

South Cambridgeshire Hall
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12 February 2018

To: Councillor Simon Edwards, Portfolio Holder

Doug Cattermole
Philippa Hart

Hazel Smith
John Williams

Opposition Spokesman
Opposition Spokesman / Scrutiny and
Overview Committee monitor
Opposition Spokesman
Opposition Spokesman

Dear Sir / Madam

You are invited to attend the next meeting of **FINANCE AND STAFFING PORTFOLIO HOLDER'S MEETING**, which will be held in **SWANSLEY ROOM A - GROUND FLOOR** at South Cambridgeshire Hall on **TUESDAY, 20 FEBRUARY 2018 at 6.00 p.m.**

Yours faithfully
Beverly Agass
Chief Executive

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

AGENDA		PAGES
1.	Declarations of Interest	
2.	Minutes of Previous Meeting The Portfolio Holder is asked to sign the minutes of the meeting held on 19 December 2017 as a correct record.	1 - 4
3.	Community Chest: Funding Applications	5 - 10
4.	Revenues Quarterly Performance Report for Quarter 3: October 2017 - January 2018	11 - 30
5.	Exclusion of Press and Public Agenda items 6, 7 and 8 include Appendices which are restricted. The press and public are likely to be excluded from the meeting during consideration of such Appendices in accordance with the provisions of Section 100(a)(4) of the Local Government Act 1972 (exempt information as defined in the following paragraphs (as relevant) of Schedule 12A (as amended) of the Act): <ul style="list-style-type: none">• Paragraph 1 – Information relating to any individual• Paragraph 2 – Information which is likely to reveal the identity of an individual• Paragraph 3 - Information relating to the financial or business	

affairs of any particular person (including the authority holding that information).

- | | | |
|------------|---|----------------|
| 6. | Treasury Management Quarterly Report | 31 - 36 |
| 7. | Sickness Absence | 37 - 48 |
| 8. | Retention and Turnover | 49 - 56 |
| 9. | Work Programme
The Portfolio Holder will maintain, for agreement at each meeting, a Work Programme identifying all matters relevant to the Portfolio which it is believed are likely to be the subject of consideration and / or decision by the Portfolio Holder, or recommendation to, or referral by, the Portfolio Holder to Cabinet, Council, or any other constituent part of the Council. The Programme will be updated as necessary. The Portfolio Holder will be responsible for the content and accuracy of the Work Programme. | 57 - 62 |
| 10. | Date of Next Meeting
Tuesday 20 March 2018 (Grants) | |

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.

OUR VALUES

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

- Working Together
- Integrity
- Dynamism
- Innovation

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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Agenda Item 2

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of the Finance and Staffing Portfolio Holder's Meeting held on
Tuesday, 19 December 2017 at 6.00 p.m.

Portfolio Holder: Simon Edwards

Officers:

Gemma Barron
Elizabeth Davy
Siobhan Mellon
Ian Senior

Head of Sustainable Communities and Wellbeing
Project Officer
Development Officer
Democratic Services Officer

1. DECLARATIONS OF INTEREST

There were no declarations of interest.

2. MINUTES OF PREVIOUS MEETING

The Finance and Staffing Portfolio Holder signed, as a correct record, the Minutes of the meeting held on 21 November 2017.

3. COMMUNITY CHEST: FUNDING APPLICATIONS

The Finance and Staffing Portfolio Holder considered applications for funding from the Community Chest fund.

He noted that £7,286.12 remained unallocated in the budget.

Officers reported that the application from CamCare UK related to Cambourne and surrounding villages. If the sum applied for was to be paid in full, it would exceed the sum of £3,000 permitted by the Community Chest scheme for each parish. The Portfolio Holder acknowledged this but agreed to meet the funding request in full, subject to all other formal requirements being in order.

In respect of the applications from the Friends of Histon & Impington Recreation, and Duxford Parochial Church Council, the Portfolio Holder requested that officers use their best endeavours to make sure that the financial involvement of South Cambridgeshire District Council be publicised.

The Portfolio Holder noted that the total sum of £5,700 had been allocated at this meeting. Officers reported that funding of the Cambourne Church / Children's Centre for 2017-18 (£4,000) would be vired to the Community Chest (Minute 4 refers). This resulted in £5,586.12 being available in the Community Chest for the remainder of 2017-18.

The Finance and Staffing Portfolio Holder **agreed** the following:

Name of applicant	Type of project	Total cost of project (£)	Total award (£)
Milton Guides & Seniors	Equipment/Capital Purchase	£1,217.00	£700

Friends of Histon & Impington Recreation	Equipment/Capital Purchase	£4,200	£1,000
Duxford Parochial Church Council	Repairs to historic buildings/monuments/memorials	£15,000	£1,000
Parochial Church Council of All Saints Church Knapwell	Repairs to historic buildings	£27,000	£1,000
Cottenham United Football Club	Equipment/Capital Purchase	£2,616	£1,000
CamCare UK	Start up costs/ Equipment/Capital Purchase	£1,000	£1,000

The Finance and Staffing Portfolio Holder **refused** the following application:

Name of applicant	Type of project	Total cost of project (£)	Total applied for (£)	Reason for refusal
Longstanton Limpers	Start up costs/ Equipment/Capital Purchase	£1,585.00	£1,000	Does not comply with Community Chest criteria

4. GRANTS TO VOLUNTARY SECTOR: 6-MONTHLY UPDATE REPORT

The Finance and Staffing Portfolio Holder considered a report examining the delivery of grant programmes funded by the Council during quarters 1 and 2 of 2017-18.

The Finance and Staffing Portfolio Holder considered a report examining the delivery of grant programmes funded by the Council during quarters 1 and 2 of 2017-18.

He invited Rachel Talbot, Chief Executive of the Cambridge & District Citizens Advice Bureau (CAB) to summarise the role of the CAB network, both locally and nationally. Ms Talbot observed how useful it was that South Cambridgeshire District Council recognised that people cross borders. The Portfolio Holder made it clear that the Council faced budgetary pressures, but was keen to continue working with CABx, while avoiding unnecessary duplication. Two possibilities for joint working were in the areas of benefits and homelessness and, while the Portfolio Holder was not able to make any commitment at this meeting, he undertook to investigate further with the relevant officers.

The Portfolio Holder and officers considered in detail each of the grant programmes contained in Appendix 1 to the report.

The Finance and Staffing Portfolio Holder

- (a) **noted** the current delivery of all grant programmes within the scope of the report from the Director of Health and Environmental Services, highlighting concerns for further investigation or action;
- (b) **requested** the return of funding from the Cambourne Church / Children's Centre for 2017-18 only, and agreed to reallocate that sum (for 2017-18 only) to the Community Chest; and
- (c) **agreed** to include the Community Housing Fund and the Community Energy Fund in future grant reports.

5. WORK PROGRAMME

The Finance and Staffing Portfolio Holder noted the Work Programme attached to the agenda. To this he added the following:

- Community Energy Fund – each Full-business and Grants meeting from April 2018 onwards
- Grants to Voluntary Sector – June 2018

6. DATE OF NEXT MEETING

The next Finance and Staffing Portfolio Holder meeting would take place on Tuesday 16 January 2018 at 6.00pm, but only if there was sufficient business to justify it.

The Meeting ended at 7.45 p.m.

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Report To: Finance and Staffing Portfolio Holder
Meeting
Lead Officer: Director, Health and Environmental Services

20 February 2018

Community Chest: Funding Applications

Purpose

1. To consider recent applications for funding from the Community Chest grant funding scheme during 2017/18 and approve amendments to the guidance and application form from 1 April 2018.
2. This is not a key decision, however, has been brought before the Portfolio Holder following agreement at Leader's Portfolio Holder meeting on 17 July 2014 to make decisions on future Community Chest applications at Portfolio Holder meetings. The responsibility for grants was transferred to the Finance and Staffing Portfolio Holder in May 2016.

Recommendations

3. It is recommended that the Portfolio Holder:
 - (a) considers all new applications for funding that are set out in Appendix A of this report and makes a decision regarding the level of funding (£0 - £1,000) to be awarded for each or defer a decision if further information is required from grant applicants.
 - (b) approves the amendments to the Community Chest guidance and application form to:
 - (i) advise applicants that applications that are considered more appropriate for the Community Energy Grant Scheme will be automatically transferred to this scheme, and
 - (ii) request charity number (if applicable), and
 - (iii) ask for confirmation regarding if they have a bank account.

