formal announcement due autumn 2014. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels), annually review the Local Development Scheme (can address any shortfall). Planning applications submitted for Ida Darwin hospital site and Wing (land north of Newmarket Road, Cambridge). Pre-application discussions continuing on NIAB 2. Ida Darwin planning application refused, new application to be submitted – date to be agreed. Construction for Cambourne 950 underway. Pre-application discussions underway for Cambourne West. Local Plan submitted March 2014, with Public Examination scheduled to start late October 2014. Memorandum of Understanding on Five Year Land Supply to be agreed with Cambridge City Council on 9 September 2014. A key planning appeal at Over was unsuccessful, but application at Cottenham approved, partially on grounds of land supply. The two appeal decisions at Waterbeach have significantly affected the situation facing the council. Weekly list of 'significant cases' is updated and circulated to departmental management team, from 6 August 2014, listing informal enquiries, pre-applications, planning applications and appeals received each week. The departmental management team will oversee major cases, with enhanced consultation with local and lead members; in place from 18 August 2014.</p> <p>TIMESCALE TO PROGRESS: Memorandum of Understanding due to be agreed on 9 September 2014. Local Plan Pre-Examination Hearing scheduled for 11 September 2014.</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR08 - Medium Term Financial Strategy (MTFS)</b> Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> <li>not achieving delivery of savings to meet targets, including from Business Improvement Efficiency and Capitalisation Programmes projects (and see STR26 below), shared services initiatives and the housing company;</li> <li>inflation exceeds assumptions;</li> <li>interest rates do not meet forecasts;</li> <li>employer's pension contributions increases exceed projections;</li> <li>changes in demand for some service areas could lead to pressures in the related budgets;</li> <li>unforeseen restructuring costs;</li> <li>retained business rates scheme – volatility of outstanding valuation appeals;</li> <li>major developments do not meet housing trajectory forecast;</li> <li>uncertainty re formula grant from 2015/16 on;</li> <li>cost of supporting development and meeting demand from growth;</li> <li>impact of welfare reform (and see STR15 below);</li> <li>availability of budget for Cabinet priorities;</li> <li>council tax strategy;</li> <li>national Government responds to the downturn in the economy by cutting local government expenditure faster than anticipated;</li> <li>material error in MTFS forecasts, leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</li> </ul> <p><b>Aims, Objectives:</b> 1, 2, 6, 10</p>	Alex Colyer	10	20	<p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p><b>CONTROL MEASURES / SOURCES OF ASSURANCE:</b> Revised MTFS incorporates updated assumptions; approved by Council in February 2014. Implement plans to deliver Council's programme in line with latest General Fund savings targets. Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates. Monitor inflation factors, effect of current economic climate on demand led services and budgets. Monthly financial report to Executive Management Team (EMT); EMT reviews progress in achieving budget targets. Treasury management reports to Finance &amp; Staffing PFH. Monthly monitoring of business rates income, collection rates and appeals. Monthly monitoring of council taxbase to identify financial implications of growth. Additional income/savings targets built in to Business Improvement &amp; Efficiency Programme and other projects.</p> <p><b>TIMESCALE TO PROGRESS:</b> Continue to explore opportunities for further savings beyond those in the MTFS. Continue to explore shared service opportunities – reports to Cabinet due in October 2014. Commercialisation Programme being prepared. Autumn Statement and Local Government Finance Settlement announced December 2014 (?): provisional 2015/16; indicative 2016/17. Updated MTFS to Cabinet in November 2014 and February 2015.</p> <p><b>Relevant PI(s):</b> SF 772 - The amount (£) of Overspend - General Fund SF 773 - The amount (£) of Overspend - Capital Programme SF 774 - The amount (£) of Overspend - Housing Revenue Account SF 707 - General Fund Budget Variation SF 749 - Capital Budget SF 748 - HRA Budget Variation</p>



Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR15 - Welfare Reform</b>            Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system, leading to possible:</p> <ul style="list-style-type: none"> <li>increased IT cost due to required system changes;</li> <li>implementation costs not fully reimbursed by Government grant;</li> <li>increased workload for Benefits and Homelessness teams,</li> </ul> <p>resulting in potential for:</p> <ul style="list-style-type: none"> <li>adverse effect on service provision due to the number of changes;</li> <li>increased dissatisfaction with the service due to reduced amounts of benefit payable;</li> <li>impact on Medium Term Financial Strategy;</li> <li>devastating effect on people with mental health problems; and</li> <li>dislocation of private sector housing market.</li> </ul> <p><b>Aims, Objectives:</b> 10</p> <p><b>Relevant PI(s):</b> BV 078a - HB/CTB claims days            BV 078b - HB/CTB changes days            181 - Benefit claims process days            BV 079b i - Recoverable overpayments %            BV 079b ii - HB Overpayments recovered %            079b iii - Overpayments written off %</p>	Alex Colyer	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p><b>CONTROL MEASURES / SOURCES OF ASSURANCE:</b>            Cabinet approved revised Discretionary Housing Payments policy in September 2013 and application for funding of additional help for SCDC residents via HRA top up for DHP, agreed by DCLG.            DWP have confirmed increased DHP budget for 2014/15 and 2015/16.            Software suppliers have provided details of enhanced software for Localised Council Tax Support which provides alternative options for LCTS for 2015/16, including options which may enable different admin arrangements to be made.            Monthly monitoring of Localised Council Tax: each Parish, and Total amounts. Monitoring of those who have received 8.5% reduction in support with regard to payments, summons and under-occupation following first summons issue.            Review of 2013/14 LCTS completed and options for 2015/16 taken to Finance &amp; Staffing PFH meeting July 2014.            Under occupation exercise updated monthly; all tenants affected written to, to ensure information held is correct. Monthly meetings with Housing re under occupancy etc.            Benefits Manager and Housing Options and Homeless Manager part of Countywide (District Council and County) Welfare Reform Strategy Group            Signpost residents who are in difficulty, advice / counselling / financial help / medical assistance etc. Housing Advice &amp; Homelessness, and Revenues &amp; Benefits working with Citizens Advice to provide additional budgeting advice for those adversely affected by changes to welfare benefits, continued by CAB for 2014/15.            Monthly monitoring of the project by Executive Director, Benefit Manager and Revenues Manager, as part of the regular one to one process.            South Cambs internal Welfare Reform Group formed to consider impact of Universal Credit for residents and SCDC.            DWP have confirmed the transfer date of the Fraud team to DWP SFIS on 1 March 2015. Proposed grant reduction amounts have been provided by DWP; this indicated that grant reduction is less than current cost of team.</p> <p><b>TIMESCALE TO PROGRESS:</b>            A review of remainder fraud requirement to be tied into the Enforcement and Inspection Review outcomes to ensure that solution can be found. Looking at options during autumn 2014 for remainder fraud.            Report in January 2015 for LCTS 2015/16.</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR03 - Illegal Traveller encampments or developments</b> Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, <i>leading to</i> illegal encampments or developments in the district, <i>resulting in</i> community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.</p> <p><b>Aims, Objectives:</b> 5</p>	Jo Mills	8	12	<p>SCORES - IMPACT: 4; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Ongoing routine monitoring of all district development. Government guidance issued, county wide needs assessment endorsed by PFH. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy &amp; Traveller planning policies included in draft Local Plan. Planning Committee resolved to approve applications for 55 pitches in April 2013. Permanent consents for a further 72 pitches were granted by August 2014, bringing the total number of permanent consented pitches to 313, in addition to the public sites that provide 30 pitches. Also, two temporary consents were granted on appeal in May 2014, bringing total of temporary consents to 4. In terms of pending applications, at 21 August 2014, there are 4 applications proceeding to decision for 5 pitches, and 3 appeals pending for a total of 12 pitches. The Affordable Homes departmental risk register includes delivering HCA funded projects, to ensure the supply of Gypsy &amp; Traveller pitches and sufficient investment in existing pitches.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2014.</p>
<p><b>STR25 - Increase in numbers in Bed &amp; Breakfast accommodation</b> Potential impacts from current economic downturn and instability in the housing market and changes to the benefits system, <i>leading to</i> not enough temporary accommodation available, leading to an increase in B&amp;B use, <i>resulting in</i> applicants not moved into permanent accommodation quickly enough and increased cost to the Council.</p> <p><b>Aims, Objectives:</b> 10, 12</p>	Stephen Hills	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Close working partnership with King Street Housing who provide private sector leasing options; use of Rent Deposit Scheme, Empty Homes Initiative, other homelessness prevention measures and New Build Programme. Improved supply of temporary accommodation achieved during 2013/14.</p> <p>TIMESCALE TO PROGRESS: Project underway to improve quality and overall numbers of hostel spaces. Due for completion March 2015.</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR26 – Business Improvement Efficiency, Development Control Improvement, and Commercialisation Programmes</b>  The Business Improvement Efficiency Programme (BIEP), Development Control Improvement Programme (DCIP) and Commercialisation Programme have their own associated risk registers.  Of the risks included, it is considered that only two need to be reflected in the Strategic Risk Register:</p> <p>1. Conflicting operational priorities, <i>leading to</i> inadequate programme and project resources, <i>resulting in</i> a delay or failure to deliver the outputs and associated benefits.</p> <p>2. Inadequate stakeholder engagement, <i>leading to</i> a lack of support at all organisational levels, <i>resulting in</i> delay or failure to deliver the outputs and associated benefits.</p> <p><b>Aims, Objectives:</b> 2, 7</p>	Alex Colyer	9	9	<p>SCORES, IMPACT: 3; LIKELIHOOD: 3</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>1. The Programme Manager identified programme and project resource requirements before the start of the tranches.  The Senior Responsible Officer is responsible for securing the required resources.  Regular 1:1s with Executive Director.  Regular update meetings with Project Managers &amp; Project Sponsors used to assess required resource levels.</p> <p>2. A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed.  Stakeholder engagement activities place regularly throughout the programme.  Regular 1:1s with Executive Director.</p> <p>TIMESCALE TO PROGRESS:  Throughout 2012-15.</p>
<p><b>STR20 – Partnership working with Cambridgeshire County Council</b>  The failure of partnership arrangements (e.g. health &amp; wellbeing, economic development, transport, City Deal) with the County Council, <i>leading to</i> the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, <i>resulting in</i> adverse effects on the district's residents and businesses.</p> <p><b>Aims, Objectives:</b> 3, 6, 8, 11</p>	Jean Hunter	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>TIMESCALE TO PROGRESS:  Progress being monitored via Corporate Plan.  Dependent on the timeframe/milestones for each partnership.</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR19 - Demands on services from an ageing population</b>  The district's demography changes, with significant growth in the over 65 year old population, <i>leading to</i> additional demands on health and social care services, including to the Council's sheltered housing and benefits services, <i>resulting in</i> adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p><b>Aims, Objectives:</b> 1, 4, 5, 9</p>	Mike Hill	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task &amp; Finish Group. SCDC is also engaged with the CCG Older People's Service procurement (contract to be awarded October 2014).</p> <p>TIMESCALE TO PROGRESS:  Ageing Well implementation plan under development September – March 2015 to deliver Cabinet-agreed Ageing Well Plan.  SCDC to contribute to the multi-agency Cambridgeshire Executive Partnership Board leading on joined-up approach to older people's service (from September 2014) and reporting to the Health &amp; Wellbeing Board.  Take account of demographic change in the corporate and financial planning cycle.  Redesign services to address demands.</p>
<p><b>STR24 - HRA Business Plan</b>  The HRA Business Plan has its own associated risk register. Of the risks included, it is considered that only one needs to be included in the Strategic Risk Register:  The Government decides to reopen the debt settlement, <i>leading to</i> increased debt requirement, <i>resulting in</i> reduced housing programme.</p> <p><b>Aims, Objectives:</b> 1, 2, 4, 5, 6, 9, 12</p>	Stephen Hills	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  Capacity has been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they are required.</p> <p>TIMESCALE TO PROGRESS:  Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing.  Annual review of business plan, programme and resources.</p>
<p><b>STR22 - Safeguarding the Council's services against climate change</b>  The Council fails to develop measures to safeguard its services against climate change, <i>leading to</i> unacceptable vulnerability to the impact of climate shifts and other weather-related events, <i>resulting in</i> a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation.</p> <p><b>Aims, Objectives:</b> 4</p>	Mike Hill	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  The Council adopted the Climate Change Action Plan (CCAP) 2011-2013 on 22 September 2011. Specific actions in place within CCAP and Planning and New Communities Service Plan. Regular EMT reporting and quarterly performance reports to PFH meetings. Effective drainage plans required for planning consents. A range of Climate Change related policies have been included in the Submission Local Plan.</p> <p>TIMESCALE TO PROGRESS:  CCAP actions undertaken over the period 2011 to 2013.</p>

