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8 November 2017

To: The Leader – Councillor Peter Topping
Deputy Leader – Councillor Nick Wright
Members of the Cabinet – Councillors Francis Burkitt, Simon Edwards,
Sue Ellington, Lynda Harford, Mark Howell, Robert Turner and Tim Wotherspoon
Quorum: Majority of the Cabinet including the Leader or Deputy Leader

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **THURSDAY, 16 NOVEMBER 2017 at 2.00 p.m.**

Yours faithfully
Beverly Agass
Chief Executive

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AGENDA		PAGES
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2.	Minutes of Previous Meeting To authorise the Leader to sign the Minutes of the meeting held on 14 September 2017 as a correct record.	1 - 6
3.	Declarations of Interest	
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10.	Withdrawal of CIL charging schedule	187 - 194
11.	'Mind the Gap' in support and provision between schools and mental health services	195 - 202
12.	Reducing Social Isolation in South Cambridgeshire	203 - 228
13.	Date of next meeting 8 February 2018 at 2.00pm	
14.	Exclusion of Press and Public The press and public are likely to be excluded from the meeting during consideration of the following items 15 and 16 in accordance with the provisions of Section 100(a)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A (as amended) of the Act). Paragraph 3 refers to Information relating to the financial or business affairs of any particular person (including the authority holding that information).	
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16.	Minute 12(b) of meeting held on 14 September 2017: Orchard Park - Confidential	235 - 236

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 a meeting of the Cabinet held on
Thursday, 14 September 2017 at 6.00 p.m.

PRESENT: Councillor Peter Topping (Leader of the Council)
Councillor Nick Wright (Business & Customer Services Portfolio Holder and Deputy Leader)

Councillors:	Simon Edwards	Finance and Staffing Portfolio Holder
	Lynda Harford	Housing Portfolio Holder
	Mark Howell	Environmental Services Portfolio Holder
	Robert Turner	Planning Portfolio Holder

Officers in attendance for all or part of the meeting:

Beverly Agass	Chief Executive
Alex Colyer	Executive Director
Rory McKenna	Deputy Monitoring Officer
Ian Senior	Democratic Services Officer

Councillors Anna Bradnam, Kevin Cuffley, Cicely Murfitt and Bunty Waters were in attendance, by invitation.

1. APOLOGIES FOR ABSENCE

Councillors Francis Burkitt, Sue Ellington and Tim Wotherspoon sent Apologies for Absence.

2. EXCLUSION OF PRESS AND PUBLIC

The Leader withdrew this item from the agenda, preferring instead to consider the confidential element of the Minutes of the meeting held on 13 July 2017 at the end of the meeting.

3. MINUTES OF PREVIOUS MEETINGS

The Cabinet authorised the Leader to sign, as a correct record, the public version of the Minutes of the meeting held on 13 July 2017, subject to the following:

Minute 9(b) - Cambridge Ice Arena: Loan to Cambridge Leisure and Ice Centre (CLIC)

In the second line of the final paragraph before the resolution, between the words "...might result in..." and "...financial consequences...", insert the word "negative".

Cabinet considered a confidential Minute from this meeting at Minute 12c below.

The Cabinet authorised the Leader to sign, as a correct record, the Minutes of the meeting held on 15 August 2017.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. ANNOUNCEMENTS

There were no announcements.

6. PUBLIC QUESTIONS

There were no public questions.

7. 2017-18 QUARTER 1 POSITION STATEMENT ON FINANCE, PERFORMANCE AND RISK

Cabinet considered a report providing an integrated statement of the Council's position with regard to its General Fund, Housing Revenue Account (HRA) and Capital budgets, corporate objectives, performance indicators and strategic risks, thus allowing examination of any areas of concern.

Those present engaged in discussion about various aspects of the report. At the Leader's request, officers undertook to check the status of Risk Reference STR 25.

Cabinet

1. **Noted** the Council's provisional financial position (Appendix C of the report) together with the performance (Appendices A-B) and risk matters (Appendices D-E) and contextual information set out in the report,
2. **endorsed** the suite of Key Performance Indicators previously approved by the Executive Management Team, and attached at Appendix B, and
3. **approved** the Strategic Risk Register and Risk Matrix set out in Appendices D-E.

8. SHARED WASTE SERVICE - SCDC RECYCLING OPTIONS

Cabinet considered a report detailing options for the kerbside collection of recycling material for the next seven years and, in particular, proposing a change to co-mingled collection signalling the end of separate paper collection across South Cambridgeshire.

In response to a question from Councillor John Williams, Councillor Mark Howell confirmed that households were entitled to a second blue bin (for dry recyclables) free of charge.

In response to comments from Councillor Anna Bradnam, Councillor Howell said that he did not envisage any adverse impact on the Council's recycling rates from discontinuing 'paper out' collections via paper caddies. A comprehensive communications plan would be implemented to ensure a smooth transition to the new co-mingled system, if approved.

Councillor Howell led a short discussion about the main factors behind the proposal, namely the need to replace the Council's fleet of refuse vehicles, and recognition that South Cambridgeshire District Council and Cambridge City Council were now part of a shared waste service and currently operated different collection systems.

With regard to the communications plan, Councillor Cicely Murfitt reminded Cabinet about the value of the *South Cambs Magazine*.

Cabinet

- a) Agreed to the implementation of Option 2: a change to a co-mingled service for the collection of all South Cambridgeshire District Council kerbside recycling material to replace the current two stream (paper out) collection service, at the earliest practical opportunity within the current financial year. And
- b) Delegated authority to implement the new service, including any resulting staffing changes, to the Director Health & Environmental Services in consultation with the Environmental Services Portfolio Holder

9. NEIGHBOURHOOD PLANNING

Cabinet considered a report reviewing progress with Neighbourhood Planning in South Cambridgeshire, outlining the work of the Neighbourhood Planning Task and Finish Group (NPTFG), and making recommendations for the future.

Councillor Robert Turner highlighted the list, in paragraph 6, of Neighbourhood Areas designated so far within the District, and paid tribute to those officers involved. Councillor Lynda Harford, speaking as a local Member for Cottenham, added her gratitude on behalf of Cottenham residents.

The Leader highlighted paragraph 15.

Councillor John Williams expressed concern about available resources and capacity at South Cambridgeshire District Council. He also sought to identify the average cost of a Neighbourhood Plan. Councillor Turner acknowledged that introduction of the Neighbourhood Plan concept had led to substantial interest from Parish Councils, resulting in a relatively high number of applications being received in a short space of time. It was now the case though that Parish Councils that were already well advanced with the process were beginning to help and advise other Parish Councils just starting out. Capacity in the Planning Policy Team had been boosted and, as the report stated, officers would monitor demand, and seek to balance such demand with district resources and capacity. The cost of neighbourhood plans would vary significantly, depending on content, but a figure of £13,000 nationally was often quoted.

Councillor Anna Bradnam said there was some concern regarding the lack of guidance about Neighbourhood Plans, and access to officers. She cited the complexity involved in pursuing a Neighbourhood Plan for Waterbeach. Councillor Turner was not aware that any such problems existed, and commented that the work of the Member Task and Finish Group had culminated in the preparation of extensive guidance on neighbourhood planning, upon which public consultation would take place for six weeks starting on 18 September 2017.

Responding to a comment from Councillor Dr. Tumi Hawkins, the Deputy Leader said that South Cambridgeshire District Council had never discouraged the aspirations of Parish Councils but, in the beginning, had invited them to submit their proposals as part of the process involved in agreeing its district-wide Local Plan.

Cabinet

- a) **Noted** the progress being made on Neighbourhood Planning across the district, as set out in paragraphs 5-11 of this report;

- b) **Agreed** to consult parishes on the draft Neighbourhood Planning Guidance arising out of the work of the Task and Finish Group as detailed in paragraphs 12-14 of this report;
- c) **Agreed** the draft standard support offer to parishes (or groups of parishes) preparing a Neighbourhood Plan as set out in Appendix 2, forming part of the Guidance for consultation in b), including the specific elements highlighted at paragraphs 15-17 of this report; and
- d) **Agreed** that the resource and budgetary implications of Neighbourhood Planning be reviewed annually when preparing the Service Plan and during preparation of the budget and that if temporary additional resources are otherwise justified, these can be bought-in subject to existing budgets.

10. 'MIND THE GAP' IN SUPPORT AND PROVISION BETWEEN SCHOOLS AND MENTAL HEALTH SERVICES

Cabinet **deferred** this item until the meeting on 16 November 2017. This would allow further time for discussion to take place between officers at South Cambridgeshire District Council and Cambridgeshire County Council to ensure that there was no duplication of effort, and clarify other matters. Cabinet would then be better placed to consider the matter in the context of corporate planning for 2018-19 onwards.

