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4 February 2015

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 A AND B - GROUND FLOOR** at South Cambridgeshire Hall on **THURSDAY, 12 FEBRUARY 2015** at **2.00 p.m.**

Yours faithfully
JEAN HUNTER
Chief Executive

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AGENDA

PAGES

PROCEDURAL ITEMS

- 1. Apologies for Absence**
To receive apologies for absence from Cabinet members.
- 2. Minutes of Previous Meeting** 1 - 6
To authorise the Leader to sign the Minutes of the meeting held on 13 November 2014 as a correct record.
- 3. Declarations of Interest**
- 4. Announcements**
- 5. Public Questions**

RECOMMENDATIONS TO COUNCIL

- 6. Corporate Plan Priorities 2015-2020 (Key)** 7 - 12

7. **Medium Term Financial Strategy (General Fund Budget 2015-16 including Council Tax Setting), Housing Revenue Account (including Housing Rents), Capital Programme 2015/16-2019/20, Local Government Financial Settlement and Treasury Management Strategy (Revised 2014/15 and 2015/16) (Key)** 13 - 68

OPERATIONAL ITEMS

8. **Northstowe Phase 2: Public Service Delivery and Requirements (Key)** 69 - 82

9. **Cabinet meeting schedule 2015/16**
To agree the following dates for meetings of Cabinet during 2015/16:

09 July 2015 at 6pm
10 September 2015 at 6pm
12 November 2015 at 2pm
14 January 2016 at 2pm
11 February 2016 at 2pm
14 April 2016 at 6pm

INFORMATION ITEM

10. **Position Statement: Finance, Performance and Risk 2014/15 Q3** 83 - 126

STANDING ITEMS

11. **Issues arising from the Scrutiny and Overview Committee**
To receive any recommendations arising from the Scrutiny and Overview Committee meeting of 10 February 2015. As this meeting occurs after the publication of the Cabinet agenda, any recommendations will be circulated as an agenda supplement.
12. **Issues arising from the Partnerships Review Committee**
13. **Updates from Cabinet Members Appointed to Outside Bodies**
14. **Reports from Cabinet Members attending Parish Council meetings**
15. **Reports from Member Champions**

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

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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

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

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

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Agenda Item 2

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on
Thursday, 13 November 2014 at 2.00 p.m.

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

Councillors:	Mark Howell	Housing Portfolio Holder
	Mick Martin	Environmental Services Portfolio Holder
	Robert Turner	Planning 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
Richard May	Policy and Performance Manager
Fiona McMillan	Legal & Democratic Services Manager and Monitoring Officer
Jo Mills	Planning and New Communities Director
Graham Watts	Democratic Services Team Leader

Councillors David Bard, Anna Bradnam, Sue Ellington, Lynda Harford, Cicely Murfitt and Bunty Waters were in attendance, by invitation.

Procedural Items

1. APOLOGIES FOR ABSENCE

No apologies for absence were received.

2. MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting held on 16 October 2014 were signed as a correct record.

3. DECLARATIONS OF INTEREST

No declarations of interest were made at this stage of proceedings.

4. ANNOUNCEMENTS

No announcements were made.

5. PUBLIC QUESTIONS

No public questions had been received.

Operational Items

6. GREATER CAMBRIDGE CITY DEAL: GOVERNANCE ARRANGEMENTS

Councillor Ray Manning, Leader of the Council, presented a report which set out some slight amendments to the draft Terms of Reference for the Greater Cambridge City Deal Executive Board and Assembly proposed to be established as part of the governance arrangements for the Greater Cambridge City Deal.

Cabinet **RECOMMENDED** that Full Council approves the amended Terms of Reference for the Greater Cambridge City Deal Executive Board and Assembly, as appended to the report.

7. CORPORATE PLAN PRIORITIES 2015-2020

Consideration was given to a report which provided Cabinet with an opportunity to consider and agree the draft Corporate Plan for 2015-2020 for consultation, comprising the Council's vision, aims and objectives.

Councillor David Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, presented the report and took Members through the draft Plan itself which was attached to the report. He also sought confirmation of Cabinet's support for, and participation in, a local alliance to lobby the Government to commit to early investment and improvements on the A428.

During discussion it was suggested that other key routes not specifically included in the Greater Cambridge City Deal, such as the A505, should not be overlooked. In terms of the A428, a view was put forward that the Corporate Plan should specify which part of the A428 it was referring to and whether this meant the stretch of road from the City of Cambridge to Caxton Gibbet roundabout, the Caxton Gibbet roundabout to the Black Cat roundabout, or the entire road.

Cabinet:

- (a) **AGREED** the Council's draft Corporate Plan 2015-2020, consisting of its Vision, Aims and Objectives, as the strategic planning framework for the authority for consultation and development and the preparation of draft 2015-16 service plans, as set out in Appendix A of the report.
- (b) **AUTHORISED** the Chief Executive, in consultation with the Corporate and Customer Services Portfolio Holder, to make further editing changes to the draft, which may become necessary prior to publication.
- (c) **CONFIRMED** its support for, and participation in, a consortium of key partners including neighbouring authorities, the Highways Agency and local Members of Parliament, to lobby government for early investment and improvements on the A428 to support the continued growth and prosperity of the area in pursuance of current and proposed Corporate Plan objectives, specifically the inclusion of funding for upgrade work within its forthcoming spending plans.

8. REVIEW OF MEDIUM TERM FINANCIAL STRATEGY 2014-15

Cabinet considered a report which provided Members with an update on the Council's General Fund forecasts and underpinning assumptions, together with their impact on the authority's Medium Term Financial Strategy.

Councillor Simon Edwards, Deputy Leader and Portfolio Holder for Finance and Staffing, presented the report and highlighted the following key points:

- the Medium Term Financial Strategy took into account further reductions in Revenue Support Grant, reflecting an assumption that it would reduce further year by year until it was removed altogether by 2019/20;
- less reliance on government grant and the balancing of the Council's budget was the main aim of the Medium Term Financial Strategy. The draft was on target to hit the minimum balance by the end of the Strategy in 2019/20;
- additional income or savings identified for 2014/15 had already been achieved and further targets for 2016/17 had been identified;
- for comparative purposes, appended to the report were separate Medium Term Financial Strategies for the General Fund. One assumed a council tax increase of 2% in 2015/16 whereas the other assumed a council tax freeze in 2015/16. A council tax freeze would mean that the current additional income and savings target of £1.170 million would need to increase to £1.315 million. It was unclear at this stage, however, what the Government was prepared to offer as an incentive by way of a council tax freeze, if anything at all;
- the Medium Term Financial Strategy included a £5 million 'local contribution' towards the cost of the A14 upgrade scheme, which was reflected as coming from the New Homes Bonus infrastructure reserve;
- Cabinet had already approved the development of detailed proposals and a business case for the Northstowe Joint Delivery Vehicle. A draft timetable for the business planning cycle was set out in the report and a further report on this issue would be presented to Cabinet at the earliest opportunity;
- the planning enforcement reserve cap was considered to be too high at £1 million and would be reduced to £500,000 which, following a risk analysis, should be sufficient. Two additional officers on two-year fixed term contracts would be appointed to facilitate closer working with parishes and communities and identify sites for development. The cost of the two posts could be met from the savings arising from reducing the planning enforcement reserve. Councillor Edwards emphasised that these would be new posts on fixed term contracts;
- the Medium Term Financial Strategy included an investment of £500,000 in solar panel arrays at the South Cambridgeshire Hall car park and at the Waterbeach depot with a view to reducing energy costs and derive future income streams.

Cabinet:

- (a) **NOTED** the General Fund forecasts at Appendices A1 and A2 of the report.
- (b) **APPROVED** the assumptions underpinning the Medium Term Financial Strategy at Appendices B1 and B2 of the report;
- (c) **AUTHORISED** the Chief Executive, as head of paid service, in consultation with the Leader and Deputy Leader of the Council, to implement the staffing changes identified as required in the report.

- (d) **APPROVED** the inclusion of £500,000 in the draft Capital Programme for potential solar panel arrays at the South Cambridgeshire Hall car park and Waterbeach depot.
- (e) **INSTRUCTED** the Head of Finance, Policy and Performance to bring forward detailed draft estimates for 2015-16 based on the assumptions and issues contained in the report for consideration by Cabinet in the New Year.

9. POSITION STATEMENT: FINANCE, PERFORMANCE AND RISK 2014/15 Q2

Consideration was given to a report which provided Cabinet with a statement on the Council's position with regard to its General Fund, Housing Revenue Account and Capital budgets, together with progress on corporate objectives, performance indicators and strategic risks.

Councillor Simon Edwards, Deputy Leader and Portfolio Holder for Finance and Staffing, presented the financial elements of the report and took Members through the projected outturn compared to original estimates for the General Fund. He reported that the General Fund was projected to have a deficit for 2014/15 of £792,400, however, £1,746,000 related to prior year items that had an accounting effect on the General Fund for this financial year. This meant that the working position was a £953,600 favourable variance. The General Fund variance was mainly due to additional planning application income, above what was originally expected, in respect of solar farms.

Councillor David Whiteman-Downes, Portfolio Holder for Corporate and Customer Services, presented the performance and strategic risk elements of the report to Cabinet, specifically highlighting that the Strategic Risk Register had been amended to take into account shared service initiatives with other Councils.

It was noted that the determination of planning applications fell below target in all categories during the second quarter of 2014/15. Councillor Robert Turner, Portfolio Holder for Planning, explained that there were a number of contributory factors including a focus on the way in which the Council handled pre-applications. Two additional experienced Planning Officers and a new post of Business Excellence Manager were in the process of being recruited and it was expected that these staff would help to ensure improved performance during the latter part of the year. Councillor Turner also highlighted that the Council had determined more applications this year than in previous years.

Cabinet:

- (a) **NOTED** 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 – C.
- (b) **APPROVED** the Strategic Risk Register and Matrix set out in Appendices D to E of the report.

10. SHARED SERVICE: BUILDING CONTROL

Councillor Robert Turner, Portfolio Holder for Planning, presented a report which outlined recommendations for consideration by Cabinet following work that had taken place on the business case for a Building Control shared service between South Cambridgeshire District Council and Huntingdonshire District Council.

Attached to the covering report as an appendix was a joint report from the Leaders of both Councils setting out a number of options to consider, including:

- developing a business case for a shared local authority Building Control service between South Cambridgeshire District Council and Huntingdonshire District Council;
- for the business case to include a viability assessment of the ICT solution developed by South Norfolk District 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;
- to work with South Norfolk District Council and other interested local authorities to develop a proposal for an Eastern Region Approved Inspector Company, that would interact with the Cambridgeshire and Bedfordshire local authority Building Control cluster.

Councillor Turner expressed his excitement at the prospect of developing this shared Building Control service with Huntingdonshire District Council. He reported that he had recently attended a meeting of the Agents' Forum which had provided significant challenge but was extremely useful.

In answer to a question about potential branding for the shared service, it was noted that the Building Control teams from both Councils had recently held a joint meeting where staff themselves asked when work could commence on a marketing strategy. The marketing strategy, including any potential branding, was therefore already being looking into in conjunction with officers from the two Building Control teams.

Cabinet:

- (a) **AGREED** to the formation of a Shared Building Control Service with Huntingdonshire District Council and that South Cambridgeshire District Council should be the Lead Authority for this phase of implementation.
- (b) **DELEGATED** authority to the Director of Planning and New Communities, in consultation with the Planning Portfolio Holder, to implement a Building Control Shared Service between South Cambridgeshire and Huntingdonshire District Councils.
- (c) **NOTED** the intended use of the Transformation Challenge Award to fund short term costs necessary to implement the Shared Building Control Service as determined by the Shared Service Board.
- (d) **AGREED** the approach set out in paragraphs 8 to 13 of the report, to underpin the further development of a Building Control Shared Service between South Cambridgeshire and Huntingdonshire District Councils.
- (e) **AGREED** to progress a business case with Cambridge City Council to move towards a Shared Building Control Service involving all three Councils, which would be reported to the three Councils in Spring 2015.

- (f) **AGREED** that South Cambridgeshire District Council, as lead authority, attend the Shadow Regional Board for Building Control, on behalf of Huntingdonshire District Council and Cambridge City Council, in order to explore potential for a regional partnership, with any further such organisational arrangements being made by mutual agreement of both South Cambridgeshire and Huntingdonshire District Councils and Cambridge City Council if it is involved in the Shared Service.

Standing Items

11. ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE

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

12. ISSUES ARISING FROM THE PARTNERSHIPS REVIEW COMMITTEE

No issues arising from the Partnerships Review Committee were reported.

13. UPDATES FROM CABINET MEMBERS APPOINTED TO OUTSIDE BODIES

Councillor Robert Turner, Portfolio Holder for Planning, reported that he had recently attended a meeting of the Greater Cambridge Greater Peterborough Enterprise Partnership Board, where the Partnership's nominations for the proposed Greater Cambridge City Deal Assembly were announced.

14. REPORTS FROM CABINET MEMBERS ATTENDING PARISH COUNCIL MEETINGS

No reports from Cabinet Members attending Parish Council meetings were received.

15. REPORTS FROM MEMBER CHAMPIONS

Councillor Tim Wotherspoon, Portfolio Holder for Strategic Planning and Transportation, reported that he attended the English Heritage Conference on 12 November 2014.

The Meeting ended at 3.30 p.m.

Agenda Item 6

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Scrutiny and Overview Committee
Leader and Cabinet

10 February 2015
12 February 2015

AUTHOR/S: Executive Management Team

CORPORATE PLAN 2015 - 2020

Purpose

1. This report proposes changes to the Corporate Plan following consultation and requests a Cabinet recommendation to Council that the amended plan be approved.

Recommendation

2. That **Cabinet** recommend to Council that the Corporate Plan setting out the Council's vision, objectives and actions for 2015–2020, and incorporating Key Performance Measures under each aim, be approved as set out at **Appendix 1**, subject to consideration of any recommendations by the Scrutiny and Overview Committee.
3. This is a key decision as it involves the development of a revised policy framework containing actions which will affect customers throughout the district. It was first published in the October 2014 Forward Plan.

Background

4. The Corporate Plan attached at **Appendix 1** is the document that sets out the Council's vision and strategic objectives.
5. The Council's current Corporate Plan, agreed in February 2014 for 2014-2019, continued the 'Three As' approach based on:
 - Our Vision for the district;
 - Three Strategic Aims setting out how the Vision will be achieved, delivered through 12 key Objectives;
 - What we will do to achieve each objective, and what success will look like;
 - Key performance measures.
6. The Corporate Plan informed the subsequent agreement of annual service plans setting out service, team and individual objectives, aligned to the Vision and Corporate Aims. Progress against plan objectives is monitored through quarterly reports to senior management and Members.

Considerations

7. Cabinet, in November 2014, agreed a revised draft Corporate Plan for consultation, which proposed retaining the Council's Vision and strategic aims from the previous plan. The twelve objectives were subject to minor amendment, whilst the 'What we will do' and 'What success will look like' sections were updated to reflect the progress of ongoing major initiatives.

8. The Corporate Plan needs to be contemporary and continue to reflect the needs and aspirations of our communities, taking account of the local and national context of increasing demand on core services and diminishing central government funding.
9. Our objectives are intended to provide a strategic focus on the issues of greatest significance to the Council, residents and businesses in the district and key partners. They are arranged under the themes of Engagement, Partnerships and Wellbeing, and are summarised as follows:

Engagement

- Housing property company
- Efficiency, value for money and financial viability
- Support for new and existing businesses
- Facilitate and sustain successful, vibrant villages

Partnerships

- Council house building programme.
- Best use of Council assets and partnership working
- Explore a commercial, income-based approach to service delivery
- Working with waste partners to reduce costs, carbon impacts and waste sent to landfill.

Wellbeing

- Improving the health of our communities
 - Managing the impacts of the government's welfare reform programme
 - Successful and sustainable new communities with housing and employment
 - Increasing the range and supply of temporary accommodation
10. The draft Plan was developed using informal and formal feedback from residents, customers and Members together with an analysis of the district's demographic profile, the needs of the local community, performance trends and consideration of the opportunities and challenges presented by the external environment.
 11. The Corporate Plan does not exist in isolation. The Medium Term Financial Strategy (also subject to a recommendation to Council on this agenda), Strategic Risk Register (set out in the Position Report on this agenda), and People and Organisational Development Strategy (revised draft under development) also support the delivery of the Council's priorities and the allocation of resources. The significant financial constraints faced by the Council make it even more important that there is a priority-led approach to spending in order to make sure the Council focuses its resources in the right areas.

Consultation

12. The draft plan was available for comment between 1 December 2014 – 31 January 2015 on the council's website, intranet and in paper copy, publicised through press releases and an article in the Winter 2014 edition of the residents' magazine. Members of the Consultation Panel, Youth Council and Disability Forum were also contacted for their views.

13. The consultation draft was based on a robust evidence base which, in addition to the sources identified in paragraph 10 above, included major consultations on important issues for the district, most notably the South Cambridgeshire Local Plan (over 30,000 responses to the issues and draft plan consultations during 2012 and 2013). The Council's Vision and Aims have been in place for a number of years, during which time they have been subject to regular consultation and publicity and retained consistent themes of local importance.
14. Whilst many of the Corporate Plan proposals for 2015-2016 are expressed in general terms at this stage, the Council is committed to further engagement on subsequent service proposals with those who will be affected by them including, where appropriate, community-led approaches to service design and delivery.
15. Feedback received during the consultation was broadly supportive of the Council's identification of key objectives, with concerns raised around transport and housing endorsing the high priority given to these items within the draft plan. As such, it is recommended that the plan is adopted without substantial modification.
16. Concern was expressed about the clarity of objectives in terms of their deliverability and measurement. Actions and outcomes are expressed in necessarily general terms within a strategic document, but will be developed into realistic, achievable and measurable projects and actions as part of the service planning process. Delivery of key actions and performance against key indicators will be closely monitored via quarterly Position Reports to Scrutiny and Overview Committee, providing opportunities for the Council to be held publicly to account.

Options

17. Cabinet may recommend the Corporate Plan to Council as presented, or agree changes.

Implications

Financial

18. The priorities in the Corporate Plan are reflected in the Medium Term Financial Strategy 2015-2020 and Budget for 2015-16.

Legal and Staffing

19. There are no direct legal and staffing implications arising from this report and recommendations.

Risk Management

20. The risks in the Strategic Risk Register have been taken into account in developing the draft Corporate Plan. Without such a plan in place, the risk of failing to deliver for our stakeholders increases.

Equality and Diversity

21. The draft plan has been subject to an initial screen, as a precursor to updated and new impact assessments which will be required as part of the implementation of Council Actions during 2015-2016. By continuing to support more vulnerable sections of our community through initiatives such as Localised Council Tax Support and

Community Transport, it is anticipated that the plan will provide a number of positive equality impacts in pursuance of its Statutory Public Sector Equality Duty.

Climate Change

22. The plan contains specific commitments to take forward the Sustainable Parish Energy Partnership and community energy initiatives as part of the objective to sustain successful, vibrant villages. Subject to planning permission, the installation of solar panels on the Council's properties will significantly reduce carbon footprint and enhance its reputation as a community leader in addressing climate change.

Effect on Strategic Aims

23. The Corporate will enables effective delivery of the Council's Vision and strategic objectives.

Contact Officer: Jean Hunter – Chief Executive
Telephone: (01954) 713081
E-mail: jean.hunter@scambs.gov.uk

Background Papers:

Available from the Policy and Performance Team (01954 713366 e-mail policy.performance@scambs.gov.uk):

- (1) Strategic Risk Register
- (2) Equality Impact Assessment of the Corporate Plan: Screening Tool
- (3) People and Organisation Development Strategy
- (4) Consultation response summary

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.