Risk Reference, Title and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR02 – Equalities</b></p> <p>The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies,  <i>leading to</i> possible Commission for Human Rights and Equalities inspection,  <i>resulting in</i> reduction in reserves available to support balanced MTFs, adverse publicity and effect on reputation.</p> <p><b>Aims, Objectives:</b> 2</p> <p><b>Relevant PI(s):</b> SX063 – Equality Framework Level 2</p>	Alex Colyer	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:            The Council has met its legal requirements to publish equality information and equality objectives. This information is incorporated into a new Single Equality Scheme (SES), which was adopted by the portfolio holder on 21 March 2012. An updated SES will be presented to the portfolio holder for adoption during 2014.            The adoption of a corporate approach to EQIAs is based on identification of revised assessments via forward plans and a focus on changed outcomes as a result of assessment, supported by the development of a simplified series of templates and the introduction of a 'screening tool' which is in the process of being rolled out to services.            Quarterly performance reports to EMT and PFH meetings.</p> <p>TIMESCALE TO PROGRESS:            A project plan detailing how the Council could attain the 'Excellent' level of the Equality Framework for Local Government (EFLG) was presented to EMT on 27 February 2013. The Equality and Diversity Steering Group has been re-established as a project team and Stephen Hills has been designated as EMT Equalities Champion to act as Project Sponsor for the future accreditation work and chair project/steering group meetings.            The Council has prepared an interim self-assessment against the 'Excellence' level of the EFLG, which was considered by EMT on 27 November 2013. Following review, all baselines on the self-assessment are now scored as 3 (in place, but needs improving) or 4 (in place and effective). EMT welcomed the positive evidence from the self-assessment which demonstrated that equalities issues were well-understood and embedded across service areas and endorsed the suggested development areas of further work. However, a decision of whether to proceed to formal accreditation should await the outcome of discussions with Members around a possible corporate Peer Review by the Local Government Association.</p>

Red / Amber / Green shading in the Actual Column indicates the following movement in risk scores:

	Red	Amber	Green
for risks previously above the line:	<ul style="list-style-type: none"> <li>the score has increased</li> </ul>	<ul style="list-style-type: none"> <li>the score has not changed, or has decreased but stays above the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has decreased to below the line</li> </ul>
for risks previously below the line:	<ul style="list-style-type: none"> <li>the score has increased to above the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has increased but stays below the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has not changed, or has decreased</li> </ul>

**Notes**

1. The "Reference" is unique and retained by the risk throughout the period of its inclusion in the risk register.
2. Risks are cross referenced to the relevant 2014/15 Aims and Objectives adopted by Council on 27 February 2014.
3. Criteria and guidelines for assessing "Impact" and "Likelihood" are shown on below.
4. The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.
5. The dotted line (- - - - -) shows the Council's risk tolerance line.
6. The "Timescale to progress" is the date by which it is planned that the risk will be mitigated to below the line.