Reasons for Recommendations

4. The Portfolio Holder has responsibility to approve policies and criteria for the approval of grant schemes under which no award exceeds level one (£5,000).
5. The Portfolio Holder makes all decisions regarding grant funding unless there is a conflict of interest. On 17 July 2014 the Leader agreed to make decisions on future Community Chest applications at Portfolio Holder meetings. The responsibility for grants was transferred to the Finance and Staffing Portfolio Holder in May 2016.
6. The Community Energy Grant Scheme opens on 1 March 2018. The proposed amendments to the guidance and application form are recommended to take account of the new scheme and bring the Community Chest into line.

Background

7. The Community Chest is grant funding available to voluntary and community sector groups, charities, parish councils and public sector bodies wishing to further improve quality of life in South Cambridgeshire. Applicants may apply for up to £1,000 for:
 - Improvements to community facilities (i.e. village halls / pavilions / play areas)
 - Repairs to historic buildings / monuments / memorials
 - Tree and hedge planting
 - Equipment / capital purchase
 - Materials
 - Start-up costs (may include training of staff / volunteers, hall hire and other revenue costs).
8. The guidance notes and eligibility criteria for 2017/18 can be found at <https://www.scambs.gov.uk/communitychest>
9. The amount of funding made available in the Community Chest in 2017/18 was £55,000. At the Finance & Staffing Portfolio Holder meeting on the 22 August an additional £30,000 was allocated to the fund, following the withdrawal of funding from an expired capital grant. At the Finance & Staffing Portfolio Holder meeting on the 19 December an additional £4,000 was allocated to the fund, following the return of funding from Cambourne Church/Children's Centre. This brings the total for 2017/18 to £89,000. The funding is allocated on a first-come first-served basis.

Considerations

10. There is one application for funding to be considered at this meeting. The application was received between 1 January 2018 and 31 January 2018.

The total funding requested equals £1,000 The amount of funding remaining for allocation is £3,178.84 A summary of the applications can be found at Appendix A (copies of the application forms are available from the Sustainable Communities and Partnerships Team upon request).

11. The Community Energy Grant Scheme opens on 1 March 2018. The scheme application form is largely based upon the Community Chest form, however, a couple of additions have been made, following feedback and experience from the past year. The suggested amendments to the Community Chest form include asking if the applicant has a bank account and requesting their charity number (if applicable). It is suggested that the guidance also states that applications that are deemed more appropriate for the other fund will automatically be transferred.

Options

12. The Portfolio Holder may consider all applications for funding that are set out in Appendix A of this report and
 - (a) award the amount of funding requested, or
 - (b) award an alternative amount of funding, including zero funding, or
 - (c) defer a decision if further information is required from grant applicants.
13. The Portfolio Holder could:

- (a) Approve some or all of the proposed amendments to the Community Chest guidance and application form, or
- (b) approve, with amendments, some or all of the proposed amendments to the Community Chest guidance and application form, or
- (c) reject some or all of the proposed amendments to the Community Chest guidance and application form.

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:

Risk Management

- 15. Applicants are required to provide supporting documents such as copies of their constitution and quotes where applicable. Applicants must agree to the grant conditions before funds are released.

Consultation responses

- 16. Local members have been consulted on applications that directly affect their local area.
- 17. The Youth Council has been consulted on applications of interest.

Effect on Strategic Aims

- 18. The corporate aims are referenced in the criteria and guidance notes for the Community Chest.

Report Author: Gemma Barron – Head of Sustainable Communities and Wellbeing
Telephone: 01954 713340

Liz Davy – Project Officer
Telephone: 01954 713111

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COMMUNITY CHEST APPLICATIONS: 1 January 2018 – 31 January 2018

Name of applicant	Type of organisation	Village(s) affected	Project description	Type of project	Total cost of project (£)	Total applied for (£)	Status of documentation
Oakington Vikings Youth Football Club	Sports Club	Oakington& Westwick	Purchase of portable floodlights	Equipment/Capital Purchase	4,272	1,000	Complete
TOTAL						£ 1,000	

Total budget	=	£89,000.00
Total previously allocated	=	£85,821.16
Total remaining in budget	=	£ 3,178.84
Total requested	=	£ 1,000.00

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Agenda Item 4

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Finance and Staffing Portfolio Holder	20 February 2018
LEAD OFFICER:	Head of People and Organisational Development	

Revenues Quarterly Performance Report for Quarter 3: October 2017 – January 2018

Purpose

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

Recommendations

3. It is recommended that the Portfolio Holder note the current performance information for the Revenues and Benefits Team provided in this report.

Reasons for Recommendations

4. The Revenues and Benefits teams strive to deliver a high standard of performance. Balancing a number of different functions, the teams consistently demonstrate their commitment to meeting residents' expectations and providing value for money service.

Background

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

Considerations

7. As at the end of the third quarter of 2017/18, the Council Tax collection rate was 88.7%, against a target of 88.5%. Net payments collected totalled £95.4m, compared to £92.4m in 2016/17. Details can be found in APPENDIX A.
8. Non-Domestic Rates' collection also performed favourably against an end of quarter target of 86.3%, with a collection rate of 87.2%. In monetary terms, the amount collected was £71.8m compared to £68m for the same period last year. Details can be found in APPENDIX B.

9. The numbers of business properties, those that are not in use, and the total Rateable Value within South Cambridgeshire are shown below. Appendix E contains a visual representation of these figures showing the trends, and a breakdown by property type is shown in Appendix F.

Year	Period	Total Rateable Properties	Total Unoccupied Properties	Total RV (£)
2015/16	Q1	4720	421	175,734,248
	Q2	4715	415	176,748,704
	Q3	4737	437	177,751,559
	Q4	4762	459	178,310,944
2016/17	Q1	4841	446	185,626,024
	Q2	4882	466	186,094,479
	Q3	4925	462	187,563,084
	Q4	4955	471	187,501,164
2017/18	Q1	4989	480	209,470,165
	Q2	5044	474	209,155,278
	Q3	5089	471	209,899,738

10. I am also reporting on performance of the new Revaluation Relief, a local business rates discretionary relief scheme. To date we have awarded £446,658.61 in additional relief to 216 businesses that were negatively impacted by the revaluation.
11. Performance in Rent collection at the end of quarter three was 98.16%, against a target of 97.7%. In terms of rent not collected, the arrears for current tenants were £392k, compared to £389k for the same period last year. The details can be found in APPENDIX C
12. Sundry Debtors had 15.4% of invoices in arrears at the end of December, compared to a target of 18%. In monetary terms, this equates to £1.27m in arrears from invoices totalling just over £8.3m. APPENDIX D shows the detail.
13. The average processing time for benefit new claims as at the end of Quarter3 2017/18 is 19.75 days average compared to target of 20 days. It was expected that performance will be maintained for the remainder of 2017/18 and annual performance for 2017/18 to be at or below the target of 20 days Appendix G shows the detail.
14. The time taken to process benefit changes of circumstances to end of Quarter 3 is 12.09 days average for 2017/18 compared to target of 12.00 days. It is expected that processing times for the remainder of the financial year as in previous years will be below target and this will enable annual performance for 2017/18 to be at or below the target of 12 days.
15. The changes to working practices and other measures which have been put in place have now addressed the increase processing times and reduced performance which occurred as the start of the year. Performance as illustrated in Appendix G has been monthly below target for each month since September 2017.

16. There have been 200 applications for support under the Discretionary Housing Payments (DHP) scheme and of these 157 have been granted a payment; expenditure is in line with what we expect at this time of year.

Expenditure £92,680(56%) 2017/18 (Grant £165,659)

The benefits team and homeless team have worked closely together to actively identify residents who are in of a DHP payment this work is continuing this year to ensure that the grant payment is fully spent.

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. Targets relate to revenue collection and will ensure that the Council's budgeted income is received.