Corporate Plan 2015-2020

Corporate Plan 2015-2020												
We aim to	ENGAGEMENT				PARTNERSHIPS				WELLBEING			
	Engage with residents, parishes and businesses to ensure we deliver first class services and value for money				Work with partners to create opportunities for employment, enterprise, education and world-leading innovation				Ensure that South Cambridgeshire continues to offer an outstanding quality of life for our residents			
Page 11 Objectives	(1) Develop the property company pilot scheme into full business plans to deliver a mix of high quality housing and generate income	(2) Improve efficiency and value for money within a viable financial strategy	(3) Make the district an even more attractive place to do business	(4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages	(5) Build new council homes to provide affordable accommodation to meet the needs of local communities	(6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working	(7) Move to a commercial approach to service delivery	(8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill	(9) Work with GPs and partners to link health services and to improve the health of our communities	(10) Ensure the impacts of welfare reform are managed smoothly and effectively	(11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14 and A428	(12) Increase the range and supply of temporary accommodation to help minimise the use of bed & breakfast accommodation for homeless households
	Mark Howell (Housing)	Simon Edwards (Finance and Staffing) David Whiteman-Downes (Corporate and Customer Services)	Nick Wright (Economic Development) Mick Martin (Environmental Services)	Mick Martin (Liaison with Parishes) Ray Manning (Leader of the Council / Sustainability) Mark Howell (Housing)	Mark Howell (Housing)	Ray Manning (Leader of the Council) David Whiteman-Downes (Corporate and Customer Services)	Simon Edwards (Finance and Staffing) David Whiteman-Downes (Corporate and Customer Services)	Mick Martin (Environmental Services)	Mick Martin (Environmental Services) Nick Wright (Children and Young People) Tim Wotherspoon (Strategic Planning and Transportation)	Simon Edwards (Finance and Staffing)	Tim Wotherspoon (Strategic Planning and Transportation) Nick Wright (Economic Development)	Mark Howell (Housing)
	Stephen Hills Affordable Homes	Alex Colyer Corporate Services	Jo Mills Planning and New Communities	Mike Hill Health and Environmental Services	Stephen Hills Affordable Homes	Alex Colyer Corporate Services	Alex Colyer Corporate Services	Mike Hill Health and Environmental Services	Mike Hill Health and Environmental Services	Alex Colyer Corporate Services	Jo Mills Planning and New Communities	Stephen Hills Affordable Homes

What we will do to achieve these objectives

	Property Company	Efficiency and Value for Money	Business Support	Successful vibrant villages	New Council homes	Use of Assets	Commercial approach	Waste partnership	Improving health	Welfare Reform	New Communities	Temporary Accommodation
	<p>(1) Complete and evaluate pilot scheme</p> <p>Use lessons learnt to inform business plans for consultation and agreement</p>	<p>Implement recommendations and new ways of working arising from:</p> <ul style="list-style-type: none"> - Completed Business Improvement and Efficiency Programme (BIEP) projects - Digital by Default business change project. - Customer contact service improvement plan - Development Control Improvement Programme <p>Deliver Organisational and Member Development strategies</p> <p>Publish a financial strategy for 2016-2021</p>	<p>(3) Complete implementation of SCDC 'Working with Business' Plan across the Council.</p> <p>Implement a joint "Business Support Hub" with Cambridgeshire County Council and partners</p> <p>Continue targeted support for businesses in the rural economy.</p> <p>Develop action plan for the Northstowe Economic Strategy.</p> <p>Work with strategic partners to ensure effective collaboration on funding bids, allocations, and projects.</p>	<p>(4) Continue to engage and empower local communities through the:</p> <ul style="list-style-type: none"> - Sustainable Parish Energy Partnership and community energy initiatives - Community Assets Register - implementation of the SCDC Localism Plan, including locality "patch-based" working <p>Continue to work with tenants to improve estate inspections and promote the Tenants' Community Chest projects</p>	<p>(5) Develop refreshed Housing Strategy</p> <p>Deliver actions from the New Build Strategy 2015-16 and prepare updated Strategy for adoption in 2016</p> <p>Provide and refurbish Gypsy and Traveller sites</p>	<p>(6) Deliver City Deal in accordance with implementation programme.</p> <p>Implement, monitor and review shared ICT, Building Control and Legal Services.</p> <p>Review existing and explore new opportunities for shared services</p> <p>Agree accommodation strategy for South Cambs Hall</p>	<p>(7) Deliver Commercialisation Programme.</p> <p>Review current commercial activities and skills.</p> <p>Invest in further developing commercial skills.</p> <p>Implement the SCDC Trade Waste Business Plan and Strategy.</p>	<p>(8) Lead the implementation of a single, shared waste service with Cambridge City Council.</p> <p>Work with partners to ensure 65% or more of the waste we collect in your bins is diverted from landfill.</p>	<p>(9) Continue to deliver Community Transport initiatives</p> <p>Work with GPs and the Local Health Partnership to begin implementation of the SCDC Health and Wellbeing Plan</p> <p>Begin implementation of the SCDC Ageing Well and Children, Young People & Families plans.</p> <p>Investigate options for a tenure neutral service supporting older and vulnerable people within the district.</p>	<p>(10) Continuously monitor the impact of the government's welfare reform programme</p> <p>Implement Universal Credit and plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTSS) for 2016/17</p>	<p>(11) Work with development partners to ensure delivery of major developments and A14, A428 and other transport improvements:</p> <ul style="list-style-type: none"> - Northstowe Phase 1 - Northstowe Phase 2 - Northstowe Delivery Vehicle - A14, A428 and other major transport upgrades - 'Wing' (Cambridge East) application - Cambourne, Darwin Green and other major sites delivery new homes and jobs. <p>Continue to progress the Local Plan through to adoption.</p>	<p>(12) Implement actions in Homelessness Strategy</p>
	<p>Delivery of high quality housing and investment</p>	<p>Programmes and projects deliver savings and service improvements</p> <p>Council agrees balanced MTFS in February 2016</p> <p>Increased staff engagement and satisfaction</p>	<p>Demonstrable examples and statistical evidence of business start-up and survival, local employment rates and business satisfaction with regulation and support workshops etc.</p> <p>Businesses report increased satisfaction with Council services.</p>	<p>SPEP and community energy initiatives deliver tangible outcomes for local communities</p> <p>Parish councils and local communities feel engaged with and report increased satisfaction with SCDC's localism approach.</p>	<p>Successful scheme completion</p> <p>Refreshed Strategy adopted</p>	<p>Financial savings and income generation from shared services and office space.</p> <p>City Deal generates local funding to secure improvements to transport infrastructure</p>	<p>Commercialisation initiatives generate targeted income levels</p>	<p>Agreed operational and financial efficiencies are delivered.</p> <p>Landfilled waste is minimised.</p> <p>Customer satisfaction is maintained.</p>	<p>Projects improve health and social inclusion amongst vulnerable groups</p>	<p>A viable fit-for-purpose LCTSS scheme for 2016/17</p> <p>Sustained performance on key indicators around Council Tax, NNDR and rent collection</p>	<p>First Northstowe residents</p> <p>Community facilities and primary school completed (Northstowe)</p> <p>A14, A428 and other transport improvements progressed</p> <p>Local Plan Adopted</p>	<p>SCDC has an increased range of temporary accommodation which eliminates the need for B&B use</p>
KPI	<p>General Fund budget variance / Contact Centre performance / Business satisfaction with regulation / Planning performance</p>				<p>Affordable Homes delivered / Satisfaction with waste services and environmental quality / % of household waste diverted from landfill</p>			<p>Housing rent collected / Benefits form processing days / Households in temporary accommodation / Number of families helped to prevent homelessness</p>				

Agenda Item 7



South
Cambridgeshire
District Council

REPORT TO: Leader and Cabinet
LEAD OFFICER: Executive Management Team

12 February 2015

MEDIUM TERM FINANCIAL STRATEGY

Purpose

1. The purpose of this report is for Cabinet to approve and recommend to Council the Medium Term Financial Strategy (MTFS), which covers:
 - (a) the Capital Programme for the five years to 31 March 2020;
 - (b) the General Fund estimates and the resulting council tax for the financial year ending 31 March 2016;
 - (c) fees and charges for 2015-16;
 - (d) the MTFS for the General Fund for the five years to 31 March 2020;
 - (e) the list of Precautionary Items for the General Fund;
 - (f) the Housing Revenue Account (HRA) estimates and the rent increase for the financial year ending 31 March 2016;
 - (g) service and other charges for housing services for the financial year ending 31 March 2016;
 - (h) the HRA business plan for the next 30 years to 31 March 2045;
 - (i) the investment strategy for the year to 31 March 2016;
 - (j) the prudential indicators required by the Prudential Code for Capital Finance Local Authorities for the year to 31 March 2016.

2. These are key decisions because:
 - (a) they are likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
 - (b) they are likely to be significant in terms of their effects on communities living or working in an area of the District comprising two or more wards;
 - (c) they increase financial commitments (revenue and / or capital) in future years above existing budgetary approvals,and they were first published in the October 2014 Forward Plan.

Recommendations

3. That Cabinet recommends to Council that:
 - (a) the Capital Programme and the associated funding up to the year ending 31 March 2020 (**Appendix A1**) is approved as submitted;
 - (b) the revenue estimates for 2015-16 are approved as submitted in the General Fund summary (**Appendix B1**);
 - (c) the precautionary items for the General Fund (**Appendix B2**) are approved;
 - (d) the Medium Term Financial Strategy for the General Fund (**Appendix B3(A)**) is approved based on the assumptions set out in this report;

- (e) the fees and charges proposed for 2015-16 (**Appendix B4**) are approved (including those relating to the planning pre-application service, presented to the Planning Portfolio Holder on 3 February 2015; the portfolio holder endorsed the increase in fees, but as the new fees were likely to generate an annual increase in income of more than £50,000, recommended that Cabinet approve the increase in fees at this meeting);
- (f) Executive Management Team be instructed to identify additional income/savings of £670,000 from 2015-16;
- (g) the council tax requirement for 2015-16 is £7,478,550;
- (h) the Council sets the amount of Council Tax for each of the relevant categories of dwelling in accordance with Section 30(2) of the Local Government Finance Act 1992 on the basis of a District Council Tax for general expenses on a Band D property of £125.31 plus the relevant amounts required by the precepts of Parish Councils, Cambridgeshire County Council, the Cambridgeshire Police and Crime Commissioner and the Cambridgeshire Fire Authority, details of those precepts and their effect to be circulated with the formal resolution required at the Council meeting;
- (i) the Housing Revenue Account (HRA) estimates and the rent increase for the financial year ending 31 March 2016 (**Appendices C and C1**) are approved, the rent increase being in accordance with rent restructuring guidance from the Department for Communities and Local Government;
- (j) the service and other charges for housing services for the financial year ending 31 March 2016 are approved (**Appendix C2**);
- (k) the HRA business plan summary for the next 30 years to 31 March 2045 (**Appendix C3**) is approved;
- (l) the borrowing and investment strategy for the year to 31 March 2016 (**Appendix D1**) is approved; and
- (m) the prudential indicators required by the Prudential Code for Capital Finance in Local Authorities for the year to 31 March 2016 (**Appendix D2**) be approved;
- (n) the Executive Director, Corporate Services, be given delegated authority to issue the final version of the Estimates Book, incorporating the amendments required from Council's decisions.

Reasons for Recommendations

4. The consideration and determination of the estimates (budget), the council tax and the rent increase will provide resources for the Council to continue to provide its services over the next financial year in order to achieve the strategic aims as far as possible within the current financial constraints.
5. The consideration and determination of the five year MTFs for the General Fund and the 30 year business plan for the HRA should give the Council some reassurance that the Council will be able to continue to provide services to the public over the foreseeable future and avoid any unpredicted need for emergency cuts in services to balance its budget.
6. As reported to Cabinet in November 2014, implementation of waste and recycling initiatives has resulted in savings of £400,000 that have been built in to the General Fund Revenue estimates for 2015-16 and the MTFs. This brings the total of savings achieved by the Council over the past four years to £5.5 million.
7. The additional income/savings requirement of £670,000 from 2015-16 equates to the authority achieving a further average cost saving of over £11 per Band D property.

The setting of council tax at £125.31 would be an increase of £2.45 for a Band D property.

Background

8. The draft revenue and capital estimates are published alongside this report and can be viewed via the following link:
<http://scams.moderngov.co.uk/documents/s79118/Estimates%20Book%202015-16.pdf>
9. The report will be considered by Scrutiny and Overview Committee on 10 February 2015.

Considerations

10. These are set out in detail in the Appendices:
 - (a) Appendix A – Capital Programme and associated funding to 31 March 2020;
 - (b) Appendix A1 – Capital Programme Summary;
 - (c) Appendix B – General Fund Considerations;
 - (d) Appendix B1 – General Fund Summary;
 - (e) Appendix B2 – Precautionary Items;
 - (f) Appendix B3A & B – Medium Term Financial Strategy (MTFS) (General Fund);
 - (g) Appendix B4 – Fees and Charges for 2015-16;
 - (h) Appendix B4(A) – Land Charges Fees;
 - (i) Appendix C – Housing Revenue Account (HRA);
 - (j) Appendix C1 –HRA Summary;
 - (k) Appendix C2 – HRA Charges;
 - (l) Appendix C3 – HRA Business Plan Summary;
 - (m) Appendix D – Financial Administration, Borrowing & Investment Strategy and Prudential Indicators;
 - (n) Appendix D1 – Borrowing & Investment Strategy;
 - (o) Appendix D2 – Prudential Indicators for 2015-16.
11. The underlying assumptions supporting the estimates and MTFS include:
 - (a) general provision for inflation where applicable of 2.1% in 2015-16 and 2.0% thereafter, in line with the Office of Budget Responsibility (OBR)'s forecast, or actual rates where known. This is applied to both expenditure and income (except the council tax and housing rents and charges);
 - (b) provision for an employer's pension contribution rate of 25% for 2015-16 and subsequent years. This takes account of pensions increases linked to the consumer price index (CPI). The outcome of the actuarial review concluded in December 2013 indicates that a contribution of 25% of pensionable salaries will be required for the next three years, plus a payment of £750,000 from the pension reserve. The 25% is being split into two allocations: a cash contribution towards the historic deficit, charged against the General Fund and HRA; and a percentage charge to staffing accounts to meet ongoing future costs.

Options

Council Tax

12. Cabinet could decide to recommend that Council sets the amount of District Council Tax for general expenses on a Band D property for 2015-16 of £125.31. **This is the recommended option.**
13. Alternatively, Cabinet could recommend either:
- (a) freezing council tax at its current rate of £122.86 for a Band D property. The Council would receive a grant equivalent of £77,670 for 2015-16. Indications are that this grant will be consolidated within the Council's future funding from Government; the General Fund forecast assumes that this grant would be subject to the same taper as Revenue Support Grant thereafter. The resulting council tax requirement for 2015-16 would be £7,332,330 and the savings requirement would be £815,000; or
 - (b) increasing council tax by a different amount – for example, an increase of 1% would result in a Band D council tax of £124.09, a council tax requirement of £7,405,740 for 2015-16 and a savings requirement of £745,000;
 - (c) these options are summarised in the table below and the 1.99% increase and freeze options are detailed in **Appendices B3(A) and B3(B)**:

Council tax increase £ / %	Resulting council tax £	Freeze grant £	Council tax requirement £	Savings requirement £
1.99%	£125.31	£0	£7,478,550	£670,000
1%	£124.09	£0	£7,405,740	£745,000
Freeze (0%)	£122.86	£77,670	£7,332,330	£815,000

14. The Provisional Local Government Finance Settlement, announced on 18 December 2014, set the limit for council tax increases, such that any council proposing an increase of 2% or more in 2015-16 will have to hold a referendum to obtain approval. The Minister for Local Government confirmed on 3 February 2015 that the council tax referendum principle for 2015-16 will be set at 2%.

Rents

15. Cabinet could decide to recommend that Council increases rents for existing tenants from the first rent week in April 2015 in line with the Department of Communities and Local Government (CLG) guidelines, based on an inflationary adjustment of 2.2%. **This is the recommended option.**
16. Alternatively, Cabinet could recommend either:
- (a) increasing rents by less than the CLG guidelines; however, this would result in less financial resources available to invest in housing services, which could mean for example that programmed improvement, refurbishment or new build works might take longer to deliver;
 - (b) increasing rents by more than the CLG guidelines; however, this would exceed the Government's limit to protect tenants from unacceptable annual increases and, as the CLG guideline level of increase has been assumed in the calculations by the Government for the purposes of the self-financing settlement, could result in future funding problems.

Implications

17. 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

18. As detailed in the report and appendices.

Legal

19. The pressure to reduce budgets and the continuation of a poor financial settlement could adversely affect the provision of statutory services.

Staffing

20. The restructurings and additions/reductions in staffing levels have been incorporated in the estimates.

Risk Management

21. Risks and control measures concerning financial projections in the MTFS are included in the Council's Strategic Risk Register, which is included in the Position Statement report elsewhere on this agenda. The HRA Business Plan has its own associated risk register and is also mentioned in the Strategic Risk Register.
22. Risks with regard to the 2015-16 estimates and the MTFS include:
- (a) Additional income/savings: The actual realisation of the targets which have been included in the estimates and MTFS.
 - (b) Revenue Support Grant (RSG): The MTFS takes account of the 2015-16 local government finance settlement. From 2016-17 on, reflecting the Government's continuing emphasis on reducing the national deficit, the MTFS models RSG reducing to zero on a straight line basis over the next four years. It is possible that the next budget, spending review or settlement may front load this, resulting in greater reductions and therefore savings to be found earlier than forecast.
 - (c) Retained Business Rates (RBR): Although this is the second year of the scheme, it is still very difficult to forecast future income with any certainty. Business rate collection could be reduced should the local economy experience a downturn, or if local economic growth did not meet the anticipated level. There are a large number of outstanding appeals still with the Valuation Office Agency (VOA) which the Council would have to refund if successful; there is little information from the VOA about which of these appeals might be successful and when they might be decided.
 - (d) New Homes Bonus (NHB): There is a lack of certainty over NHB, where the underlying growth in the number of dwellings may not be achieved and the next Government may make fundamental changes to the scheme, e.g. cut or cap the 80% contribution, withdraw/replace it, or bring it within RSG where it could be subject to the Government's deficit reduction measures.
 - (e) General Election 2015: The new Government may change the methodology for any of the local government funding mechanisms, including RSG, RBR or NHB.
 - (f) Localised Council Tax Support Scheme (LCTSS): The original grant for the LCTSS has been rolled into the RSG, which is subject to the Government's deficit reduction strategy, meaning that the Council would have to fund future impacts on delivery of its LCTSS.
 - (g) Council Tax: Council Tax income would be affected if the number of domestic properties does not increase by as much as profiled in housing trajectory

forecasts. It may not be possible to increase Council Tax by 3.5% per annum from 2016/17 on, as currently provided for within the MTFS.

- (h) The Council's waste and recycling RECAP contract and separate paper recycle contract are both due for renewal in October 2015. Work has started on consultations and market testing, however no assumptions on possible financial effects have been built in to the estimates or MTFS at this stage.

Consultation responses (including from the Youth Council)

23. The MTFS provides the framework within which resources can be allocated to meet the Council's service priorities. The Council's proposed Objectives and Actions for 2015-16 were the subject of public consultation until 31 January 2015. The final Corporate Plan is recommended for approval by Council elsewhere on this agenda; £50,000 has been included in the draft revenue estimates to meet the cost of implementing actions to meet Corporate Plan objectives.
24. The draft revenue and capital estimates have been published alongside this report. The report will be considered by Scrutiny and Overview Committee on 10 February 2015 – feedback from that committee will be reported to Cabinet.

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

25. The determination of the budget, council tax and rents will provide resources for the Council to continue its services in order to achieve the strategic aims as far as possible within the current financial constraints.

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.

Local Government Financial Settlement
Localised Council Tax Support Scheme
Estimate files in the Finance, Policy & Performance team
Draft Estimates Book

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APPENDIX A

CAPITAL PROGRAMME AND ASSOCIATED FUNDING UP TO THE YEAR ENDING 31 MARCH 2020

1. The capital programme up to the year ending 31st March 2020 is submitted for Members' approval as **Appendix A1** showing capital expenditure of around £21 million in 2015-16, £19 million in 2016-17, £20 million in 2017-18, £18 million in 2018-19 and £22 million in 2019-20, together with the associated financing and balance of capital receipts.
2. The Housing Revenue Account (HRA) self-financing reforms introduced in 2012/13 have resulted in substantial scope to finance HRA capital expenditure from revenue/ depreciation reserve.
3. Capital Expenditure can be classified as:
 - a) expenditure on fixed assets such as buildings which is accounted for on an accruals basis. A capital charge for depreciation is made to the revenue accounts to reflect the use of the asset in providing the service;
 - b) expenditure on grants to individuals and organisations which is accounted for on a cash payments basis.
4. The capital programme includes the effect of transferring 213 equity share properties, where nil rent is charged, from the HRA to the General Fund to avoid 75% of the sale proceeds being pooled, and paid to the Government, when repurchased properties on pre 1st April 2006 leases were resold. The £1.1 million, included in each year of the programme for repurchasing these properties, is to be funded from their subsequent sale receipts.
5. With regard to the pooling of capital receipts, the Council is now permitted to keep the majority of the HRA receipts from Right to Buy sales, provided the retained amount is spent on the provision of additional social housing for rent. Most HRA receipts from other sales (such as land or vacant houses) can also avoid pooling as long as they are used to fund HRA capital expenditure. It has been assumed that these rules will continue for the duration of the programme.
6. The financing policy inherent in Appendix A1 can therefore, be summarised as:
 - a) run down the balance of capital receipts available to finance both HRA and General Fund capital expenditure;
 - b) finance HRA capital expenditure from revenue/ depreciation reserve, housing capital receipts, and miscellaneous minor contributions/grants;
 - c) use of HRA capital receipts to finance General Fund capital expenditure on Disabled Facilities Grants and Travellers Site improvements;
 - d) use the remaining balance of the Housing and Planning Delivery Grant capital reserve to finance General Fund capital expenditure;
 - e) borrow to fund the housing company pilot (actually, it has been possible to fund the pilot by short term investment from cash reserves);
 - f) use the New Homes Bonus to fund the contribution to the A14 upgrade; and
 - g) in addition, earmarked capital grants received are used to finance specific capital expenditure.
7. In June 2013 Cabinet agreed to take on a Local Enterprise Partnership loan of £780,000 for the construction of the new pumping station at Webbs Hole Sluice in connection with

the Northstowe development; the funding agreement requires repayment of the loan in full by December 2018. It is anticipated that this loan repayment will be covered by S106 payments from the various phases of the Northstowe development; as such, in keeping with other S106 agreements, the loan and its repayment do not form part of the Council's capital programme. If S106 monies from future phases have not been received by the time the loan is due to be repaid, the shortfall will be met in the interim from other funding sources, which will be reported to Members.

8. In order that all significant capital items may be evaluated consistently throughout the Council, new items in the capital programme in 2015-16 or later, that are over £25,000 value in total, are subject to the completion of a proposal form for consideration alongside the capital programme. Copies of the forms are available on request.

CAPITAL PROGRAMME

(at outturn prices, with grants adjusted to commitments basis)

Actual 2013/2014 £		Estimate 2014/2015 £	Estimate 2015/2016 £	Estimate 2016/2017 £	Estimate 2017/2018 £	Estimate 2018/2019 £	Estimate 2019/2020 £
2,842,683	General Fund	11,862,500	5,663,000	3,666,000	5,283,400	3,190,700	7,744,700
10,094,997	Housing Revenue Account	3,651,770	16,365,070	14,962,000	14,636,000	14,763,000	14,691,000
<u>12,937,680</u>	Total Capital Expenditure	<u>15,514,270</u>	<u>22,028,070</u>	<u>18,628,000</u>	<u>19,919,400</u>	<u>17,953,700</u>	<u>22,435,700</u>
	Financed by :						
(3,461,840)	Capital Receipts	(3,138,000)	(3,584,080)	(3,882,150)	(3,749,650)	(3,788,650)	(3,725,400)
0	Housing & Planning Delivery Grant	(226,000)	(132,670)	(84,600)	(84,600)	(84,600)	(84,600)
(904,005)	Other Grants and Contributions	(1,856,580)	(1,950,000)	(740,000)	(740,000)	(740,000)	(740,000)
(5,548,118)	HRA Depreciation Reserve	(5,658,500)	(5,784,100)	(5,917,500)	(8,000,000)	(8,000,000)	(8,000,000)
(540,301)	Reserves	(813,420)	(820,000)	(430,000)	(409,400)	(344,700)	(444,700)
(2,549,102)	Housing Revenue Account (Revenue Contribution)	4,018,230	(8,663,220)	(6,871,750)	(4,435,750)	(4,480,750)	(4,441,000)
(42,500)	General Fund (Revenue Contribution)	0	0	0	0	0	0
(259,388)	Cash Overdrawn re Commercial vehicles	(840,000)	(1,094,000)	(702,000)	(2,500,000)	(515,000)	0
432,474	Cash Overdrawn re GF Equity Share Properties	0	0	0	0	0	0
0	Borrowing	(7,000,000)	0	0	0	0	0
0	New Homes Bonus Infrastructure Reserve	0	0	0	0	0	(5,000,000)
(64,901)	Financing Adjustment	0	0	0	0	0	0
<u>(12,937,680)</u>		<u>(15,514,270)</u>	<u>(22,028,070)</u>	<u>(18,628,000)</u>	<u>(19,919,400)</u>	<u>(17,953,700)</u>	<u>(22,435,700)</u>
	Capital Receipts						
(503,317)	brought forward	(345,810)	(601,060)	(675,330)	(470,170)	(322,830)	(211,170)
-	Brought forward adjustment	(157,510)	(235,220)	0	0	0	0
-	Adj for actuals and prior year additions etc received in year from	74,260	0	0	0	0	0
(3,449,379)	RTB sales	(2,500,000)	(3,100,000)	(3,100,000)	(3,100,000)	(3,100,000)	(3,100,000)
0	Equity Share Sales						
	HRA	(100,000)	0	0	0	0	0
(1,577,352)	General Fund	(1,400,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)
(136,693)	Other	(100,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
395,851	transferred to CLG pool	470,000	480,000	480,000	480,000	480,000	480,000
3,461,840	used in year to finance expenditure	3,138,000	3,584,080	3,882,150	3,749,650	3,788,650	3,725,400
432,474	adjustment to cash overdrawn	300,000	20,000	20,000	20,000	20,000	20,000
540,301	transfer to/(from) reserve	20,000	626,870	373,010	447,690	373,010	532,160
<u>(836,276)</u>	Capital Receipts Year End Balance	<u>(601,060)</u>	<u>(675,330)</u>	<u>(470,170)</u>	<u>(322,830)</u>	<u>(211,170)</u>	<u>(3,610)</u>

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APPENDIX B

GENERAL FUND CONSIDERATIONS

PART 1 – APPROVING THE GENERAL FUND ESTIMATES

GENERAL FUND SUMMARY

1. The General Fund summary showing the cost of providing services is attached as **Appendix B1**.

LOCAL GOVERNMENT FINANCE SETTLEMENT

2. The provisional Local Government Finance Settlement for 2015-16 was published on 18 December 2014. The Minister for Local Government confirmed the proposals in the provisional 2015-16 settlement on 3 February 2015. Those figures have been used in compiling the draft Medium Term Financial Strategy (MTFS) and in preparing this report.
3. The settlement continues the Government's separation of the previous Formula Grant into two elements: Revenue Support Grant (RSG); and localised Retained Business Rates (RBR). The settlement forecasts RSG reducing by 31% from 2014-15 to 2015-16; this is in line with previous MTFS projections. The MTFS has modelled RSG reducing to approximately £ zero over the following four years, although it is possible that reductions might be higher and/or front-loaded so that most of the forecast reduction falls earlier.
4. The figures for RSG are:

Year	Revenue Support Grant	change year on year	
2014-15	£2.660m		
2015-16	£1.830m	- £0.830m	- 31%
2016-17	£1.378m	- £0.452m	- 25%

5. These figures are in cash terms; the % decrease is therefore greater in real terms.

COUNCIL TAX FREEZE GRANTS

6. Council tax freeze grants are payable to billing (i.e. districts, etc.) and major precepting authorities (i.e. counties, police and fire), but not to parish councils.
7. In 2011-12, the Government offered a freeze grant, on the condition that they did not increase their council tax in 2011-12, which all councils accepted. The grant compensated councils for foregoing an assumed 2.5% increase and was payable for the four years of the Spending Review. The settlement for 2014-15 rolled payment of that grant on into 2015-16; however, the amount of grant received is reduced in line with the Government's tapering of RSG and will be lost when the grant ends in 2016-17 unless the council tax is increased in that year by an additional 2.5%.
8. In 2012-13, the Government offered a freeze grant to all councils which did not increase their council tax in 2012-13. The grant again compensated councils for foregoing an assumed 2.5% increase, but was only payable for one year, so there would have been a

loss of income in 2013-14 unless the council tax was increased in that year by an additional 2.5%.