**Impact**

*Giving rise to one or more of the following:*

	<b>Service disruption</b>	<b>People</b>	<b>Financial loss *</b>	<b>Environment</b>	<b>Statutory service/legal obligations</b>	<b>Management</b>	<b>Reputation</b>	<b>Score</b>
Extreme	Serious disruption to services (loss of services for more than 7 days)	Loss of life	Financial loss over £500k	Major regional / national environmental damage	<ul style="list-style-type: none"> <li>• Central government intervention; or</li> <li>• Multiple civil or criminal suits</li> </ul>	Could lead to resignation of Leader or Chief Executive	Extensive adverse coverage in national press and/or television	5
High	Major disruption to services (loss of services for up to 7 days)	Extensive multiple injuries	Financial loss between £251k - £500k	Major local environmental damage	<ul style="list-style-type: none"> <li>• Strong regulatory sanctions; or</li> <li>• Litigation</li> </ul>	Could lead to resignation of Member or Executive Director	Adverse coverage in national press and/or television	4
Medium	Noticeable disruption to services (loss of services for up to 48 hours)	Serious injury (medical treatment required)	Financial loss between £51k - £250k	Moderate environmental damage	<ul style="list-style-type: none"> <li>• Regulatory sanctions, interventions, public interest reports; or</li> <li>• Litigation</li> </ul>	Disciplinary / capability procedures invoked	Extensive adverse front page local press coverage	3
Low	Some disruption to internal services; no impact on customers	Minor injury (first aid)	Financial loss of between £6k - £50k	Minor environmental damage	<ul style="list-style-type: none"> <li>• Minor regulatory consequences; or</li> <li>• Litigation</li> </ul>	Formal HR procedure invoked	Some local press coverage; or, adverse internal comment	2
Insignificant	Insignificant disruption to internal services; no impact on customers	No injuries	Financial loss of up to £5k	Insignificant environmental damage	<ul style="list-style-type: none"> <li>• No regulatory consequences; or</li> <li>• Litigation</li> </ul>	Informal HR procedure invoked	No reputational damage	1

*\* including claim or fine*

**Likelihood**

	<b>Guidelines</b>	<b>Score</b>
Almost certain	<ul style="list-style-type: none"> <li>• Is expected to occur in most circumstances (more than 90%), or</li> <li>• Could happen in the next year, or</li> <li>• More than 90% likely to occur in the next 12 months</li> </ul>	5
Likely	<ul style="list-style-type: none"> <li>• Will probably occur at some time, or in some circumstances (66% - 90%), or</li> <li>• Could happen in the next 2 years, or</li> <li>• 66% to 90% likely to occur in the next 12 months</li> </ul>	4
Possible	<ul style="list-style-type: none"> <li>• Fairly likely to occur at some time, or in some circumstances (36% - 65%), or</li> <li>• Could happen in the next 3 years, or</li> <li>• 36% to 65% likely to occur in the next 12 months</li> </ul>	3
Unlikely	<ul style="list-style-type: none"> <li>• Is unlikely to occur, but could, at some time (11% - 35%), or</li> <li>• Could happen in the next 10 years, or</li> <li>• 11% to 35% likely to occur in the next 12 months</li> </ul>	2
Rare	<ul style="list-style-type: none"> <li>• May only occur in exceptional circumstances (up to 10%), or</li> <li>• Unlikely to happen in the next 10 years, or</li> <li>• Up to 10% likely to occur in the next 12 months</li> </ul>	1

Appendix F  
Strategic Risk Matrix  
September 2014 – DRAFT

Risk Tolerance Line  
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[changes highlighted]			IMPACT				
			Insignificant	Low	Medium	High	Extreme
			1	2	3	4	5
LIKELIHOOD	Almost certain	5				5. Lack of land supply	
	Likely	4				15. Welfare reform	8. Medium Term Financial Strategy
	Possible	3			25. Increase in numbers in temporary accommodation 26. Business Improvement & Efficiency Programme 20. Partnership working with Cambridgeshire County Council 19. Demands on services from an ageing population	3. Illegal Traveller encampments or developments	
	Unlikely	2		21. Keeping up with technology development		24. HRA Business Plan 22. Safeguarding the Council's services against climate change 2. Equalities	
	Rare	1					

Note: The greyed out cells shows those areas where risk scores are considered to be relatively minor in nature.

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# South Cambridgeshire

District

This profile was produced on 24 July 2014

## Health Profile 2014

### Health in summary

The health of people in South Cambridgeshire is generally better than the England average. Deprivation is lower than average, however about 8.8% (2,500) children live in poverty. Life expectancy for both men and women is higher than the England average.

### Living longer

Life expectancy is 3.0 years lower for men in the most deprived areas of South Cambridgeshire than in the least deprived areas.

### Child health

In Year 6, 12.0% (174) of children are classified as obese, better than the average for England. The rate of alcohol-specific hospital stays among those under 18 was 22.0\*, better than the average for England. This represents 7 stays per year. Levels of teenage pregnancy, GCSE attainment and breastfeeding are better than the England average.

### Adult health

In 2012, 18.7% of adults are classified as obese, better than the average for England. The rate of alcohol related harm hospital stays was 518\*, better than the average for England. This represents 749 stays per year. The rate of self-harm hospital stays was 192.0\*. This represents 282 stays per year. The rate of smoking related deaths was 188\*, better than the average for England. This represents 150 deaths per year. Estimated levels of adult physical activity are better than the England average. The rate of people killed and seriously injured on roads is worse than average. Rates of sexually transmitted infections and TB are better than average. The rate of new cases of malignant melanoma is worse than average. Rates of statutory homelessness, violent crime, long term unemployment, drug misuse, early deaths from cardiovascular diseases and early deaths from cancer are better than average.

### Local priorities

Local priorities include supporting the independence of older people, ensuring access to mental health services and creating a healthy environment through new housing development. For more information see [www.cambridgeshireinsight.org.uk](http://www.cambridgeshireinsight.org.uk) and [www.cambridgeshire.gov.uk](http://www.cambridgeshire.gov.uk)

\* rate per 100,000 population



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OpenStreetMap contributors ODbL

### Population: 151,000

Mid-2012 population estimate. Source: Office for National Statistics.

This profile gives a picture of people's health in South Cambridgeshire. It is designed to help local government and health services understand their community's needs, so that they can work to improve people's health and reduce health inequalities.

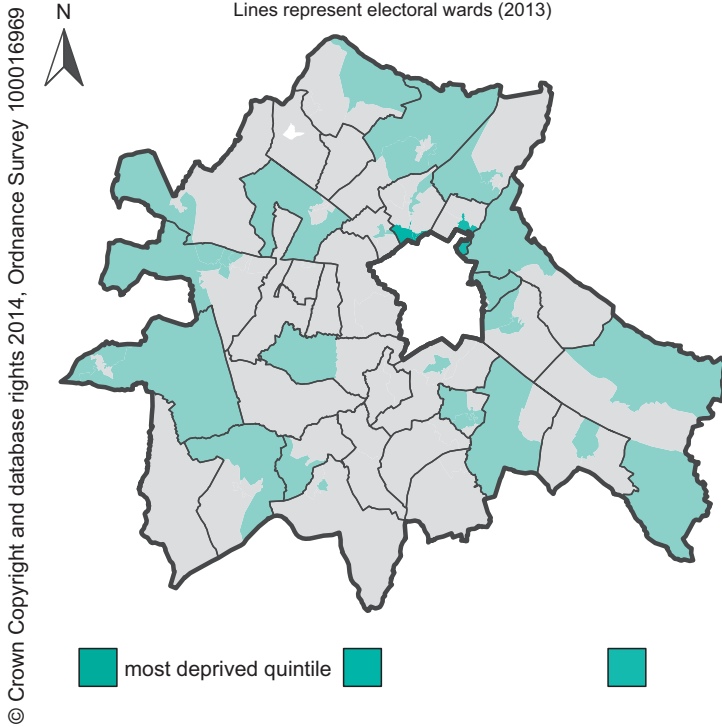
Visit [www.healthprofiles.info](http://www.healthprofiles.info) or scan this Quick Response code: for more profiles, more information and interactive maps and tools.



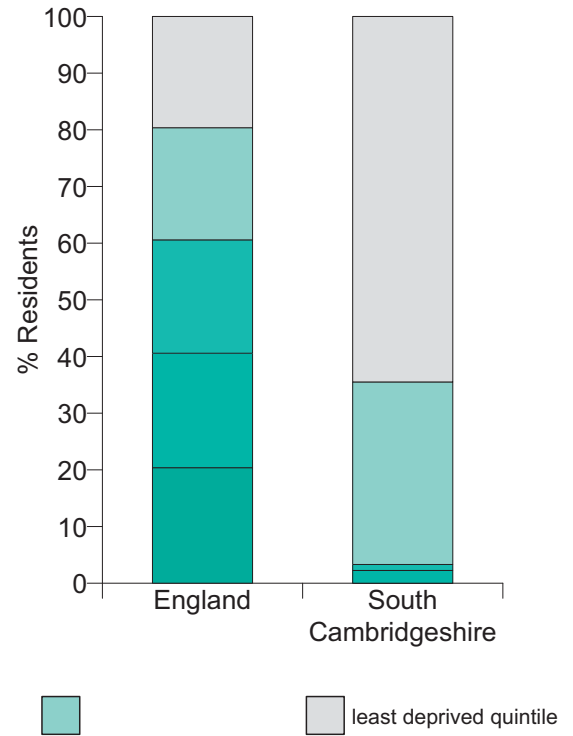
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# Deprivation: a national view

The map shows differences in deprivation levels in this area based on national quintiles (fifths) of the Index of Multiple Deprivation 2010 by Lower Super Output Area. The darkest coloured areas are some of the most deprived areas in England.