Legal

19. The Council has a legal duty to deliver the service in accordance with Billing, Enforcement and Benefit legislation

Risk Management

20. Failure to maintain high collection rates could have an adverse effect on the Council's budget requirements.

Equality and Diversity

21. We ensure that revenue collection and benefits administration are delivered in a fair and consistent manner to all members of the community. Partial EQIA's have been carried out on our Billing & Collection policy, Benefit Administration

Consultation responses (including from the Youth Council)

22. None

Effect on Corporate Objectives

Objective – Homes for our future

Secure the delivery of a wide range of housing to meet the needs of existing and future communities

No Background Papers

Report Author: Katie Brown – Revenues Manager
Telephone: (01954) 713335

Dawn Graham – Benefits Manager
Telephone: (01954) 713085

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Council Tax Collection

Current Year Collection Analysis - £ 000s

BVPI 9

	Year Start	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Target
Gross Charge	115,964	116,044	116,120	116,250	116,463	116,550	116,646	116,752	116,832	116,918	116,970	0	0	
Reductions	-9,084	-9,093	-9,132	-9,178	-9,195	-9,222	-9,233	-9,264	-9,310	-9,332	-9,388	0	0	
Net Amount Collectable	106,880	106,950	106,987	107,072	107,268	107,329	107,413	107,487	107,522	107,586	107,582	0	0	
Council Tax Benefit	0	-5,799	-5,774	-5,746	-5,750	-5,723	-5,764	-5,729	-5,642	-5,697	-5,682	0	0	
Gross Payments	-1,931	-11,365	-21,381	-31,260	-41,181	-51,015	-60,957	-70,946	-80,861	-90,646	-100,506	-100,301	-100,294	
Refunds	7	21	88	149	200	300	398	531	649	715	882	882	890	
Accounts in credit	0	42	57	63	88	100	114	143	150	221	277	0	0	
Net payments to date	-1,924	-17,101	-27,011	-36,794	-46,644	-56,338	-66,207	-76,002	-85,705	-95,407	-105,028	-99,419	-99,404	
Net payments in month	-1,924	-15,178	-9,910	-9,783	-9,850	-9,694	-9,870	-9,795	-9,703	-9,702	-9,621	5,610	15	
Write offs		0	0	0	1	1	2	9	9	9	9			
Outstanding balance	104,956	89,849	79,976	70,278	60,625	50,992	41,208	31,494	21,826	12,188	2,563	-99,419	-99,404	
Collection Rate (BVPI9)	1.8%	16.0%	25.2%	34.4%	43.5%	52.5%	61.6%	70.7%	79.7%	88.7%	97.6%	#DIV/0!	#DIV/0!	99.1%
2017/18 Collection Target		11.0%	21.0%	30.7%	40.5%	50.0%	59.8%	69.3%	79.0%	88.5%	97.8%	98.6%	99.10%	

Collection Rate Last Year 16/17	1.3%	16.0%	25.4%	34.5%	43.6%	52.7%	61.8%	70.9%	79.8%	88.8%	97.6%	98.9%	99.40%
Collection Rate 15/16	1.4%	16.3%	25.6%	34.6%	43.6%	52.6%	61.8%	70.9%	79.9%	88.9%	97.8%	99.0%	99.44%
Collection Rate 14/15	1.3%	16.5%	25.6%	34.7%	43.7%	52.6%	61.7%	70.8%	79.6%	88.6%	97.5%	98.5%	99.25%
Collection Rate 13/14	1.0%	11.1%	20.8%	30.5%	40.3%	49.9%	59.5%	69.1%	78.7%	88.1%	97.5%	98.7%	99.1%
Collection Rate 12/13	1.5%	11.1%	21.1%	30.8%	40.5%	50.0%	59.7%	69.3%	78.9%	88.5%	98.0%	99.2%	99.3%
Collection Rate 2011/12	1.2%	11.1%	21.1%	30.8%	40.5%	50.2%	59.8%	69.5%	79.1%	88.6%	98.1%	99.0%	99.32%
Collection Rate 2010/2011	1.4%	11.20%	21.10%	30.90%	40.60%	50.10%	59.80%	69.50%	79.10%	88.50%	98%	99%	99.25%
Collection Rate 2009/10	1.3%	11.1%	21.0%	30.9%	40.5%	50.0%	59.7%	69.4%	79.0%	88.4%	97.8%	99.0%	99.17%
Collection Rate 2008/09	1.6%	11.0%	21.0%	30.7%	40.5%	50.0%	59.8%	69.5%	79.0%	88.5%	97.8%	98.6%	99.1%
Collection Rate 2007/08	1.1%	10.7%	20.9%	30.6%	40.3%	49.9%	59.4%	69.2%	78.8%	88.1%	97.5%	98.7%	99.1%
Comparison to last year	0.5%	0.0%	-0.1%	-0.1%	-0.1%	-0.2%	-0.1%	-0.1%	-0.1%	-0.1%	0.0%	#DIV/0!	#DIV/0!

% Collected in Month Last Year	1.3%	9.6%	9.8%	9.7%	9.7%	9.5%	9.6%	9.7%	9.4%	9.6%	9.5%	1.1%	0.8%
% Collected in Month	1.8%	14.2%	9.3%	9.1%	9.1%	9.0%	9.1%	9.1%	9.0%	9.0%	8.9%	#DIV/0!	#DIV/0!

Previous Years' Arrears Collection Analysis £ 000's

Arrears b/f at 1/4/17	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156
Net Payments Received	-	- 75	- 85	- 102	- 152	- 188	- 211	- 177	- 132	- 128	- 115	- 115	- 115
Written Off	-	-	-	-	- 38	- 38	- 40	- 79	- 79	- 79	- 80	-	-
Other adjustments	-	- 54	- 93	- 142	- 153	- 149	- 157	- 224	- 291	- 368	- 366	- 1,041	- 1,041
Balance outstanding	1,156	1,027	978	912	813	780	748	676	653	581	595	-	-

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APPENDIX B

Non-Domestic Rates Collection

INPUT WRITE OFFS/INTEREST MONTHLY

Current Year Collection Analysis - £ 000s

BVPI 10

	Year Start	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Gross Charge	97,058	97,327	97,454	98,201	98,034	97,828	97,343	97,309	97,903	97,818	97,305	0	0
Mandatory Relief	-10,539	-10,444	-10,444	-10,643	-10,634	-10,634	-10,646	-10,523	-10,532	-10,529	-10,540	0	0
Discretionary Relief	-500	-475	-481	-481	-461	-459	-511	-442	-647	-643	-676	0	0
Small Business Relief	-3,976	-4,034	-4,065	-4,094	-4,126	-4,140	-4,178	-4,192	-4,220	-4,241	-4,247	0	0
TR Discretionary Relief	0	0	0	0	-26	-41	-45	-49	-56	-65	-63	0	0
Retail Relief	0	0	0	0	0	0	-30	-35	-36	-36	-33	0	0
Net Amount Collectable	82,043	82,374	82,465	82,983	82,787	82,555	81,934	82,067	82,412	82,305	81,746	0	0
Gross Payments	-1,974	-11,070	-18,359	-27,221	-34,618	-43,602	-51,460	-58,802	-66,137	-73,722	-80,587	-80,587	-80,587
Refunds	1	35	100	261	339	433	728	929	1,170	1,433	1,591	1,591	1,592
Credits on accounts	0	63	66	129	163	171	187	384	253	390	276	0	0
Transfers	0	0	0	5	5	5	6	4	4	4	4	0	87
Net Payments	-1,974	-10,972	-18,193	-26,826	-34,111	-42,993	-50,538	-57,484	-64,711	-71,895	-78,716	-78,996	-78,908
Paid in month	-1,974	-8,998	-7,221	-8,633	-7,285	-8,882	-7,545	-6,945	-7,227	-7,184	-6,821	-280	88
Write offs	0	0	0	0	1	1	1	1	1	1	1	0	0
Interest paid	0	0	0	0	0	0	0	0	0	0	0	0	0
Outstanding balance	80,069	71,402	64,272	56,156	48,677	39,562	31,397	24,584	17,702	10,411	3,032	-78,996	-78,908
Collection Rate (BVPI10)	2.4%	13.3%	22.1%	32.3%	41.2%	52.1%	61.7%	70.0%	78.5%	87.4%	96.3%	#DIV/0!	#DIV/0!
collection Target		13.0%	22.7%	31.7%	41.0%	50.2%	59.8%	68.7%	77.9%	86.3%	95.5%	98.4%	99.1%
Collection Rate 2016/17	0.5%	12.5%	21.6%	31.9%	40.6%	51.0%	60.3%	69.8%	78.2%	86.8%	95.7%	98.1%	99.5%
Collection Rate 2015/16	1.1%	13.0%	22.7%	31.7%	41.0%	50.2%	59.8%	68.7%	77.9%	86.4%	95.5%	98.4%	99.4%
Collection Rate 2014/15	0.5%	12.6%	23.1%	32.5%	41.1%	50.6%	59.3%	69.4%	78.3%	87.1%	96.3%	97.6%	99.4%
Collection Rate 2013/14	0.4%	12.6%	22.6%	33.3%	42.8%	52.4%	62.0%	71.2%	81.5%	91.1%	98.4%	98.3%	98.7%
Collection Rate 2012/13	5.4%	13.2%	23.3%	33.1%	42.7%	52.2%	61.2%	70.7%	80.3%	89.6%	96.6%	97.4%	99.5%
Collection Rate 2011/12	1.3%	12.6%	23.5%	32.6%	41.9%	50.6%	61.2%	70.9%	80.1%	90.0%	98.2%	98.5%	99.5%
Difference	1.9%	0.8%	0.4%	0.5%	0.6%	1.1%	1.3%	0.2%	0.3%	0.5%	0.6%	#DIV/0!	#DIV/0!
Collected in month	2.4%	10.9%	8.7%	10.3%	8.9%	10.9%	9.6%	8.4%	8.5%	8.8%	8.9%	#DIV/0!	#DIV/0!
Collected in month last year	0.5%	12.1%	10.5%	9.5%	8.5%	9.6%	8.6%	10.1%	8.9%	8.8%	9.2%	1.3%	1.8%