11. SALE OF LAND OFF STATION ROAD, FOXTON

The Leader announced that, at its meeting on 7 September 2017, the Scrutiny and Overview Committee had considered the call-in of this matter, and had determined that no further action was needed. Therefore, the decision made by Cabinet on 15 August 2017 was confirmed.

12 (a) Exclusion of Press and Public

Cabinet agreed that the Press and Public, and those Council officers not directly involved with the subject matter, be excluded from the meeting during consideration of items 12b and 12c in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (as amended) (exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act).

12 (b) Orchard Park Feasibility Study

Cabinet considered a restricted report seeking its approval to undertake feasibility work to make a business case for the potential acquisition and development of a Build to Rent scheme at Orchard Park.

The Executive Director informed Cabinet about the financial aspects.

The Deputy Leader supported the feasibility study in principle, subject to due diligence.

The Development Officer (Growth) said that officers from South Cambridgeshire District Council would facilitate the work required, and report back to Cabinet in due course.

Councillor Lynda Harford said that there was a clear demand for the kind of development being investigated, and that the initiative would be beneficial. Councillor Harford also expressed support for the feasibility study in principle, subject to due diligence.

Councillor Robert Turner welcomed this imaginative idea.

Councillor Mark Howell referred to paragraph 14 of the report.

Councillor Simon Edwards said that an appropriate clause would be included in the Agreement.

The Development Officer (Growth) responded to questions arising out of the debate.

Cabinet

1. **approved** the undertaking of feasibility work at Orchard Park, as outlined in the report from the Executive Director; and
2. **Noted** that a detailed report and business case would be presented to Cabinet once this work had been completed to agree the next stage.

12 (c) Restricted Minute from the meeting held on 13 July 2017

The Cabinet authorised the Leader to sign, as a correct record, the restricted version of Minute 12(b) of the meeting held on 13 July 2017.

13. DATE OF THE NEXT MEETING

Cabinet noted that its next scheduled meeting was on Thursday 16 November 2017, starting at the earlier time of 2.00pm.

**The Meeting ended at 7.40
p.m.**

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Agenda Item 6



**South
Cambridgeshire
District Council**

REPORT TO: Scrutiny and Overview Committee
Cabinet
LEAD OFFICER: Head of Finance

9 November 2017
16 November 2017

General Fund and Housing Revenue Account Medium Term Financial Strategies (MTFS) 2017/18

Purpose

1. To provide Cabinet with an update in respect of the financial position and forecasts for both the General Fund (GF) and the Housing Revenue Account (HRA), allowing review of financial assumptions, approval of any mid-year budgetary changes and agreement of the budgets strategies for 2018/19 and beyond.
2. This is a key decision because it results in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budgets, and it was first published in the July 2017 Forward Plan.

Recommendations

3. The Scrutiny and Overview Committee is asked to note the report and endorse the recommendations to Cabinet, which are that Cabinet:
 - a) Approve the GF MTFS as set out in **Appendix 1** to this report, as follows:
 - Approves the assumptions underpinning the MTFS (Section 3)
 - Notes the GF forecast at Section 4 and Appendix A of the attached report;
 - Notes the indicative unavoidable revenue pressures and their impact on savings requirements ;
 - Instructs the Head of Finance to bring forward detailed draft estimates for 2018/19 based on assumptions and issues contained in this report for consideration by the Cabinet in the new year; and
 - Instructs the Executive Management Team (EMT) to identify and develop other options for meeting the MTFS additional income / savings requirement.
 - b) Approve the HRA MTFS as set out in **Appendix 2** to this report, to include:
 - changes in financial assumptions as detailed in **Appendix B** to the HRA MTFS
 - mid-year revenue budget changes, as detailed in **Appendix D(1)** to the HRA MTFS, which impact future forecasts for the HRA.

- mid-year capital budgets changes, as detailed in **Appendix E** to the HRA MTFS
- update to the total new build budget and the new build schemes included in the Housing Capital Investment Plan, incorporation of the latest budgetary figures in respect of new build schemes, and re-phasing of expenditure in line with anticipated build timetables
- recognition of an increase of £500,000 in the budget for the acquisition of market dwellings, to ensure that right to buy receipts are appropriately reinvested in 2017/18.
- changes in anticipated receipt and use of capital resources for the HRA, as included in **Appendix H** to the HRA MTFS
- approval of the HRA budget strategy for 2018/19, to include the exemplification of savings against a target of £600,480, with £100,480 required from 2018/19, and £250,000 per annum sought from 2019/20 and 2020/21 onwards.
- noting the early proposals for bids and savings in the HRA, in advance of formal consideration as part of the HRA Budget Setting Report in February 2018.

Reasons for Recommendations

4. The General Fund and HRA MTFSs are presented for decision following consideration and review of the both internal and external factors which affect the financial position for both funds.

Executive Summary

5. The GF and HRA MTFSs provide an opportunity to consider any changes in the financial context for the General Fund or Housing Revenue Account. They allow review of external factors affecting the business, such as inflation and interest rates, provide the opportunity to update assumptions in respect of the day to operation of council services, and allow recognition of the anticipated impact of any major changes in national policy as legislation is passed and information surrounding any anticipated regulations begins to emerge.
6. The GF MTFS provides an indication of a number of unavoidable revenue pressures which are expected to come forward into budgets for 2018/19 and notes their impact on requirements for savings and/or increased income. Additionally it identifies a number of earmarked reserves that are available to fund pressures such as the costs of delivering transformational change.
7. The report requests required changes to budgets in the HRA which result from the update of financial assumptions.
8. The report also provides an opportunity to consider key strategic risks, and to present the impact of a number of sensitivities to which the housing business plan is subject.

Background

9. The attached GF MTFS updates the MTFS contained within the GF Budget Setting Report approved by Council in February 2017.
10. The HRA is a ring-fenced area of the Council's activity, and represents the landlord activity which the authority carries out as a stock retaining authority.

11. Budgets are set for the HRA in February of each year, following presentation and consideration of the HRA Budget Setting Report. The HRA Medium Term Financial Strategy, presented for consideration and approval in November of each year, allows review of key assumptions and the resulting impact on the housing business, and proposes the strategic approach to budget setting for the coming year, in the context of the longer-term forecasts for the HRA.

Considerations

12. Consideration needs to be given to the fluid nature of some of the assumptions that are required to be incorporated into the financial forecasting for both the General Fund and the HRA, particularly in relation to the impact of some of the changes in national policy, where the absence of detailed regulations has resulted in the need to make best estimate of the impact at a local level, until this is available.
13. Assumptions will need to be continually reviewed and amended as information is made available and any changes in the economic environment become apparent.

Options

14. The HRA MTFS identifies the financial impact of a number of scenarios for the future of the business, modelling the impact of changes in key assumptions and presented as part of the sensitivity analysis at **Appendix J** of the report.

Implications

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

Financial

16. The financial implications for both the GF and the HRA are included in the body and appendices of the relevant MTFSs.

Legal

17. There are no direct legal implications associated with this report. Officers will be required to seek legal advice in relation to a number of the national changes in housing policy as the regulations are released by Central Government.

Staffing

18. There are no direct staffing implications associated with the decisions requested in this report. The identified need to make savings in the HRA over the next 3 years is likely to have implications for staff, all of which will be fully explored with Human Resources once they are known.

Risk Management

19. An assessment of the key risks which the authority currently faces in financial terms are included at Section 6 in the GF MTFS and Appendix A to the HRA MTFS.

Equality and Diversity

20. There are no direct equality and diversity implications associated with this report. Future reports, which consider reductions in expenditure and therefore potential service provision, will need to be accompanied by an Equalities Impact Assessment.

Climate Change

21. There is no direct climate change impact associated with this report.

Consultation responses (including from the Youth Council)

22. The Council's 'Let's Talk' consultation has been undertaken to inform the identification of priorities to include in a new Corporate Plan. As such, it provides evidence to support budgetary considerations and the prioritisation of spend, in both the MTFS and Budget Setting Reports.
23. There has been no formal tenant or leaseholder consultation in the preparation of this strategic report. Consultation with tenants and leaseholders may be required as part of the preparation of future reports, particularly where savings are being proposed and service levels may be impacted.

Effect on Strategic Aims

24. The report addresses the financial context in which the Council operates and therefore provides critical support to all its strategic aims. However, attention is drawn to the following aims in particular.