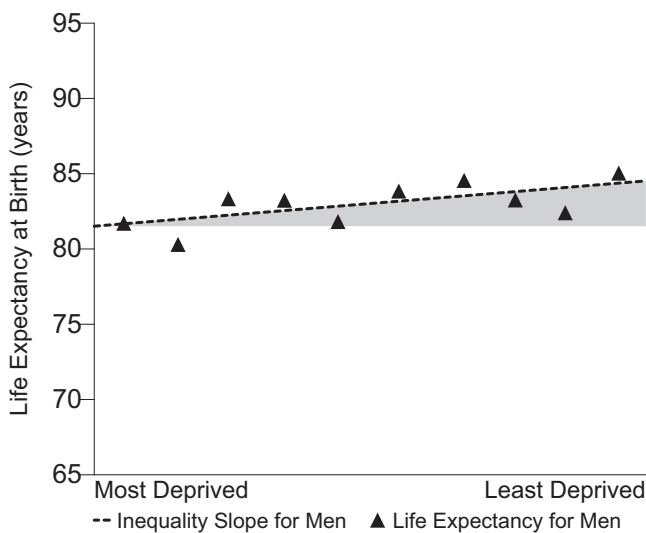
This chart shows the percentage of the population in England and this area who live in each of these quintiles.



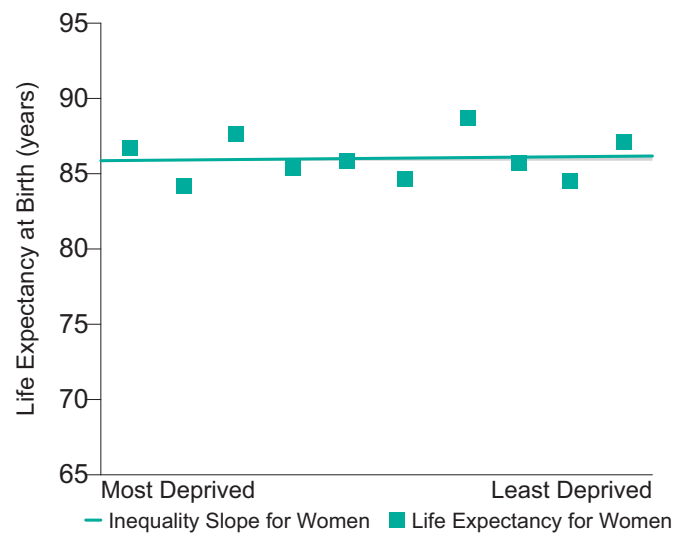
# Life Expectancy: inequalities in this local authority

The charts below show life expectancy for men and women in this local authority for 2010-2012. Each chart is divided into deciles (tenths) by deprivation, from the most deprived decile on the left of the chart to the least deprived decile on the right. The steepness of the slope represents the inequality in life expectancy that is related to deprivation in this local area. If there were no inequality in life expectancy as a result of deprivation, the line would be horizontal.

Life Expectancy Gap for Men: 3.0 years

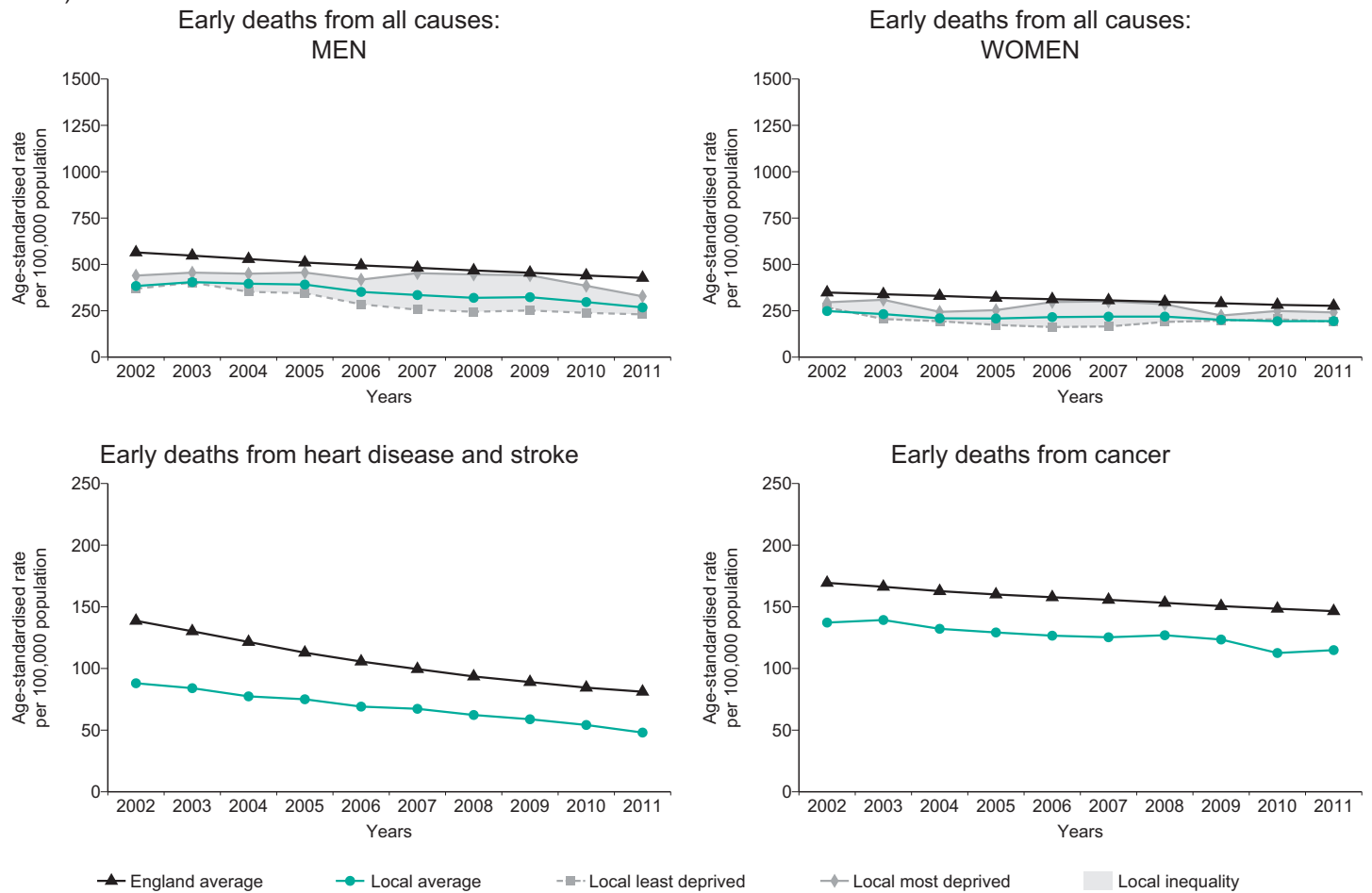


Life Expectancy Gap for Women: 0.3 years



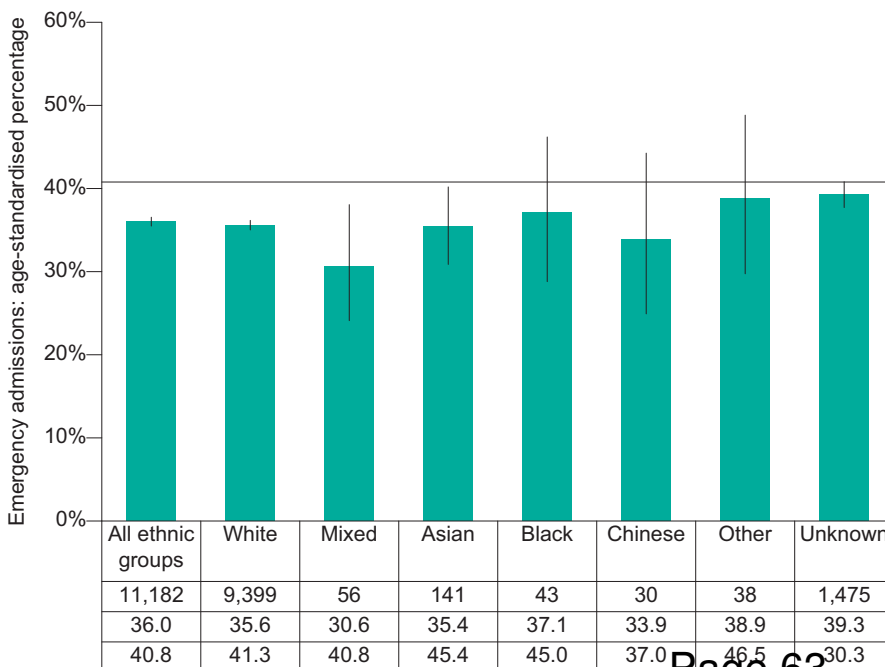
# Health inequalities: changes over time

These charts provide a comparison of the changes in early death rates (in people under 75) between this area and all of England. Early deaths from all causes also show the differences between the most and least deprived quintile in this area. (Data points are the midpoints of 3 year averages of annual rates, for example 2005 represents the period 2004 to 2006).