Previous Years' Arrears Collection Analysis £ 000's

	Year Start	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Arrears b/f at 1/4/17		613.98	613.98	613.98	613.98	613.98	613.98	613.98	613.98	613.98	613.98	613.98	613.98
Net Payments Rcd Year to Date		101.77	238.46	46.64	129.71	699.22	829.96	800.63	1,067.78	1,045.18	1,056.87	1,056.87	1,056.87
Write offs		-	- 0.01	- 0.01	- 42.50	- 151.48	- 151.26	- 151.26	- 159.98	- 159.98	- 159.94	-	-
Other adjustments	613.98	477.94	- 148.18	- 62.70	- 178.25	- 812.76	- 877.24	- 935.78	- 1,189.08	- 1,145.59	- 1,135.23	- 1,670.85	- 1,670.85
Current (prev yr) arrears	613.98	1,193.69	704.24	597.90	522.95	348.95	415.43	327.57	332.70	353.59	375.68	-	-

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APPENDIX C

Rent Collection

Current Tenants Collection Analysis - £ 000s

BVPI 66a

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Week Number	4	9	13	18	22	26	31	35	40	44	48	52
Rent charged to date	2,139	4,813	6,962	9,112	11,796	13,941	16,624	18,772	20,921	23,607	0	0
Estimated annual rent	27,807	27,809	27,846	27,873	27,882	27,882	27,886	27,890	27,895	27,899	0	0
Arrears brought forward	337	337	337	337	337	337	337	337	337	337	337	337
Rent Collectable	28,144	28,146	28,183	28,210	28,219	28,219	28,223	28,227	28,232	28,236	337	337
Current tenant arrears	366	391	375	345	371	392	361	418	392	400	-	-
Actual Collection Rate (BVPI66a)	85.23%	92.41%	94.87%	96.35%	96.94%	97.25%	97.87%	97.81%	98.16%	98.33%	100.00%	100.00%
Projected Collection Rate (BVPI66a)	98.70%	98.61%	98.67%	98.78%	98.68%	98.61%	98.72%	98.52%	98.61%	98.58%	100.00%	100.00%
Collection Target	82.60%	89.50%	92.80%	95.40%	96.00%	97.10%	97.20%	97.30%	97.70%	97.30%	97.90%	98.40%
Last Year Actual Collection	85.48%	92.35%	95.48%	96.47%	97.31%	97.56%	98.25%	98.31%	98.19%	98.61%	98.77%	98.82%
Last Year Projected Collection Rate	98.74%	98.75%	98.83%	98.82%	98.85%	98.77%	98.95%	98.86%	98.63%	98.82%	98.86%	98.82%
Difference Actual	-0.3%	0.1%	-0.6%	-0.1%	-0.4%	-0.3%	-0.4%	-0.5%	0.0%	-0.3%	1.2%	1.2%
Difference Projected	0.0%	-0.1%	-0.2%	0.0%	-0.2%	-0.2%	-0.2%	-0.3%	0.0%	-0.2%	1.1%	1.2%

98.40%

Former Tenant Arrears Collection Analysis

FTA's at 1/4/17	83	83	83	83	83	83	83	83	-	83	-	-
FTA's arising since 1/4/17	5	20	25	31	54	72	83	98	-	124	-	-
Written off	0	0	0	-9	-9	-9	-9	-9	0	-9	0	0
Payments	-4	-1	-11	15	-29	-36	-46	-53	0	-68	0	0
Current FTA's	85	94	97	90	100	111	111	120	0	130	0	0

Tenants Owning More Than Seven Weeks Rent

BVPI 66b

CURRENT YEAR												
Total Number of Tenancies(*) (excluding garages)	5,283	5,297	5,310	5,303	5,310	5,297	5,304	5,303	5,301	5,305		
Total Number > 7 Weeks Arrears (*)	121	131	127	122	127	138	136	127	142	156		
% > 7 Weeks in Arrears	2.29%	2.47%	2.39%	2.30%	2.39%	2.61%	2.56%	2.39%	2.68%	2.94%	#DIV/0!	#DIV/0!
PREVIOUS YEAR FOR COMPARISON												
Total Number of Tenancies(*) (excluding garages)	5,308	5,311	5,319	5,320	5,326	5,319	5,315	5,316	5,309	5,311	5,309	5,296
Total Number > 7 Weeks Arrears (*)	115	121	116	122	108	111	102	103	122	119	113	112
% > 7 Weeks in Arrears	2.17%	2.28%	2.18%	2.29%	2.03%	2.09%	1.92%	1.94%	2.30%	2.24%	2.13%	2.11%

Tenants Receiving a Notice Seeking Possession

BVPI 66c

CURRENT YEAR												
Total Number of Tenancies in Arrears (*)	1,193	1,322	1,290	1,074	1,183	1,330	1,079	2,673	1,483	1,096		
NOSPs Issued in Month	12	21	30	23	20	42	49	18	4	36		
Total Number of NOSP Served (**)	12	33	63	86	106	148	197	215	219	255	255	255
NOSP to date as % of Tenancies in Arrears	1.01%	2.50%	4.88%	8.01%	8.96%	11.13%	18.26%	8.04%	14.77%	23.27%	#DIV/0!	#DIV/0!
PREVIOUS YEAR FOR COMPARISON												
Total Number of Tenancies in Arrears (*)	1,546	1,443	1,201	1,450	1,197	1,542	1,044	1,113	1,632	1,044	1,053	1,052
NOSPs Issued in Month	31	24	28	16	24	33	44	42	30	35	16	29
Total Number of NOSP Served (**)	31	55	83	99	123	156	200	242	272	307	323	352
NOSP to date as % of Tenancies in Arrears	2.01%	3.81%	6.91%	6.83%	10.28%	10.12%	19.16%	21.74%	16.67%	29.41%	30.67%	33.46%

Tenants Evicted		BVPI 66d											
CURRENT YEAR													
Total Number of Tenancies (*)		5,283	5,297	5,310	5,303	5,310	5,297	5,304	5,303	5,301	5,305	0	0
Evictions in Month		0	1	1	0	0	2	0	1	0	0		
Total Number of Evictions (**)		0	1	2	2	2	4	4	5	5	5	5	5
% of Tenants Evicted		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	#DIV/0!	#DIV/0!
PREVIOUS YEAR FOR COMPARISON													
Total Number of Tenancies (*)		5,308	5,311	5,319	5,320	5,326	5,319	5,315	5,316	5,309	5,311	5,309	5,296
Evictions in Month		0	0	0	1	0	0	0	0	0	0	1	0
Total Number of Evictions (**)		0	0	0	1	1	1	1	1	1	1	2	2
% of Tenants Evicted		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