9. In 2013-14, the Government offered a freeze grant to all councils which did not increase their council tax in 2013-14. The grant would compensate councils for foregoing an assumed 1.0% increase. However, there would have been a loss of income in 2013-14 because the grant was based on a 1.0% increase whereas the Council was proposing a 2.0% increase and 3.5% in each subsequent year. The Council decided to not freeze council tax and accept this grant in 2013-14.
9. In 2014-15, the Government offered to pay a freeze grant, payable for two years, to all councils which did not increase their council tax in 2014-15. The proposed grant would compensate councils for foregoing an assumed 1.0% increase. However, there would have been a loss of income in 2014-15 because the grant was based on a 1.0% increase whereas the Council was proposing a 1.99% increase and 3.5% in each subsequent year. The Council decided to not freeze council tax and accept this grant.
10. In 2015-16, the Government is proposing to pay a freeze grant to all councils which do not increase their council tax in 2015-16. The proposed grant will compensate councils for foregoing an assumed 1.0% increase. The grant is calculated as:
- council tax for 2014-15 £122.86
 - multiplied by number of band D dwellings for 2015-16 * 63,219
 - equals council tax income of £7,767,100
 - multiplied by 1.0%
 - equals council tax freeze grant of £77,671
- * not taking into account the reduction in the tax base due to the council tax reduction scheme
11. However, there will be a loss of income in 2015-16 because the grant is based on a 1.0% increase, whereas the Council's MTFs noted by Cabinet in November 2014 modelled an increase in council tax of 1.99% in 2015-16:

Year	Tax base	Reject grant Increase council tax by 1.99% in 2015-16 and then by 3.5% thereafter		Accept grant in 2015-16, then increase by 3.5% thereafter		Loss of income from accepting grant
		Council tax	Council tax income	Council tax	Council tax income	
2015-16	59,680	£125.31	£7,478,550	£122.86	£7,332,330	£146,220
				grant	£77,670	- £77,670
2016-17	60,400	£129.69	£7,833,330	£127.16	£7,680,520	£152,810
2017-18	61,345	£134.22	£8,233,790	£131.61	£8,073,680	£160,110
2018-19	62,314	£138.91	£8,656,040	£136.21	£8,487,790	£168,250
2019-20	63,309	£143.77	£9,101,990	£140.97	£8,924,730	£177,260
					Total	£726,980

12. The total loss of income over the period of the MTFs from accepting the council tax freeze grant in 2015-16 would be £726,980, which is over £12 per Band D equivalent property.

COUNCIL TAX REFERENDUM PRINCIPLES

13. On 18 December 2014, the Local Government Minister said that the Council Tax referendum threshold under which principal local authorities, Police and Crime Commissioners, Fire and Rescue Authorities and bodies raising levies will be required to seek the approval of their local electorate in a referendum would be if, compared to 2014-15, they propose to set council tax increases in 2015-16 of 2% or higher. The Minister for Local Government confirmed on 3 February 2015 that the council tax referendum principle for 2015-16 will be set at 2%.
14. For this authority, "levies" means Internal Drainage Board (IDB) levies. A 1.99% increase in council tax to £125.31 for 2015-16 would result in a council tax requirement (excluding parish precepts, but including the IDB levies of £174,500) of £7,478,550.
15. The estimates for 2015-16 therefore assume that there will be a 1.99% increase in council tax in that year and that the grant of £77,671 for freezing the council tax in 2015-16 will not be accepted.

NEW HOMES BONUS

16. New Homes Bonus (NHB) is a grant from 2011-12 based on:
 - (a) Net additions to the number of dwellings (the main factor);
 - (b) Increases in affordable housing;
 - (c) Empty homes brought back in to use; and
 - (d) Increase in gypsy and traveller pitches.
17. Each year's grant is payable for six years and so the grant accumulates for six years and then early years' grants fall out from year seven, as shown in the table below:

Year of grant	Financial year								
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
2011-12	869	869	869	869	869	869			
2012-13		878	878	878	878	878	878		
2013-14			899	899	899	899	899	899	
2014-15				547	547	547	547	547	547
2015-16					961	961	961	961	961
2016-17						792	792	792	792
2017-18							1,102	1,102	1,102
2018-19								1,459	1,459
2019-20									1,508
Total	869	1,747	2,646	3,193	4,154	4,946	5,180	5,760	6,369

18. NHB is a welcome and vital grant for this authority as Housing Planning Delivery Grant (HPDG) and housing growth funding (via Cambridgeshire Horizons) have ended. The Council received £1.841 million and £1.954 million from HPDG and housing growth funding in 2008-09 and 2009-10 respectively. Accordingly, the Council has allocated the first £1.8 million of NHB receipts in each year to offset expenditure previously covered by HPDG.
19. The Council has committed a proportion of residual NHB receipts in each year to the City Deal; 40% in 2015-16 and 50% from 2016-17 on.

REVENUE ESTIMATES

20. The General Fund summary up to the year ending 31 March 2016 is submitted for Members' approval as **Appendix B1**.
21. The figures in Appendix B1 show the 2014-15 original estimate for Net District Council General Fund Expenditure of £16.215 million increasing to £16.828 million in the 2015-16 estimate, an increase of £0.613 million in cash terms (3.8%).
22. **Appendix B2** sets out details of "precautionary" items of expenditure totalling £412,000. These are items of expenditure over which there is some doubt as to whether they would occur in 2015-16, but if they did, the Council would be required to meet them. It has been assumed that expenditure of £75,000 will be incurred on precautionary items in 2015-16 on the basis that there has been limited use of precautionary items in previous years, with most additional demands being met by virements from other budgets.

COLLECTION FUND BALANCE

23. The Council's Collection Fund includes transactions relating to the Council Tax.
24. Regulations provide that the balance on the Collection Fund at 31st March 2015, whether in hand or overdrawn, must be transferred to the Billing Authority and the major precepting authorities in the same ratio as their 2014-15 precepts.
25. It is estimated that the balance at 31 March 2015 will be a surplus of £1,044,197 of which £132,356 will be transferred to the District in 2015-16.

PART 2 – SETTING THE COUNCIL TAX

CALCULATION OF THE TAX

26. The Council Tax figures quoted in this report relate to the tax on a Band D property occupied by two or more adults unless otherwise indicated. Last year the process for setting the tax base changed following the introduction of major changes to the welfare system in April 2013. The principal change was the end of the council tax benefit system. In replacement, billing authorities were required to design and implement their own localised council tax support schemes (LCTSS).
27. Essentially, this is done through the granting of discounts to the council tax bill. Under the legislation, the council is required to grant the equivalent discount in cash terms as benefit for pensioners, so they will not notice any change to their bills. The Council also decided to fully protect other vulnerable groups and to limit the impact on remaining benefit claimants. To partially offset the impact of the new LCTSS, the Council ceased some discounts and exemptions granted to owners of second and empty homes.
28. As a consequence of the changes the District Council saw a reduction to the council tax base. This is because the granting of discounts is treated as a reduction to the amount chargeable as opposed to council tax benefit which is treated as a reduction to the amount payable by the claimant.

29. The figure for a Band D property is arrived at by dividing the amount of the council tax requirement by the tax base of band D equivalents. A tax base of 59,680.4 for 2015-16 has been approved by the Executive Director (Corporate Services).
30. If the Council approves the council tax requirement of £7,478,550 for 2015-16, then the tax on properties in Bands A- to H will be:

Valuation Band	Range of values as at 1 April 1991	Ratio to Band D	Council Tax 1.99% increase
A-		5/9	£69.62
A	Up to and including £40,000	6/9	£83.54
B	£40,001 - £52,000	7/9	£97.46
C	£52,001 - £68,000	8/9	£111.39
D	£68,001 - £88,000	-	£125.31
E	£88,001 - £120,000	11/9	£153.16
F	£120,001 - £160,000	13/9	£181.00
G	£160,001 - £320,000	15/9	£208.85
H	More than £320,000	18/9	£250.62

31. The full amount of the tax is arrived at by adding the requirements of the County Council, the Police and Crime Commissioner, the Fire Authority and the relevant Parish to the District figure and these figures, together with a full list of parish precepts, will be presented to the Council meeting on 26 February 2015.

PART 3 - MEDIUM TERM FINANCIAL STRATEGY (MTFS)

32. The MTFS has updated the projections for future years to incorporate the latest figures, which are shown in **Appendix B3**.
33. The Strategy is dependent on the assumptions that are built in to it and these include:
- being able to identify and implement ongoing savings of £670,000 per annum from 2015-16; this equates to an average cost saving of over £11 per Band D property;
 - the £50,000 for Council actions as recurring expenditure each year;
 - retaining sufficient contributions to maintain a Planning Enforcement Reserve of £500,000;
 - the first two years income from NHB is shown in the MTFS as used to meet General Fund expenditure, replacing previous income from HPDG and Cambridgeshire Horizons grant, with the remaining years being transferred to a reserve for non-recurring expenditure on infrastructure, community facilities, etc. Points to note about NHB are:
 - there may be a new government within the six year period which may change the bonus;
 - the 80% allocated to district councils may be reduced;
 - it is a replacement for Housing Planning Delivery Grant, which was capped so the NHB may also be capped in future years; and
 - the housing trajectory may be too optimistic;
 - a reduction in RSG in 2015-16 in line with the local government financial settlement and anticipated further reductions from 2016-17;

- (f) an allowance for income from 2013-14 onwards for RBR, which replaces an element of the previous general Formula Grant; parameters within scheme's calculation methodology increase each year in line with RPI;
 - (g) an increase in council tax of 3.5% each year from 2016-17 onwards; and
 - (h) an increase in the tax base (number of band D equivalent dwellings) in line with the housing trajectory in the Annual Monitoring Report that went to the Planning Portfolio Holder in November 2014.
34. The result is that by the end of the projection period, 31 March 2020, the General Fund balance is at the minimum agreed level of £2.5 million (credit balance). However, the medium term position of a £2.9 million deficit/use of balances on the General Fund in 2019-20 indicates that there can be no relaxation in the search for savings/income, or in pressing for fairer funding and more certainty over future years' New Homes Bonus.

OPTIONS

35. Options for the MTFs, which can be modelled if requested, include one or a combination of the following:
- (i) finding further revenue savings and/or capital savings financed from revenue;
 - (ii) agreeing a provision for inflation which is different to the OBR's forecast. A lower provision would save money in 2015-16 and each subsequent year assuming that the saving went into balances. There would clearly be no saving if there was a corresponding reduction in formula grant from the Government;
 - (iii) using more of NHB to meet general fund expenditure instead of non-recurring expenditure;
 - (iv) anticipating higher income from RBR on the basis that an area like South Cambridgeshire should benefit more from the scheme. However, there are significant potential risks associated with outstanding valuation appeals and with the business economy, so it is difficult in these early years of the scheme to quantify such higher income with any certainty;
 - (v) increasing the council tax by less than 1.99% in 2015-16;
 - (vi) freezing the council tax in 2015-16 and accepting the council tax freeze grant;
 - (vii) increasing the council tax by more or less than 3.5% from 2016-17 onwards; and
 - (viii) running the General Fund balance down below the recommended minimum of £2.5 million.

GENERAL FUND SUMMARY			
Actual 2013/2014 £		Estimate 2014/2015 £	Estimate 2015/2016 £
	NET EXPENDITURE		
	Portfolio		
474,448	Leader	483,950	425,910
1,868,002	Finance and Staffing	2,622,470	2,474,360
1,567,604	Corporate and Customer Services	1,787,790	1,911,060
108,072	Economic Development	202,200	183,150
5,919,660	Environmental Services	6,234,840	6,179,610
1,287,758	Housing (General Fund)	1,286,750	1,305,760
1,624,796	Planning	2,082,720	1,939,950
1,587,573	Strategic Planning and Transportation	1,331,650	1,608,250
14,437,913	Fully Allocated Net Portfolio Expenditure	16,032,370	16,028,050
	Unallocated		
0	Reduction for vacancies	(450,000)	(450,000)
0	Departmental/Overhead Roll-overs not allocated	50,000	0
849,370	Non-recurring expenditure on infrastructure, communal facilities etc.	1,608,250	2,018,970
228,010	Council Tax Support Funding grant to Parish Councils	0	0
0	Savings not included in Portfolio estimates	(300,000)	(670,000)
0	Expenditure on Precautionary Items	75,000	75,000
50,000	Council Actions	50,000	50,000
15,565,293	Net Portfolio Expenditure	17,065,620	17,052,020
166,121	Internal Drainage Boards	166,850	174,500
(437,439)	Interest on Balances	(345,500)	(590,500)
(619,228)	Capital Charges, etc.	(671,790)	(537,230)
14,674,747	Net District Council General Fund Expenditure	16,215,180	16,098,790
3,647,485	Appropriation to/(from) General Fund balance	(266,450)	(483,190)
(3,189,853)	New Homes Bonus	(3,201,180)	(4,154,400)
15,132,379	General Expenses (Budget Requirement for capping purposes)	12,747,550	11,461,200
(3,425,857)	Revenue Support Grant	(2,656,520)	(1,829,920)
(4,786,184)	Retained Business Rates	(2,870,300)	(3,462,350)
13,352	(Surplus)/Deficit on Collection Fund re Council Tax	(65,050)	(132,360)
	(Surplus)/Deficit on Collection Fund re Business Rates		1,441,980
6,933,690	Demand on Collection Fund to be raised from Council taxpayers	7,155,680	7,478,550
	INCOME FROM COUNCIL TAX		
Number		Number	Number
57,560.1	Tax Base for tax setting purposes (Band D equivalents)	58,242.6	59,680.4
£ p	multiplied by Basic Amount of Council Tax	£ p	£ p
120.46	for the District	122.86	125.31
£	equals	£	£
6,933,690	Income to be raised from Council taxpayers	7,155,680	7,478,550
	Balances at year end (excluding Section 106 monies)		
	Revenue		
(11,121,096)	General Fund	(6,762,110)	(9,557,310)
(2,492,614)	Housing Revenue Account	(2,033,880)	(2,018,620)
	Capital		
(12,648,538)	Earmarked Reserves		
(3,568,492)	Usable Capital Receipts	(601,060)	(675,330)

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APPENDIX B2

PRECAUTIONARY ITEMS

These are items of expenditure over which there is some doubt as to whether they would occur, but if they did, the Council would be required to meet them. If the spending need does arise on any item, delegated authority has been given to the Finance and Staffing Portfolio Holder and the Chief Finance Officer to approve such expenditure (to be met from reserves), up to the level indicated for the relevant year:

Precautionary Items for 2014/15

	Total Approved	Used in 2014/15 to Jan 2015
	£	£
Homelessness - additional accommodation	140,000	0
Planning Appeals and Inquiries	50,000	0
Neighbourhood Planning	30,000	0
Local Plan (Expert Witnesses)	30,000	0
Total	<u>250,000</u>	<u>0</u>

Precautionary Items for 2015/16

	£
Homelessness - additional accommodation	140,000
Planning Appeals and Inquiries	75,000
Neighbourhood Planning	15,000
Awarded Watercourses - emergency works	15,000
Footway Lighting	10,000
Contaminated Land - remedial works	82,000
Clearance of Private Sewers	6,000
National Assistance Burials Act	5,000
District Emergencies	50,000
Environmental Health Legal Costs	10,000
District Elections - By-election costs	4,000
Total	<u>412,000</u>

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MEDIUM TERM FINANCIAL STRATEGY for the General Fund
February 2015 - DRAFT

Appendix B3(A)

	1.9%	2.4%	2.4%	2.1%	2.0%	2.0%	2.0%	2.0%	2.0%
	Actual	Estimate	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2013/14	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General provision for Inflation									
Assuming a council tax increase of 1.99% in 2015-16									
Base Budget	16,031	15,411	15,431	15,350	15,874	16,585	16,871	17,321	
Additional income/savings to maintain working balance		(300)	0	(670)	(670)	(670)	(670)	(670)	(670)
Expenditure previously financed from Housing and Planning Delivery Grant									
Revenue	0	346	346	353	360	368	375	375	
Capital		0	0	0	0	0	0	0	
Non-recurring expenditure on infrastructure, communal facilities, etc.	849	1,608	1,183	2,019	2,945	2,966	3,977	4,656	
Financial Position Report Outturn 2014-15/November 2014	(1,315)		(959)						
Net Portfolio Expenditure	15,565	17,065	16,002	17,052	18,509	19,250	20,554	21,682	
Interest on balances	(437)	(345)	(345)	(591)	(594)	(596)	(597)	(599)	
Interest to HRA, Internal Drainage Boards, Reversal of Depreciation and Minimum Revenue Provision	(453)	(505)	(461)	(363)	(179)	19	508	637	
Net District Council General Fund Expenditure	14,675	16,215	15,195	16,099	17,736	18,673	20,464	21,719	
New Homes Bonus	(3,190)	(3,201)	(3,193)	(4,154)	(4,955)	(5,214)	(5,845)	(6,524)	
Appropriations to/(from) General Fund working balance	3,648	(266)	(1,081)	(483)	(647)	(1,131)	(2,333)	(2,936)	
General Expenses	15,133	12,748	10,921	11,461	12,134	12,328	12,286	12,260	
Revenue Support Grant	(3,426)	(2,657)	(2,660)	(1,830)	(1,378)	(926)	(475)	(23)	
Retained Business Rates	(4,786)	(2,870)	(3,271)	(3,462)	(3,522)	(3,641)	(3,771)	(3,915)	
(Surplus)/Deficit on Council Tax Collection Fund	13	(65)	(65)	(132)	0	0	0	0	
(Surplus)/Deficit on Business Rates Collection Fund			2,231	1,442					
Provision for successful business rates appeals					600	473	615	780	
Council Tax Requirement to be raised from council taxpayers	6,934	7,156	7,156	7,479	7,833	8,234	8,656	9,102	
Tax Base for Tax Setting Purposes including discount for localised council tax support	Number 57,560.1	Number 58,242.6	Number 58,242.6	Number 59,680.4	2.5% 60,400.4	1.2% 61,345.5	1.6% 62,314.0	1.6% 63,309.4	1.6%
Basic Amount of Council Tax District only	£ 120.46	£ 122.86	£ 122.86	£ 125.31	1.99% 129.69	3.5% 134.22	3.5% 138.91	3.5% 143.77	3.5%
Underlying Council Tax with no appropriations from the General Fund Balance or Earmarked Reserves	£ 117.32	£ 127.43	£ 129.26	£ 133.41	£ 140.40	£ 152.65	£ 176.34	£ 190.14	
Balances at Year End	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund (recommended minimum level £2.5 million)	(11,121)	(6,762)	(10,041)	(9,557)	(8,910)	(7,780)	(5,447)	(2,511)	
Infrastructure Fund	(813)	(2,385)	(1,996)	(4,015)	(6,960)	(9,926)	(13,904)	(13,560)	
Usable Capital Receipts Reserve	(3,568)	(601)	(601)	(675)	(470)	(323)	(211)	(4)	

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MEDIUM TERM FINANCIAL STRATEGY for the General Fund
February 2015 - DRAFT

Appendix B3(B)