# Health inequalities: ethnicity

Percentage of hospital admissions that were emergencies, by ethnic group



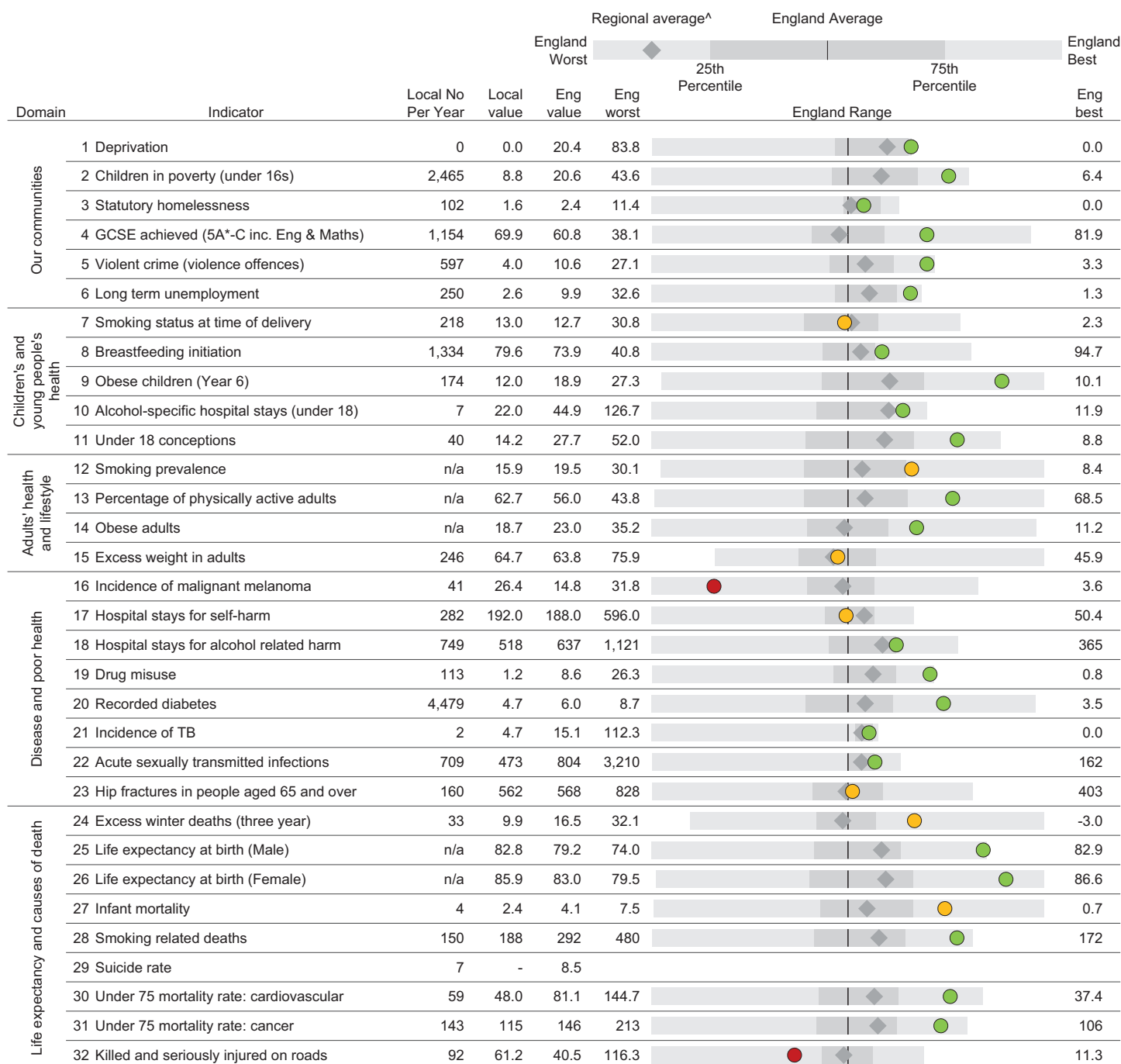
This chart shows the percentage of hospital admissions in 2012/13 that were emergencies for each ethnic group in this area. A high percentage of emergency admissions may reflect some patients not accessing or receiving the care most suited to managing their conditions. By comparing the percentage in each ethnic group in this area with that of the whole population of England (represented by the horizontal line) possible inequalities can be identified.

■ South Cambridgeshire  
 — England average (all ethnic groups)  
 | 95% confidence interval

Figures based on small numbers of admissions have been suppressed to avoid any potential disclosure of information about individuals.

# Health Summary for South Cambridgeshire

The chart below shows how the health of people in this area compares with the rest of England. This area's result for each indicator is shown as a circle. The average rate for England is shown by the black line, which is always at the centre of the chart. The range of results for all local areas in England is shown as a grey bar. A red circle means that this area is significantly worse than England for that indicator; however, a green circle may still indicate an important public health problem.



## Indicator Notes

1 % people in this area living in 20% most deprived areas in England, 2010 2 % children (under 16) in families receiving means-tested benefits & low income, 2011 3 Crude rate per 1,000 households, 2012/13 4 % key stage 4, 2012/13 5 Recorded violence against the person crimes, crude rate per 1,000 population, 2012/13 6 Crude rate per 1,000 population aged 16-64, 2013 7 % of women who smoke at time of delivery, 2012/13 8 % of all mothers who breastfeed their babies in the first 48hrs after delivery, 2012/13 9 % school children in Year 6 (age 10-11), 2012/13 10 Persons under 18 admitted to hospital due to alcohol-specific conditions, crude rate per 100,000 population, 2010/11 to 2012/13 (pooled) 11 Under-18 conception rate per 1,000 females aged 15-17 (crude rate) 2012 12 % adults aged 18 and over, 2012 13 % adults achieving at least 150 mins physical activity per week, 2012 14 % adults classified as obese, Active People Survey 2012 15 % adults classified as overweight or obese, Active People Survey 2012 16 Directly age standardised rate per 100,000 population, aged under 75, 2009-2011 17 Directly age sex standardised rate per 100,000 population, 2012/13 18 The number of admissions involving an alcohol-related primary diagnosis or an alcohol-related external cause, directly age standardised rate per 100,000 population, 2012/13 19 Estimated users of opiate and/or crack cocaine aged 15-64, crude rate per 1,000 population, 2010/11 20 % people on GP registers with a recorded diagnosis of diabetes 2012/13 21 Crude rate per 100,000 population, 2010-2012 22 Crude rate per 100,000 population, 2012 (chlamydia screening coverage may influence rate) 23 Directly age and sex standardised rate of emergency admissions, per 100,000 population aged 65 and over, 2012/13 24 Ratio of excess winter deaths (observed winter deaths minus expected deaths based on non-winter deaths) to average non-winter deaths 1.08.09-31.07.12 25 At birth, 2010-2012 26 At birth, 2010-2012 27 Rate per 1,000 live births, 2010-2012 28 Directly age standardised rate per 100,000 population aged 35 and over, 2010-2012 29 Directly age standardised mortality rate from suicide and injury of undetermined intent per 100,000 population, 2010-2012 30 Directly age standardised rate per 100,000 population aged under 75, 2010-2012 31 Directly age standardised rate per 100,000 population aged under 75, 2010-2012 32 Rate per 100,000 population, 2010-2012 ^ "Regional" refers to the former government regions.

More information is available at [www.healthprofiles.info](http://www.healthprofiles.info) Please send any enquiries to [healthprofiles@phe.gov.uk](mailto:healthprofiles@phe.gov.uk)

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# Agenda Item 8

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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**REPORT TO:** Leader and Cabinet

11 September 2014

**LEAD OFFICER:** Director of Housing

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### WELFARE REFORM/UNDER OCCUPATION

#### Review of impact within South Cambridgeshire

##### Purpose

1. To inform Cabinet of the impacts of the under occupation charge in South Cambridgeshire and to review the impact of the Council's initiatives in the first 12 months of the policy change.