* Figures are as at reported date

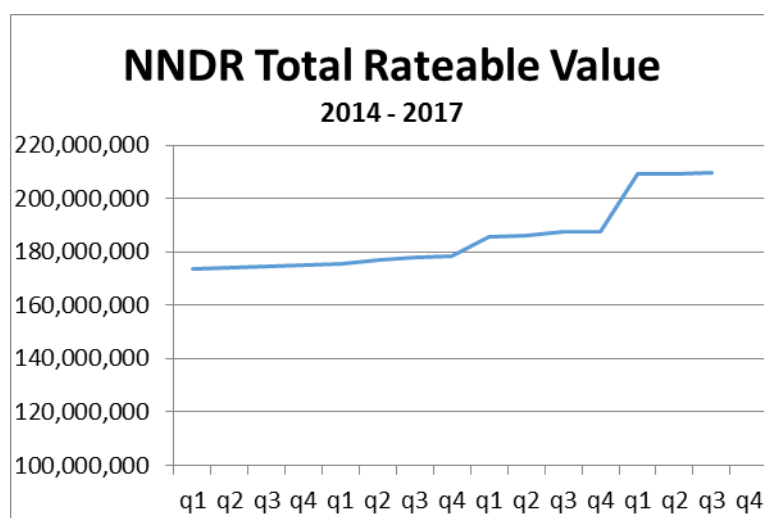
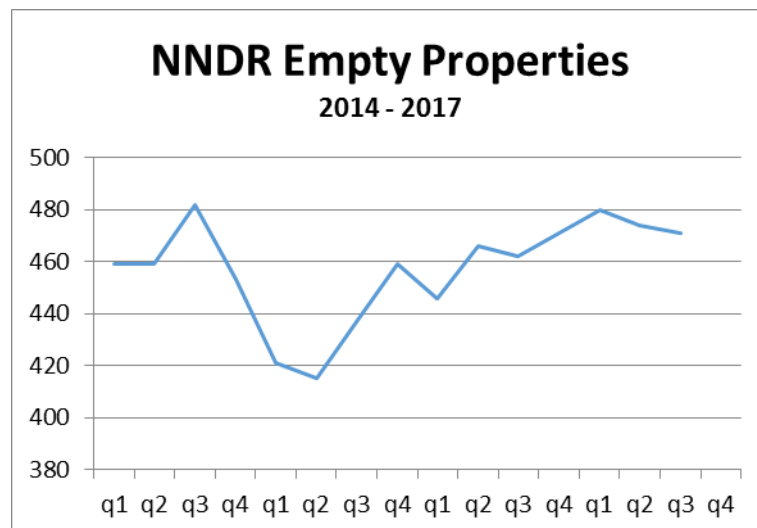
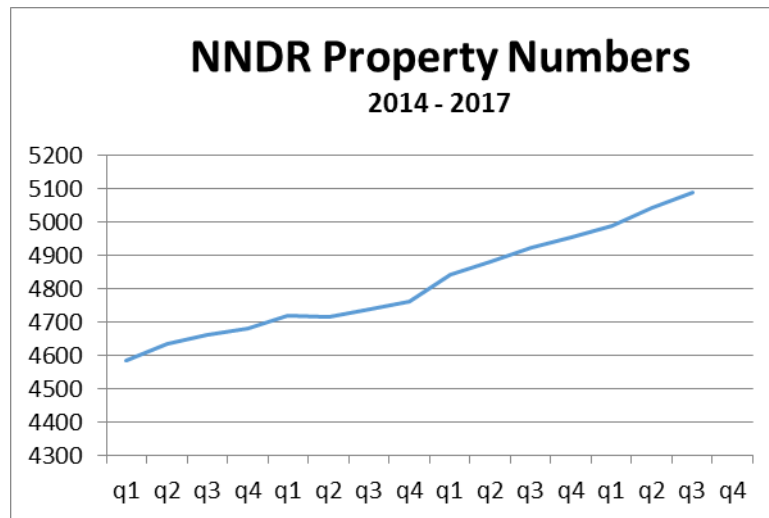
** Figures are year to date cummulatives

See word document for details of how figures have been calculated.

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APPENDIX E



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APPENDIX F - NNDR VOID PROPERTIES BY TYPE

		Year 2016/17								Year 2017/18							
		QTR 1		QTR 2		QTR 3		QTR 4		QTR 1		QTR 2		QTR 3		QTR 4	
	Property Description	Void	Total	Void	Total	Void	Total	Void	Total	Void	Total	Void	Total	Void	Total	Void	Total
CA	Advertising	0	17	0	17	0	17	0	17	0	17	0	17	0	17		
CC	Caravan Park & Premises	3	16	3	16	3	17	3	17	3	17	3	17	3	17		
CG	Petrol stations, garages & vehicle showrooms	6	105	7	104	6	104	9	105	11	105	9	106	10	105		
CH	Hotels & Guest Houses	0	65	0	70	0	70	1	70	1	71	1	76	1	76		
CL	Pubs & Clubs	13	158	12	157	15	151	16	148	14	147	13	146	9	145		
CM	Markets	1	2	1	2	1	2	1	2	1	2	1	2	1	2		
CO	Offices	172	1611	196	1637	196	1659	194	1685	191	1699	189	1729	187	1734		
CP	Car Parks	1	13	1	13	1	18	1	18	9	32	11	48	4	65		
CR	Restaurants & Cafes	2	43	1	43	3	48	3	50	4	50	5	51	6	51		
CS/X	Shops, Banks, Post Offices and other Retail	26	472	25	472	26	473	27	473	28	473	36	472	37	473		
CW	Commerical, Warehousing & Storage	124	900	123	910	120	911	125	920	120	919	109	930	109	933		
E	Education, Nurseries, Libraries and Museums	4	163	3	166	1	166	2	167	3	171	3	171	4	171		
F	Electricity & premises	0	22	0	23	0	24	0	24	0	25	0	27	0	26		
I	Factories, Workshops & Industrial	61	678	61	675	56	669	54	662	58	656	55	662	59	673		
L	Leisure including Halls, Clubhouse and Community Centres	10	274	10	275	10	276	8	277	7	278	7	277	9	277		
M	Medical, Hospitals, Cemeteries, and Offices	3	94	3	94	3	111	4	111	4	113	4	113	4	113		
MP/R/S/X	Police, Fire, Ambulance, Hostels and Courts	1	16	1	16	2	16	2	16	2	16	3	16	3	16		
MT	Communication Stations, Telephone Kiosks and Misc	16	152	16	152	16	151	17	151	20	152	21	151	21	151		
NT	Bus Stations & Moorings	0	2	0	2	0	2	0	2	0	2	0	2	0	2		
NW	Sewage Treatment Works and Non-Formula	1	28	1	28	1	30	1	30	1	34	1	32	1	32		
T	Forces, Defence, Crown Treasury	2	10	2	10	2	10	3	10	3	10	3	10	3	10		
	TOTALS	446	4841	466	4882	462	4925	471	4955	480	4989	474	5055	471	5089	0	0

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Housing Benefit Performance Information

APPENDIX G

Year	Peformance Indicator	Annual Target	Apr Monthly	May Monthly	Jun Monthly	Jul Monthly	Aug Monthly	Sep Monthly	Oct Monthly	Nov Monthly	Dec Monthly	Jan Monthly	Feb Monthly	Mar Monthly	To Date
2017/18	New Claim Processing	20 days	23	26	27	31	22	15	10	11	11	14			19.04
2016/17	New Claim Processing	20 days	9	8	15	17	13	7	12	11	11	12	15	21	12.51
2015/16	New Claim Processing	20 days	31	24	15	18	22	20	19	14	14	19	9	12	19.65
2017/18	No of Claims	20 days	169	175	250	237	323	295	231	209	155	289			2,333
2016/17	No of Claims	20 days	264	184	237	209	255	291	208	311	209	264	114	290	2,836
2015/16	No of Claims	20 days	271	309	318	216	208	319	258	329	204	279	269	294	3,274

					Quarter 1 to date				Quarter 2 to date				Quarter 3 to date			Quarter 4 to date	
2017/18	New Claim Processing	20 days			25.57			23.58			19.75						
2016/17	New Claim Processing	20 days			10.81			11.33			11.31				12.51		
2015/16	New Claim Processing	20 days			22.93			21.59			19.65				18.08		

2017/18	Change of Circumstances	12 days	14	15	15	16	18	10	9	7	8	9			11.71
2016/17	Change of Circumstances	12 days	9	10	10	11	12	8	9	10	8	10	5	9	9.21
2015/16	Change of Circumstances	12 days	18	19	16	18	17	18	17	12	11	11	7	7	14.63

2017/18	No Of Changes	12 days	1,402	1,586	1,932	1,397	1,462	1,904	2,052	2,046	1527	2192			17,500
2016/17	No Of Changes	12 days	1,823	2,336	2,180	1,353	1,376	1,913	1,852	1,853	1,262	2,202	1,902	2,029	22,081
2015/16	No of Changes	12 days	1,431	1,761	2,115	1,969	1,979	1,702	1,782	2,195	1,590	2,064	2,307	1,953	22,848
Page 189					Quarter 1 to date			Quarter 2 to date			Quarter 3 to date			Quarter 4 to date	
2017/18	Change of Circumstances	12 days			14.72			14.47			12.09				
2016/17	Change of Circumstances	12 days			9.71			9.86			9.63			9.21	
2015/16	Change of Circumstances	12 days			17.53			17.59			16.15			14.25	