	1.9%	2.4%	2.4%	2.1%	2.0%	2.0%	2.0%	2.0%					
	Actual	Estimate	Projected	Projected	Projected	Projected	Projected	Projected					
	2013/14	2014/15	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate					
	£'000	£'000	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20					
			£'000	£'000	£'000	£'000	£'000	£'000					
General provision for Inflation													
Assuming a council tax freeze in 2015-16													
Base Budget	16,031	15,411	15,431	15,350	15,874	16,585	16,871	17,321					
Additional income/savings to maintain working balance		(300)	0	(815)	(815)	(815)	(815)	(815)					
Expenditure previously financed from Housing and Planning Delivery Grant													
Revenue	0	346	346	353	360	368	375	375					
Capital		0	0	0	0	0	0	0					
Non-recurring expenditure on infrastructure, communal facilities, etc.	849	1,608	1,183	2,019	2,945	2,966	3,977	4,656					
Financial Position Report Outturn 2014-15/November 2014	(1,315)		(959)										
Net Portfolio Expenditure	15,565	17,065	16,002	16,907	18,364	19,105	20,409	21,537					
Interest on balances	(437)	(345)	(345)	(591)	(594)	(596)	(597)	(599)					
Interest to HRA, Internal Drainage Boards, Reversal of Depreciation and Minimum Revenue Provision	(453)	(505)	(461)	(363)	(179)	19	508	637					
Net District Council General Fund Expenditure	14,675	16,215	15,195	15,954	17,591	18,528	20,319	21,574					
New Homes Bonus	(3,190)	(3,201)	(3,193)	(4,154)	(4,955)	(5,214)	(5,845)	(6,524)					
Appropriations to/(from) General Fund working balance	3,648	(266)	(1,081)	(407)	(655)	(1,146)	(2,356)	(2,968)					
General Expenses	15,133	12,748	10,921	11,393	11,981	12,168	12,118	12,082					
One year grant for freezing Council Tax in 2015-16				(78)									
Revenue Support Grant	(3,426)	(2,657)	(2,660)	(1,830)	(1,378)	(926)	(475)	(23)					
Retained Business Rates	(4,786)	(2,870)	(3,271)	(3,462)	(3,522)	(3,641)	(3,771)	(3,915)					
(Surplus)/Deficit on Council Tax Collection Fund	13	(65)	(65)	(132)	0	0	0	0					
(Surplus)/Deficit on Business Rates Collection Fund			2,231	1,442									
Provision for successful business rates appeals					600	473	615	780					
Council Tax Requirement to be raised from council taxpayers	6,934	7,156	7,156	7,332	7,681	8,074	8,488	8,925					
Tax Base for Tax Setting Purposes including discount for localised council tax support	Number 57,560.1	Number 58,242.6	Number 58,242.6	Number 59,680.4	2.5%	Number 60,400.4	1.2%	Number 61,345.5	1.6%	Number 62,314.0	1.6%	Number 63,309.4	1.6%
Basic Amount of Council Tax	£	£	£	£	£	£	£	£	£	£	£	£	£
District only	120.46	122.86	122.86	122.86	0.0%	127.16	3.5%	131.61	3.5%	136.21	3.5%	140.97	3.5%
Underlying Council Tax with no appropriations from the General Fund Balance or Earmarked Reserves	£	£	£	£	£	£	£	£	£	£	£	£	£
	117.32	127.43	129.26	122.83	138.00	150.29	174.02	187.85					
Balances at Year End	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund (recommended minimum level £2.5 million)	(11,121)	(10,855)	(10,041)	(9,634)	(8,979)	(7,833)	(5,477)	(2,509)					
Infrastructure Fund	(813)	(2,385)	(1,996)	(4,015)	(6,960)	(9,926)	(13,904)	(13,560)					
Usable Capital Receipts Reserve	(3,568)	(346)	(346)	(601)	(591)	(515)	(239)	0					

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APPENDIX B4

GENERAL FUND FEES AND CHARGES FOR 2015-16

Environmental Services Portfolio

Fees and charges relating to the Environmental Services Portfolio were presented to and agreed at the portfolio holder meeting on 12 December 2014. The report and draft minutes of that meeting can be found via the following link

<http://scambsmoderngov.co.uk/ieListDocuments.aspx?CId=868&MIId=6435&Ver=4>

Finance & Staffing Portfolio – Land Charges

Guidance for the setting of fees for local land charge services (Charges for Property Searches Regulations 2008) includes a requirement for the Authority to apply a methodology for assessing the costs of providing each land charge service, description of service or group of services, and the projected take-up of that service, and therefore the charge that should be made, over a period of between 1 and 3 years.

The authority is required to ensure that over a rolling period the total income does not exceed costs of unrefined information; as the guidance does not stipulate a requirement to break-even the Council could choose to support local residents and businesses by making a charge for services which recovers less than full cost.

The schedule of fees for Local Land Charges have been calculated on a cost recovery basis and accepted by the Legal Section; the revised schedule, with effect from 1 April 2015, is included as **Appendix B4(A)** for approval by Cabinet.

Housing General Fund Portfolio – Travellers Sites

Gypsy and Traveller sites come under the legislation of the Mobile Homes Act 2011. Within this legislation, it states that pitch fees can only be raised/lowered by a maximum of the Retail Prices Index (“RPI”) each year, so increases/decreases may vary year on year.

The RPI figure taken on the anniversary of the review (i.e. 2.3% as at October 2014) has been applied to the pitch fees and rounded up to the nearest 50p for ease of collection.

<u>Site</u>	<u>2014-15</u> p.w.	<u>2014-15</u> p.w.
Milton	£66.00	£68.00
Whaddon *	£58.00	£68.00

* The Whaddon pitch fee increase would only take effect once refurbishment works are completed. Until then, it is proposed to hold pitch fees at the current figure of £58.

Planning Portfolio – Planning Pre-Application Service

Proposed fees and charges relating to the Planning Portfolio were presented to the portfolio holder meeting on 3 February 2015. The portfolio holder endorsed the increase in fees, but as the new fees were likely to generate an annual increase in income of more than £50,000,

recommended that Cabinet approve the increase in fees at this meeting. The agenda for that meeting can be found via the following link

<http://scams.moderngov.co.uk/ieListDocuments.aspx?CId=1059&MId=6499&Ver=4>

Planning Portfolio – Building Control

In view of the shared services initiative currently being explored with Cambridge City Council and Huntingdonshire Council, it is proposed to maintain Building Control fees at their present level for the time being. Any future proposal to change fees would be reported to Members for approval in the usual way.

APPENDIX B4(A)

LAND CHARGES FEES (currently approved 2014/15 charges)

Type of Search (Commercial Search)	Fee
LLC1 Official Search in respect of one parcel of land	146.00
CON29R	59.00
LLC1 and CON29R (Full Commercial Search)	205.00
Duplicate searches (LLC1/CON29R&O/Full Search)	5.00

LAND CHARGES FEES (proposed 2015/16 charges)

Type of Search (Commercial Search)	Fee
LLC1 Official Search in respect of one parcel of land	121.00
CON29R	61.00
LLC1 and CON29R (Full Commercial Search)	182.00
Duplicate searches (LLC1/CON29R&O/Full Search)	5.00

Type of Search (Residential Search)	Fee
LLC1 Official Search in respect of one parcel of land	38.50
CON29R	59.00
LLC1 and CON29R (Full Residential Search)	97.50
CON29O Optional enquiry 4	4.50
CON29O Optional enquiry 5 (County charge + SCDC charge)	22.50
CON29O Optional enquiry 6.1 and 6.2	2.20
CON29O Optional enquiry 6.3 (a-e)	2.30
CON29O Optional enquiry 7	4.50
CON29O Optional enquiry 8	4.50
CON29O Optional enquiry 9	4.50
CON29O Optional enquiry 10	5.00
CON29O Optional enquiry 11	6.00
CON29O Optional enquiry 12	4.50
CON29O Optional enquiry 13	4.50
CON29O Optional enquiry 14	4.50
CON29O Optional enquiry 15	4.50
CON29O Optional enquiry 16	4.50
CON29O Optional enquiry 17 (County charge + SCDC charge)	8.50
CON29O Optional enquiry 18	4.50
CON29O Optional enquiry 19	5.00
CON29O Optional enquiry 20	5.00
CON29O Optional enquiry 21	4.50
CON29O Optional enquiry 22 (County charge + SCDC charge)	8.50
Refresher Search	45.00
Additional Enquiries	15.00
Additional Parcels of Land	20.00
Duplicate searches	5.00

Type of Search (Residential Search)	Fee
LLC1 Official Search in respect of one parcel of land	25.00
CON29R	61.00
LLC1 and CON29R (Full Residential Search)	86.00
CON29O Optional enquiry 4	4.50
CON29O Optional enquiry 5 (County charge + SCDC charge)	22.50
CON29O Optional enquiry 6.1 and 6.2	2.20
CON29O Optional enquiry 6.3 (a-e)	2.30
CON29O Optional enquiry 7	4.50
CON29O Optional enquiry 8	4.50
CON29O Optional enquiry 9	4.50
CON29O Optional enquiry 10	5.00
CON29O Optional enquiry 11	6.00
CON29O Optional enquiry 12	4.50
CON29O Optional enquiry 13	4.50
CON29O Optional enquiry 14	4.50
CON29O Optional enquiry 15	4.50
CON29O Optional enquiry 16	4.50
CON29O Optional enquiry 17 (County charge + SCDC charge)	8.50
CON29O Optional enquiry 18	4.50
CON29O Optional enquiry 19	5.00
CON29O Optional enquiry 20	5.00
CON29O Optional enquiry 21	4.50
CON29O Optional enquiry 22 (County charge + SCDC charge)	8.50
Refresher Search	45.00
Additional Enquiries	15.00
Additional Parcels of Land	20.00
Duplicate searches	5.00

Cancelled searches will be charged at 50% of the applicable search fee(s)

Cancelled searches will be charged at 50% of the applicable search fee(s)

LAND CHARGES FEES (currently approved 2014/15 charges)

Con29R Selectable Type of Search	Fees (Residential)
Q1.1 a-e Planning & Building Regs	13.50
Q1.1 f-h Planning & Building Regs	3.30
Q1.2 Planning Designations & Proposals	2.10
Q2 Roads*	17.00
Q3.1 Land Required for Public Purposes	2.60
Q3.2 Land to be Acquired for Road Works (County)*	
Q3.4 Nearby Road Schemes (County)*	
Q3.5 Nearby Railway Schemes*	
Q3.6 Traffic Schemes*	
Q3.7a Outstanding Notices	2.30
Q3.7b-d & f Outstanding Notices	1.00
Q3.7e Outstanding Notices (County)*	
Q3.8 Contravention of Building Regs	2.20
Q3.9a-n Notices, Orders	7.50
Q3.10 Conservation Area	4.00
Q3.11 Compulsory Purchase	1.50
Q3.12 Contaminated Land	1.00
Q3.13 Radon Gas	1.00

* Roads Questions 2, 3.2, 3.4, 3.5, 3.6 and 3.7e can only be requested as a bundle for £19.00

LAND CHARGES FEES (proposed 2015/16 charges)

Con29R Selectable Type of Search	Fees (Residential)
Q1.1 a-e Planning & Building Regs	13.50
Q1.1 f-h Planning & Building Regs	3.30
Q1.2 Planning Designations & Proposals	2.10
Q2 Roads*	19.00
Q3.1 Land Required for Public Purposes	2.60
Q3.2 Land to be Acquired for Road Works (County)*	
Q3.4 Nearby Road Schemes (County)*	
Q3.5 Nearby Railway Schemes*	
Q3.6 Traffic Schemes*	
Q3.7a Outstanding Notices	2.30
Q3.7b-d & f Outstanding Notices	1.00
Q3.7e Outstanding Notices (County)*	
Q3.8 Contravention of Building Regs	2.20
Q3.9a-n Notices, Orders	7.50
Q3.10 Conservation Area	4.00
Q3.11 Compulsory Purchase	1.50
Q3.12 Contaminated Land	1.00
Q3.13 Radon Gas	1.00

* Roads Questions 2, 3.2, 3.4, 3.5, 3.6 and 3.7e can only be requested as a bundle for £19.00

LAND CHARGES FEES (currently approved 2014/15 charges)

Con29R Selectable Type of Search	Fees (Commercial)
Q1.1 a-e Planning & Building Regs	13.50
Q1.1 f-h Planning & Building Regs	3.30
Q1.2 Planning Designations & Proposals	2.10
Q2 Roads*	17.00
Q3.1 Land Required for Public Purposes	2.60
Q3.2 Land to be Acquired for Road Works (County)*	
Q3.4 Nearby Road Schemes (County)*	
Q3.5 Nearby Railway Schemes*	
Q3.6 Traffic Schemes*	
Q3.7a Outstanding Notices	2.30
Q3.7b-d & f Outstanding Notices	1.00
Q3.7e Outstanding Notices (County)*	
Q3.8 Contravention of Building Regs	2.20
Q3.9a-n Notices, Orders	7.50
Q3.10 Conservation Area	4.00
Q3.11 Compulsory Purchase	1.50
Q3.12 Contaminated Land	1.00
Q3.13 Radon Gas	1.00

* Roads Questions 2, 3.2, 3.4, 3.5, 3.6 and 3.7e can only be requested as a bundle for £19.00

LAND CHARGES FEES (proposed 2015/16 charges)

Con29R Selectable Type of Search	Fees (Commercial)
Q1.1 a-e Planning & Building Regs	13.50
Q1.1 f-h Planning & Building Regs	3.30
Q1.2 Planning Designations & Proposals	2.10
Q2 Roads*	19.00
Q3.1 Land Required for Public Purposes	2.60
Q3.2 Land to be Acquired for Road Works (County)*	
Q3.4 Nearby Road Schemes (County)*	
Q3.5 Nearby Railway Schemes*	
Q3.6 Traffic Schemes*	
Q3.7a Outstanding Notices	2.30
Q3.7b-d & f Outstanding Notices	1.00
Q3.7e Outstanding Notices (County)*	
Q3.8 Contravention of Building Regs	2.20
Q3.9a-n Notices, Orders	7.50
Q3.10 Conservation Area	4.00
Q3.11 Compulsory Purchase	1.50
Q3.12 Contaminated Land	1.00
Q3.13 Radon Gas	1.00

* Roads Questions 2, 3.2, 3.4, 3.5, 3.6 and 3.7e can only be requested as a bundle for £19.00

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APPENDIX C

HOUSING REVENUE ACCOUNT (HRA) ESTIMATES AND HOUSING CHARGES FOR 2015-16

Recommendations

1. Cabinet is requested to recommend to Council that:
 - a) the Housing Revenue Account (HRA) estimates for the year 2015-16 be approved as submitted in the HRA summary set out in **Appendix C1**;
 - b) from the first rent week in April 2015, rents for existing tenants are increased by 2.2% in line with the Department of Communities and Local Government (CLG) guidelines; and
 - c) charges for other services and facilities are changed as outlined in **Appendix C2**.

Reasons for Recommendations

2. The draft HRA estimates and proposed housing rents and charges need to be endorsed by Cabinet and recommended to the Council. The final approval of the HRA estimates and the levels of rent and housing charges will be decided by the Council on 26 February 2015.

Background

3. This report relates to HRA estimates and the setting of related rents and charges.
4. The staffing and central overhead estimates are recharged to the HRA as appropriate and reflect the current service structure.
5. Provisions for inflation have been applied to individual estimates only in cases where price increases can be justified. No automatic inflation allowance has been applied.
6. The summary draft HRA estimates are set out in **Appendix C1** with revised 30 year HRA Business Plan financial projections updated and reflecting the draft estimates shown at **Appendix C3**.

Considerations

7. A summary of the revenue estimates for the HRA is shown at **Appendix C1**. The total estimates have been analysed between direct costs and recharges (from staffing and overhead accounts), so that the direct costs can be identified for comparison. This is considered appropriate because the direct costs, unlike the recharges, are specifically within the control of the relevant cost centre manager.
8. A fundamental change in the way in which the HRA is financed took place from 2012-13, with the new "self-financing" regime resulting in the HRA taking on a debt at the end of March 2012 of £205 million. No repayment of the debt principal is planned for some years and the 2015-16 estimates include an amount for interest of £7.2 million.

Whilst this is a considerable sum it is far less than the amount that would have been payable to the government had the subsidy system remained.

9. The figure of £5.8 million for depreciation included in the 2015-16 draft estimates is based on the amount considered by the government to be needed to maintain the condition of the Council homes and incorporated in the self-financing calculation. It is acceptable to use this method of arriving at the minimum amount of depreciation chargeable to the HRA for the first five years of self-financing.
10. The government had intended that rent setting in the social housing sector should be brought onto a common system based on relative property values, local earnings levels and the number of bedrooms in individual properties. The guidance on this rent restructuring scheme provides a formula by which a target rent for each property is calculated and rents were expected to move to the target level over several years.
11. During 2014-15 the government decided to change the guidelines for 2015-16 and beyond. Although new lettings can be at the target rent, there is no longer any provision in the new guidance for moving the rents of existing tenants towards the target rent level.
12. In addition, rather than then using the Retail Price Index (RPI) figure plus 0.5% for the inflationary increase, Councils are now expected to use the Consumer Price Index (CPI) plus 1.0%. Unfortunately, whilst it was expected that the two inflationary figures would average out at more or less the same increase, the latest predictions from the government show an adverse difference of around 1% in future years. Both of these changes will have a significant cumulative detrimental impact on the rent income
13. The inflationary figure to be applied to this year's rent, in line with the government's guidance, is 2.2% (based on the September 2014 annual CPI increase of 1.2% plus 1%). The average increase is therefore 2.2% making the average rent £103.95 per week.
14. In the past the service charges for both sheltered housing tenants and leaseholders were subsidised by income from HRA rents and, as a consequence, needed to be approved by Members. This subsidy has now been phased out and because the full amount of the service charges are now due from sheltered housing residents, these are not considered in this report.
15. The estimates have been prepared on the assumption that most of the remaining HRA service charges are increased in 2015-16 by around 2% in line with the figure used in the Council's Medium Term Financial Strategy for 2015-16 inflation. The proposed charges are outlined in **Appendix C2**.
16. The financial benefits of the self-financing regime mean that in 2015-16 revenue funding of over £8 million can be used to support capital expenditure. £1 million of this is to be transferred from the investment/repayment reserve, built up since the start of the regime
17. As in previous years, the minimum level of working balance included in the estimates is £2 million and £1 million has also been set aside for the self-insurance fund reserve.

Implications

18. 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

19. The financial implications are contained in the body of the report.

Legal

20. There are no direct legal implications resulting from this report. The estimates show the financial effect of decisions that have already been made.

Staffing

21. There no additional staffing implications resulting from this report.

Risk Management

22. There do not appear to be any additional risk management implications resulting from this report.

Equality and Diversity

23. There are no direct equality and diversity implications resulting from this report. Equality and diversity issues will have been considered in the decisions which these estimates reflect.

Climate Change

24. There are no direct climate change implications resulting from this report. Climate change issues will have been considered in the decisions which these estimates reflect.

Consultation Responses (including from the Youth Council)

25. The relevant cost centre managers, who are responsible for setting the level of their respective budgets and controlling the expenditure and income within them, have been consulted on the compilation of the estimate figures.
26. Tenant consultation has taken place on spending proposals. Tenants' main priority was that the Council continued to undertake works to address fuel poverty, such as new heating installations and external insulation cladding. Tenants also wanted the Council to continue the high level of disabled adaptation work. All of these are incorporated in the HRA estimates and Business Plan financial projections.

Effect on Strategic Aims

27. To determine the Housing Revenue Account budget and rents and other housing charges to provide the resources for the Council to continue its HRA services to achieve its strategic aims.

Conclusions/Summary

28. The draft HRA estimates include income from rents and charges at the levels proposed in this report. Variations to these levels may require reconsideration of the HRA budget.

29. In line with the government's recommendation it is proposed that rents for existing tenants are increased by an average of 2.2%.
30. **Appendix C2** sets out proposed variations in garage and other HRA charges for 2015-16.

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

Estimates files within the Finance, Policy and Performance team
Draft Estimate Book

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APPENDIX C1

Actual 2013/2014 £	HOUSING PORTFOLIO HOUSING REVENUE ACCOUNT	Estimate 2014/2015 £	Estimate 2015/2016 £
	EXPENDITURE		
	Premises Related Expenses		
1,252	Rents Rates etc.	5,000	4,000
2,869,608	Administration (Net Expenditure)	2,960,970	3,441,120
	Support Services (Net Expenditure)		
186,276	Sheltered Housing	339,730	477,640
310	Visiting Support	27,550	0
511	Alarms	(400)	3,360
79,006	Flats - Communal Areas	62,830	44,040
127,453	Outdoor Maintenance	123,210	99,930
3,353	Sewage	1,460	2,580
261,772	Tenant Participation	310,350	378,500
104,907	Reprovision and New Homes Programme	125,890	155,790
	Other Expenditure		
894	Registration of HRA Land	1,000	1,000
3,538,914	Contribution to Housing Repairs Account	3,994,400	4,145,200
79,870	Provision for Bad or Doubtful Debts	100,000	100,000
18,087	Discretionary Housing Benefit Payments	50,000	0
	Unallocated Recharges		
0	Unallocated Vacancy Saving	(50,000)	(50,000)
388,497	Corporate Management	383,030	372,870
75,450	Democratic Representation Charge	79,660	81,100
28,611	Treasury Management Charge	29,100	27,540
14,121	Equality and Diversity	19,000	13,810
4,000,000	Transfer to/(from) Reserves	1,000,000	(1,000,000)
	Capital Charges		
7,192,805	Interest on Self Finance Debt	7,192,800	7,192,800
2,549,102	Revenue Funding of Capital Expenditure	6,346,840	8,003,500
5,548,118	Net Depreciation	5,658,500	5,784,100
<u>27,068,916</u>	TOTAL EXPENDITURE	<u>28,760,920</u>	<u>29,278,880</u>
	INCOME		
(26,703,253)	Gross Rent Income from Dwellings	(28,000,000)	(28,600,000)
(404,006)	Other Income	(350,000)	(370,000)
<u>(27,107,259)</u>	TOTAL INCOME	<u>(28,350,000)</u>	<u>(28,970,000)</u>
(38,343)	Net Cost of Services	410,920	308,880
(26,798)	Interest Receivable	(37,000)	(54,000)
<u>(65,141)</u>	Deficit/(Surplus) for the year	<u>373,920</u>	<u>254,880</u>
(2,427,476)	Working Balance brought forward 1st April	(2,407,800)	(2,273,500)
(2,492,617)	Working Balance carried forward 31st March	(2,033,880)	(2,018,620)
(7,500,000)	Investment/Repayment Reserve at 31st March	(7,000,000)	(7,500,000)
(1,000,000)	Self Insurance Reserve at 31st March	(1,000,000)	(1,000,000)
	Analysis of Total Net Expenditure		
(3,831,941)	Net Direct Income (including recharges to/from GF)	(3,246,460)	(3,661,380)
506,679	Unallocated Recharges	460,790	445,320
3,260,121	Recharges from Staffing and Overhead Accounts	3,159,590	3,470,940
<u>(65,141)</u>		<u>373,920</u>	<u>254,880</u>

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APPENDIX C2

Proposed changes to Housing Revenue Account Charges for 2015/16

Service or Facility	Current Charge p.w. £	Proposed Charge p.w. £	Increase	
			%	£
Charges for Flats with Communal Areas				
Blocks with a door entry system	3.20	3.26	1.9	0.06
Other blocks	2.13	2.17	1.9	0.04
Community Alarm Service Charges				
- where the Council supplies the alarm*	4.34	4.43	2.0	0.09
- where the user supplies the alarm*	3.51	3.58	2.0	0.07
* plus VAT where appropriate				
Garage Rents				
Garages rented to a tenant or leaseholder*	8.09	8.25	2.0	0.16
*In excess of two garages will be subject to VAT				
Other Garages (subject to VAT)	11.16	11.38	2.0	0.22