Objective D – An innovative and dynamic organisation

25. The GF MTFS addresses the financial aspects of providing services to our communities at a strategic level. It seeks to identify and balance cost pressures with funding; from government, local taxation and from commercial and investment initiatives. It sets the strategic context for budget setting for 2018/19 and beyond as the Council seeks to move to a sustainable financial model at a time in which government funding continues to reduce significantly.

Objective B – Homes For Our Future

26. The HRA MTFS seeks to provide a strategic update in respect of the financial position for the HRA in the context of national housing policy. The provision of affordable homes to meet the housing need in the district remains a key consideration for the HRA both in the short term, and for the life of the 30 year business plan.

Appendices

- Appendix 1 – General Fund Medium Term Financial Strategy
- Appendix 2 – Housing Revenue Account Medium Term Financial Strategy

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.

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General Fund Medium-Term Financial Strategy



**November
2017**

2017/18 to 2022/23

South Cambridgeshire
District Council

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Section 1

Introduction

Background

The Medium-Term Financial Strategy (MTFS) for the General Fund (GF) is part of the forecasting and budget setting process which leads to the Budget Setting Report (BSR) being presented to Council in February each year. At this time the Council Tax level for the following financial year is set.

The MTFS sets out the council's financial strategy over the medium-term based on a range of assumptions and forecasts. This document takes the council's existing financial strategy and, if necessary, amends the key assumptions on which it is based. The previous year's 'direction of travel', as set out in the Budget on 23 February 2017, is revised in the light of factors such as national and local policy changes, current and forecast economic indicators and new legislation.

The GF MTFS incorporates a review of the current year's budget position and updated projections for the 5 years from 2018/19 to 2022/23. These demonstrate the effects of any changes in assumptions made and their impact in terms of savings requirements. A key part of the MTFS process is the identification of:

- Items which require immediate action or approval
- Items which provide context for decisions on the strategy or process:
 - o The level of spending reductions required
 - o The level of GF general reserves

Timetable

Key dates and decision points are set out below:

Date	Task
2017	
2 October	EMT review indicative budget proposals
24 October	Cabinet/EMT consider indicative budget proposals and draft MTFS
16 November	Cabinet reviews GF and HRA MTFS reports
13 December	EMT review draft Budget
2018	
24 January	EMT consider the implications of the Local Government Finance Settlement on the Budget Setting Report
6 February	Scrutiny and Overview Committee considers the Budget Setting Report
8 February	Cabinet considers the implications of the Local Government Finance Settlement on the Budget Setting Report and recommends the Budget Setting Report to Council
22 February	Council approves Budget Setting Report and sets the level of Council Tax for 2018/19

Section 2

Policy context, priorities and external factors

Local policy context and priorities

Corporate Plan

The Corporate Plan provides a key component of the local policy context setting a direction of travel for the council which responds to the future financial outlook.

The [Corporate Plan](#) for 2017/18 was agreed on 23 February 2017 and sets out the local policy context and priorities for the council for the years 2017-22. The Plan is currently being revised, with local consultation through the 'Let's Talk' initiative. It will be brought forward for approval alongside the budget in February 2018.

Partnership working

South Cambridgeshire District Council (SCDC) works in partnership with a range of other bodies where this can bring additional benefits to the people who live, work and study in our area, especially when this leads to a pooling of resources and skills to achieve a common aim.

The Greater Cambridge Partnership

The council is working with Cambridgeshire County Council, Cambridge City Council, the University of Cambridge and the Greater Cambridge Greater Peterborough Local Enterprise Partnership to deliver infrastructure, housing and skills targets as agreed with Government in the [Greater Cambridge City Deal](#). The deal consists of a grant of up to £500 million, to be released over a 15 to 20 year period, expected to be matched by up to another £500million from local sources, including through the proceeds of growth.

The City Deal will help Greater Cambridge to maintain and grow its status as a prosperous economic area. The deal is working to:

- accelerate the delivery of 33,500 planned homes
- enable delivery of 1,000 extra affordable new homes on rural exception sites
- deliver over 420 new Apprenticeships for young people
- provide £1bn of local and national public sector investment, enabling an estimated £4bn of private sector investment in the Greater Cambridge area
- create 44,000 new jobs
- create a governance arrangement for joint decision making between local councils

The Partnership is currently developing proposals for transport improvements to enable people, goods and ideas to move more quickly, reliably and sustainably between centres of research, innovation and enterprise, and between places of residence, work and study.

One aspect of this is likely to be proposals to tackle congestion, and this may require ways of managing the number of vehicles on the most congested routes at the most congested times of the day. Whatever proposals are ultimately implemented may have impacts on SCDC services, including potentially budgetary implications. The service and financial impact of such measures will be factored into the council's financial planning in more detail as the impacts become clearer.

The Partnership is also supporting delivery of affordable housing and a skills system that equips more young local people with the skills they need to engage in the knowledge-based industries that comprise the Cambridge Cluster.

The Partnership is also bringing together public, private and academic experts to develop and exploit "smart city" technologies to help identify and address the challenges that Greater Cambridge faces.

The council, with other local authority partners, have agreed to create an investment and delivery fund from a proportion of New Homes Bonus (NHB). As a result of this, the MTFS considers the application of funds from NHB, earmarking future uncommitted funding in line with the expected levels of contribution to the fund.

Cambridgeshire and Peterborough Combined Authority

In November 2016, eight organisations¹ in Cambridgeshire, including South Cambridgeshire District Council, agreed a devolution deal with the government to form the Cambridgeshire and Peterborough Combined Authority (CA). The deal gives delegated powers to the Combined Authority and a new elected Mayor and brings funding to the region. Following elections on 5 May 2017, James Palmer was elected as Mayor for the Combined Authority.

The CA will receive funding and powers from Central Government in a number of areas including:

- £100 million to deliver new homes over a five-year period in Peterborough and Cambridgeshire which includes affordable, rented and shared ownership housing, plus £70million for Cambridge City Council to deliver at least 500 new council homes.
- £20 million a year funding over 30 years to support infrastructure and boost economic growth in the region

The key ambitions for the CA include:

- doubling the size of the local economy
- accelerating house building rates
- improving transport and digital infrastructure.

It has been agreed that the CA costs will be funded from the gain share grant and therefore there will be no charge to SCDC for this. The Mayor has the power to raise a precept (i.e. a separate additional element of council tax to fund the running costs of the Mayoral office). The earliest this could take effect is from 2018/19.

The CA (but not the Mayor) can levy constituent councils to make a contribution towards its functions but this would need to be unanimously agreed by those authorities through the budget making process for the CA. Each Council could also decide voluntarily to make a financial contribution to the CA.

¹ Cambridge City Council; Cambridgeshire County Council; East Cambridgeshire District Council; Fenland District Council; Huntingdonshire District Council; Peterborough City Council; South Cambridgeshire District Council; Greater Cambridge Greater Peterborough Local Enterprise Partnership

Cambridgeshire's economy should benefit from the additional investment and improved infrastructure in the local area that the CA brings.

Shared services

The Council has developed shared services with neighbouring councils. Benefits include improvements in service delivery, efficiencies and greater resilience. The following services are delivered in two or three way partnerships:

Building Control (3)	Legal (3)	ICT (3)
Housing Development Agency (3)	Home Improvement Agency (3)	
Internal Audit (2)	Waste & Recycling (2)	Payroll (2)
Homelink (Shared service for Planning (2) – this service is currently being developed with 36 users)		

External factors

Brexit negotiations and the General Election

Following the referendum on 2016, the government have entered into formal negotiations with the EU to agree our exit terms. The current impact is a rise on inflation caused initially by the weakness of sterling however there are signs that this is now improving.

The June 2017 general election has seen the election of a Conservative led minority government supported when necessary by the Democratic Unionist Party. The true impact on council funding is unlikely to be seen until the Chancellor's Budget in the autumn – the first to follow the new budget timetable. From winter 2017, Finance Bills will be introduced following the Budget. The aim will be to reach Royal Assent in the spring, before the start of the following tax year. This change in timetable will help Parliament to scrutinise tax changes before the tax year where most take effect.

Until Brexit negotiations have progressed further, it is difficult to make longer term economic and financial predictions. There is the possibility that uncertainty triggered by the forthcoming Brexit will cause changes in the structure and operation of the European Union in future years which may further impact the economic prospects and the UK and Europe.

Inflation rates

The base rate of inflation used to drive expenditure assumptions in the GF financial forecasts is the Consumer Price Index (CPI). Previously the base level of inflation included within forecasts was 2% reflecting the Government target for CPI. However, the Bank of England's August 2017 forecast, which reflects the inflationary impact of the decline in the sterling exchange rate, shows higher expected levels of CPI inflation of around 2.6% for 2018/19 reducing thereafter to just above the target rate of 2%. We have therefore revised our assumptions to align with the Bank of England's forecasts, see Section 3. Rates used will be reviewed again for the BSR in February 2018.