2017/18	Caseload		6476	6438	6400	6414	6454	6424	6396	6382	6327	6344			
2016/17	Caseload		6719	6694	6654	6646	6662	6614	6564	6561	6554	6534	6496	6494	
2015/16	Caseload		6899	6903	6888	6844	6817	6805	6791	6783	6739	6743	6745	6751	

Overpayment Recovery

2017/18	Total Overpayments collected £	£	£ 100,437	£ 104,803	£ 90,005	£ 115,000	£ 104,696	£ 139,031	£ 122,148	£ 140,065	£ 113,445				£ 1,029,630
2016/17	Total Overpayments collected £	£	£ 123,494	£ 182,440	£ 90,118	£ 114,533	£ 114,412	£ 110,055	£ 98,196	£ 97,289	£ 130,537	£ 105,113	£ 66,436	£ 125,174	£ 1,357,797
2015/16	Total Overpayments collected £	£	£ 76,622	£ 81,549	£ 108,728	£ 91,847	£ 119,087	£ 89,556	£ 113,876	£ 66,737	£ 181,791	£ 118,097	£ 167,562	£ 221,791	£ 1,437,243
					Quarter 1 to date			Quarter 2 to date			Quarter 3 to date			Quarter 4 to date	
2017/18	Total Overpayments collected £	£			£ 295,245			£ 653,975			£ 1,029,630				£ 1,029,630
2016/17	Total Overpayments collected £	£			£ 396,052			£ 735,052			£ 1,061,074			£1,357,797	
2015/16	Total Overpayments collected £	£			£ 266,899			£ 567,389			£ 929,793			£1,437,243	

DHP

2017/18	Total Payments budget £165,659															
					Quarter 1 to date				Quarter 2 to date				Quarter3 to date			
					£20,888				£54,523				£92,680			



Report To: Finance and Staffing Portfolio Holder
Lead Officer: Executive Director (Corporate Services)

20 February 2018

TREASURY MANAGEMENT REVIEW

Purpose

1. To report on the performance of the treasury management function.
2. This is not a key decision but reporting to the Finance and Staffing Portfolio Holder on performance is a requirement of the Borrowing and Investment Strategy.

Recommendations

3. It is recommended that the Finance and Staffing Portfolio Holder:
 - note the performance of the treasury management function
 - agree to the proposal to appoint treasury management advisers

Reasons for Recommendations

4. The performance of the treasury management function should be reviewed regularly to ensure reasonable returns are achieved commensurate with risk. This is achieved through regular monitoring by the Finance and Staffing Portfolio Holder and by being a member of a benchmarking group.
5. The Borrowing and Investment Strategy and the outcomes achieved by applying it should be reviewed to ensure it continues to meet the needs of the authority. The Borrowing and Investment Strategy is reviewed and revised annually and will be presented to Council for consideration and approval on 22 February 2018.

Background

6. The Borrowing and Investment Strategy approved by Council on 23 February 2017 delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Finance and Staffing Portfolio Holder.

Considerations

7. **Current Performance**

Investments of £109.5 million were held by the Council at 31 December, and included £107.6 million held in fixed rate investments. Detail of the investment counterparties is included as **Appendix A**. Investments with Ermine Street Housing account for £30.27 million or 28% of the Council's current investments; this is in accordance with the Ermine Street Business Plan and the Council's agreement of £107million investment over a 5 year period, as agreed by Cabinet, at the meeting of 12th November 2014. This has had the effect of providing a good return on investments, supporting general fund expenditure at a time when market rates and returns are at historic lows.

8. The forecast for the investment balance at 31 March 2018 is approximately £71million. The level of investments held will reduce during February and March as maturing investments are used to cover precept and supplier payments, and Council Tax and Business Rates refunds.
9. The average return on new investments excluding Ermine Street Housing since 1 April 2017 is 0.64% compared with 0.74% for the same period in 2016-17. Investments with Ermine Street Housing average 3.70%. The reduction in average return was due to the change in Bank of England Base Rate on 4th August 2016. The average return will begin to increase following the Bank of England decision of 2nd November to increase the Base rate to 0.5%. Market expectations are for the base rate to rise to 0.75% during 2018, possibly as early as May and to reach 1% by 2020.
10. Net investment interest for the year was included in the Council budget estimates as £799,760 with an estimated £228,730 payable to the Housing Revenue Account. An additional £622,500 interest is expected in the year due to higher balance levels and longer periods of investment, predominantly with South Cambs Limited. The original estimate included the expectation that the Council would borrow to on-lend to the company however, cash flow balances have enabled the Council to continue with investments without a need to borrow thereby increasing interest without debt payments. Current cash flow forecasts indicate that Council will not need to borrow before December 2018.
11. Historically the HRA has been entitled to recover interest from the General Fund in respect of the HRA working balance and major repairs reserve balances held for future use, the interest on housing capital balances (right to buy, shared ownership, land and other dwellings) being credited to the General Fund. The Introduction of self-financing for the HRA and the retention of right to buy receipts for re-investment in affordable housing has prompted a change in legislation for this area. The amending determination (Limits on Indebtedness Determination 2012 – Amending Determination 2013) requires that local authorities credit their HRA with interest earned on all unapplied capital receipts. This will result in an increase in interest earned by the HRA but a corresponding reduction in interest earned by the General Fund, the movement on capital balances will be monitored.
12. In March 2012, following the introduction of the Housing Revenue Account Self Financing regime, the Council acquired debt of £205 million. The full sum was borrowed from the Public Works Loans Board at an average fixed rate of 3.5% as 41 individual loans with maturity dates between 2037 and 2057; no other external borrowing has been undertaken.

13. As part of the Investment and Borrowing Strategy the Council is required to ensure that the proportion of investments do not exceed the agreed levels, the current levels are as follows:

Group of Organisations	Maximum Investment £m	Maximum Proportion %	Current Proportion %
UK Debt Management Office	unlimited	100%	0%
Money Market Funds	10	30%	2%
UK Local authorities (excluding Parish Councils)	10	75%	3%
UK Banks	10	60%	30%
South Cambs Ltd (Ermine St)	45	60%	28%
Housing Assoc	5	20%	5%
Subsidiaries of UK Banks	3.0	10%	0%
Other Banks & Financial Institutions	5	20%	5%
Building Societies	10/5.0/3.0	100%	28%

14. **Appointment of Treasury Management Advisers**

15. The council is embarking on a number of direct investments that will require funding through external borrowing. As such, it will be managing a more complex and diverse set of requirements in relation to the management of its cash balances, borrowings and investments. It is proposed to appoint Treasury Management Advisers to be in place by the beginning of April 2018. Prospective advisers have been asked to demonstrate that they can recover at least the cost of their fees by improving our investment income due to their advice.

16. **Treasury Risk Management**

17. Risk is being managed by spreading investments across available counterparties with the current average period for all fixed term deposits being 18 months, money markets being utilised for short term cash needs. The yield curve remains relatively flat with rates ranging from 0.38% for one month to 0.90% for periods up to one year, to 1.5% for 5 years. This compares to the average current return on investments (existing and new) being 0.68% (excluding Ermine Street Housing investments).

18. Any uplift in rates above that already included in the Council's estimates would provide additional interest to support the provision of services.
19. Options for the investment of surplus funds will be limited in the future as it may be more beneficial to use such funds to support internal borrowing for the General Fund capital programme or to reduce, marginally and temporarily, the £205 million debt arising from Housing Revenue Account Reform.

Implications

20. 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

21. The interest received on investments is directly affected by changes in market interest and by the limitations of available counterparties.

Risk Management

22. The proposed European Commission changes to money market funds do not, at this time, affect the Councils Borrowing and Investment Strategy or the Councils use of money market funds.

Consultation responses (including from the Youth Council)

23. Consultation was not deemed necessary in this case.

Effect on Strategic Aims

24. This report has no direct implications for any of the Strategic Aims but any increase in interest received (commensurate with risk) may reduce the need for cuts in individual services and assist in the achievement of actions to support those aims.