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30 Year Summary HRA Business Plan Table

Year	2015.16	2016.17	2017.18	2018.19	2019.20	2024.25	2029.30	2034.35	2039.40	2044.45
	1	2	3	4	5	10	15	20	25	30
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INCOME:										
Rental Income	28,600	29,130	29,868	30,711	31,606	36,273	41,399	47,989	56,160	65,680
Garage Rents Sevice Charges etc	1,501	1,534	1,567	1,600	1,635	1,822	2,028	2,257	2,510	2,789
Other Income	275	267	273	289	309	527	830	1,005	763	512
Total Income	30,376	30,931	31,708	32,600	33,550	38,622	44,257	51,251	59,433	68,981
Management	6,436	6,515	6,645	6,717	6,894	7,577	8,335	9,171	10,104	10,896
Responsive & Cyclical Maintenance	4,357	4,388	4,557	4,735	4,919	5,629	6,425	7,410	8,653	10,124
Major Repairs & Improvements	9,705	8,962	9,086	9,263	9,391	13,025	18,272	18,202	17,350	25,623
Reprovision/repurchase of Existing Homes	1,500	1,500	1,050	1,000	800	1,200	1,200	1,200	1,200	1,200
New Build Programme	4,500	4,500	4,500	4,500	4,500	5,000	5,000	15,000	20,000	20,000
Bad Debt Provision	100	130	133	137	141	164	190	220	255	296
Interest Payments	7,193	7,193	7,193	7,193	7,193	7,193	7,193	7,193	6,240	4,490
Scheduled Repayment of Debt	0	0	0	0	0	0	0	0	10,000	10,000
Total Expenditure	33,791	33,188	33,164	33,545	33,838	39,788	46,615	58,396	73,802	82,629
less capital funding adjustment	2,160	2,350	2,350	2,350	2,350	2,460	2,570	2,680	2,890	3,000
(Surplus) /Deficit for year	1,255	(93)	(894)	(1,405)	(2,062)	(1,294)	(212)	4,465	11,479	10,648
HRA Reserves b/f	11,774	10,519	10,612	11,506	12,911	35,387	56,003	76,432	56,586	27,928
HRA Reserves c/f	10,519	10,612	11,506	12,911	14,973	36,681	56,215	71,967	45,107	17,280
Reserves @ 31st March										
Working Balance Reserve	2,019	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Insurance Reserve	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Investment/Repayment Reserve	7,500	7,612	8,506	9,911	11,973	33,681	53,215	68,967	42,107	14,280

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APPENDIX D

FINANCIAL, ADMINISTRATION, BORROWING AND INVESTMENT STRATEGY AND PRUDENTIAL INDICATORS

PART 1 – FINANCIAL ADMINISTRATION

1. When a local authority is calculating its budget requirement and consequent council tax, the Chief Financial Officer is now required under Section 25 of the Local Government Act 2003 to report on:
 - (i) the robustness of the estimates made for the purposes of the calculations; and
 - (ii) the adequacy of the proposed financial reserves.
2. The emphasis is to ensure that the estimates are sufficient to cover regular recurring costs plus any reasonable risks and uncertainties and, in the event of unexpected expenditure, that there are adequate reserves to draw on. The calculations relate to the budget for the forthcoming year and the legal requirement may, therefore, be interpreted as reporting only on the 2015-16 estimates and the reserves up to 31 March 2016.
3. At South Cambridgeshire District Council, the Executive Director (Corporate Services) as the Chief Financial Officer considers the estimates for the financial year 2015-16 to be sufficiently robust and the financial reserves up to 31 March 2016 to be adequate.
4. The main area of risk is with regard to Retained Business Rates, introduced in 2013-14. As the scheme is still quite new it is difficult to forecast future income with any certainty, a key area of uncertainty being the level and timing of outstanding appeals.
5. Other risks include the actual realisation of savings which have been included in the estimates and the lack of certainty over New Homes Bonus where the 80% contribution may be cut or capped, the underlying growth in the number of dwellings may not be achieved and the next Government may either make fundamental changes to the scheme or withdraw/replace it. There is also a risk that the new Government may revisit the balance of the local government financial settlement in other ways, e.g. adjusting the balance of funding between tiers of local government.
6. As at the end of March 2016, the estimated balances are £6.7 million and £2.0 million on the General Fund and Housing Revenue Account respectively. The minimum balance for the General Fund is normally £1.5 million but it is now considered that the minimum balance for future years should temporarily be increased to £2.5 million during the present period of local government changes and economic uncertainty. The target balance as at 31 March 2019 is £2.5 million. The minimum balance for the Housing Revenue Account has been increased to £2 million because in future years any unexpected capital works may have to be financed from revenue and to provide cover for uninsured losses in excess of the insurance reserve.

PART 2 – BORROWING AND INVESTMENT STRATEGY

Background

7. With effect from 1st April 2004, the Local Government Act 2003:

- (i) included a power for a local authority to borrow for any purpose relevant to its functions under any enactment or for the purposes of prudent management of its financial affairs;
- (ii) included a power for a local authority to invest for any purpose relevant to its functions under any enactment or for the purposes of prudent management of its financial affairs; and
- (iii) requires a local authority to have regard to any guidance the Secretary of State may issue.

Considerations

8. Revised investment guidance was issued in March 2010 by Department for Communities and Local Government (DCLG). The key points in the guidance are:
 - (i) the guidance makes even clearer that the investment priorities should be **security** and **liquidity**, rather than yield;
 - (ii) investment strategies should still go to the full council before the start of each year, but authorities are encouraged to consider submitting revised strategies at other times;
 - (iii) strategies should be published;
 - (iv) authorities should not rely just on credit ratings but also consider other information on credit risk;
 - (v) strategies should comment on the use of treasury management consultants; and
 - (vi) strategies should comment on the investment of money borrowed in advance of spending needs.

9. The Chartered Institute of Public Finance and Accountancy (CIPFA) has also issued in November 2011 a revised edition of its Treasury Management in the Public Services Code of Practice which identifies three key principles:
 - (1) public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities;
 - (2) their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing funds; and
 - (3) they should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury management policies and practice should reflect this.

10. The proposed borrowing and investment strategy for 2015-16 is attached as **Appendix D1**. The proposed strategy does not comply with the Code which, as a minimum, stipulates for reports annually to full Council on the investment strategy and plan, a mid year position report and an end of year performance report.

11. The borrowing and investment strategy sets out the limits within which Council officers must operate. Once the strategy is approved, the Head of Finance, Policy

and Performance issues a list of approved organisations/counterparties within each category in the investment strategy, with which the Council can invest. This list is reviewed during the year to take account of:

- (i) mergers of organisations which are reducing the number of counterparties with which the Council can invest;
 - (ii) the current economic climate whereby organisations which are allowed in accordance with the investment strategy may be suspended from the list of approved organisations, and
 - (iii) the credit rating and financial standing of approved organisations which, where available, are checked before any investment decision is made.
12. The Prudential Code for Capital Finance in Local Authorities requires local authorities to set prudential indicators before the beginning of the financial year. These indicators include liquidity of investments, interest rate exposure, etc., and are shown in **Appendix D2**.

Options

13. These include:
- (i) Continuing with the present policy which has produced good results. The Council is a member of the CIPFA Treasury Management benchmarking club. The results for 2013-14 show that South Cambridgeshire achieved a return of 1.18% on combined investments (less than and more than 365 days) compared to 0.94% for its comparator group and 0.85% for the overall group. South Cambridgeshire was third highest in the comparator group of 14 other organisations and eighth highest in the overall group of 50 other organisations. These good results were achieved at minimal cost and investment risk;
 - (ii) Continuing with the present policy and extending approved counterparties.
 - (iii) Adopting a risk free strategy by investing only with the Debt Management Office which is a government agency and should be totally secure. Interest rates with this organisation are generally substantially lower than rates in the money market and this would result in substantially lower interest on balances than the figure which is in the 2015-16 estimates; and
 - (iv) Out-sourcing investment but this is probably not economic for the amounts now available when considered against the Council's capital programme.

Implications

14. 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:
15. **Financial**
The Council may currently earn less interest on its investments by having a restricted range of investments but this is considered to be more than offset by the reduced risk of default by counterparties.
16. **Staffing**
The use of credit ratings requires some research by staff who deal with treasury management.
17. **Risk Management**
There is internal check with division of duties between dealing, administration and authorisation and any losses due to fraud should be covered by fidelity insurance.

Credit and counterparty risk is currently managed by restricting the range of investment organisations to the main banks, building societies, etc. The use of credit ratings places greater reliance on the credit rating agencies which do not provide any indemnities against loss.

PART 3 – PRUDENTIAL INDICATORS

18. The Prudential Code for Capital Finance in Local Authorities came in to effect from 1 April 2004, the objective being to provide a framework for capital programmes to ensure that:
 - (i) capital expenditure plans are affordable;
 - (ii) all external borrowing and other long term liabilities are within prudent and sustainable levels; and
 - (iii) treasury management decisions are taken in accordance with professional good practice.

19. Prudential indicators must be set by Council before the beginning of the financial year but can be revised at any time. The Chief Financial Officer is required to establish procedures to monitor performance against the prudential indicators and to ensure that any borrowing is for capital purposes. The indicators are primarily to show whether a local authority is entering into long term commitments which it may not be able to afford in the future. The Council's main long term commitment is the £205 million debt resulting from the Government's Housing Revenue Account Self Financing reforms and the affordability and sustainability of this debt are addressed in the HRA business plan.

20. The prudential indicators are set out in **Appendix D2**.

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

Revised investment guidance from the DCLG dated 11th March 2010
Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes (CIPFA) 2011 edition
Treasury Risk Management Toolkit for Local Authorities (CIPFA) 2012 edition
The Prudential Code for Capital Finance in Local Authorities (CIPFA) 2011 edition

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APPENDIX D1

BORROWING AND INVESTMENT STRATEGY, 2015-2016

1. Introduction

1.1 South Cambridgeshire District Council has adopted the Code of Practice for Treasury Management in the Public Services, 2011 edition, issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and complied with the Guidance issued by the Department for Communities and Local Government (DCLG) on behalf of the Secretary of State, **with the exception of the reporting requirements to full Council.**

1.2 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:

- (a) increases in interest charges caused by increased borrowing to finance additional capital expenditure,
- (b) any increases in running costs from new capital projects, or
- (c) the loss of interest on balances or reserves arising from their use in financing the capital expenditure,

are limited to a level which is affordable within the projected income of the council for the foreseeable future.

2. Defined Activities

2.1 Treasury Management is defined as the management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

3. Policy

3.1 This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

3.2 This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

- 3.3 The Council attaches a high priority to a stable and predictable revenue cost from treasury management activities. The Council's objectives in relation to debt and investment can accordingly be stated as follows:
- (a) To assist the achievement of the Council's service objectives by obtaining funding and managing the debt and treasury investments at a net cost which is as low as possible, consistent with a high degree of interest cost stability and a low risk to sums invested.
 - (b) This means the Council takes a low risk position but is not totally risk averse. Treasury management staff have the capability to actively manage treasury risk within the scope of the Council's treasury management policy and strategy.
 - (c) The following activities may be appropriate, depending on the circumstances at the time, to the extent that skills and resources are available:
 - (i) The Council will borrow at fixed or variable rate across a wide range of maturities, taking account of a liability benchmark which represents the lowest risk position
 - (ii) Within limits, however, the Council will seek to borrow more at maturities that it believes offer better value, and will consider early repayment and replacement of loans to rebalance portfolio risks as market conditions change
 - (iii) When investing surplus cash, the Council will not limit itself to making deposits with the UK Government, but may invest in other bodies including high investment grade financial institutions, or other organisations as set out in the investment policy.
 - (d) The Council will seek to limit the risk of adverse interest rate changes on the budget, and will maintain a level of treasury skills, knowledge and access to information commensurate with managing risks at this level.

4. **Governance**

- 4.1 This Council will create and maintain, as cornerstones for effective treasury management:
- (a) a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities; and
 - (b) suitable treasury management practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

The content of the policy statement and TMPs will follow the recommendations contained in sections 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of this Council. Such amendments will not result in the Council materially deviating from the Code's key principles.

- 4.2 This Council will receive reports on its treasury management policies, practices and activities, including as a minimum, an annual strategy in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs. The TMP is supplemented by a systems document covering treasury management

procedures; the detail of how to apply practices for use by officers in their 'day to day' work on treasury management.

- 4.3 This Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Finance and Staffing Portfolio Holder, and for the execution and administration of treasury management decisions to the Chief Financial Officer, who will act in accordance with the Council's policy statement and TMPs and, if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.
- 4.4 This Council nominates the Corporate Governance Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

5. **Strategy**

- 5.1 On 1st April 1996 the Council became debt-free but under the Government scheme for Housing Revenue Account (HRA) Self-financing was required to take on debt of around £205 million on 28 March 2012. The Council raised this money from the Public Works Loan Board in order to take advantage of the special (lower) rate available only to local authorities with debt under HRA Self-financing. The debt transactions were arranged on 26 March 2012 and effected on 28 March 2012.
- 5.2 The HRA Business Plan includes 41 maturity loans in tranches of £5 million each at fixed rates of interest with maturities every six months from March 2037 to March 2057 (25 to 45 years). Any Public Works Loan Board debt has to be held for at least one year before it can be prematurely repaid and, therefore, a strategy for monitoring debt with a view to debt rescheduling will be incorporated in future investment strategies.
- 5.3 Following HRA Self-financing the Council has adopted a two pool approach whereby long term loans are split between the Housing Revenue Account and General Fund, the principles to be applied are:
- (a) Future charges to the HRA in relation to borrowing are not influenced by General Fund decisions, giving a greater degree of independence, certainty and control
 - (b) Un-invested balance sheet resources which allow borrowing to be below the capital financing requirement (CFR) are properly identified between General Fund and HRA
- 5.4 The Chief Financial Officer will only have delegated authority to deal in investments which are denominated in sterling and any payments or repayments in respect of the investments are to be payable only in sterling.
- 5.5 Credit arrangements are forms of credit which do not involve the borrowing of money and are defined by Section 7 Local Government Act 2003. The Chief Financial Officer shall only commit the Council to credit arrangements which have been approved either specifically or as part of the financing of the capital programme by the Cabinet and/or Council.
- 5.6 The Council's policy on the minimum revenue provision, being a provision for debt repayment to be set aside each year regardless of when debt repayment is actually made, will be either the asset life method calculated by dividing the cost of an asset by its estimated useful life, or an agreed percentage. The impact on HRA Self-

financing is excluded from the calculation of the minimum revenue provision under statutory guidance issued by the Department of Communities and Local Government.

5.7 Any decision to outsource all or part of the treasury management function will require the approval of the Cabinet.

6. Operations and Prudential Indicators

6.1 The Chief Financial Officer will formulate:

- (a) a borrowing and investment strategy before the start of the financial year to be approved by Executive and Council;
- (b) a borrowing and investing plan in March of each year for the next five years which will incorporate the expenditure and income in the capital programme and capital and revenue financing decisions approved by the Council; and
- (c) short-term borrowing/investing plans at the beginning of each week for the current week.

6.2 The prudential indicators including those relating to treasury management are being approved by Council in February 2015 as part of the Medium Term Financial Strategy.

6.3 Where the planned capital programme indicates a borrowing need, other than for short term borrowing, and where investment interest rates are forecast to be below borrowing rates for the year internal borrowing will be considered; or where appropriate external borrowing with the following approved organisations:

- Public Works Loans Board or other Government appointed body
- UK Local Authorities (excluding Parish Councils) and,
- the Local Capital Finance Company (LGA Municipal Bond Agency)

6.4 Investments will only be in non-negotiable fixed time, callable and on call deposits to the following approved organisations and within the following limits:

Groups of organisations	Maximum investment limit to any one organisation within a group (£ million)	Maximum proportion which may be held by each group at any time during the financial year
The Treasury (the UK Debt Management Office's Debt Management Account)	unlimited	100%
Money Market Funds subject to the highest possible credit rating.	7.5	30%
UK Local Authorities (excluding Parish Councils) and Local Capital Finance Company (Municipal Bond Agency)	7.5	75%
UK Banks (which are also retail)	7.5	60%
South Cambs Housing Ltd	7.5	30%

Groups of organisations	Maximum investment limit to any one organisation within a group (£ million)	Maximum proportion which may be held by each group at any time during the financial year
Subsidiaries of UK Banks (provided the subsidiaries are UK-incorporated deposit takers under the Financial Services and Markets Act 2000 and provided loans are for a maximum period of three months)	1.0	10%
Other Banks, Property Funds and Financial Institutions specifically approved by the Finance and Staffing Portfolio Holder (or formerly by Cabinet or Finance, Resources and Staffing Committee)	2.5	20%
Building Societies		100%
with assets greater than £10,000 million	7.5	
with assets between £10,000 million and £5,000 million	3.0	
with assets between £1,500 million and £5,000 million	2.0	
6.5 Investment in share capital, as non-specified investments, to the following approved organisations:		
• the Local Capital Finance Company (Municipal Bond Agency)		
• South Cambs Ltd (trading as Ermine Street Housing)		
or other organisations specifically approved by Cabinet.		
7. Investment Security		
7.1 The Chief Financial Officer shall review at least annually the list of approved organisations and make appropriate amendments to individual organisations on the list, but not to the principles on which it is compiled without the approval of the Cabinet.		
7.2 The guidance (paragraph 1) determines specified investments as investments denominated in sterling, for less than twelve months, not in share or loan capital and with a high credit quality or with the Government or local authority. Non-specified investments may have greater potential risk and are any investments which are not specified. The groups of organisations set out above are restricted in order to give priority to security and will be used for both specified (less than twelve months) and non-specified investments (twelve months or more).		
8. Credit risk assessment		
8.1 The criteria for high credit quality will apply (except to public sector bodies or approved subsidiaries of public sector bodies) to both specified (less than twelve months) and non-specified investments (twelve months or more) and will apply to		

organisations as set out in paragraph 6.4 with a credit rating as set out in **Annex 1** and a bank financial strength rating greater than D+. The credit rating and bank financial strength rating of all approved organisations will be checked on a weekly basis and of a specific approved organisation immediately before an investment is made with that organisation. Ratings watch (heightened probability of rating change in the short term) and ratings outlook (credit rating may change in the next one to two years) will also be taken in to account.

9. Investment Consultants

- 9.1 External contractors offering information, advice and/or assistance are currently not used by the Council as treasury management performance is benchmarked against other organisations and a consistently good performance has been achieved for several years.

10. Investment Training

- 10.1 The needs of the Council's treasury management staff for training in investment management are reviewed as part of the annual performance and development review scheme and are addressed by attendance at seminars (usually the CIPFA Local Government Treasury Management Conference with periodic attendance at seminars offered by external organisations) and by keeping up to date with codes of practice and guidance issued by CIPFA and DCLG and information in the quality financial press.

11. Investment of money borrowed in advance of need

- 11.1 The Chief Financial Officer may undertake short term borrowing where it is associated with specific investments for longer periods and, thereby, take advantage of interest rate differentials or may undertake long term borrowing, with the approval of Finance and Staffing Portfolio Holder, where there is a clear link to the capital programme which supports the need for future borrowing.

12. Loans to approved organisations

- 12.1 Loans to organisations shall be on a secured basis funded from internal resources or from prudential borrowing following asset security, organisation and loan project appraisal, with the approval of the Chief Finance Officer and Finance and Staffing Portfolio Holder.

13. Delegation and Reporting

- 13.1 Delegation may be summarised as:
- (a) to the Chief Financial Officer and/or Head of Finance, Policy and Performance:
 - (i) temporary borrowing/investing for up to 364 days
 - (ii) investments up to five years
 - (iii) capital financing
 - (iv) credit arrangements;
 - (b) to the Chief Financial Officer and Finance and Portfolio Holder:
 - (i) long term borrowing
 - (ii) loans to approved organisations
 - (c) to the Cabinet:

- (i) external management / use of external consultants; and
- (d) to the Council:
 - (i) approval and any revisions to the annual investment strategy

13.2 The Chief Financial Officer shall present to:

- (a) the Finance and Staffing Portfolio Holder quarterly updates on treasury management activity; and
- (b) Corporate Governance Committee an annual report on the activities of the Treasury Management operation and on the exercise of Treasury Management powers delegated to them at the earliest practicable opportunity after the end of the financial year but in any case by the end of September.

To be approved by Council
26 February 2015

ANNEX 1

Long and Short Term Credit Ratings

Audit Commission grading (for the purpose of standardisation)		Fitch		Moody's			Standard & Poor's		
		Long Term	Short Term less than or equal to one year	Long Term	Short Term less than or equal to one year		Long Term	Short Term less than or equal to one year	
Investment Grade	Extremely strong Grade	AAA	F1+	Aaa	P-1		AAA	A-1+	
	Very Strong Grade	AA+	F1+	Aa1	P-1		AA+	A-1+	
		AA	F1+	Aa2	P-1		AA	A-1+	
		AA-	F1+	Aa3	P-1		AA-	A-1+	
	Strong, but susceptible to adverse conditions grade (strong grade)	A+	F1+ F1	A1	P-1		A+	A-1+ A-1	
		A	F1	A2	P-1	P-2	A	A-1+	
		A-	F1 F2	A3	P-1	P-2	A-	A-1+ A-2	
	Adequate grade	BBB+	F2	Baa1	P-2		BBB+	A-2	
		BBB	F2 F3	Baa2	P-2	P-3	BBB	A-2 A-3	
		BBB-	F3	Baa3	P-3		BBB-	A-3	
Sub-investing Grade	Speculative grade	BB+	B	Ba1	Not Prime (NP)		BB+	B-1	
		BB	B	Ba2	NP		BB	B-2	
		BB-	B	Ba3	NP		BB-	B-3	
	Very speculative grade	B+	B	B1	NP		B+	-	
		B	B	B2	NP		B	-	
		B-	B	B3	NP		B-	-	
	Vulnerable grade	CCC	C	Caa1	NP		CCC+	C	
		CCC	C	Caa2	NP		CCC	C	
		CCC	C	Caa3	NP		CCC-	C	
		CC	C	-	NP		CC	C	
C		C	Ca	NP		C	C		
Defaulting grade	D	D	C	NP		D	D		

SCDC Investment Criteria

APPENDIX D2

Prudential Code for Capital Finance in Local Authorities Prudential Indicators for 2015-16

1. Capital Expenditure

The actual capital expenditure that was incurred in 2013-14 and the estimates of capital expenditure to be incurred for the current and future years are:

	2013-14 Actual £ million	2014-15 Estimate £ million	2015-16 Estimate £ million	2016-17 Estimate £ million	2017-18 Estimate £ million
General Fund	2.843	4.863	5.760	8.666	5.283
Housing Revenue Account	10.095	14.017	17.027	16.920	16.087
Total	12.938	18.880	22.787	25.586	21.370

2. Affordability

Estimates of the ratio of financing costs to net revenue stream for the current and future years are:

	2013-14 Actual	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate
General Fund	-2%	-1%	-1%	0%	1%
Housing Revenue Account	26%	25%	25%	24%	23%

The negative figures reflect the Authority's General Fund position as a net investor, the interest earned being used to help fund the budget.