Interest rates on deposits

The council lends its cash balances externally on a short-term basis, with a view to generating a return that can be spent on delivering council services whilst managing both security and liquidity of the cash. On 4 August 2016, the Monetary Policy Committee of the Bank of England lowered the base rate from 0.5% to 0.25% in response to increased uncertainty and the worsening economic outlook following the EU referendum outcome. Rates available to investors continue to be exceptionally low. Our assumption relating to the rates at which we can lend out our cash balances have been maintained, as noted in Section 3.

Interest rates on external borrowing

The Council has no GF borrowing; however, it is planned that loans will be taken out in the year 2017/18 and estimates included in the BSR in February 2017 assumed borrowing at the rates available from PWLB at the time.

Currency exchange rates and import tariffs

Reducing value of the sterling has had a negative impact on the procurement costs of the Council. Further increase in the value of foreign currencies is likely to cause further pressure on the budget.

Any potential tariffs on goods imported from the EU could increase the cost of material the council uses to achieve its Housing objectives.

National policy context

Government spending announcements

The Chancellor has maintained the government's pledge to eliminate the budget deficit by 2025. Alongside tax revenues, which are largely determined by the pace of economic growth, this pledge will have considerable impact on the medium term outlook for local government funding. The Chancellor's next budget statement, due late in the autumn, is expected to set out how the government wants to shape its fiscal policy and may give some indication of the future trajectory of funding for local government.

The Financial Times recently reported that funding to local government has fallen by 77% since 2010. Various commentators have noted that cuts in funding for local government now appear to be having unacceptable effects on some public services. Going forward, there are some indications that this might change, possibly by increasing the share of public spending allocated to the local government sector.

Local government finance

2018/19 and future years

In December 2015, as part of the provisional local government settlement, a four year funding guarantee was offered to councils that submit an efficiency plan. The council's plan has been accepted by government, confirming revenue support grant (RSG) and baseline levels of business rates for 2016-17 to 2019-20.

The final local government finance settlement announced in February 2017 provides firm funding figures for 2017/18 and indicative figures for the following two years. However, only certain elements are subject to the funding guarantee. These elements are Revenue Support Grant (RSG), Transitional Grant and Rural Services Delivery Grant. The settlement effectively phases RSG out over the 4-year timeframe. In addition, business rates tariffs and top-ups in 2018/19 and 2019/20 will not be altered for reasons related to the relative needs of local authorities, and in the final year may be subject to the implementation of 100% business rates retention.

Uncertainty remains for 2018/19 and beyond, principally due to delays in the development of the 100% business rates retention scheme arising from the 2017 general election. This work includes identifying further responsibilities to devolve to councils to match higher levels of business rates retention and a review of needs and distribution.

This MTFS therefore assumes that the level of Settlement Funding Assessment (SFA) will be as indicated in the 2017/18 settlement, included in the February 2017 BSR and as shown below. There is considerable uncertainty relating to SFA for 2020/21, 2021/22 and 2022/23, as this is

beyond the current parliamentary term and after the implementation of 100% business rates retention. The overall SFA has therefore been assumed to remain at 2019/20 levels.

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Revenue Support Grant (RSG)	-	-	-	-	-
Rural Services Grant	81	105	-	-	-
Transition Grant	-	-	-	-	-
Business rates baseline	2,552	2,642	2,674	2,725	2,725
Business rate tariff adjustment / negative RSG	(191)	(661)	(661)	(661)	(661)
Total SFA - per 2017/18 finance settlement	2,442	2,086	2,013	2,064	2,064

New Homes Bonus

The New Homes Bonus (NHB) was launched in 2010 as a non-ringfenced payment to all local authorities based on the number of new homes added each year within its area. The eligible amount was then paid for each of a period of 6 years.

A cut of approximately two-thirds of the funding available for NHB was announced in the 2015 Spending Review, followed by a technical consultation on the future of the scheme. The outcome of the technical consultation was published alongside the provisional settlement in December 2016. This confirmed the expected direction of travel, 'sharpening the incentive' for councils to deliver new housing. Specifically:-

- The length of NHB payments was cut from six to five years in 2017/18, and further reduced to four years from 2018/19 onwards.
- A national baseline, or 'deadweight', of 0.4% was introduced, below which NHB will not be paid. The government has retained the option of adjusting this baseline, effectively providing a mechanism to control the total NHB payable to councils. The South Cambridgeshire District Council NHB payable on increases in housing stock above the 0.4% deadweight.
- From 2018/19 the government will consider withholding NHB payments from councils without a local plan, and for houses built following planning appeals. Work continues to complete the processes for adopting the Local Plan but the specifics including timing are also dependent on the Planning Inspection process.

The government has included ways of implementing reductions in NHB for houses built following planning appeals in its technical consultation of the local government finance settlement. At present no reductions have been included in the council's forecasts.

The table below includes estimates of future NHB payments based on expected housing completions and the years of payment and deadweight indicated in the government's consultation response. Any changes in these factors could materially impact these estimates. NHB is currently used to fund both revenue and capital spending related principally to growth and place. Along with partners, the Council has committed 40% of NHB funding each year to a City Deal Investment and Delivery Fund, with remaining amounts reserved for schemes to mitigate the impacts of the A14 upgrade. However, the council's revenue expenditure and A14 mitigation take priority over the contribution to the City Deal Investment and Delivery Fund. If NHB reduces, it is the contribution to this Fund that would be impacted first. Greater reductions may require savings in revenue or capital spending, with the spending listed above being considered against other spending priorities.

NHB receipt estimates, based on projections of future housing completions and empty homes brought back into use, are shown below, along with current commitments.

New Homes Bonus	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Confirmed NHB funding at February 2016 BSR	2,066	1,051	-	-
Add				
Confirmed NHB receipts for 2016/17	414	414	414	-
Estimated NHB receipts for 2017/18	558	558	558	558
Estimated NHB receipts for 2018/19	-	1,158	1,158	1,158
Estimated NHB receipts for 2019/20	-	-	1,936	1,936
Estimated NHB receipts for 2020/21	-	-	-	1,965
Potential New Homes Bonus Total	3,038	3,181	4,066	5,617
Commitments against NHB				
Contribution to General Fund	1,803	1,803	1,803	1,803
Infrastructure Projects	285	65	15	15
Contribution to City Deal Investment and Delivery Fund	1,215	1,272	1,626	2,246
Contribution to A14 upgrade fund	-	-	-	5,000
Use of Infrastructure reserve fund	-	-	-	(3,447)

New Homes Bonus	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Total commitments against NHB	3,303	3,140	3,444	5,617
Surplus / (Deficit) for the year allocated to the Infrastructure reserve fund	(265)	41	622	0

Council Tax

The recently released technical consultation on the finance settlement indicates that district councils will be able to raise Band D council tax by £5 per annum. The MTFS has been modelled on the basis that this level of increase will be allowed throughout the 5 year MTFS period. As noted in Section 3, this is a change from before, where it was assumed that increases would be limited to 2% from 2021/22. Differences also arise from changes in the modelled tax base.

Council tax Band D rate	2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
February 2017	135.31	140.31	145.31	148.21	151.17	-
November 2017	135.31	140.31	145.31	150.31	155.31	160.31
Resulting council tax yield	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
February 2017	8,234	8,673	9,191	9,590	9,977	-
November 2017	8,234	8,673	9,191	9,726	10,251	10,816
Differences	0	0	0	136	274	

Section 3

Review of key assumptions

Budget forecasts presented in the February 2017 Budget were based on a number of key assumptions, for example levels of general and pay inflation, interest rates, future funding requirements and council tax levels.

These key assumptions have been reviewed taking account of changes in external factors, government announcements, latest forecasts and circumstances. The table below highlights where assumptions have been retained and where changes have been made **(shown in bold)** for the purposes of forecasts presented in this document.

Forecast assumptions for future government grant funding and the prudent minimum balance and target level of the GF Reserve are included in more detail in sections 2 and 6 of this report respectively.

Key area	Assumption	Comment / Sensitivity
Pay inflation	1% through to 2020, 2% thereafter	Reflects Government guidance of 1% cap for the four years from 2016/17. The Council negotiates locally on pa, however there is a potential pressure resulting from national pay negotiations which indicate possible increases of 2-2.9%. Each 1% increase has an associated cost of approximately £180k. A further risk to the costs of pay inflation is a small number of staff within the Shared Waste Service remaining on Cambridge City Council's (CCC) terms, with CCC following the outcome of the national negotiations.
Incremental salary increases	Included at the detailed estimate level, averaging 1.3%	These are reported through to portfolio holder and cabinet members as part of the budget reporting process. Vacancies are budgeted for at mid-point of the SCP scale based on the current practice.