##### Recommendation

2. It is recommended that Cabinet notes the report.

##### Reason for Recommendation

3. The Council has been successful in supporting tenants to maintain their rental payments but this has come at a financial cost to the Housing Revenue Account. There may also be unintended consequences of the policy that need to be noted and which may require further Council responses in the future.

##### Background

4. The Government introduced changes to Housing Benefit which took effect from 1 April 2013. These changes known as the Under Occupation Charge and colloquially called the 'bedroom tax', involved the reduction in the amount of housing benefit payable to households deemed to be under occupying by more than one bedroom.
5. The policy only applies those of working age and excludes people of pensionable age.

##### Considerations

6. The Council were initially concerned that there would be a significant increase in rent arrears as a result of this change. The work undertaken to date has helped to mitigate this risk.
7. The Council was also concerned that the option to downsize to a smaller property would be hampered by the lack of smaller sized properties in the council housing stock particularly the lack of one bedroom homes. This remains a concern and at current rates of turnover it would take over 20 years to meet all of the current demand for one bed properties.
8. The Council has used the Discretionary Housing Payments (DHP) money available to it to alleviate genuine hardship and with the permission of the Secretary of State also increased the level of DHP available for council tenants using HRA money. The

Council has a good record of using these resources to assist people having allocated all of its budget whereas 73% of all English councils failed to spend theirs.

9. Affordable Homes and Revenues and Benefits have worked closely to provide a proactive and early engagement with tenants affected by the changes.
10. The details of the actions taken and the outcome of those interventions are detailed in the attached **Appendix**.

#### **Options**

11. There are no options in this report.

#### **Implications**

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

#### ***Financial***

13. The total amount of rent arrears have increased slightly over the 12 months period under review from 1.04% to 1.16%. There has been a cost to the HRA of £362,000 up to end of March 2014 (which includes £63,000 from the 2012/13 year) and a further £261,000 in 2014/15.

#### ***Legal***

14. None

#### ***Staffing***

15. One full time member of staff has been employed on a two year fixed term contract. There were also short term resources brought into the Contact Centre to deal with the initial surge in enquires.

#### ***Risk Management***

16. The combined impact of welfare reforms remains a key strategic risk for the council and is being monitored as part of the strategic risk register review.

#### ***Equality and Diversity***

17. The impacts of the housing benefit changes affect families and disabled people.

#### **Consultation responses (including from the Youth Council)**

18. None.

#### **Effect on Strategic Aims**

19. Ensure the impacts of welfare reform are managed smoothly and effectively.

#### **Background Papers**

Welfare Reform/Under- Occupation. One Year On. Analysis of the financial year 2013/14

**Report Author:** Stephen Hills – Director of Housing  
Telephone: (01954) 713412



## Welfare Reform/Under-Occupation – One Year On!

Analysis of financial year **2013/14**

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## Introduction

This report sets out the experience of South Cambridgeshire District Council in tackling the impact of the Spare Room Subsidy policy more commonly known as the 'bedroom tax' during its first year of implementation. The policy was introduced on 1<sup>st</sup> April 2013 and this report is based on an analysis of data from the first year (1<sup>st</sup> April 2013 – 31<sup>st</sup> March 2014).

The 'bedroom tax' was brought in by the Welfare Reform Act 2012 which reduces entitlement to housing benefit for residents in social housing who are deemed to be under-occupying their home because they have more bedrooms than their household requires. If there is one spare bedroom, maximum housing benefit entitlement is reduced by 14% and where there are two or more spare bedrooms by 25%.

The two main aims of this new policy are to reduce the benefit bill and to make better use of the housing stock by encouraging residents with spare rooms to downsize freeing up homes for larger families in housing need.

### Relevant Corporate objective for the Housing Service

10) Ensure the impacts of welfare reform are managed smoothly and effectively

## Executive Summary

This report shows that South Cambs has largely been successful in minimising the impact of welfare reform changes on tenants during the first year. Key to this success has been close working relationships between benefits, rents and housing staff providing good information, advice and support to those households subject to the changes.

In some cases progress has been hampered by a lack of suitable smaller properties for people to move in to especially one bedroom units. Where rent arrears have increased this has usually been due to a reluctance from customers to regularly contact/engage with staff who can signpost/help with DHP applications/Citizens Advice Bureau (CAB) referrals etc.

The negative financial impact of the changes has been minimised in many cases by an award of Discretionary Housing Payment (DHP) and South Cambs benefits staff have carried out campaigns throughout the year to target financially struggling households. DHP applications were up over 130% compared to the previous year and additional staff brought in at key times to help cope with the welfare reform changes and the resulting additional workload. A streamlined process/short DHP renewal form was introduced prior to April 2014 to help vulnerable tenants re-claim if their circumstances remained unchanged which also helped with staff/processing time. A dedicated Under-occupation Officer post was appointed prior to April 2013 to help tenants deal with the welfare reform changes.

14% of under-occupied households have managed to move to smaller properties. In most cases tenants would not have been able to afford to move without using our help to move scheme which organises and pays for removals and other minor costs. Some under-occupied households were thinking of downsizing prior to April 2013 and the help to move scheme has enabled them to achieve this for example a move to be nearer family for support.

Demand from waiting list applicants remains high for smaller units in most areas especially larger villages with better amenities whereas in some more rural areas demand for three bedroom properties has dropped significantly.

South Cambs has offered all tenants affected by welfare reform the option of a home visit to talk through the range of options available to help minimise the impact/financial hardship caused by these welfare changes. This approach whilst being labour intensive has helped target support to vulnerable households who otherwise may have been reluctant to come forward for advice.

## Page 70 South Cambs approach to reducing impact of welfare reform on tenants

### SIGNIFICANT DATES/TIMELINE:

**July/August 2012:** HB databases analysed and all potential households written to giving information about the future changes, how this could impact on them and offered an opportunity for an interview/home visit.

**August 2012 – January 2013:** Agency staff and Housing Officers visiting tenants to offer support. Standard visit/interview form produced covering move options, lodger scheme, CAB advice, employment/training advice, bank details.

**February 2013:** Under-occupation Officer appointed - visiting tenants to offer support as above using standard form. Regular updates received from benefits of under-occupied working age households in receipt of HB checked and new cases visited/contacted.

**March 2013:** Affected tenants written to again regarding changes from 1<sup>st</sup> April encouraging tenants to come forward if not already done so.

**April 2013:** Additional benefits temporary staff recruited to deal with increased workload due to legislative changes/increased customer queries/DHP increase.

**June 2013:** Frequently Asked Questions produced and put on South Cambs website.

**August 2013:** Under-occupation policy approved by Housing Portfolio Holder.

**September 2013:** Help to move scheme offering up to £600 per move approved by Housing Portfolio Holder.

#### **OPTIONS AVAILABLE TO HELP:**

**455** home visits/phone contacts/office interviews made.

**342** under-occupation questionnaires completed.

When visiting/interviewing tenants affected by the welfare reform changes a standard form was developed which included discussions about:

- Option to Downsize – Village choice and property choice was discussed and wherever possible tenant's views incorporated in any offer of accommodation. Residents were also encouraged to register on Home-link and offered advice and support to get registered if needed. **40** downsize moves completed in the year – 11% of under-occupiers as at 01/04/2013. Help to move scheme available.
- Possibility of taking in a lodger – SCDC advice leaflet produced 'Guidance to tenants thinking of taking in a lodger' and **31** households referred to King Street Housing home-finder scheme. Joanne Davis at King Street Housing has been contacted by several SCDC tenants for advice some of whom have taken in lodgers using this service. So far these have mainly been under-occupied working households rather than households in receipt of HB.
- Financial/Benefits advice – from under-occupation visits **8** people referred to experienced CAB adviser service offering budgeting, claiming the right benefits and dealing with debts advice. Many more SCDC tenants making use of regular appointments available at our Cambourne office with CAB advisers usually referred via benefits staff when applying for DHP or housing benefit.
- Employment Education and Training Advice – **6** people referred to CHS people for free work skills improvement advice. SCDC working in partnership with CHS Community Investment Service delivered under the National Careers Service. For those seeking work 76% of tenants quoted health reasons as the main reason for having difficulty gaining employment.
- Bank account advice – Of the 65 people surveyed who did not have access to a bank account nobody wanted help setting one up. This could largely be due to previous difficulty with operating a bank account i.e. excessive bank/overdraft charges. Initial enquiries have been made regarding Credit Unions and the Rainbow Savers Group are giving a presentation to TPG in June 2014.