The other affordability indicator is the incremental impact of capital investment decisions on the council tax as shown below and, on the average weekly housing rents and this is considered to be not applicable as the increase in housing rents on the HRA is based on Government guidance and not on the amount of HRA capital expenditure.

Incremental Impact of Capital Investment Decisions	2015-16 Estimate £ p	2016-17 Estimate £ p	2017-18 Estimate £ p
General Fund, increase / (decrease)	4.26	-6.49	29.31

3. Capital Financing Requirement

The capital financing requirement is capital expenditure which has not been fully financed from a local authority's own resources in the year but has been covered by raising external or internal debt. The capital requirement at 31 March 2014 is £209.083 million; thereafter:

	31/03/2014 Actual £ million	31/03/2015 Estimate £ million	31/03/2016 Estimate £ million	31/03/2017 Estimate £ million	31/03/2018 Estimate £ million
General Fund	3.960	4.722	6.824	8.090	12.913
Housing Revenue Account	205.123	205.123	205.123	205.123	205.123
Total	209.083	209.845	211.947	213.213	218.036

The General Fund capital financing requirement fluctuates due to financing internally refuse vehicles, part of the purchase of wheeled bins and cash overdrawn on equity share repurchases, but this financing is then partly repaid over the period.

4. External Debt

HRA self-financing required the Council to take on external debt of £205.123 million at the end on 2011/12.

The prudential indicators for external debt will be:

i. Authorised limit

	2014-15 Estimate £ million	2015-16 Estimate £ million	2016-17 Estimate £ million	2017-18 Estimate £ million
Borrowing	218.0	219.0	219.0	219.0
Other Long Term Liabilities	0	0	0	0
Total	218.0	219.0	219.0	219.0

The authorised limit is the maximum limit consisting of HRA debt of £205 million and £14 million to take advantage of interest rate differentials and to meet immediate cash flow requirements. The authorised limit is the statutory affordable borrowing limit under Section 3 (1) Local Government Act 2003.

Net borrowing is set out in the table below and one of the key indicators of prudence is that net debt is not in excess of the capital financing requirement.

	2014-15 Estimate £ million	2015-16 Estimate £ million	2016-17 Estimate £ million	2017-18 Estimate £ million
Borrowing	218.0	219.0	219.0	219.0
Investments	-27.0	-40.0	-40.0	-40.0
Net debt	191.0	179.0	179.0	179.0

Another indicator to highlight where an authority may be borrowing in advance of need is the ration of the net debt to gross debt.

	2014-15	2015-16	2016-17	2017-18
Net debt to gross debt	91%	84%	84%	82%

ii. Operational boundary

The operational boundary for external debt is based on the same estimates as the authorised limit but reflects the most likely scenario and is expected to be £219 million for both borrowing and other long term liabilities for each of the four years.

iii. Actual debt

The third indicator for external debt is actual debt at the end of the last financial year and was £205.123 million.

5. Maturity Structure of Borrowing

As the Council will only undertake a minimal amount of short-term borrowing to take advantage of interest rate differentials and to meet immediate cash flow requirements and the HRA debt is at fixed rates, the upper limits to be set for borrowing will be:

	Under 12 Months	More than 12 months
Upper limit for fixed interest rate exposure	100%	100%
Upper limit for variable rate exposure	100%	0%

6. Treasury management

The Prudential Code requires the Authority to have adopted the CIPFA Code of Practice for Treasury Management in the Public Services: South Cambridgeshire has adopted this Code.

i. Liquidity of Investments

The procedure for determining the maximum periods for which funds may be prudently committed is to formulate the five years investing plan. No investments will be made for more than five years. The prudential indicators for principal sums invested for longer than 364 days being the maximum limit shall be:

Investment period	<i>Longer than 364 days but less than two years £ million</i>	<i>Longer than one year and 364 days but less than three years £ million</i>	<i>Longer than two years and 364 days but less than four years £ million</i>	<i>Longer than three years and 364 days but less than five years £ million</i>
Maximum Limit	7.0	7.0	4.0	3.0

ii. Interest rate Exposure

The Council will only undertake a minimal amount of short-term borrowing to take advantage of interest rate differentials and to meet immediate cash flow requirements; the upper limits for interest rate exposures are based on gross investments. These upper limits for the forthcoming financial year and the following two years will be:

Upper limit on gross investments	2015-16	2016-17	2017-18
Fixed Rate	100%	100%	100%
Variable rate	50%	50%	50%

Agenda Item 8



South
Cambridgeshire
District Council

Report To: Leader and Cabinet
Lead Officer: Director, Planning & New Communities

12 February 2015

Northstowe Phase 2: Public Service Delivery and Requirements

Purpose

1. To consider the range of requirements needed to bring forward and deliver the physical and community infrastructure needed to support the new communities and housing delivery in Northstowe.
2. This is not a key decision.

Recommendations

3. Cabinet is invited to
 - (a) consider the proposed draft list of requirements (attached as **Appendix 1**) to be included in the Section 106 Agreement should the Northstowe Joint Development Control Committee (NJDCC) be minded to grant outline consent for the Phase 1 planning application; and
 - (b) to comment on the draft list of requirements with regard to any corporate implications to enable the NJDCC to have regard to the comments when it considers the outline planning application.

Reasons for Recommendations

4. To ensure that Cabinet can consider any corporate implications arising from the proposed District requirements for the section 106 Agreement.

Background

5. An outline planning application for Phase 2 of Northstowe was submitted by the HCA in August 2014 (planning reference S/2011/14/OL), alongside a full planning application for the Southern Access Road (West). The application sites covers 216 hectares. The area of the main Phase 2 development is bordered to the east by the Guided Busway and to the west by Longstanton. The area includes the former Oakington Barracks and surrounds Rampton Drift, the existing settlement of 92 homes.

Considerations

6. Should the NJDCC resolve to grant outline planning permission for Phase 2 of Northstowe, then a Section 106 Agreement will be required setting out the financial contributions and works that the developer will be committed to provide to ensure that the community needs of the development are delivered. Items of interest to the District are summarised below.

7. There are likely to be viability issues with Phase 2 and District requirements, in terms of level of contribution and triggers for payment, which will need to be considered together with those of the County Council and other public sector partners. The Council has appointed a specialist consultant to provide advice through detailed viability negotiations. These negotiations will also need to consider the proportion of affordable housing to be provided on site. The application states that Phase 2 will make provision for an affordable housing contribution of 20% and that provision will be discussed further during the determination process. All phasing, triggers and levels of developer contributions are subject to the ongoing viability work in the programme. Detailed negotiations on the Section 106 Agreement will continue should the NJDCC be minded to grant planning consent.
8. The Council has given, in principle, support for direct investment in affordable housing at Northstowe through its Housing Revenue Account.
9. The principal items of interest to the District are, in summary:
 - a) **Community**

This includes a contribution towards capital and revenue for the Civic Hub which will include a Health Centre, library, community facilities and provision for emergency services.
 - b) **Environmental**

This includes the cost of monitoring equipment for noise and air quality, and drainage payments including a contribution towards the cost of Webbs Hole Sluice Pump and maintenance of Hattons Road Ponds.
 - c) **Governance and Community Development**

This includes costs associated with community endowment, electoral arrangements, and community and sports development.
 - d) **Sports Provision**

This is primarily the Sports Hubs and a Pavilion, with contributions towards capital and revenue including sports development support.
 - e) **Waste**

This covers the provision of bins
 - f) **Housing**

The Section 106 Agreement will cover the proportion of affordable housing.

Details of the contributions recommended in respect of District Council services are outlined in **Appendix 1**.
10. There are other aspirations, for instance a swimming pool, that are not included on the recommended list of items. However, all parties intend to work together to find means to enhance the range of facilities in the new town. The proposed town centre strategy and employment strategy will facilitate these discussions, and it is hoped that plans for a number of projects will emerge over time.

Implications

11. 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

12. The Council may be involved in revenue support for certain public buildings in the town centre and sports hubs, and for Webbs Hole Sluice pumping station including its maintenance. The pumping station is being provided by Gallagher during Northstowe Phase 1 for the benefit of the whole development.

Legal

13. The proposed Heads of Terms would be included in a detailed section 106 legal planning agreement to which the District Council, developer and County would be the principal parties.

Risk Management

14. There is a risk that the councils may fail to secure adequate facilities and services for the new community. There is also a reputational risk of failure to achieve high quality 'place-making' and a financial risk associated with detailed viability negotiations. If the level of affordable housing is increased, it will be important to make sure that the education requirements are reviewed in order to ensure appropriate levels of school provision.

Consultation responses

15. The planning application was the subject of public consultation in October – November 2014 with staffed exhibitions in the Northstowe area and at Northstowe Parish Forum meetings. In drawing up the District and County requirements, there has been consultation with statutory and other agencies including the NHS, Environment Agency, Internal Drainage Boards and Sport England. This feedback is informing consideration of the planning applications for Phase 2.

Effect on Strategic Aims

16. The development of Northstowe is a corporate priority. The creation of a quality town that provides the infrastructure to support housing development is a fundamental requirement.

Conclusion

17. This report summarises District requirements needed for Northstowe Phase 2, and proposed to be secured through a Section 106 agreement. It complements the County requirements considered by the Economy and Environment Committee on 2 February. The public sector requirements will be combined to create the draft Heads of Terms, subject to viability, for consideration by the NJDCC.

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.

Northstowe Action Area Plan (NAAP) 2007,

Reports to NJDCC in July 2012, October 2012, March 2013

Reports to Cabinet report in July 2012, October 2012, July 2014

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

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Agenda Item 10



South
Cambridgeshire
District Council

Report To: Leader and Cabinet
Lead Officer: Executive Director, Corporate Services

12 February 2015

POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK 2014/15 Q3

Purpose

1. To provide 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, for consideration. Integrated reporting in this way gives Members the opportunity to examine any areas of concern and decide on the appropriate action.
2. To approve the Strategic Risk Register.
3. There are no recommendations giving rise to key decisions in 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

4. 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-C;
 - (b) approve the Strategic Risk Register and Matrix set out in Appendices D-E

Reasons for Recommendations

5. 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 ongoing review of priorities and will allow, where appropriate, redirection of resources to reflect emerging priorities and address areas of concern.
6. 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

7. This is the third position statement for 2014/15, providing updates in respect of:
 - The Financial Position at 30 November 2014;
 - The Corporate Plan 2014-2019, agreed by Council in February 2014;
 - Key Performance Indicators at 31 December 2014 (or the latest data available), agreed by EMT in April 2014, and
 - The Strategic Risk Register.

8. The Strategic Risk Register and Matrix form the record of corporate risks the Council currently faces in the achievement of strategic aims delivery of services, together with control measures to address / sources of assurance over, the risks.

Executive Summary

Corporate Plan

9. 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 attached**. 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)

10. The Council monitors a suite of 31 key performance indicators (KPIs) 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 attached**; the 12 Corporate Plan KPIs, on page 17 of Appendix A.
11. At the time of publication, performance data relating to staff sickness days per employee (FS110) for 31 December 2014 is not available. Once available, this data will be reported to the Finance and Staffing Portfolio Holder and Cabinet as part of subsequent performance reports.

Finance: General Fund, HRA and Capital

12. This position statement is reporting on the variance between the 2014/15 original budgets and the projected Outturn at the end of November 2014. Below is a summary of the provisional outturns and, for comparison purposes, the corresponding August 2014 projections, reported in the last quarterly Position Report.

Projected Outturn compared to original estimates	August 2014		November 2014		Movement (Appendix A)
	Adverse / (Favourable)				
	£	%	£	%	£
General Fund	(953,600)	(5.98)	(1,168,500)	(7.33)	(214,900)
Housing Revenue Account (HRA)	(50,600)	(0.18)	(157,100)	(0.55)	(106,500)
Capital	(1,002,600)	(3.87)	(2,504,500)	(9.68)	(1,501,900)

13. Overall, the General Fund is projected to have an adverse variance of £577,500, 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 £1,168,500 favourable variance, which is 7.33% of the Net District Council General Fund Expenditure. The General Fund variance is mostly because of additional Planning Application Income, above what was originally estimated, relating to solar farm proposals.

14. The Capital Accounts have a projected favourable variance of £2,504,500 but this is offset by a funding reduction of £1,700,000. This together with additional income from land sales gives a net overall favourable variance of £1,638,000.
15. A more detailed position statement is provided at **Appendix C**.

Risk management

16. 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 Strategic Risk Register, attached as **Appendix D**. The draft Strategic Risk Matrix, attached as **Appendix E**, shows risk impact and likelihood scores in tabular form.
17. The Strategic Risk Register is arranged in order of priority of assessed risks, so that risks with the highest current risk scores are shown first. The colour shading enables monitoring of movement in risk scores, where Red / Amber / Green means:

	For risks previously above the Council's risk tolerance line	For risks previously below the Council's risk tolerance line
Red	The score has increased	The score has increased to above the line
Amber	The score has not changed, or has decreased but stays above the line	The score has increased but stays below the line
Green	The score has decreased to below the line	The score has not changed, or has decreased

18. 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 and Finance

19. The following considerations are brought to Members' attention, linked to specific Corporate Plan objectives:
20. *Objective (1): Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income*

Property acquisition has commenced and at 30 January 2015 Ermine Street Housing had bought 13 properties, with 12 further purchases pending. Of the properties purchased, seven have agreed let dates.

There is likely to be £100,000 additional interest income available for the General Fund resulting from these acquisitions.

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

The General Fund projected full-year working surplus is £1,168,500.

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 £114,900.

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 only continued until autumn 2014, as reflected in the projection. Some of this income, combined with income projected from future major applications, will be used to fund additional resources (see below).

Planning Performance: Although performance remains below target for Major, Minor and 'Other' planning applications, the determination of planning applications within target timescales improved in all categories during the third quarter of 2014/15. As reported last quarter, there are a number of contributory factors including a focus on improving the way we handle pre-applications. Two additional experienced planning officers have been appointed and we are recruiting to a new post of Business Excellence Manager and it is expected that these staff will help to ensure continued improved performance during the rest of the year. In addition, the Council has been awarded Site Delivery grant funding to strengthen our capacity to bring major planning applications to 'start on site'. The Council will receive £30,000 for 2014/15, and £20,000 for 2015/16. The Council has also been awarded £143,000 from Capacity Funding.

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

Previously it was envisaged that £1m of expenditure on the New Homes Programme new build projects would be deferred into 2015/16; however, alternative schemes have been purchased in December and a significant land purchase is expected to be completed before the year end.

94 new affordable homes had been completed by 31 December 2014, including 70 during the quarter. This surpassed the target of 80.

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

Following endorsement by the City Deal Executive Board on 28 January 2015, work will begin to develop specific infrastructure schemes in advance of the first tranche of £20 million government grant being due on 1 April 2015.

SCDC and Huntingdonshire District Council (HDC) formally agreed the development of a strategic partnership at their Cabinet meetings on 10 July 2014. SCDC's Cabinet has agreed the principles for shared ICT and Legal Services, subsequently agreeing the formation of a shared Building Control Service with HDC.

24. *Objective (7) Move to a commercial approach to service delivery*

Project initiation documents are being prepared following the approval of business cases for commercialisation projects with objectives to:

- Create a joint business hub
- Provide an in-house enforcement agents service

- Expand the Trade Waste service
- Create a Housing Delivery Vehicle
- Generate energy from the council's properties, and
- Extend the Lifeline Plus Supported Housing service.

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

Changes to bin collection arrangements have been implemented and are on course to deliver projected annual savings of £400k.

Successful over-achievement of trade waste income, new working arrangements, reduced staff sickness levels, and lower fuel costs are estimated to achieve savings of £147,100.

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

Rent collection levels have been maintained during the third quarter for 2014/15, achieving 97.97% in December 2014 against a target of 97.3%.

The Benefits Team has received an unqualified audit report for 2013/14. Of £30 million paid out in housing benefit to around 7,000 households, the adjustment required to the return was below £200.

By proactively engaging with tenants it is estimated that £30,000 of Discretionary Benefit Payments will now not be required.

27. *Objective (12) Increase the range and supply of temporary accommodation to help minimise the use of bed and breakfast accommodation for homeless households*

43 households were in temporary accommodation at 31 December 2014, a reduction from 56 in the previous quarter and within our target of 50 households.

Customer Service Performance

28. The Council received 45 complaints during Quarter Three, 11 of which (24%) were upheld. 53% of registered complaints were responded to within timescale, compared to 42% during the previous quarter. Performance remains substantially below the target of 80%. Health and Environmental Services has amended its internal procedures to improve response rates, whereby waste-related complaints are now forwarded to all supervisors and copied to the Duty Officer. Early anecdotal evidence suggests this is beginning to have a positive effect on the response rate. Responses in Planning and New Communities have been affected by the departure of the Development Control Manager and staffing changes within the Resource Team co-ordinating complaint responses. The new Interim Manager has now taken up post and responsibility for co-ordination reallocated, so that improvements here should also follow.
29. 19 compliments have been received between 1 October – 31 December 2014. This compares to 32 received in the previous quarter, and 37 during the corresponding period of 2013-14. Compliments often form the basis for Going the Extra Mile scheme nominations, in order to recognise and celebrate excellent customer service by individuals and teams.

30. The *Customer Contact Service*'s performance is showing improvement as the comprehensive improvement plan is implemented. During 2014, the service:
- Handled 76.81% of 174,919 total calls, improving from 69% in August 2014 to 91% in December 2014.
 - Answered calls in an average of 3:04 minutes. Answer time reduced from 4:34 minutes to 1:05 minutes between October-December 2014.
 - Resolved 82.46% of answered calls first time.

A full report is available elsewhere on the [Scrutiny and Overview Committee Agenda](#).

31. Web usage figures show that, whilst visitors appear to be able to access the 'Contact Us' form easily, less than a third are proceeding to complete it. We are reviewing this page to increase the proportion of visitors completing forms, as part of the wider drive to improve web self-service through the Digital by Default project. Going forward, qualitative customer feedback on the effectiveness of the Council's website will also be required.
32. Other e-forms continue to grow in popularity; for example, the Council Tax house move notification form was completed 1523 times between October-December 2014.

Implications

33. 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

34. 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

35. The Council's Strategic Risks continue to be proactively managed through control measures to reduce their likelihood and mitigate their impact.

Consultation responses (including from the Youth Council)

36. Corporate Plan aims and actions, and the allocation of resources to deliver them, are based on assessed need and priorities and are subject to consultation each year prior to adoption.
37. The comments of the cost centre managers and directors were requested on the financial position and projected out-turn. Council Action and Performance Indicator updates have been prepared in liaison with lead officers in each directorate.
38. Risk owners and members of EMT have been consulted regarding the draft Strategic Risk Register and Matrix and their responses have been reflected and incorporated where appropriate.
39. The report was considered by EMT at its meeting on 28 January 2015 and will be considered by Scrutiny and Overview Committee on 10 February 2015.

Effect on Strategic Aims

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

Background Papers: None

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money			
Objective (1) - Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income			
Complete and evaluate pilot scheme	<p>As part of the pilot scheme the Housing Company is providing property management (housing management and maintenance) services on behalf of the Ministry of Defence to provide rental housing in Waterbeach. It is also investing in leasehold bungalows currently held as General Fund assets already owned by the Council, thereby minimising the risk involved by the Council's interest in the property, whilst also providing a return on the lending to South Cambs Ltd.</p> <p>Cabinet, at its September 2014 meeting, approved the investment in South Cambs Ltd of up to £7 million for the acquisition of up to 40 properties.</p> <p>Property acquisition has commenced and at 30 January 2015 we have bought 13 properties and 12 further purchases pending.</p>	<p>Much-needed housing provided, with local families prioritised.</p> <p>Of the 13 properties purchased, 7 have agreed let dates.</p>	<p>Continued acquisition of properties in line with budget and agreed financial modelling</p> <p>Formalisation of financial monitoring information for Property Company Board</p> <p>Evaluate pilot and agree next steps – see below.</p>
Use lessons learnt to inform business plan for consultation and agreement	EMT has received a report outlining the timeline and structure for the pilot review report to Cabinet in November 2015.	Not started – pilot scheme in progress	<p>Planned/Structured evaluation</p> <p>Development of long term strategy informed by learning from pilot</p> <p>Preparation of Cabinet report (Nov 2015) with recommendations following evaluation of the pilot project</p> <p>Appraisal of the business modelling for the</p>

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
			<p>property portfolio to inform the Cabinet report for Nov 2015.</p> <p>Options in the Cabinet report for November 2015 are likely to include a full business case for long term investment.</p>
<p>Objective (2) - Improve efficiency and value for money within a viable financial strategy</p>			
<p>Implement recommendations from 2013-14 Business Improvement and Efficiency Programme (BIEP) projects</p>	<p>The Corporate Service Desk and Self-Service projects have been combined into the Digital by Default project, which aims to maximise opportunities for customers with electronic means to self-serve from a menu of information and forms on the council's website. The project involves three interlinked work streams covering internal and external communication and the Customer Contact Service.</p> <p>Following the Post Room review we are re-examining the outsourcing option through a trial involving Revenues's post with Huntingdonshire District Council.</p>	<p>Adoption of Remote Working culture has enabled Business Case to be developed for generating income through expanding office space hire.</p> <p>Goods and Services review projected to deliver £65k ongoing annual savings on Agency Staff costs.</p> <p>Revised waste collection working arrangements launched in September 2014, on target to generate annual ongoing savings of £400k and also reduce the number of bin lorries on the road and consequent emissions – see also objective (8) below.</p>	<p>A new role in HR will include support for recruitment and selection, as well as the implementation of other recommendations for this review.</p> <p>Audio and visual delivery of Corporate Brief will be trialled in accordance with the recommendations of the Internal Communications review.</p>

APPENDIX A – CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q3 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>Deliver 2014-15 BIEP, Organisational and Member Development strategies</p>	<p>Programme progressing on schedule. Savings target identified in MTFS. The following BIEP projects are underway:</p> <ul style="list-style-type: none"> • Digital by Default (see above) • Systems Contracts Terminus – List agreed. Identifying opportunities for savings following contract end dates. • Freedoms and Flexibilities – Project underway seeking new ways of empowering staff • Document and Space Management hot-desking pilot scheme in Health and Environmental Services complete and subject to evaluation. • Full review of administration activity underway as part of Resource and Support review. <p>Commercialisation initiatives incorporated into BIEP: See objective (7) below.</p> <p>Member Development Strategy 2014-2017 adopted by Council.</p> <p>Organisational Development Strategy: Refreshed draft considered and supported by Scrutiny and Overview Committee.</p> <p>First revised staff survey completed. Third tranche of Leadership Development Programme and evaluation of tranches 1-2 underway.</p> <p>Staff survey undertaken.</p>		<p>Complete programme, incorporating Commercialisation Action Plan as required. BIEP project recommendations to be submitted to EMT in accordance with Forward Plan.</p> <p>Implement Member Development Strategy.</p> <p>Finalise, adopt and implement 2014-2017 Organisational Development Strategy</p> <p>Communicate staff survey results, develop and agree action plan in response to issues identified.</p>