Key area	Assumption	Comment / Sensitivity
Employee turnover	Taken a straight £0.5m split £450k GF £50k HRA.	This is a historical approach for a number of years. It is proposed that this approach is reviewed with the existing savings target split across service budgets through a percentage savings target allocated to cost centres based on staff levels and other aspects of services. This will improve ownership of delivery of this target and increase clarity of the process
General inflation (CPI)	2018/19 - 2.6% 2019/20 - 2.2% 2020/21 - 2.3% thereafter 2.0% (previously 2.4% all years)	General provision for inflation based on the August BoE Inflation report.
Major contracts	Inflation per contract	Not used for MTFS, but individual accountants, if aware of an inflation provision in the contract, will build it into a budget estimate.
Incomes and charges increases	On a case by case basis	These are reported through to portfolio holder and cabinet members as part of the budget reporting process
Cash deposit interest rate assumption	0.68%	This excludes investment income derived from lending to ESH, which is based on actual.
Council tax increase	Assumed £5 throughout previously 2% from 2021/22 onwards	As indicated within the previous year's local government finance settlement, confirmed by the recent technical consultation.
Government grant (SFA)	Indicative levels of grant as notified through the final local government finance settlement in early 2017.	The council's efficiency plan has been accepted by government and these grant levels confirmed.

Section 4

Review of budgets and savings targets

2016/17 outturn

A favourable variance of £202k (2015/16: £126k) before approved carry forward requests of £250k (2015/16: £530k) for General Fund Revenue budgets was recorded on net service spending in the GF for 2016/17. After variances on government funding, statutory capital accounting adjustments, contributions to/ from earmarked reserves and the application of direct revenue funding for capital have been taken into account, the overall net effect was a decrease in the GF reserve of £602k.

2017/18 budgets

Departmental budgets are regularly monitored and action is taken where necessary to bring over spending in line with budgets. Where it looks likely that the annual budget will not be spent in full, this is kept under review to ensure that the service spends only what is necessary to deliver its aims and objectives. However, variance from 2017/18 budgets requires consideration of the impacts on future savings requirements and budgets.

Review of savings targets

A summary of these impacts and unavoidable revenue pressures identified at this time are given in the table below. The resulting savings targets are then shown. Revised projections for the GF are given in Section 5.

Description	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Savings target ¹ per BSR	1,981	1,981	1,981	1,981	4,429
Changes to base assumptions	(22)	116	133	(77)	(246)
Inflation	(68)	(63)	(63)	(64)	(64)
Change in business rates retention/ council tax assumptions		(468)	(450)	(383)	(413)
Change in proposed withdrawal from reserves	(984)	(52)	224	546	(1,560)
Savings requirement before bids	907	1,514	1,824	2,003	2,146
Indicative unavoidable revenue pressures net of related savings					
HES2 – Footway Lighting contract uplift	10	20	20	20	20
HES4 – Waterbeach Facilities Maintenance costs (net of CCC share)	4.8	4.8	4.8	4.8	4.8
HES6 – Additional staff requirements for SSWS to support household growth (net of CCC share)	40	42	43	45	45
FS3 – Credit card transaction costs	15	15	15	15	15
FS5 – Grant reduction – Universal Credit implementation transfer of payment of Housing Costs to DWP	50	89	0	0	0
FS7 – Apprenticeship Levy	88	91	94	97	97
FS8 – Apprenticeship Levy rebate	(36)	(44)	(45)	(47)	(47)
PLAN1 – Costs Awarded against the Council	200				
PLAN2 – Appeals	150				
PLAN1a – Earmarked reserves withdrawal to fund appeal costs	(116)				
CCS1 – Funding whole council elections in 2018	226	57	57	57	57
HGF4 – Homeless Reduction Act implementation	202	202	202	202	202
HGF4a – Homeless Reduction Act implementation	(26)	(30)			
ICTR2 – Adjusted Revenue Budget due to resubmitted 3cICT Business Case	173	148	133	109	109
Total unavoidable revenue pressures net of related savings	981	594	524	502	502
New Net savings to be found	1,888	2,108	2,348	2,505	2,648

- ¹ Includes annual £450k salary saving target, currently treated as an in-year savings requirement delivered through employee turnover.

Emerging Risks/Pressures and new initiatives

MTFS includes a net total of unavoidable bids and savings for future year, however, a number of emerging financial risks and pressures have been presented to the Council indicating potential future commitments.

Set up of shared services requires up front investment of resources before benefits of the savings created by the shared service can be realised. Planning is in the process of developing a shared service with Cambridge City Council. This will require additional revenue commitments, which are proposed to be met by the Planning Earmarked Reserves set aside in the past for service improvements.

To deliver shared service benefits, ICT will require investment of both revenue and capital.

A number of proposals for Renewable Energy Investments are being currently considered by the Council. These are expected to be funded by the Earmarked Reserve created from 100% rates the Council was allowed to retain from payments by the Renewable Energy providers.

New initiatives to generate commercial income are being put forward by the Housing Service, requiring investment of approximately £116k over the first 2 years due to the lag in potential payback. Detailed proposals will be presented in the Budget Setting Report in February 2018.

Officers will work through the implications of the emerging pressures and update the financial projections as required.

Strategy for savings delivery

At this stage, indicative unavoidable pressures have been identified. Services continue to work on these pressures and on further budget bids and savings to be brought forward into the budget setting process.

The Council's housing company, Ermine Street Housing (ESH), continues to grow, providing valuable interest income on loans provided by the Council. The company is currently undertaking a revision of its business plan, from which revised interest income projections will be made. At this stage, income above that included within the MTFS calculation is projected, as follows.

Further projects are under development. These will increase income flows to the Council and contribute towards the savings targets identified.

However, to achieve a balanced budget and to maintain and enhance services to residents, it is critical that additional pressures are robustly challenged, and that opportunities for efficiencies and generating additional income are pursued,

Description	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Projected ESH interest income	(694)	(1,244)	(1,827)	(2,157)	(2,280)

Section 5

General Fund – Expenditure and funding

The following projection of GF expenditure and funding results from applying the recommendations included in this report:-

Description	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Expenditure						
Net service budgets	17,592	18,067	18,505	19,074	19,590	20,053
Rollovers from 2016-17 to 2017-18	250					
Financial Position Report (Q2 17-18)	(74)					
Internal Drainage Boards, Reversal of Depreciation and MRP	(667)	(667)	(667)	(667)	(667)	(667)
Net unavoidable bids and savings		981	594	524	502	502
Deficit/(Surplus) on Business Rates / CTax Collection Fund	(1,563)					
Net Interest	(1,452)	(790)	(775)	(755)	(720)	(700)
Net spending requirement	14,085	17,591	17,656	18,176	18,705	19,188
Funded by:						
Locally Retained Business Rates – Growth Element	(3,752)	(3,493)	(2,826)	(2,724)	(2,571)	(2,347)
Business rate tariff adjustment / negative RSG		191	661	661	661	661
Other grants from central government	(410)	(81)	(105)			
New Homes Bonus (NHB)	(1,803)	(1,803)	(1,803)	(1,803)	(1,803)	(1,803)
Appropriations from infrastructure fund	(200)	(285)	(65)	(15)	(15)	(15)
Council Tax	(8,234)	(8,673)	(9,191)	(9,726)	(10,251)	(10,816)
Additional income/savings		(1,1887)	(2,108)	(2,348)	(2,505)	(2,648)
Contributions (from) / to reserves	314	(1,560)	(1,560)	(1,560)	(1,560)	(1,560)
Total funding	(14,085)	(17,591)	(17,656)	(18,176)	(18,705)	(19,188)

Council tax included in the table above is calculated as follows:

Council tax calculation	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Tax base including discount for localised council tax support	60,855.4	61,814.6	63,248.2	64,704.9	66,001.6	67,468.4
Band D council tax (£)	135.31	140.31	145.31	150.31	155.31	160.31
Council tax to be raised from council tax payers	8,234	8,763	9,191	9,726	10,251	10,816

Section 6

Risks and reserves

Risks

The council is exposed to a number of risks and uncertainties which could affect its financial position. These are summarised below, and the risks associated with these projections:-

Risks associated with Business Rates

- Business rates appeals, which may be backdated to 2010, may significantly exceed the provisions put aside for this purpose;
- Increases in council tax and business rates receipts due to local growth may not meet expectations;
- The impact of 100% business rates retention, coupled with the implementation of the Fair Funding Review and any additional responsibilities handed down to the council at that time, may create a net pressure on resources.