This will become more important when Universal Credit is introduced as in the majority of cases Housing Benefit will be paid direct to the claimant monthly in arrears and tenants will be expected to pay landlords the rent.

- Tenant participation – 8 tenants surveyed expressed an interest in getting involved in the Council’s tenant led scrutiny function and have been invited to take part in initial meetings.
- Discretionary Housing Payments – tenants were encouraged to apply for DHP and applications made/forms completed on their behalf when needed.

### DISCRETIONARY HOUSING BENEFIT (DHP):

DHP can support tenants affected by the Bedroom Tax. It provides customers with further financial assistance in addition to any HB being in payment when the LA considers that help with housing costs is required. DHP has also been used to pay removals costs.

Central Government provides funding to LA’s for DHP. This was increased in 2013/14 in preparation for the welfare reform changes. SCDC supported the DHP budget for 2013/2014 via the HRA due to a significant increase in demand over previous years.

The table below shows the number of application received over the past 7 years.

Total DHP applications received by year (LA and private sector)						
2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
121	115	105	98	142	264	609

DHP 2013/14 – 451 (74%) applications approved. 158 (26%) refused.

DHP is supporting a large number of SCDC tenants to meet the shortfall in rent due to under-occupation.

An applicant’s income, savings and outgoings are analysed prior to a decision being taken to award DHP. Under-occupied households affected by the welfare reform changes especially those struggling to pay the rent have been encouraged to apply for DHP throughout the year. Where applicants have been unsuccessful they have been given the reason why and usually offered an appointment with the CAB for financial/budgeting advice.

### The under-occupiers

The table below shows the total numbers of SCDC tenants under-occupied and affected by welfare reform changes/reduced HB throughout the year:

Date	Number of households	Comments
27/03/13	360	
15/05/13	342	Reducing
04/06/13	321	Reducing
04/07/13	320	Reducing
15/08/13	305	Reducing
23/09/13	298	Reducing
21/10/13	293	Reducing
13/12/13	286	Reducing
07/02/14	281	Reducing
30/03/14	285	Slight increase on previous month

As at 31/03/2013 **360** SCDC tenants under-occupied/experiencing a reduction in HB

As at 31/03/2014 **285** SCDC tenants under-occupied/experiencing a reduction in HB

256 under-occupied by 1 bedroom (14% reduction in HB)

29 under-occupied by 2 or more bedrooms (25% reduction in HB)

#### Numbers reduced by 75 (21%) in the year.

As well as those originally affected by the bedroom tax, there has been a regular number of new cases being affected after 1<sup>st</sup> April 2013. Most of these are new Housing Benefit claims where a change of circumstances has meant tenants now require support or where a household member has left the property resulting in under-occupation. The main reasons households have stopped being affected by the bedroom tax are:

- Downsized/mutual exchanged/moved in to private sector.
- HB entitlement ended – started work or increased hours of work.

- New household member – larger family or lodger moved in.
- Milestone age reached (i.e. 10, 16 or Pension Credit age).

72 under-occupiers are currently registered with the Under-occupation Officer as wishing to downsize and we are hoping to find suitable properties for direct lets. Most of the 40 households who have already downsized said they would not have been able to afford to pay for the move themselves. The 'help to move scheme' has therefore been vital to achieve these downsizes and reduce the numbers of under-occupiers.

### Rent Arrears

Set out below is a table showing the numbers of Under-occupiers in each rent balance band at the beginning and end of the year.

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Arrears Value	1K+ credit	500-1K credit	0.01-500 credit	0 balance	0.01-100 arrears	100-500 arrears	500-1K arrears	1K-2K arrears	2K+ arrears
WK 1 2013/14	1	1	72	121	33	27	6	8	2
WK 53 2013/14	2	5	127	13	67	35	11	9	2
Change	+100%	+500%	+76%	-89%	+103%	+30%	+83%	+12%	No change

Adding up the balances of the rent accounts including credit balances of the 271 under-occupiers at the end of the year compared to the beginning of the year:

Beginning of Week 1: £19,939.10 owing  
 End of week 53: £19,223.60 owing

This represents an **overall improvement of £715.5 or 3.5% in the year**. This is reflected in an analysis of balances at the beginning and end of the year which results in:

148 accounts were in a better position at the end of the year  
123 accounts were in a worse position at the end of the year

Factors which have helped this position:

- Early communication with all households potentially affected by welfare reform changes.
- Carrying out home visits/telephone interviews to all those affected to go through all possible support options.
- Targeting DHP to those struggling to pay the rent/HB shortfall.
- Small number of accounts put in credit due to HB loophole (continuous claim from 1996 ruling - now closed) where backdated HB awarded.

Whilst this overall picture on rent accounts is positive you get a different perspective if credit balances are taken out of the equation as show below.

However just looking at rent accounts in arrears:

Page 7

WK 1 - £27,337.71 arrears owing from 76 accounts (28% of under-occupiers)

WK 53 - £36,863.86 arrears owing from 124 accounts (46% of under-occupiers) although the majority of these (67) are in the 0-100 category i.e. less than one weeks' rent owing.

**Under-occupiers rent arrears up £9,526.15 or 35% in the year.**

The biggest proportional increase is in the £500-£1K arrears category.

Just to complete the picture overall rent arrears for all SCDC properties:

01/04/2013 – 1.04%

01/04/2014 – 1.19%

### Fuel Poverty/Condensation

Whilst the welfare reform changes have only had a significant impact on rent arrears for a relatively small number of South Cambs tenants many people will now have less money to spend on other household costs such as heating. The culmination of the bedroom tax,

localised council tax support, benefit cap and other benefit changes such as the introduction of Personal Independence Payments (replacing Disability Living Allowance and having a stricter qualification requirement) has all impacted on low income households.

Although last winter was one of the mildest on record South Cambs experienced a significant increase in the number of calls/complaints from tenants about black mould/condensation which could reflect more households experiencing fuel poverty. We are now monitoring the number and location of customer complaints about condensation/black mould in order to try and target future support for warm homes initiatives and financial/benefits advice.

## Voids

Another consequence of the welfare reform changes is a significant increase in void costs for the year. This has prompted closer monitoring and reviewing of the tenant re-charge policy. In the main under-occupied households downsizing tend to be either vulnerable and/or on a very low income and have typically lived in properties for a long time. As a result there has been a tendency to resist planned programmes for improvements and a reluctance to report repairs. Subsequently there has tended to be an underinvestment over a number of years in the properties. This has resulted in void costs per unit for under-occupied downsize moves being typically about 50% higher than average which along with the additional moves in the year has significantly impacted on the void budget.

2012/13 additional void expenditure £32,034\*

2013/14 additional void expenditure £95,723\*

(\*figure includes all void costs including capital expenditure and costs which will have been re-charged to out-going tenants. In reality due to the financial circumstances of those downsizing it is unlikely much of this will be recovered).

## Making best use of our Housing Stock

The table below gives data on the average number of children living in the property by property type before and after downsize moves have taken place (33 moves analysed).

Property Type	Average no. of children per property prior to downsize	Average no. of children per property after re-letting void
2 Bedroom (10 units/moves)	0	1.2
3 Bedroom (21 units/moves)	0.71	2.71
4 Bedroom (2 units/moves)	1	5



The above data shows that South Cambs is making best use of its stock as the properties which have been vacated by under-occupying households are now occupied by appropriately sized households.

### Allocations/Waiting Lists

The main option open to tenants to avoid being affected by the bedroom tax is to move to a smaller property. As a result of helping people to downsize through direct lets (40 in the year) this has led to an increase in larger properties and a reduction in smaller properties becoming available for letting to waiting list applicants via Home-link.

The increase in turnover of 3 bedroom properties along with a stricter allocation policy to prevent future under-occupation has resulted in low demand for three bedroom houses especially in some rural areas. The demand for smaller units from waiting list applicants continues to grow and has been exaggerated as not so many small units have been advertised on Home-link due to direct lets of under-occupied households in to smaller properties.

Set out below is a table showing current numbers on the waiting list by property size, average turnover (based on last 4 years lettings) and therefore estimates of how many years it would take to meet existing demand using South Cambs stock for each property size.