APPENDIX A – CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q3 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Publish an MTFS for 2015-2020	<p>‘Setting the scene’ report endorsed by EMT and Cabinet as the basis for revised draft MTFS.</p> <p>Revised draft MTFS agreed by Cabinet in November 2014 for consultation and development.</p>	<p>Outturn for 2013-14 identified savings of £650,000, with service quality maintained</p> <p>The General Fund working position at 30 November 2014 showed a favourable variance of £1,168,500.</p>	Final MTFS for 2015-2020 to be submitted to Cabinet and Council in February 2015 for approval.
Deliver ICT Strategy	Work is in progress to develop five-year strategic objectives for SCDC ICT, to inform service planning and shared service discussions with partners – see also objective (6) below.		ICT Strategy to be submitted to Cabinet for approval.
Objective (3) Make the district an even more attractive place to do business			
Deliver economic development objectives based around business-friendly working across the council’s operations, attracting inward investment and employment growth.	<p>The Corporate Enforcement Process Project has been delayed; internal project meetings have taken place to take the work forward, however.</p> <p>We are continuing to work with the Local Enterprise Partnership (LEP) to deliver sustainable economic growth in the partnership area and have recently identified priorities for the use of European funding of £72 million between 2014-2020 around investing in infrastructure, skills and the low carbon economy.</p> <p>We are an active partner in the London Stansted Cambridge Consortium, whose objective is to drive</p>	<p>The District Place Profile showed South Cambridgeshire continuing to perform strongly on all economic indicators (EMT report on 25 June 2014 refers)</p> <p>The number of Jobseeker’s Allowance claimants fell from 590 in August 2014 to 490 in</p>	<p>Enforcement Process Project will deliver recommendations for a new internal framework by March 2015.</p> <p>Whilst the application for the latest round growth deal funding was unsuccessful, the subsequent Autumn statement announced support for key schemes previously prioritised in the bid, including the A428 improvement scheme and Northstowe delivery.</p> <p>Develop the role of the LEP senior officer</p>

APPENDIX A – CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q3 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>economic development in this corridor. The Consortium is currently preparing a response to the consultation on improvements to the West Anglian rail service from London Liverpool Street to Stansted Airport and Cambridge.</p> <p>The LEP has secured an additional £38 million of investment to support economic growth initiatives in the region, including a £16.6 million boost to the Growing Place Fund, which provides affordable loan funding to overcome key barriers to growth, and improvements to the motorway junction at Stansted Airport.</p>	<p>December 2014.</p> <p>Positive anecdotal feedback on success of Key Account trial with IWM Duxford, and support to businesses accessing rural rate relief.</p> <p>Positive feedback from attendees of community pub event.</p>	<p>liaison group to include oversight of the delivery of European funding initiatives.</p>
<p>Implement a joined-up, corporate package of business-friendly services.</p>	<p>New business scripts for Customer Contact Service agreed and implemented to ensure consistent enquiry handling, response and referral.</p> <p>Key Account Management (KAM) arrangements have been developed to deliver a joined-up approach to regulation and communication. EMT has agreed the list of local organisations to be invited to open key accounts.</p> <p>Business Register and Newsletter continues to be supported by SCDC dedicated project officer.</p>	<p>Feedback from attendees of previous business support workshops has been very positive; they have been described as ‘a valuable opportunity for any potential business’ and ‘a fantastic opportunity to learn.’</p>	<p>Selected businesses will be approached to establish Key Account Management relationships in Quarter Four.</p> <p>Final and deliver a training package for key account managers.</p> <p>We will continue to improve and promote the bi-monthly Business Newsletter in order to increase the value of the Business Register as an information and support tool for local firms.</p>
<p>Begin implementation of a joint “Business Support Hub” with Cambridgeshire County Council and partners</p>	<p>Following endorsement of the Business Hub approach by the County Council, an outline business case has been submitted to the Director for investment in a scheme that generates income and improves services for business.</p>		<p>Subject to endorsement by the Director, a business case will be submitted to EMT for consideration.</p>
<p>Roll out a package of targeted support for the rural economy.</p>	<p>Held community pub event at Plough and Fleece, Horningsea, attended by over 30 local businesses. The event was attended by both landlords and parishes</p>		<p>Targeted parish support is continuing. It is intended to carry out surveys with businesses to establish how best to engage</p>

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>interested in setting up their own facility through the community asset register.</p> <p>A consultation on the appropriateness of using Article 4 legislation to protect rural pubs from demolition and closure in certain circumstances began on 5 January and will run until 23 February.</p> <p>Exemplars 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 small rural businesses to take advantage of a government rate relief scheme launched in April 2014.</p>		<p>and support those in need most effectively.</p> <p>The Economic Development Portfolio Holder will determine whether to proceed with the use of Article 4 directions, taking into account consultation feedback.</p> <p>We intend to hold another community pub event in 2015 and will promote the British Institute of Innkeeping’s apprenticeship schemes in the district, working with the local skills partnership.</p> <p>The latest series of fully-funded business workshops and webinars will be running between February-April 2015.</p> <p>Continue to deliver locality working with communities to enhance the vitality of village centres: Waterbeach (complete) and Gamlingay (work to commence by 31 March)</p>
Objective (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages			
<p>Continue to engage and empower local communities through the:</p> <ul style="list-style-type: none"> - Sustainable Parish Energy Partnership (SPEP) - Action on Energy initiative - Community Assets Register 	<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. Whilst interest in solid wall insulation has been good, for a variety of reasons it has</p>	<p>Over 50,000 premises reached with superfast broadband.</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</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>

APPENDIX A – CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q3 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>- Localism Action Plan - Rural broadband initiatives</p>	<p>not been possible to translate this quickly into completed works, and the number of completed installations is below target. Nevertheless, 175 Green Deal Assessments and two installations had been completed in the district (735 countywide) by 7 November, with 30 quotes accepted and 11 jobs passed for install. Subsidy vouchers worth over £75,500 have been awarded to South Cambridgeshire residents to date (14 households).</p> <p>Localism priorities and action areas agreed by Cabinet on 10 July 2014. Work underway to develop action plan.</p> <p>There are currently 40 Assets of Community Value listed in South Cambridgeshire. The two most recent listings have been The Hoops Tandoori restaurant and amenity land off Bucks Lane, Great and Little Eversden.</p>	<p>software products and free marketing advice.</p> <p>Properties with installation complete benefitting from warmer homes, fewer draughts and lower fuel bills.</p> <p>Volunteers in Gamlingay have taken advantage of SPEP opportunities, organising thermal imaging surveys, lending out electricity monitors and holding a successful awareness-raising ‘Green Day’ event.</p>	<p>We will continue to work with the Action on Energy provider and carefully monitor the contract to deliver improved performance. We have been invited to apply for an extension to the project which, if successful, would extend it to 30 September 2015.</p> <p>Continue broadband connection programme towards 90% target. Businesses to be encouraged to take advantage of Broadband connection voucher scheme, due to close in March 2015 (though may be extended) – article in Spring 2015 residents’ magazine</p> <p>Continue to develop and implement the Localism Action Plan.</p>
<p>Work with tenants to improve estate inspections and promote the Tenants’ Community Chest project</p>	<p>In June 2014 the Tenant Scrutiny Panel presented its finding to the Portfolio holder / Councillors and the Director of Housing. Going forward, members of the tenant scrutiny panel will work with Geoff Clark (Neighbourhood Services Manager) to achieve agreed actions.</p> <p>We have been awarded an Environmental Improvement Grant to support this work of £15,000 this year and £50,000 during 2015-2016.</p>	<p>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 work in Impington.</p>	<p>Continue to promote the scheme through our regular communications.</p> <p>Use Environmental Improvement Grant to deliver further improvements.</p>
<p>Continue roll-out of locality “patch” working and implementation of joint Police and SCDC Neighbourhood Panels</p>	<p>The Localism priorities agreed by Cabinet include an objective to set up Locality patches aligned to partners’ delivery arrangements and include locality leads for SCDC front-line directorates.</p>	<p>The latest crime figures continue to show that the district is a very safe place to live. Feedback from partners at the</p>	<p>Begin communications with Parishes & Partners on new arrangements.</p> <p>The Crime and Disorder Reduction Partnership has identified new priorities for</p>

APPENDIX A – CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q3 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
across South Cambridgeshire	<p>Following reorganisation of the Sustainable Communities & Partnerships Team, Locality Development Officers have been appointed.</p> <p>Working with the police through Neighbourhood Panels to engage with residents on issues relating to community safety. We have recently met with Neighbourhood Watch Co-ordinators with a view to taking advantage of established local networks in responding to emergency incidents.</p>	<p>annual strategic community safety meeting praised SCDC for delivered improvements in working to combat anti-social behaviour.</p>	<p>2015/16, which it will finalise and communicate over the next couple of months.</p>
AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation			
Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities			
Deliver actions from the New Build Strategy 2014-15	<p>A planning application for the construction of 15 properties at Hill Farm in Foxton has been submitted</p> <p>An exception site scheme at Swavesey providing 20 council homes for local people is progressing with the purchase of the land to be completed in the next few months.</p> <p>Previously it was envisaged that £1m of expenditure on the New Homes Programme new build projects would be deferred into 2015/16; however, alternative schemes have been purchased in December and a significant land purchase is expected to be completed before the year end.</p>	<p>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.'</p>	<p>Continue work with the parish council on scheme at Foxton. Anticipated start on site is Spring 2015.</p> <p>In the process of appraising council garage site schemes across the district with the potential to provide up to 21 council homes over the next 3-4 years.</p> <p>We are working with the landowner and parish council for a potential exception site at Bourn for 11 homes.</p> <p>Existing council homes at Gamlingay that are not fit for purpose to be demolished, providing 14 new energy efficient homes.</p> <p>Provision of 20 homes as part of the first homes at Northstowe.</p>

APPENDIX A – CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q3 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
			Head of Housing Development (New Build) appointed January 2015 to help take new build programme forward
Provide and refurbish Gypsy and Traveller sites	<p>Following delays arising from contaminated land issues requiring additional planning conditions, preparatory work has now been completed at Whaddon.</p> <p>Negotiations with the landowner for an additional site have stalled.</p>		Subject to confirmation of funding, the project to undertake site improvements at Whaddon is now anticipated to commence in May 2015.
Objective (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working			
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>Cabinet has agreed a governance framework for the Deal, consisting of a five-person Executive Board (the Leader of the Council representing SCDC), supported by a 15-person Assembly comprising a mix of elected Members and wider stakeholders.</p> <p>The City Deal Executive Board has agreed priority transport infrastructure projects to be delivered during the first five years of the City Deal period.</p>		Following endorsement by the Executive Board on 28 January, work will begin to develop specific schemes in advance of the first tranche of £20 million government grant becoming due on 1 April 2015.
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.		

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>Review existing and explore new opportunities for shared services</p>	<p>SCDC and Huntingdonshire District Council (HDC) formally agreed the development of a strategic partnership at their Cabinet meetings on 10 July 2014. SCDC’s Cabinet received a progress report regarding proposed ICT and Legal Services sharing proposals on 16 October, agreeing general principles including lead authorities, location and cost-sharing arrangements. These proposals are anticipated to generate total annual savings of around £1.25m.</p> <p>SCDC Cabinet on 13 November agreed the formation of a Shared Building Control Service with Huntingdonshire District Council.</p> <p>£500k of government funding has been secured to assist with planning and implementation and enable the pace of the programme to be accelerated. The councils hope to appoint a Shared Services Programme Manager in early 2015.</p> <p>Cabinet also agreed proposals for a shared waste service with Cambridge City Council – see item (8) below.</p> <p>The shared Payroll service with Cambridge City Council began on 1 April 2014.</p>	<p>The shared Home Improvement Agency service broke even in 2013/14. Operational resilience has improved, with the staff team being able to provide cover for each other at times of sickness and annual leave. Customer satisfaction has improved within South Cambridgeshire, with an overall satisfaction rate between July-September 2014 of 100% (based on 10 responses to 20 surveys sent out).</p>	<p>Develop and agree full business cases and implementation plans for shared Legal and ICT services.</p> <p>The Housing Portfolio Holder has agreed the extension of the Home Improvement Agency shared service agreement to 31 March 2016. An outline business case will be prepared for the development of a county-wide Home Improvement Agency shared service. A final decision will be sought from Cabinet in 2015.</p> <p>A business case is being prepared to extend the shared Building Control Service to include Cambridge City Council, with reports to the three councils anticipated in Spring 2015. We are also leading exploratory work on the establishment of a regional partnership.</p> <p>Implement shared waste service with Cambridge City Council – see (8) below.</p>
<p>Objective (7) Move to a commercial approach to service delivery</p>			
<p>Develop a commercial framework to deliver and market core and value-added services.</p>	<p>EMT approved business cases for six commercialisation projects, which are currently subject to scoping and initiation:</p>		<p>Approval of Project Initiation Documents by EMT during February-April 2015, identifying specific income generation and cost reduction targets to build into Medium Term</p>

APPENDIX A – CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q3 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>Review current commercial activities and skills.</p> <p>Invest in further developing commercial skills.</p>	<ul style="list-style-type: none"> - Business Hub: see objective (3) above - In-house enforcement agents - Trade waste expansion - Housing Delivery Vehicle - Energy generation - Lifeline Plus (Supported Housing) <p>Following approval to proceed by Cabinet in November, a planning application is being prepared for the installation of Solar PV at the Cambourne offices, which would generate a long term income stream for the Council</p> <p>The draft Organisational Development Strategy contains actions to ensure staff are equipped with the skills to deliver a commercial approach.</p>		<p>Financial Strategy.</p> <p>Finalise, adopt and implement 2014-2017 Organisational Development Strategy.</p> <p>Subject to planning permission, solar PV installation will be completed by 31 August 2015.</p>
<p>Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill</p>			
<p>Agree and begin implementation of RECAP integrated waste collection model.</p>	<p>Optimum Service Design (OSD) full business case considered and accepted by RECAP Board. SCDC implementing via shared single service with Cambridge City Council. County-wide partnership manager appointed to take forward OSD.</p>		<p>The shared waste project is proceeding according to an agreed milestone plan, with a detailed implementation plan with financial implications to be agreed by the newly-established Shared Waste Board. It is anticipated that the Shared Management Team will be appointed by July 2015, and cross-border rounds to begin in late 2015 / early 2016.</p>
<p>Continue development of joint operational waste arrangements with Cambridge City</p>	<p>Cabinet (16 October) agreed to create a Single Shared Waste Service based at Waterbeach, with a single management structure and workforce, aiming to cut</p>		

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Council.	<p>costs by 15% over three years.</p> <p>Adrian Ash has taken up post as Programme Manager to lead implementation.</p> <p>Formal consultation on the Shared Head of Service role began in January.</p>		
Deliver agreed waste efficiencies and improvements.	<p>Missed bins per 100,000 reduced from 183.8 in September to 98.2 in December 2014, against a target of 50. This increase was anticipated as part of implementation planning for revised waste collection arrangements launched on 1 September 2014. It is wholly consistent with the magnitude of the service changes introduced and continues to be actively managed downwards.</p> <p>The revised Winter collection service launched in December 2014.</p> <p>We have launched an e-form to make it easier for residents to report missed bins and assisted collections. The form had been completed 138 times by 31 December.</p>	<p>The waste efficiencies programme is on course to deliver projected savings of £400k per year.</p> <p>Only nine properties experienced a change in bin collection day as a result of the changes.</p>	<p>We are continuing to monitor the implementation of the revised collection round schedule and will undertake a full evaluation of the reduced green waste Winter service following the resumption of fortnightly collections in March 2015.</p>
AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents			
Objective (9) Work with GPs and partners to link health services and to improve the health of our communities			
Continue to deliver Community Transport initiatives	<p>A new bus service which pulls a bike trailer behind so users can explore the district launched on 27 July 2014.</p> <p>We have awarded £8,500 service support grant for Community Transport providers.</p>	Demand is rising for Community Transport schemes addressing rural transport problems:	The Cambridgeshire Future Transport initiative has completed consultation on local transport needs in the Royston area, and is currently assessing responses before

APPENDIX A – CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q3 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		<p>Meldreth’s Friendship Club and other elderly have agreed a monthly service to Letchworth for shopping and a weekly service connecting them with local amenities at Meldreth, Melbourn and Shepreth.</p> <p>Care Network has helped set up three new community car schemes.</p> <p>A new demand-responsive service launched in June 2014 covering villages in the south-west of the district.</p>	<p>agreeing next steps.</p> <p>Work is underway to update the South Cambridgeshire Community Transport leaflet – the new leaflet will be launched in Spring 2015.</p> <p>An article in the Spring 2015 edition of our residents’ magazine will call for more volunteers to assist with community transport projects.</p>
<p>Begin implementation of Health & Well-being, Children, Young People & Families and Ageing Well Action Plans.</p>	<p>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.</p>		<p>Work is underway to develop detailed action plans to deliver outcomes – these will be in place by 31 March 2015 for implementation during 2015/16.</p>
<p>Develop business case for joint commissioning and investment in integrating services to improve health and well-being.</p>	<p>The priorities agreed by Cabinet (see above) included commitments to develop ‘Whole Systems’ approaches and design services together. SCDC is actively contributing to the Clinical Commission Group’s (CCG) procurement process for older people’s services, and to the newly formed Cambridgeshire Executive Partnership Board that will oversee the older people’s contract and</p>		<p>CCG Older People’s services contract Lead Provider named as Uniting Care Partnership (October 2014). Awaiting detailed opportunities to undertake joint commissioning and delivery as contract mobilisation is completed in next 6 months.</p>

APPENDIX A – CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q3 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	Better Care Fund.		
Work with partners to develop a “Lead Professional” approach to working with the families with the most complex needs.	The “Together for Families” Steering Group has now developed and agreed an outline of the “Lead Professional” role and training to support roll-out across Partner organisations, including SCDC. We are piloting the Lead Professional role in specific cases.		Evaluate Lead Professional pilot with a view to wider roll-out.
Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively			
Continuously monitor the impact of the government’s welfare reform programme	Council (29 January 2015) agreed to retain the current scheme for 2015/16, subject to minor amendments required to comply with new Statutory Regulations.	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.	Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be affordable.
Plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2015/16	The Council maintained performance in respect of key indicators relating to processing Benefits Claims, rent and Council Tax collection – see Appendix B for full details.	The Benefits Team has received an unqualified audit report. Of £30 million paid in housing benefit to around 7,000 households last year,	The Council is planning for the implementation of Universal Credit, which will be fully implemented by the end of 2019. Migration will follow the full implementation of Universal Credit, though the actual date of migration has yet to be set by the Department of Work and Pensions. At the point of migration Housing Benefit for working age residents will end.

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		the adjustment required to the return was below £200.	
Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14			
<p>Work with development partners to ensure delivery of major developments and A14 improvements:</p> <ul style="list-style-type: none"> - Northstowe Phase 1 works started on site - Northstowe Phase 2 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. 	<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 now anticipated to begin in February 2015.</p> <p>Following the Autumn statement announcement of directly-commissioned development at Northstowe we have held extensive discussions with government to clarify the likely impacts and reiterate our mutual determination to work together to create a high quality new community through continued local engagement and appropriate infrastructure investment.</p> <p>Cabinet (10 July 2014) approved the development of detailed proposals and a business case for a potential Joint Delivery Vehicle for the delivery of Northstowe, in conjunction with the Homes and Communities Agency and County Council.</p>		<p>Following public consultation, the second phase planning application for Northstowe is scheduled to be determined in March 2015.</p> <p>The first houses in Phase 1 should start to be built in summer 2015, with the first occupations from January 2016.</p> <p>An Issues and Options consultation for the future development of the Cambridge Northern Fringe (East) is currently underway.</p> <p>It is anticipated that the Outline Planning Application for the Darwin Green 2 development will shortly be submitted.</p> <p>An outline planning application for the Cambridge East (Wing) development is expected to be determined during 2015, subject to issues around the viability of the site</p>

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>The Northstowe Phase 2 planning application has been received, including 3,500 homes, the town centre, retail and commercial properties, the secondary school, sports hub, two primary schools and public open spaces.</p> <p>A Planning Performance Agreement has been negotiated to provide additional staffing resources to accelerate the North-West Cambridge (University) development.</p> <p>A reserved matters application for the main infrastructure of the Darwin Green 1 development was approved by committee in June 2014.</p>		<p>being addressed.</p> <p>We have begun consultation on a major planning application for over 2,000 homes at Cambourne West.</p> <p>Planning and New Communities has received applications for large schemes proposing over 200 homes at Papworth Everard, Melbourn, Fulbourn and Barrington, arising from the lack of a five-year Housing Land Supply identified by a Planning Inspector.</p>
<p>Objective (12)) Increase the range and supply of temporary accommodation to help minimise the use of bed & breakfast accommodation for homeless households</p>			
<p>Implement actions in Homelessness Strategy</p>	<p>Progress against actions has included:</p> <ul style="list-style-type: none"> - Actions agreed with mental health services to address priority need - Agreement with CAB for advice and support service renewed for 2014-15 - Two empty homes purchased for use as temporary accommodation <p>Average monthly expenditure on Bed & Breakfast accommodation has reduced from £2,075 during 2013/14 to £575 for the first six months of 2014/15.</p>	<p>The Council helped 160 households to prevent homelessness between April-December 2014.</p> <p>43 households were in temporary accommodation at 31 December 2014, which is a reduction on the previous quarter.</p>	<p>Review housing advice information available to residents including through social media, on the website and through leaflets and letters.</p> <p>Consider options for moving hostel provision to the redeveloped site at Robson Court.</p> <p>Undertake ‘Gold Standard’ Peer Review, once new guidance received – self assessment of this has taken place, and some actions identified, including a review of the homelessness strategy.</p>
<p>Complete Robson Court hostel refurbishment project</p>	<p>Re-development of the site is underway and due to be completed by March 2015.</p>	<p>A new hostel providing self contained accommodation units.</p>	<p>Complete refurbishment in accordance with project plan.</p>

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Aim	PI Ref	PI Description	Latest Performance	Target	Date	13-14 Q2 Comparator
A – Engagement	SF104	% General Fund variance	(7.33)	3	30 Nov	(5.98)
A – Engagement	CCS302	% Customer Contact Service First Time Call Resolution	82	80	26 Dec	86
A – Engagement	ES401	% Business satisfaction with Regulation service	88	90	30 Sep	85 (Q1)
A – Engagement	PNC501	% Major planning applications determined in 13 weeks	50	60	31 Dec	33
B – Partnership	AH202	Number of affordable homes delivered	94	80	31 Dec	24
B – Partnership	ES402	% Satisfaction with Waste Services	92	88	2013-14	89 (12-13)
B – Partnership	ES403	% Satisfaction with local environmental quality	87	85	2013-14	84 (12-13)
B – Partnership	ES407	% of household waste for reuse, recycling and composting	60	58	31 Dec	61.86
C – Wellbeing	FS103	% of housing rent collected	97.97	97.3	31 Dec	97.54
C – Wellbeing	FS104	Average days to process Benefits claims	14	13	31 Dec	15
C – Wellbeing	AH201	Number of households helped to prevent homelessness	160	112	31 Dec	95
C – Wellbeing	AH203	Number of households in temporary accommodation	42	50	31 Dec	56