Other significant risks

- Savings plans may not deliver projected savings to expected timescales;
- Assumptions and estimates, such as inflation and interest rates, may prove incorrect;
- The actual impact and timing of local growth on the demand for some services may not reflect projections used;
- The economic impact of the United Kingdom leaving the European Union may impact some of the council's income streams such as planning fee income;
- Funding from central government (SFA, NHB and other grants) may fall below projections;
- New legislation or changes to existing legislation may have budgetary impacts;
- Unforeseen capital expenditure, such as major repairs to offices and commercial properties, may be required.

Reserves

General Fund reserve

The GF reserve is held as a buffer against crystallising risks and to deal with timing issues and uneven cashflows. As such, the level of the reserve required is dependent on the financial risks facing the council which will vary over time. The prudent minimum balance (PMB) and target level of the GF reserve will be reviewed in the light of current risks during the budget setting process.

The following levels are as recommended in BSR 2017 and have been included in the calculations of net savings requirements in this report.

General Fund reserves	£m
February 2017 BSR – Recommended levels	
- Target level	3.05
- PMB	2.54

The table below shows current and projected levels of the GF reserve.

Description	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Balance as at 1 April (b/fwd)	(9,985)	(10,299)	(8,739)	(7,179)	(5,620)	(4,060)
Total Contribution (to) / from reserves	(314)	1,560	1,560	1,560	1,560	1,560
Balance as at 31 March (c/fwd)	(10,299)	(8,739)	(7,179)	(5,620)	(4,060)	(2,500)

Earmarked and specific funds

The other key reserve is the Infrastructure Fund which has been created to support the infrastructure needs of future developments and will also provide the council's contribution to the A14 upgrade. Contributions to this fund are made up of the unallocated portion of NHB funding, see Section 2.

General Fund savings requirements

In February 2017 the need to find £1,063k (£450k employee turnover savings, £613k other savings) of ongoing net savings in the GF in 2017/18 was identified in financial reports. Current financial projections, taking account of revised assumptions and incorporating all changes proposed as part of this GF MTFS show that work remains to be done to balance the budgets for 2017/18 and beyond.

Description	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Net savings requirement (BSR Feb 2017)	1,063	1,981	1,981	1,981	1,981
Contribution to savings target (Section 4)	(652)	(1,265)	(467)	(157)	22
Unavoidable bids		981	594	524	502
Revised (MTFS) net savings requirement	411	1,697	2,108	2,348	2,505

General Fund budget strategy

The budget process

The GF budget process for 2017/18 will remain broadly similar to that for previous years, working within an overall cash limit designed to meet known financial pressures.

The GF MTFS has highlighted:

- An on-going pressure arising from a reduction in interest rates earned on cash balances;
- More volatility than before in relation to inflation rates;
- Increased levels of risk and uncertainty in a number of areas, with both direct and indirect impacts on the finances of the council. Direct risks include current changes to business rates and NHB. Indirectly, the current negative economic outlook could impact planning income and increase the demand for the council's services.

Identification of further savings

The council has a record of identifying and delivering savings, through both service reviews and improvements in value for money obtained over all categories of spending. These approaches to finding and delivering savings will continue, but it is expected that the value of new savings found will decrease over time as services become leaner and more cost effective.

Therefore, the council has embarked on a programme of investment and commercialisation. It will also undertake a series of targeted reviews of service budgets to ensure that value for money is being achieved.

MEDIUM TERM FINANCIAL STRATEGY for the General Fund									
October 2017									
General provision for Inflation					2.6%	2.2%	2.3%	2.0%	2.0%
Assuming council tax increases of £5	Actual	Estimate	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2016/17	2017/18	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXPENDITURE									
Fully Allocated Net Portfolio Expenditure	15,433	17,467	17,467	17,942	18,380	18,949	19,465	19,928	
Add Precautionary items/Council actions/other	10	125	125	125	125	125	125	125	
Less Planning Policy funded by New Homes Bonus	(327)	(200)	(200)	(285)	(65)	(15)	(15)	(15)	
Rollovers from 2016-17 to 2017-18			250						
Financial Position Report (Q2 2017-18)			(74)						
Net unavoidable bids and savings				982	594	523	502	502	
Net Portfolio Expenditure	15,116	17,392	17,568	18,763	19,033	19,582	20,077	20,540	
Net Interest on balances	(679)	(800)	(1,452)	(790)	(775)	(755)	(720)	(700)	
Internal Drainage Boards, Reversal of									
Depreciation and Minimum Revenue Provision	(778)	(667)	(667)	(667)	(667)	(667)	(667)	(667)	
District Council General Fund Expenditure	13,659	15,926	15,449	17,307	17,592	18,161	18,691	19,174	
Additional income/(savings) to maintain working balance in the year		(163)		(1,888)	(2,108)	(2,348)	(2,505)	(2,648)	
Expenditure including savings	13,659	15,763	15,449	15,418	15,484	15,813	16,185	16,525	
INCOME									
Revenue Support Grant (including negative tariff adjustment)	(926)	(230)	(230)	191	661	661	661	661	
Rural Services Grant	(130)	(105)	(105)	(81)	(105)	0	0	0	
Transition Grant	(76)	(76)	(76)						
Retained Business Rates	(3,604)	(3,752)	(3,752)	(3,493)	(3,487)	(3,385)	(3,232)	(3,008)	
(Surplus)/Deficit on Council Tax Collection Fund	(38)	(46)	(46)	0	0	0	0	0	
(Surplus)/Deficit on Business Rates Collection Fund	153	(1,518)	(1,518)	0	0	0	0	0	
Council Tax to be raised from council taxpayers	(7,852)	(8,234)	(8,234)	(8,673)	(9,191)	(9,726)	(10,251)	(10,816)	
New Homes Bonus (contribution to the GF)	(1,803)	(1,803)	(1,803)	(1,803)	(1,803)	(1,803)	(1,803)	(1,803)	
District Council General Fund Income before appropriation from reserve	(14,275)	(15,763)	(15,763)	(13,859)	(13,924)	(14,253)	(14,625)	(14,966)	
Appropriations to/(from) General Fund working balance	617		314	(1,560)	(1,560)	(1,560)	(1,560)	(1,560)	
District Council General Fund Income	(13,659)	(15,763)	(15,449)	(15,418)	(15,484)	(15,813)	(16,185)	(16,525)	
Tax Base for Tax Setting Purposes including discount for localised council tax support	Number 60,257.0	Number 60,855.4	1.0% 60,855.4	Number 61,814.6	1.6% 63,248.2	2.3% 64,704.9	2.3% 66,001.6	2.0% 67,468.4	
Basic Amount of Council Tax	£	£	£	£	£	£	£	£	
District only	130.31	135.31	3.8% 135.31	140.31	3.7% 145.31	3.6% 150.31	3.4% 155.31	3.3% 160.31	
Impact on Council tax of using savings and appropriations from reserves	(10.23)	2.67	(5.15)	55.78	57.99	60.39	61.59	62.37	
Underlying Council Tax with no appropriations from the General	£	£	£	£	£	£	£	£	
Fund Balance or Savings	120.08	137.98	130.16	196.09	203.30	210.70	216.90	222.68	
Balances at Year End	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
General Fund (recommended minimum level £2.5 million)	(9,985)	(9,985)	(10,299)	(8,739)	(7,179)	(5,620)	(4,060)	(2,500)	

Earmarked and specific funds

In addition to general reserves, the council maintains a number of earmarked and specific funds held to meet major expenditure of a non-recurring nature or where the income has been received for a specific purpose but not yet spent. Details of opening and closing balances, with approved/anticipated use over the budget period are set out in Appendix D.

The major earmarked and specific funds are listed below with balances as at 1 April 2017.