Background Papers

Treasury Management working papers (confidential)

The Limits on Indebtedness Determination 2013

Limits on Indebtedness Determination 2012 – Amending Determination 2013

Report Authors: Dan Hasler – Accountancy Assistant
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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 7

REPORT TO: Finance and Staffing Portfolio Holder 20 February 2018
LEAD OFFICER: Head of People and Organisational Development

SICKNESS ABSENCE 1 OCTOBER 2017 TO 31 DECEMBER 2017

Purpose

1. The purpose of this report is to provide information on sickness absence for the period 1 October 2017 to 31 December 2017 and is a quarterly monitoring report.
2. This is not a key decision because it is for information only.

Recommendations

3. It is recommended that Portfolio Holder notes the report.

That Portfolio Holder reinforces the requirement for service managers to be aware of their responsibilities in terms of active attendance management and particularly prompt reporting of absences, the completion of return to work interviews and close liaison with HR in terms of employee supporting line with the Attendance Management policy

Executive Summary

4. This quarter's performance has shown a 6.72% increase on the previous quarter's figure (Qtr. 2 2017/2018) in terms of the number of days recorded as sickness absence.

In terms of the reasons behind absences, there was a large increase related to back pain compared to last quarter, a small increase for viral infections and a slight increase for stress, depression and mental health. (An increase for viral infections was to be expected as we were moving into the winter months). During this period, sickness for stomach, liver, kidney and digestion as well as sickness for chest/respiratory decreased. In addition, sickness for muscular-skeletal issues fell slightly.

HR will continue to work with our OH provider to minimise these risks.

The Council provides a free and confidential counselling service and works closely with occupational health to support staff. The Council has delivered mental health awareness training and now has 12 Mental Health First Aiders trained. Personal resilience and mindfulness workshops have been made available to staff as well as other initiatives supported by the Wellbeing Champions including the benefits of good sleep and supporting financial wellbeing. The December payslips contained information regarding the Council's confidential counselling service.

5. The HR team continue to provide absence monitoring data and advice to line managers in order to improve attendance and, to identify appropriate support for employees. A new monthly sickness report is being provided to Directors and Heads

of Service which sets out a month by month highlight report for each service including number of days lost, key reasons for absence and costs.

6. Portfolio Holder and Service Managers are required to take appropriate action under the Attendance Management policy to ensure that attendance rates improve.

Background

7. **Sickness statistics**

(A) Sickness PI – See Appendix A & Appendix G

The sickness PI for the period 1 October 2017 to 31 December 2017 was 2.86 days' sickness absence per FTE. (*FTE used = 477.55*).

This demonstrates an increase of 5.92% in the PI for the same quarter in 2016/17, which was 2.7 days per FTE.

(B) Sickness Days per Corporate Area – see Appendix B

Sickness days lost has increased by 6.72% compared to last quarter (Q2 2017-18).

The 1365.6 days sickness absence can be attributed to **142 employees**.

(C) Sickness Days per FTE – See Appendix C

The sickness days recorded per FTE for the whole Council was 2.86 in **Quarter 3 2017-18**.

(D) Long Term v Short Term sickness levels – See Appendix D

Long-Term Sickness accounted for 64.6% of total sickness absence in Quarter 3.

(E) Sickness Absence by reason – See Appendix E and F

The chart shows the following changes since last quarter (Q2 2017/18). There have been increases within a variety of reasons, mainly attributable to

- Back
- Ear, nose, mouth, eye
- Other

as well as slight increases to

- Viral Infections
- Stress, depression and mental health

During the same period, there have been decreases to

- Chest/respiratory
- Stomach, liver, kidney, digestion

Compared to the same quarter last year (Q3 2016/17) there have been significant increases attributed to

- Back
- Other
- Other muscular/skeletal

and for the same period, decreases to the following:

- Headaches and migraine
- Heart, blood pressure
- Stomach, liver, kidney, digestion
- Stress, depression and mental health
- Viral/infections

Considerations

8. Service areas collect their own sickness information; this is then provided to HR-Payroll and entered on the HR-Payroll system. It is important that recording of absences and completion of forms is accurate to ensure a consistent approach across service areas. Service managers are responsible for ensuring that absence is reported promptly and, managed effectively.

On a monthly basis, managers are sent reports showing sickness over the previous 12 months so they can take a pro-active approach to monitoring sickness absence.

The revised Return to Work form now has a section which asks whether the employee has hit a sickness trigger. If this is the case, managers should arrange to hold an informal review meeting and set a review period with their employees. If sickness fails to improve during this period, they should move to the formal process in line with the Management of Attendance Management Policy. (Managers are supported by HR throughout informal/formal process.)

Implications

9. 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

10. Under the Green Book the maximum amount of contractual sick pay after five years local government service is six months at full pay, six months half pay. There are also the financial costs involved in temporary cover of long-term sickness cases to maintain service delivery.

Legal

11. The Council has an obligation to make reasonable adjustments to allow a disabled employee to continue working or to join the organisation. Sickness records are a protected category under the Data Protection Act provisions in relation to employee records.

Staffing

12. The Council aims to support staff that experience ill health and to assist them to maintain a good attendance at work.
13. Sickness absence has an impact on the delivery of services to customers and means that duties need to be covered or reallocated to ensure continuity of service delivery. Long periods of absence as well as unplanned short-term periods of absence can cause disruptions and put additional pressure on remaining team members.

Risk Management

14. There are minimal levels of risk as sickness cases are actively managed.

Equality and Diversity

15. There is currently minimal monitoring (gender, age, ethnic group, sexual orientation, disability) from an equal opportunity perspective on sickness absence. However the Council does employ a number of staff who have medical conditions which are considered to meet the definition of disability. The Council works with its occupational health provider and external agencies to ensure appropriate reasonable adjustments are in place.

Consultation responses (including from the Youth Council)

16. There was no consultation taken on this report.

Effect on Strategic Aims

Aim 1 - Commitment to being a listening council, providing first class services accessible to all

17. Reducing the number of days lost to sickness absence will have an impact on improving service delivery and value for money for residents

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.

Report Author: Lindsey Smith – HR Advisor Telephone: (01954) 713291

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of the Local Government Act 1972.

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Agenda Item 8

REPORT TO: Finance and Staffing Portfolio Holder 31 January 2018
LEAD OFFICER: Susan Gardner-Craig

RETENTION AND TURNOVER REPORT: Q3 - 1 October 2017 – 31 December 2017

Purpose

1. This report provides an analysis of the turnover of staff between 1 October and 31 December 2017. The reason for this report and the regular reporting on an organisation's turnover is to highlight trends, inform recruitment decisions and enable SCDC to develop a resource strategy and/or to drive change in a team or area of the business and to ensure the achievement of the organisation's goals.
2. This is not a key decision because it is for information only.

Recommendations

3. It is recommended that:
 - a) Portfolio Holder note the report

Reasons for Recommendations

4. This information report forms part of Portfolio Holder's framework for monitoring the Council's staffing resource.

Background

5. The Performance Indicator (PI) value for Quarter 3 (the period from 1 October to 31 December 2017) is 2.30% (based on an establishment figure of 477.55 (FTE) at 1 October 2017. The annual PI value (for 1 April 2017 to 31 December 2017) is 8.16% against an annual target for voluntary leavers* of 10%.

* Voluntary leavers do not include redundancies, ill health retirements, and ending of fixed term contracts or internal transfers. Voluntary leavers do include individuals who are leaving to access their pension (retirees). With effect from October 2011 the Default Retirement Age of 65 no longer exists, and therefore employees cannot be required to retire on a compulsory basis at age 65.

6. The rate of all leavers (taking into account both voluntary and involuntary leavers) is 3.14% for Q3. (Including redundancies and end of fixed term contracts.)
7. Information is recorded from Leavers Forms forwarded to HR/Payroll for processing. Exit Interviews were made compulsory for all leavers from November 2011 (unless inappropriate). For those leaving in the period 1 October to 31 December 2017 the HR team received 5 exit interview forms.
8. Of the 11 voluntary leavers, 4 have completed and returned Exit Interview Forms (36.4%).

9. The breakdown of reasons for leaving can be found at Appendix 1. There was a decrease in the number of voluntary leavers compared to last quarter but a increase in the number of involuntary leavers. There was a reduction in the numbers of staff completing exit interviews, this is an opportunity to gain valuable feedback from staff leaving the organisation and helps to identify trends and areas of concern on which the council can make improvements. Managers are expected to carry out exit interviews and completion will be encouraged by HR. .

Considerations

10. Appendix 1 is compiled from information contained in Leavers' Forms sent by Managers to HR/Payroll.
11. The following information was gathered from the exit interviews during which employees raised issues pertaining to and, any action taken by the manager/HR. The Exit Interview form has been revised to capture more information on staff feedback and manager actions to be taken.