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Property Type (general needs stock only)	Average turnover per year	Number on the waiting list (June 2014)	Estimated number of years it will take to meet existing need
1 Bedroom	40	914	22.9
2 Bedroom	84	537	6.4
3 Bedroom	45	129	2.9
4+ Bedroom	1	45	45

The above table clearly highlights the difficulties in the District of meeting current housing need for small households especially with a one bed need and larger households requiring four or more bedrooms.

### Bedroom size

Several people have challenged their second (two bedroom property) or third (3 bedroom property) bedroom size saying it is too small for someone to live in quoting the 1985 Housing Act room size regulations. This quotes figures of under 70ft sq or under 50ft sq. which

relates to decisions on whether a property is statutorily overcrowded or not. However this has no relevance for under-occupation or housing benefit determinations.

South Cambs have taken the decision not to alter a property description from that set out in the Tenancy Agreement unless it is not possible to get a single bed with some circulation space in the room. Regarding needing a separate sleeping room for medical reasons benefit regulations do not allow for this.

There have been several cases where tribunal judges have sided with tenants on judgements of what constitutes a bedroom however as yet these have not been at a high enough level to set a legal precedent for other cases. The DWP have stated that landlords who have reclassified properties with less bedrooms without good cause could be in breach of benefit regulations/risk losing future subsidy.

## Conclusion

Overall the welfare reform changes have had a negative impact on tenants however South Cambs has invested heavily in the provision of support and advice on offer to tenants in order to minimise this financial impact. Organisational costs have included:

- Employment of agency staff (6 months full-time) then recruitment of full-time Under-occupation Officer (2 year post).
- Employment of additional benefits/contact centre staff (6 posts for 3 months) to cover increased workload due to April 2013 welfare changes.
- Additional benefits staff time involved in policy updating/IT changes and administration of DHP applications.
- HRA support for DHP budget for first two years.
- Additional staff time on rent arrears associated with under-occupation/reduced HB.
- Additional staff time in housing - operational staff helping with downsizes/transfers and policy changes – allocations/lodgers.
- Significant additional void costs and staff time to deal with increased incidence of black mould/condensation complaints (increased fuel poverty).
- Allocations/IT support staff time/costs associated with updating allocation policy/Home-link.

Some tenants have managed to keep their rent accounts up to date but many are struggling and the numbers are increasing. DHP targeting has been fairly successful as a safety net for many tenants but future funding levels for DHP beyond the first two years is uncertain. South Cambs has been successful in helping 40 households downsize however we still have around 280 households potentially to try and help around 80 of whom have indicated they would consider moving. There is a shortage of vacancies for smaller units especially one bedroom properties and low demand in some areas for three bedroom houses.

The bedroom tax has not come in isolation as other changes such as Localised Council Tax Support and the Benefits Cap have added to financial hardship for some low income households. It will be important to continue to provide the best possible support and advice to low income/vulnerable households especially with the introduction of Universal Credit likely to start in Cambridgeshire within the next two years.

### Costs to the Organisation of Welfare Reform.

The table below shows a summary of actual/budgeted organisational costs incurred as a result of the April 2013 Welfare Reform changes split in to financial years. (1<sup>st</sup> April – 31<sup>st</sup> March).

SCDC Cost/Expenditure Heading	2012/13	2013/14	2014/15
Agency staff (Sept 2012 – February 2013 F/T)	18	-	-
Under-occupation Officer (February 2013 – 2 yr Contract F/T)	13	52	40
Additional Benefits staff (6 posts for 3 months March – May 2013)	-	40	-
Additional staff time administering DHP	-	6	7
HRA support for DHP budget	-	18	50
Additional staff time on rent arrears – rents/finance staff	-	30	45
Additional staff time – housing officers helping with downsizes/arrears/DHP	-	28	27
Additional void expenditure/cost	32	96	63
Additional staff time – allocations/IT dealing with updating allocation policy/Home-link	-	29	29
<b>TOTAL</b>	<b>£63K</b>	<b>£299K</b>	<b>£261K</b>

#### Additional notes:

2013/14 data completed using allocations in the final accounts

2014/15 data from approved estimates

2014/15 void costs based on an estimated 19 downsize moves in the year

**Department for Work & Pensions (DWP) National Research Data/Benchmarking Information**

Set out below is information taken from research carried out by the Cambridge Centre for Housing and Planning Research and Ipsos MORI on behalf of the Department for Work and Pensions. All social landlords throughout Britain were surveyed during October and November 2013. The report used information from April 2013 to September 2013.

Benchmarking Data	Nationally	SCDC
Number of Households affected and this number as a % of total social housing stock as at August 2013	555,905 (11.1%)	305 (5.7%)
% reduction in the number of households affected April to August 2013	4.6%	15.3%
Number of households achieving a downsize move within the first 6 months	4.5%	4.2% *
% of affected tenants registering for a downsize	19%	24%
Total Rent arrears change April 2013 to October 2013	16% increase	14% increase **
After 5 months: Paying full shortfall (inc DHP)	41%	41%
Paying some of shortfall	39%	49%
Paying none of the shortfall	20%	10%
DHP spend – What % of English LA's spent their full DHP allocation (Scottish/Welsh Council's overspent).	27%	Fully spent DHP allocation
% of landlords reported visiting 90% or more of affected households	53%	SCDC offered visits to all households affected

 = better than national statistics/performance

 = worse than national statistics/performance

Additional notes on above table results:

- \* SCDC downsized 11 households in the months leading up to March 2013 which would have taken this figure up to 7.2%
- \*\* SCDC data based on the full financial year – 01/04/13 to 01/04/14

**Additional Information from research data readers may find useful:**

- Difficulty letting larger properties reported by 41% of landlords primarily 3 bedroom houses.
- Most LA's and social landlords have adapted allocation criteria – changing the size of homes applicants are eligible for in line with DWP rules.
- Widespread concern about the impact of welfare reform on the number of future evictions impacting on local services, landlord's finances and the lives of vulnerable people.
- Reclassification of homes (in terms of the number of bedrooms) has been very small – under 0.1% of the stock.
- Widespread concern that tenants who were paying the shortfall were making cuts to other household essentials such as food and heating or incurring other debts.
- DHPs have helped some households to meet their rental shortfall. Some local authorities struggle to make long-term plans for this resource and suggested that this was because of uncertainties around both future demand and the size/availability of the fund. The 2014/15 allocation was only announced in January 2014, after the fieldwork for this phase of the research had taken place.
- 18 per cent of affected claimants say they have looked to earn more through employment-related income as a result of the Removal of the Spare Room Subsidy (RSRS), rising to 50 per cent of those who said they were unemployed and seeking work. Social landlords had encouraged tenants to find work, although they were concerned about the long-term barriers faced by tenants. Claimants also reported difficulties finding work because of disability, having been out of the workplace for a long period and having young children (and being their sole carer). Some had asked employers for additional hours in their current jobs, although employers were sometimes unable to accommodate this.
- Very few affected claimants have taken a lodger. A frequently given reason was concerns around sharing their home with someone they did not know. This was a particular concern if claimants had children or if they felt themselves to be vulnerable. Some had made enquiries about taking in a family member.
- Voluntary sector agencies working with the single homeless reported difficulties in hostel move-on to social housing because of the shortage of one bedroom homes and the reluctance of landlords to allocate single people to two bedroom homes where they would be affected by the RSRS. Moving single people to private rented housing had also become more difficult lately because those aged under 35 were now limited to LHA to cover only a single room, rather than a one bedroom flat, although it must be noted that other research shows that landlords are increasingly planning to expand the shared accommodation they offer.
- As part of the implementation of RSRS, the Government worked with relevant stakeholders, including charities, advice agencies and other organisations, many of whom received public funding. Citizens Advice Bureaus (CABs) reported that people were increasingly asking for help related to welfare benefits, with some CABs saying that they had difficulty meeting the level of demand for their services. They believed that RSRS was one of several factors causing this, although they also noted that people affected commonly had additional problems as well.

**DHP topping up from HRA**

In response to the question - Does your LA intend to top up the Government DHP contribution?

LA response:	No of LA's	As a % of all LA's
Yes we have already topped up our DHP spend	33	14%
Not yet but intending to	41	17%
No we do not intend to do this	133	56%
Don't know	30	13%
<b>TOTAL</b>	<b>237</b>	<b>100%</b>

**Feedback from landlords:**

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In summary the research found that social landlords' main concerns were around three key area:

- The large costs of welfare reform to their organization
- A lack of supply of one-bedroom homes
- The increased possibility of tenants ending up in poverty

Other comments made included concerns around the cumulative impact of welfare reforms and the 'bedroom tax' having a damaging impact on relationships with tenants.

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