Fund	Balance at 1 April 2017 £000	Potential spend 17-18 £000	Net balance carried forward £000	Recommendation
Revenue reserves				
New Homes Bonus Infrastructure Reserve	(7,637)	517	(7,120)	Review separately. Use £58.3k towards revenue bid HGF5
Business Rates Growth and Renewables Reserve	(5,744)		(5,744)	Review separately. Use £1.2m towards revenue bids CCS7- 9
Pension Deficit Reserve	(702)	346	(356)	Keep
Planning Enforcement Reserve	(500)		(500)	Keep
Business Efficiency Reserve	(340)	100	(240)	Use for 2018/19 bids
Sustainability - climate change reserve	(117)		(117)	Use £12k towards capital bid FS12 and £28k towards capital bid FS12. Release remainder
Business accommodation reserves	(98)		(98)	Use £98k towards capital bid FS13
Private Stock Condition Survey	(75)		(75)	Review separately
Children & Young People	(75)		(75)	Keep
Business Hub	(74)		(74)	Review separately
Land Charges- appropriations	(19)		(19)	Use £19k towards revenue bid PLAN9
Subtotal	(15,373)	963	(14,410)	

Planning reserves (revenue)				
Major Developments and Parish Liaison Fees Reserve	(472)	150	(322)	Use £207.9k towards revenue bid PLANSb (Planning shared service) and remaining £114k towards revenue bid PLAN5
Northstowe Reserve	(128)		(128)	Use £12k towards revenue bid PLAN5 and £116k towards revenue bid PLAN2
Planning Fee Reserve excl Northstowe - growth agenda	(179)		(179)	Use £179k towards revenue bid PLAN5
Service Contingency-Planning	(100)		(100)	Use £100k towards revenue bid PLAN5
Planning other	(95)		(95)	Use £95k towards revenue bid PLAN5
Subtotal	(974)	150	(824)	
Other	(326)		(326)	See detail below
Total General Fund Revenue Earmarked reserves	(16,673)	1,113	(15,560)	
Capital reserves				
Refuse Collection sink fund	(407)		(407)	Keep
Supervisors' vehicles sink fund	(46)		(46)	Keep
Street Cleansing sink fund	(229)		(229)	Keep
Air Quality Monitoring	(119)		(119)	Keep
Footway Lighting	(87)		(87)	Keep
Cambourne Office	(83)		(83)	Use £83k towards capital bid FS13
Heritage Initiatives and historic buildings	(40)		(40)	Use £40k towards capital bid FS13
Community Development - Capital	(35)	35	0	None left
Other	(39)		(39)	
Total General Fund Capital Earmarked reserves	(1,084)	35	(1,049)	
Total General Fund Earmarked reserves	(17,757)	1,148	(16,609)	
Shared Waste Service	(45)		(45)	

Breakdown of "Other" in GF Revenue				
Swavesey Byeways Fund	(6)		(6)	Keep
South Cambs Crime & Disorder Partnership	(33)		(33)	Keep
2012/13	(3)		(3)	Release
Land Charges- new burdens grant	(9)		(9)	Keep
Economic Development Portfolio Reserve	(13)		(13)	
Community Chest Grants	(1)	1	(1)	
Taxi Licencing Reserve	(67)		(67)	Keep
RCV's Sinking Fund	(41)		(41)	Keep
Street Cleansing Vehicles Sinking Fund	(24)		(24)	Keep
Air Quality Monitoring	(29)		(29)	Keep
Air Quality Monitoring	(6)		(6)	Keep
Health & Environmental Services	(24)		(24)	Keep
Travellers Site Reserve	(50)		(50)	Review separately
Waterbeach Depot	(5)		(5)	Keep
Webb's Hole Sluice	(3)		(3)	Keep
Contributions-Cambridge Sports Lake Trust	(6)		(6)	Keep
Insurance All Risks	(6)		(6)	Review separately
Total General Fund Revenue Earmarked reserves "Other"	(326)		(326)	

Refer to the table and the end of the paper for the effect of the recommended withdrawals on the balance of Earmarked Reserves.

General Fund Revenue Reserves - £15,373k

New Homes Bonus Infrastructure Reserve - £7,637k

NHB monies the authority receives from the Government, which are not used towards GF expenditure previously funded by Housing & Planning Delivery Grant or to meet Local Plan and associated costs; the A14 contribution of £5m will eventually come from this reserve, as well as any City Deal funding commitments. £517k contribution towards the City Deal was paid in 2016/17; this will be reflected in this reserve in 2017/18.

It is recommended that commitments SCDC needs to meet from this reserve are reevaluated and any surplus is released.

Business Rates Growth and Renewables Reserve - £5,744k

Set up at the end of 2015/16 in order to fund an investment programme to build new sources of renewable energy. A proposal for use of these funds prepared by the Policy team has been presented to EMT on 27 September 2017. This will utilise £1.2m element of the reserve arising from the Business Rates received from the Renewable Energy sources and permitted to be retained locally at 100% in order to be reinvested back in Renewable Energy. Remainder of the reserve are the funds from the rates retention pilot. At this time the Council is not clear if any conditions are attached to the retention of these funds.

It is recommended that clarification is obtained regarding potential conditions for the use of the funds before releasing any unused funds.

Pension Deficit Reserve - £702k

An allocation from employer pension contributions to meet the current deficit on the Cambridgeshire Local Government Pension Scheme over the next few years. To be retained.

Planning Enforcement Reserve - £500k

Established to meet legal and other costs arising from planning enforcement actions. This reserve is to be maintained in case of major enforcement and will be topped back up if used.

Business Efficiency Reserve - £340k

Set aside to meet costs associated with council actions, implementation of the Business Improvement and Efficiency Programme and Commercialisation Programme projects and the Shared Services Programme. Annual contribution of £50k is budgeted for transfer to this reserve. The Leaders of Cambridge City Council, Huntingdonshire District Council and SCDC have committed £200k of this reserve towards the costs of the 3C Programme Office over two years. This reserve is due to be reduced by £60k to cover the costs of the 3C Shared Services Hub for 2016/17 and a further £40k relating to the budgeted costs of the 3C Shared Services Hub for 2017/18, making the two year cost of the 3C Shared Services Hub £100K instead of £200k.

It is recommended that annual contributions to this reserve are stopped and the available remaining funds are used to continue the work of setting up the Shared Services.

Business Accommodation Reserves - £165k

Consisted of the Cambourne Office reserve of £23k relating to the access road and the Facilities Reserve of £75k created in 2015/16 to spread the cost of repairs. There is a separate capital reserve specifically for capital improvements to the Cambourne office (see below).

It is recommended that the reserves relating to the Cambourne office and Facilities improvements are used to fund the bids for office refurbishment programmes.

Sustainability -climate change - £117k

Set aside to fund future initiatives on sustainability projects such as the one recently delivered on the Cambridge Green Deal. There are likely to be an increased number of these with the development of Northstowe and other growth area developments. No funds from these reserve have been spent since 2015.

It is recommended that this reserve is released.

Private Stock Condition Survey - £75k

Set aside to fund a future survey on the condition of private housing in the district. This is part of a Housing Standards initiative. £15k is set aside from budget each year (including 2017-18) to meet these 5 year costs.

It is recommended that the value in this reserve is reviewed against the timing and potential cost of the survey it was set up to fund.

Children & Young People- £75k

Set side to fund the current and future costs of the South Cambridgeshire and Cambridge City Children and Young People Area Partnership. SCDC administers the finances on behalf of the South Cambridgeshire and Cambridge City Children and Young Peoples Area Partnership. This is a partnership reserve shared with the County.

Business Hub- £67k

Reserve set up in 2015/16 to support the Business Hub initiative. Funds in this reserve include funds from the County Council (originally £72K), which cannot be used without their consent.

Land Charges- appropriations - £19k

Set aside to either provide capital investment in Land Charges e.g. electronic service delivery or to offset unforeseen revenue demands that accrue but cannot be recovered through the current fee structure, set at the start of the year. The reserve has been accumulated in recent years from high income levels which have out-stripped costs; a significant amount was withdrawn from this reserve in 2016-17 and by its nature, can only be utilised through the Land Charges function.

Planning Reserves - £974k

Major Developments Fees and Parish Liaison Reserve - £472k

Northstowe Reserve - £128k

These two reserves have been established from pre-app and planning application fees received in respect of Northstowe and other major developments, identified separately in recognition of their importance, to be called on as and when necessary to ensure planning teams are resourced to support and progress applications for those developments.

This includes the balance remaining from the Planning Enforcement Reserve when it was decided to reduce that reserve from a maximum of £1m to £500,000, set aside to fund two two-year fixed term posts, one in housing and one in planning, to support parish liaison and site development initiatives.

Due to the shortfall in the Development Management income this year, it is expected that £150k transfer from reserves will be required to cover the additional funds allocated to this Cost Centre in the budget and originally covered by additional savings requirement for the same value. It is recommended that remainder of the reserve is used to cover Planning bids for funds in 2018-19.

Planning Fee Reserve excl Northstowe - growth agenda - £179k

Parish Liaison & Site Development Reserve - £100k

These are general use reserves to be used to support Growth budget or additional Planning service requirements as and when necessary.

A detailed 5-year project plan for Growth sets out periodic shortfalls in revenue versus costs and would indicate when and how much for this reserve needs to be allocated for this purpose. This is due to be presented to Finance shortly. It is recommended that this is reviewed and any remainder of the reserve is used towards Planning service bids for 2018-19 or released.