Communication

Touchdown is held on a fortnightly basis and managers should cascade information down to their teams through team meetings.

The organisation continues to encourage cross team working through project groups and sharing information through the communications team and Touchdown briefings

Insite is currently being refreshed which should make it easier for staff to find out information.

Opportunities for learning and development

The Council supports learning and development opportunities for staff in terms of corporate training, professional development and secondments.

Involuntary leavers on occasion do not wish to complete Exit interviews, or it is not appropriate for the interview to take place such as in dismissal cases

12. A section has been added to the exit interview form for managers to feedback on any actions taken as a result of the feedback and also to comment on any feedback where the views of the manager may not be the same as the individuals. We hope that this will improve the quality of information in the future.

Recruitment

The number of staff joining the Council on a permanent or fixed term contract in the same quarter was 31.

11 members of staff changed positions internally.

Total number of staff who started new roles within the council was 42.

There were 10 external candidates who were working as an agency temporary workers and started permanent contracts within this quarter.

5 members of staff were acting up in the period
14 members of staff were on secondment
17 members of staff are in receipt of a market supplement.

There were no apprenticeship vacancies advertised during this quarter. However we are speaking with recruiting managers about opportunities for new posts or opportunities within their team to start an apprenticeship during 2017-18. We will be advertising a minimum of 3 apprenticeship vacancies within the next quarter.

There were no work experience students within this period.

There were 28 roles advertised in this period. 9 advertised in October, 9 in November and 10 in December.

22 roles were appointed to, giving a vacancy fill rate of 78.57%

There were 3 roles that will need to be re-advertised; this was because there were no suitable candidates for these particular posts. There are 3 roles which are currently at interview stage.

The Recruitment Coordinator has been busy this quarter with jobs from across the Council including a large recruitment drive within the Planning department. She is now preparing for future recruitment / advertising in the next quarter.

13. Corporate Training was carried out this quarter in the following areas:

- Staff Development Group (ongoing during the year)
- Alumni Refresh Programme (for previous SDG members - ongoing during the year)
- Confidence Building
- Looking after yourself during change
- Managing Stress and Pressure

Conclusion

14. The turnover rate whilst slightly above target is in an acceptable parameter, it is healthy for an organisation to have a number of leavers which creates opportunities for new ideas and skills to be brought in, staff levels and roles to be reviewed and progression opportunities within the organisation.
15. The number of staff who have internally transferred roles and are acting up or on secondments within the Council is positive and shows that staff are keen to develop their skills and remain at the Council, further analysis and review of information recorded as part of the performance review cycle will enable us to enhance and improve on this.
16. The Council has demonstrated it looks for new avenues to continue to recruit the best talent available by looking at alternative digital recruitment solutions and seeking to look at recruiting Apprentices

17. The Council continues to seek feedback into the all aspects of the employee life cycle to make improvements to continue to support the retention of talent.
18. The Council where appropriate offers support to staff in the way of flexible working policies and Occupational Health support to help staff who wish to remain working at SCDC.

Options

19. That the portfolio holder either notes the report as presented, or note it with the addition of appropriate comments.

Implications

20. 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

21. There are financial implications in terms of the costs of advertising and recruitment of replacement staff. There may also be financial implications for temporary covering of work if standards of service are to be maintained.

Staffing

22. A certain level of turnover is healthy for an organisation. There will always be a natural number of leavers and this creates opportunities for reviewing job purpose and the skills and attributes that the organisation needs for the future.

Risk Management

23. The risks are low level. However recent changes to the Government Pension Scheme and caps on Public Sector exit payments mean we will need to be mindful when dealing with succession planning and change management. Change which may result in an exit from the organisation needs planning and HR involvement, as employees may be significantly impacted by these changes. HR will seek to minimise the risk to the employee and the organisation.

Equality and Diversity

24. At present limited monitoring is done on the diversity of voluntary leavers.

Consultation responses (including from the Youth Council)

25. Consultation was not deemed appropriate in this case.

Effect on Strategic Aims

Aim 1 - Commitment to being a listening council, providing first class services accessible to all.

26. Having the right employees in place is key to delivering high quality services

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.

None

Report Author: Lindsey Smith - HR Advisor
Telephone: (01954) 713291

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of the Local Government Act 1972.

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Finance and Staffing Portfolio Holder – Work Plan 2017-18

Date of meeting	Reports to be signed off and sent to Democratic Services by 5.00pm on	Title of Report	Key or Non-Key?	Reason Key Specify no(s) listed below	Purpose of Report, ie For Recommendation / Decision / Monitoring	Lead Officer / Report Author	Date added to Corporate Forward Plan (contact: Victoria Wallace) *
To be scheduled		People and Organisational Development Strategy refresh	Non-key		Decision	Susan Gardner-Craig	
20 March 2018 (provisional)	Friday 9 March	Grants – Community Chest	Non-key		Decision	Gemma Barron	
17 April 2018 (provisional)	Friday 6 April	Grants – Community Chest	Non-key		Decision	Gemma Barron	
15 May 2018 – Full Business	Thursday 3 May (7 May is a Bank Holiday)	Grants – Community Chest	Non-key		Decision	Gemma Barron	

Agenda Item 9

	Thursday 3 May	NNDR local discretionary relief – Policy review			Decision	Katie Brown	
	Thursday 3 May (7 May is a Bank Holiday)	Treasury Management	Non-key		Monitoring	Dan Hasler	
	Thursday 3 May (7 May is a Bank Holiday)	Revenues and Benefits Quarterly Performance Report	Non-key		Monitoring	Katie Brown / Dawn Graham	
	Thursday 3 May (7 May is a Bank Holiday)	Quarterly Reports on Sickness and Leavers	Non-key		Monitoring	Susan Gardner-Craig / Helen Cornwell	
	Thursday 3 May (7 May is a Bank Holiday)	Write-offs	Key	1	Decision	Katie Brown	
19 June 2018 (provisional)	Friday 8 June	Grants – Community Chest	Non-key		Decision	Gemma Barron	
17 July 2018 (provisional)	Friday 6 July	Grants – Community Chest	Non-key		Decision	Gemma Barron	

21 August 2018 – Full Business (to be confirmed)	Friday 10 August	Write offs	Key	1	Decision	Katie Brown	
	Friday 10 August	Treasury Management quarterly review	Non-key		Monitoring	Dan Hasler	
	Friday 10 August	Localised Council Tax Support Scheme	Non-key		Recn to Council in Jan 2019 or decn to consult and refer to Cabinet in Sep / Nov 2018 to rec to Council	Dawn Graham	
	Friday 10 August	Quarterly Reports on Sickness and Leavers	Non-key		Monitoring	Susan Gardner-Craig / Helen Cornwell	
	Friday 10 August	Revenues and Benefits Quarterly Performance Report	Non-key		Monitoring	Katie Brown / Dawn Graham	
	Friday 10 August	Grants – Community Chest	Non-key		Decision	Gemma Barron	
	Friday 10 August	Grants to Voluntary Sector			Monitoring	Gemma Barron	

18 September 2018 (provisional)	Friday 7 September	Grants – Community Chest	Non-key		Decision	Gemma Barron	
Tuesday 16 October 2018 (provisional)	Friday 5 October	Grants – Community Chest	Non-key		Decision	Gemma Barron	
20 November 2018	Friday 9 November	Community Chest			Decision	Gemma Barron	
	Friday 9 November	Grants to Voluntary Sector – 6-month report			Monitoring	Gemma Barron	
	Friday 9 November	Write offs	Key		Decision	Katie Brown	
	Friday 9 November	Treasury Management			Monitoring	Dan Hasler	
	Friday 9 November	Performance – Revenues and Benefits			Monitoring	Katie Brown / Dawn Graham	

	Friday 9 November	Quarterly report on Sickness absence			Monitoring	Susan Gardner Craig	
	Friday 9 November	Quarterly report on staff turnover			Monitoring	Susan Gardner Craig	
11 December 2018 (or 18th?)	Friday 30 November (or 7 December)	Community Chest			Decision	Gemma Barron	
15 January 2019	4 January 2019	Community Chest			Decision	Gemma Barron / Liz Davy	

Key Decisions

1. it is 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, or
 2. it is likely to be significant in terms of its effects on communities living or working in an area of the District comprising two or more wards.
In determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance)).
- Key decisions can only be made after they have been on the Corporate Forward Plan for at least 28 clear calendar days not including the day on which they first appear on the Forward Plan or the day on which the decision is to be made.

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