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APPENDIX B – Strategic Performance Indicators by Portfolio – Position Report, February 2015
Corporate Plan Indicators marked in bold text

PI reference (Previous reference in brackets)	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	2013-14 comparator
FINANCE AND STAFFING PORTFOLIO							
FS101 (SF707)	General Fund Variance %	(7.33)	3	→	30 November	Graham Smith	(0.27)
FS102 (BV066a)	% of rent collected	97.97	97.3	→	31 December	Katie Brown	98.26
FS103 (NI181)	Average days to process Benefit Claims	14	13	→	31 December	Dawn Graham	11
FS104 (BV010)	% of NNDR collected	86.6	90.2	→	31 December	Katie Brown	90.5
FS105 (BV009)	% of Council Tax collected	87.9	88.5	→	31 December	Katie Brown	88.1
FS106 (SF748)	HRA Variance %	(0.55)	3	→	30 November	Graham Smith	(0.36)
FS107 (SF749)	Capital Variance %	(9.68)	3	→	30 November	Graham Smith	(0.4)
FS108 (SF752)	% Undisputed invoices paid in 10 days	77.26	80.0	↓	31 December	Sally Smart	67.3
FS109 (BV008)	% Undisputed invoices paid in 30 days	96.82	98.5	↓	31 December	Sally Smart	97.7
FS110 (BV012)	Staff Sickness Days per employee	3.28	3	→	30 September	Susan Gardner Craig	3.47
Q3 performance data for this indicator is not available. It will be reported to the Finance and Staffing Portfolio Holder and Cabinet in due course..							
FS111 SX005	% Staff Turnover (cumulative)	7.14	7	↑	31 December	Susan Gardner Craig	9.34

PI reference (Previous reference in brackets)	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	2013-14 comparator
HOUSING PORTFOLIO							
AH201 (BV213)	Number of households helped to prevent homelessness	160	112	→	31 December	Susan Carter	129
AH202 (NI155)	Number of affordable homes delivered	94	80	↑	31 December	Schuyler Newstead	171
AH203 (NI156)	Households in temporary accommodation	43	50	↑	31 December	Susan Carter	48
AH204 (SH302)	% Tenant satisfaction with responsive repairs	95.41	95	→	31 December	Anita Goddard	95.55
AH205 (BV212a)	Average days to relet General Needs housing	18	20	→	31 December	Anita Goddard	18
CORPORATE AND CUSTOMER SERVICES PORTFOLIO							
CCS301 (SX130)	% first time resolutions	82	80	→	26 December	Dawn Graham	82
CCS302 (SX129)	% customer satisfaction with Contact Centre	100	80	→	28 November	Dawn Graham	100

PI reference (Previous reference in brackets)	PI description	Latest Performance	Target	Quarterly Direction of Travel	Date	Lead Officer	13-14 comparator
ENVIRONMENTAL SERVICES PORTFOLIO							
ES401 (NI182)	% Business satisfaction with regulation service	88	90	→	30 Sept	Myles Bebbington	82
Quarter three results will be available by the end of February 2015 and reported in Quarter Four							
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	60	58	→	31 December	Paul Quigley	58.65
ES405 (SE268)	% of licensed premises adjudged to be compliant with the Licensing Act	99	90	→	31 December	Myles Bebbington	99
ES406 (SE269)	% of major non-compliances resolved	82	90	→	31 December	Myles Bebbington	84
ES407 (SE201)	Missed bins per 100,000	98.2	50	↑	31 December	Paul Quigley	42
This figure represents a reduction from 183.8/100,000 in September which, following the implementation of major service changes, continues to be actively managed downwards							

PI reference (Previous reference in brackets)	PI description		Target	Quarterly Direction of Travel	Date	Lead Officer	13-14 comparator
PLANNING PORTFOLIO							
PNC501 (NI157a)	% Major planning applications determined in 13 weeks	50 (1/2)	60	↑	31 December	Tony Pierce	0
PNC502 (NI157b)	% Minor planning applications determined in 8 weeks	48.65 (18/37)	65	↑	31 December	Tony Pierce	70
PNC503 (NI157c)	% 'Other' planning applications determined in 8 weeks	74.5 (73/98)	80	↑	31 December	Tony Pierce	87
PNC504 (NI157d)	% 'Major major' planning applications determined in 16 weeks	75 (3/4)	60	↑	31 December	Tony Pierce	60
PNC505 (SP944)	% satisfaction with Planning and New Communities	61	70	→	31 December	Tony Pierce	64
PNC506 (BV204)	% of Planning appeals allowed	16.6	35	→	31 December	Tony Pierce	44

APPENDIX C

Previously Reported (Favourable)/ Adverse Variance Compared to Original Estimate £		Original Estimate 2014/15 £	Working Estimate 2014/15 £	Actual Income & Expenditure £	Projected (Favourable)/ Adverse Variance Compared to Original Estimate £	Movement from Previous Position £
	General Fund					
	Portfolio					
(16,800)	Leader	483,950	493,950	350,444	(37,300)	(20,500)
0	Finance & Staffing	2,622,470	2,622,470	11,481,454	0	0
(205,500)	Corporate & Customer Services	1,787,790	1,787,790	780,984	(224,600)	(19,100)
0	Economic Development	202,200	197,200	89,649	0	0
(242,300)	Environmental Services	5,908,250	5,708,250	3,376,264	(312,200)	(69,900)
(9,200)	Housing (General Fund)	1,286,750	1,286,750	665,365	(10,300)	(1,100)
(691,600)	Planning	2,082,720	2,082,720	226,001	(652,500)	39,100
(39,200)	Strategic Planning & Transport	1,658,240	1,653,240	563,314	(86,600)	(47,400)
	Un-Allocated					
(115,000)	Other	1,278,310	1,278,310	(713,574)	(180,000)	(65,000)
396,000	Savings	(750,000)	(550,000)	0	419,000	23,000
(923,600)	Total	16,560,680	16,560,680	16,819,901	(1,084,500)	(160,900)
(30,000)	Interest on Balances	(345,500)	(345,500)	(254,428)	(84,000)	(54,000)
(953,600)	Net District Council General Fund Expenditure	16,215,180	16,215,180	16,565,473	(1,168,500)	(214,900)
	Funding					
0	Council Tax	(7,155,680)	(7,155,680)	0	0	0
(486,000)	Retained Business Rates	(2,870,300)	(2,870,300)	0	(486,000)	0
1,000	Revenue Support Grant	(2,656,520)	(2,656,520)	(1,478,725)	1,000	0
0	New Homes Bonus	(3,201,180)	(3,201,180)	(2,137,055)	0	0
2,231,000	Collection Fund Surplu[s]/Deficit[s]	(65,050)	(65,050)	0	2,231,000	0
1,746,000	Funding Total	(15,948,730)	(15,948,730)	(3,615,780)	1,746,000	0
792,400	Appropriation to/(from) General Fund Balance	(266,450)	(266,450)	12,949,693	577,500	(214,900)
	Usable Reserves (at year end)		31 March 2014		31 March 2015	
	General Fund		(11,187,536)		(10,343,586)	
	Earmarked Reserves		(3,617,268)		(3,771,437)	

Previously Reported (Favourable)/ Adverse Variance Compared to Original Estimate £		Original Estimate 2014/15 £	Working Estimate 2014/15 £	Actual Income & Expenditure £	Projected (Favourable)/ Adverse Variance Compared to Original Estimate £	Movement from Previous Position 0 £
	Housing Revenue Account					
0	Housing Repairs - Revenue	3,994,400	3,994,400	2,193,465	0	0
0	Sheltered Housing	367,280	367,280	848,900	(30,000)	(30,000)
0	Administration	2,960,970	2,960,970	1,170,157	(100,000)	(100,000)
0	Other Alarm Systems	(400)	(400)	(22,706)	0	0
0	Flats - Communal Areas	62,830	62,830	54,535	0	0
0	Outdoor Maintenance	123,210	123,210	161,902	0	0
0	Sewage	1,460	1,460	21,880	0	0
0	Tenant Participation	310,350	310,350	122,681	(20,000)	(20,000)
0	New Homes Programme	125,890	125,890	79,409	0	0
(50,600)	Other [including Transfer to Reserves & Capital Charges]	20,777,930	20,777,930	9,197,402	(7,100)	43,500
0	Income	(28,350,000)	(28,350,000)	(10,805,085)	0	0
	=====					
(50,600)	Housing Revenue Account Total	373,920	373,920	3,022,540	(157,100)	(106,500)
	=====					
	HRA Working Balance					
			31 March 2014		31 March 2015	
			(2,492,614)		(2,275,794)	

Projected (Under)/ Over Spend Compared to Original Estimate £		Original Estimate 2014/15 £	Working Estimate 2014/15 £	Actual Income & Expenditure £	Projected (Under)/ Over Spend Compared to Original Estimate £	Movement from Previous Month's Position £
	Capital					
	Capital Expenditure					
	HRA Capital					
(1,000,000)	New Homes Programme	2,750,000	2,750,000	334,943	0	1,000,000
0	Reprovision of Existing Homes	500,000	500,000	0	0	0
0	Repurchase of HRA Shared Ownership Homes	400,000	400,000	180,000	0	0
(2,600)	Housing Repairs - Capital	9,578,250	9,578,250	4,266,339	(504,500)	(501,900)
0	Other	788,590	788,590	56,224	0	0
	GF Capital					
0	Housing Company Advanced Funding	7,000,000	7,000,000	0	0	0
0	ICT Development	154,000	154,000	168,066	0	0
0	Waste Collection & Street Cleansing	840,000	860,000	605,490	0	0
0	Repurchase of GF Sheltered Properties	1,100,000	1,100,000	420,990	(300,000)	(300,000)
0	Travellers Sites	1,400,000	1,400,000	0	(1,400,000)	(1,400,000)
0	Improvement Grants	770,000	770,000	384,246	0	0
0	Other	598,500	598,500	214,480	(300,000)	(300,000)
	=====					
(1,002,600)	Capital Expenditure Total	25,879,340	25,899,340	6,630,778	(2,504,500)	(1,501,900)
	=====					
	Capital Receipts					
(4,400)	Right to Buy Sales	(2,500,000)	(2,500,000)	(2,473,695)	(7,800)	(3,400)
0	HRA Equity Share & Other Sales	(100,000)	(100,000)	(51,842)	0	0
0	GF Equity Share & Other Sales	(1,400,000)	(1,400,000)	(820,821)	0	0
(278,000)	Other Capital Receipts	(100,000)	(100,000)	(925,676)	874,300	1,152,300
0	Other Grants & Allowances	(14,951,340)	(14,971,340)	(352,717)	0	0
0	Borrowing	(7,000,000)	(7,000,000)	0	0	0
	=====					
(282,400)	Capital Receipts Total	(26,051,340)	(26,071,340)	(4,624,751)	866,500	1,148,900
	=====					
(1,285,000)	Capital Net Receipts	(172,000)	(172,000)	2,006,027	(1,638,000)	(353,000)
			31 March 2014		31 March 2015	
	Usuable Capital Receipts Reserve		(3,568,492)		(5,378,492)	
	Usuable Earmarked Reserves		(531,270)		(531,270)	
	Capital Grants Unapplied		(584,180)		(471,070)	

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**Appendix D
Strategic Risk Register
February 2015 – Draft**



Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR05 - Lack of land supply (June 2007)</p> <p>While there is good progress on the Cambridge fringe sites and at Cambourne, the downturn in the housing market and delay in bringing forward major sites (eg Northstowe) has led to slow down in rate of progress against trajectory. In addition, the Council has lost two planning appeals for sites at Waterbeach based on the lack of 5 year land supply, 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 that are not in the submitted Local Plan.</p> <p>Aims, Objectives: 11</p> <p>Relevant PI(s): BV 106 - % new homes on brown field sites 154 - Net additional homes provided, 159 - Supply of ready to develop housing sites</p>	Jo Mills	10	20	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>A14 – Work is underway on 'interim measures' at Girton, a 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.</p> <p>Northstowe Phase 1 planning application approved March 2013, and decision issued April 2014.</p> <p>Northstowe Phase 2 Planning Application submitted in August 2014.</p> <p>Northstowe included in Government's Major Sites Initiative funding programme, with HCA involvement announced in the Autumn Statement 2014.</p> <p>Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels) and the latest update shows an improved position.</p> <p>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.</p> <p>Construction for Cambourne 950 underway. Pre-application discussions underway for Cambourne West.</p> <p>Local Plan public examination started November 2014. Memorandum of Understanding on Five Year Land Supply agreed with Cambridge City Council on 9 September 2014.</p> <p>Weekly list of 'significant cases' is updated and circulated to departmental management team, listing informal enquiries, pre-applications, planning applications and appeals received each week. The departmental management team oversees major cases, with enhanced consultation with local and lead members. Management of major applications will benefit from Site Delivery Fund award of £50,000 over two years, and a new post of Business Excellence Manager to be recruited.</p> <p>TIMESCALE TO PROGRESS: Local Plan Hearings commenced on 4 November 2014 and are expected to run in three blocks through to Spring 2015.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR08 - Medium Term Financial Strategy (MTFS) (June 2007)</p> <p>Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> not achieving delivery of additional income / savings to meet targets, including from Business Improvement & Efficiency and Commercialisation Programmes projects (and see STR26 below), shared services initiatives and the housing company; inflation exceeds assumptions; interest rates do not meet forecasts; employer's pension contributions increases exceed projections; changes in demand for some service areas could lead to pressures in the related budgets; unforeseen restructuring costs; retained business rates scheme – volatility of outstanding valuation appeals; major developments do not meet housing trajectory forecast; uncertainty re formula grant from 2016/17 on; cost of supporting development and meeting demand from growth; impact of welfare reform (and see STR15 below); availability of budget for Cabinet priorities; council tax strategy; national Government responds to the downturn in the economy by cutting local government expenditure faster than anticipated; material error in MTFS forecasts, <p>leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</p> <p>Aims, Objectives: 1, 2, 6, 10</p>	Alex Colyer	10	20	<p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Revised MTFS incorporates updated assumptions; noted by Cabinet in November 2014. Implement plans to deliver Council's programme in line with latest General Fund income and 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 & 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 & Efficiency and Commercialisation Programmes projects, shared services and other initiatives. Reports to Cabinet on shared service opportunities in October 2014 (ICT, Legal and Waste) and November 2014 (Building Control). Autumn Statement and Local Government Finance Settlement announced December 2014; provisional 2015/16 figures</p> <p>TIMESCALE TO PROGRESS: Continue to explore opportunities for further savings beyond those in the MTFS. Commercialisation Programme being progressed. Updated MTFS to Cabinet in February 2015. Budget, March 2015; General Election, June 2015; Autumn Statement and Local Government Finance Settlement, December 2015.</p> <p>Relevant PI(s): 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, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR15 - Welfare Reform (December 2010) 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"> increased IT cost due to required system changes; implementation costs not fully reimbursed by Government grant; increased workload for Benefits and Homelessness teams, <p>resulting in potential for:</p> <ul style="list-style-type: none"> adverse effect on service provision due to the number of changes; increased dissatisfaction with the service due to reduced amounts of benefit payable; impact on Medium Term Financial Strategy; devastating effect on people with mental health problems; and dislocation of private sector housing market. <p>Aims, Objectives: 10</p> <p>Relevant PI(s): 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 % BV 079b iii - Overpayments written off %</p>	Alex Colyer	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: 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 2016/17. Software suppliers have provided details of enhanced software for Localised Council Tax Support which provides alternative options for LCTS, 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 Scheme for 2015/16 agreed at Council in January 2015. 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 & Homelessness, and Revenues & 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. 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>TIMESCALE TO PROGRESS: 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 summer 2015 for remainder fraud; a temporary solution will be implemented prior to final decision being made in autumn 2015. We have been notified by DWP of the intention that Universal Credit will be Implemented in February 2015 for single people. The DWP have indicated that at least 5 months' notice of the implementation date for Universal Credit within South Cambridgeshire would be given and we are yet to be informed of a date. We have looked at current case load and there are around 120 people who could claim Universal Credit if they made their claim with DWP in February. Monitoring of cases which would be universal credit cases to be undertaken to assess the impact of the impending changes.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR03 - Illegal Traveller encampments or developments (June 2007) 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>Aims, Objectives: 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 & 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 8 October 2014, there are 4 applications proceeding to decision for 5 pitches, and 2 appeals pending for a total of 4 pitches. The Affordable Homes departmental risk register includes delivering HCA funded projects, to ensure the supply of Gypsy & Traveller pitches and sufficient investment in existing pitches.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2015.</p>
<p>STR27 – Shared Services initiatives with other authorities (November 2014) Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> • inadequate stakeholder engagement, • conflicting priorities, or • unavailability of key staff, <p><i>leading to</i> inadequate resources and support <i>resulting in</i> a delay or failure in delivering the outputs, required additional income and savings targets, and associated benefits for the district's residents and businesses, including possible dilution in service levels initially.</p> <p>Aims, Objectives: 2, 6, 8</p>	Jean Hunter	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Progress to be overseen by a joint steering group including Leaders and relevant portfolio holders. For SCDC, reports to Cabinet in October 2014 (re ICT, Legal and Waste) and November 2014 (re Building Control). Strong programme and project management provided by an overall programme Shared Services Board comprising senior managers from each authority, supported by individual project boards of lead officers and relevant support services officers from each authority. Prioritisation of projects within workloads. Dedicated external resources obtained for each projected, funded from Transformation Challenge Award grant. A dedicated risk register is being drawn up for the Shared Services Board to monitor; progress will be reported through Corporate Plan monitoring.</p> <p>TIMESCALE TO PROGRESS: Dependent on the timeframe/milestones for each initiative – outline implementation milestones for the proposed single shared waste service are attached to the October 2014 report to Cabinet.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR26 – Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes (November 2013)</p> <p>The Business Improvement Efficiency Programme (BIEP), Development Control Improvement Programme (DCIP) and Commercialisation Programme have their own associated risk registers.</p> <p>The risks included are summarised as follows:</p> <p>The Projects on the programmes are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> inadequate stakeholder engagement, conflicting operational, programme and project priorities, or long term unavailability of relevant and crucial staff, <p>leading to inadequate programme and project resources and support, resulting in a delay or failure to deliver the outputs, associated benefits, and required income and savings targets.</p> <p>Aims, Objectives: 2, 7</p>	Alex Colyer	9	9	<p>SCORES, IMPACT: 3; LIKELIHOOD: 3</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>The Programme Manager identified programme and project resource requirements before the start of the tranches.</p> <p>The Senior Responsible Officer is responsible for securing the required resources.</p> <p>Regular 1:1s with Executive Director.</p> <p>Regular update meetings with Project Managers & Project Sponsors used to assess required resource levels.</p> <p>A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed.</p> <p>Stakeholder engagement activities place regularly throughout the programme.</p> <p>TIMESCALE TO PROGRESS: Throughout 2012-2017.</p>
<p>STR20 – Partnership working with Cambridgeshire County Council (September 2011)</p> <p>The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council, leading to the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, resulting in adverse effects on the district's residents and businesses.</p> <p>Aims, Objectives: 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>
<p>STR25 - Increase in numbers in Bed & Breakfast accommodation (January 2013)</p> <p>Potential impacts from current economic downturn and instability in the housing market and changes to the benefits system, leading to not enough temporary accommodation available, leading to an increase in B&B use, resulting in applicants not moved into permanent accommodation quickly enough and increased cost to the Council.</p> <p>Aims, Objectives: 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 and 2014/15 have helped to alleviate the pressure.</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, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR19 - Demands on services from an ageing population (September 2011)</p> <p>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>Aims, Objectives: 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 & Finish Group. SCDC is also engaged with the CCG Older People's Service procurement. Contract awarded to Uniting Care Partnership.</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) with Uniting Care Partnership and reporting to the Health & Wellbeing Board. SCDC has committed Housing staff to design of CEPB projects including Data Sharing, 7-Day Working, Person-Centre System, & Ageing Healthily & Prevention. Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.</p>
<p>STR24 - HRA Business Plan (March 2012)</p> <p>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>Aims, Objectives: 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>STR22 - Safeguarding the Council's services against climate change (March 2012)</p> <p>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>Aims, Objectives: 4</p>	Mike Hill	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Effective drainage plans required for planning consents. A range of Climate Change related policies have been included in the Submission Local Plan. Response to Flood Events reviewed by EMT in October 2014.</p> <p>TIMESCALE TO PROGRESS: SCDC Service Business Continuity Plans to be reviewed by June 2015.</p>

Risk Reference, Title, (date first included) and Description, plus associated Aims, Objectives	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR02 – Equalities (June 2007) 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>Aims, Objectives: 2</p> <p>Relevant PI(s): 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 on an annual basis. This information is incorporated into a new Single Equality Scheme (SES), which was adopted by the portfolio holder on 21 March 2012. The SES is updated annually and the latest version was presented to the portfolio holder for adoption on 15 October 2014. A new five-year SES is being developed and will be presented to EMT on 25 February 2015 prior to going out to public consultation. 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 was rolled out to services. EMT approved the Annual Equality Report 2014 on 10 December 2014.</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"> the score has increased 	<ul style="list-style-type: none"> the score has not changed, or has decreased but stays above the line 	<ul style="list-style-type: none"> the score has decreased to below the line
for risks previously below the line:	<ul style="list-style-type: none"> the score has increased to above the line 	<ul style="list-style-type: none"> the score has increased but stays below the line 	<ul style="list-style-type: none"> the score has not changed, or has decreased

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:

Likelihood

	Service disruption	People	Financial loss *	Environment	Statutory service/ legal obligations	Management	Reputation	Score
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"> Central government intervention; or Multiple civil or criminal suits 	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"> Strong regulatory sanctions; or Litigation 	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"> Regulatory sanctions, interventions, public interest reports; or Litigation 	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"> Minor regulatory consequences; or Litigation 	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"> No regulatory consequences; or Litigation 	Informal HR procedure invoked	No reputational damage	1

* including claim or fine

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

**Appendix E
Strategic Risk Matrix
February 2015 - DRAFT**

Notes: Risk Tolerance Line - - - - -

The **greyed out cells** shows those areas where risk scores are considered to be relatively minor in nature. **Greyed out risks** show movements in / new risks.



			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			27. Shared Services initiatives with other authorities 26. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes 20. Partnership working with Cambridgeshire County Council 19. Demands on services from an ageing population 25. Increase in numbers in Bed & Breakfast accommodation		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						