Planning other - £95k

Includes Enforcement of unauthorised developments, Habitat Regulations Assessment, Legal costs; re Northstowe Trust.

This reserve has not been used in the last 2 years and is therefore recommended for release.

Shared Waste Service - £45k

Included with S106 Developers' Contributions Revenue reserves in the accounts. Set up to meet the authority's share of costs resulting from implementation of the Single Shared Waste

Service with Cambridge City Council. Reduced from £126k in February 2016 MTFS and £85k in February 2017 MTFS.

Capital Reserves - £1,084k

Refuse Collection reserve - £407k

Refuse Supervisors' vehicles - £46k

This is a sinking fund being built-up to fund future replacement vehicles for the Shared Waste Service. There is also a sum of £46k set aside for replacement of Supervisors' vehicles.

Street Cleansing reserve - £229k

This is a sinking fund being built-up to fund future replacement vehicles for the Street Cleansing Service.

Air Quality monitoring - £119k

The reserve was set up to fund replacement of equipment used for Air Quality monitoring.

Footway Lighting reserve - £87k

The reserve was set up in 2015-16 to fund the future planned replacement programme of those lights identified as of higher priority in the electrical and safety inspection survey undertaken recently.

Cambourne Office - £83k

The reserve was set up in 2008 for improvements to the office building, this was earmarked for refurbishment projects including moving the meeting rooms to a new location.

There is a separate Cambourne office revenue reserve of £23k (mentioned above).

It is recommended that this reserve is used towards the bids submitted for 2018-19 projects.

Heritage initiatives and historic buildings - £40k

The Reserves for Heritage and Historic Buildings consists of the following:

The Historic Buildings/Conservation Area Grants Reserve, which appears to have been overspent and currently has a debit balance of £28k.

The Preservation of Historic Buildings Reserve, first established in 1982 to provide the means, in the last resort, to save buildings at risk. It has enabled the Council to use its statutory powers,

which could lead to compulsory purchase, repair and resale of such property. This Reserve currently has a balance of £35k.

The Heritage Initiatives Reserve set up in 1996/97 with a one-off contribution of £200,000, for use over a number of years to fund larger conservation projects. The balance of this Reserve is currently £34k.

No use of these reserves was made in the last 2 years, therefore these are recommended for release.

Community Development - Capital - £35k

This reserve has been given up to provide extra Community Chest funding in 2017/18.

GF Revenue Reserves - Other - £326k

Swavesey Byeways Fund - £6k

Built up from the under-utilisation of the money paid through the ratepayers charge. Essentially not owned by SCDC and should be spent on future investment in maintaining the Byeways.

South Cambs Crime & Disorder Partnership - £33k

Partnership reserve held on behalf of the South Cambridgeshire Crime & Disorder Reduction Partnership. Any decision to utilise spend from this is made at Board level.

Community Chest Grants - £1k

Commitment made at the end of the financial year which hasn't yet been paid – this has now been paid.

Taxi Licensing Reserve - £67k

Fund has been built up due to an increase in taxi licence applications. Plans are in-place to draw-down from this fund by employing additional resource to cope with the high demand whilst keeping the licensing fee within current levels in the short term.

RCV (Refuse Collection Vehicle) Sinking Fund - £41k

This is a revenue fund which we make contributions to as an insurance against heavy maintenance and repair costs that may be incurred on RCV's beyond their warranty period e.g. new engine or gearbox which aren't budgeted for within the running maintenance budget. Previously, these heavy costs would be covered under the contract lease agreement but SCDC are moving away from this policy to one of asset ownership.

Street Cleansing Vehicles Sinking Fund - £24k

Ditto the above but in respect to Street Cleansing vehicles.

Air Quality Monitoring x2 - £29k + £6k

These are in respect of two separate s106 agreements, one at Northstowe (£29k) and one on the Cambridge NW development site (£6k). These s106 will have conditions attached to them ensuring that the funds are spent in accordance with the purpose set out in the agreement.

Health & Environmental Services - £24k

Council was successful in securing funding from Improvement East towards a new systems thinking process design. Funds from this are earmarked towards the facilitation of better mobile working strategy within the H&ES department.

Travellers Site Reserve - £50k

This fund has built-up in the last two years from the excess rental income generated from the two Council owned sites at Milton and Whaddon. Both sites have had capital injected in them recently and as such are relatively newly developed with low maintenance costs, meaning rental income as out-stripped the costs of running the sites. The money on this fund could be used for future capital improvements in the sites or used to counter-balance unexpected and therefore unbudgeted day-to-day running costs.

Waterbeach Depot - £5k

There is an annual £5k appropriation into this fund (jointly funded with Cambridge City Council) as an insurance against any unexpected maintenance costs which as tenants, we'd be expected to cover. It is proposed that a ceiling level be set for this so that when it reaches this point e.g. £20k, no more extra money is put in, only replenishments up to the £20k.

Webbs Hole Sluice - £3k

It was decided last year to build up a £15k sinking fund to cover the costs of any major overhaul and servicing works required at the pumping station which it was felt would be needed every 5-years. Therefore the £3k represents the first year of the 5-year

Refer to the table below for the effect of the recommended withdrawals on the balance of Earmarked Reserves.

Fund	Balance at 1 April 2017 £000	Potential spend 17-18 £000	Forecast Balance on 31 March 2018 £000	Recommended withdrawal to fund 2018-19 bids £000	Forecast Balance on 31 March 2019 £000
Revenue reserves					
New Homes Bonus Infrastructure Reserve	(7,637)	517	(7,120)	58	(7,061)
Business Rates Growth and Renewables Reserve	(5,744)		(5,744)	1,200	(4,544)
Pension Deficit Reserve	(702)	346	(356)		(356)
Planning Enforcement Reserve	(500)		(500)		(500)
Business Efficiency Reserve	(340)	100	(240)		(240)
Sustainability - climate change reserve	(117)		(117)	40	(77)
Business accommodation reserves	(98)		(98)	98	(0)
Private Stock Condition Survey	(75)		(75)		(75)
Children & Young People	(75)		(75)		(75)
Land Charges- appropriations	(19)		(19)		(19)
Subtotal	(15,373)	963	(14,410)	1,396	(13,014)
Planning reserves (revenue)					
Major Developments and Parish Liaison Fees Reserve	(472)	150	(322)	322	(0)
Northstowe Reserve	(128)		(128)	128	(0)
Planning Fee Reserve excl Northstowe - growth agenda	(179)		(179)	179	(0)
Service Contingency- Planning	(100)		(100)	100	(0)
Planning other	(95)		(95)	95	0
Subtotal	(974)	150	(824)	708	(0)
Other	(326)		(326)		(326)
Total General Fund Revenue Earmarked reserves	(16,673)	1,113	(15,560)	2,171	(13,340)
Capital reserves					
Refuse Collection sink fund	(407)		(407)		(407)

Supervisors' vehicles sink fund	(46)		(46)		(46)
Street Cleansing sink fund	(229)		(229)		(229)
Air Quality Monitoring	(119)		(119)		(119)
Footway Lighting	(87)		(87)		(87)
Cambourne Office	(83)		(83)	83	0
Heritage Initiatives and historic buildings	(40)		(40)	40	0
Community Development - Capital	(35)	35	0		0
Other	(39)		(39)		(39)
Total General Fund Capital Earmarked reserves	(1,084)	35	(1,049)	123	(926)
Total General Fund Earmarked reserves	(17,757)	1,148	(16,609)	2,227	(14,266)
Shared Waste Service	(45)		(45)		(45)
Breakdown of "Other" in GF Revenue					
Swavesey Byeways Fund	(6)		(6)		(6)
South Cambs Crime & Disorder Partnership	(33)		(33)		(33)
2012/13	(3)		(3)		(3)
Land Charges- new burdens grant	(9)		(9)		(9)
Economic Development Portfolio Reserve	(13)		(13)		(13)
Community Chest Grants	(1)		(1)		(1)
Taxi Licencing Reserve	(67)		(67)		(67)
RCV's Sinking Fund	(41)		(41)		(41)
Street Cleansing Vehicles Sinking Fund	(24)		(24)		(24)
Air Quality Monitoring	(29)		(29)		(29)
Air Quality Monitoring	(6)		(6)		(6)
Health & Environmental Services	(24)		(24)		(24)
Travellers Site Reserve	(50)		(50)		(50)
Waterbeach Depot	(5)		(5)		(5)
Webb's Hole Sluice	(3)		(3)		(3)
Contributions-Cambridge Sports Lake Trust	(6)		(6)		(6)
Insurance All Risks	(6)		(6)		(6)
Total General Fund Revenue Earmarked reserves "Other"	(326)		(326)		(326)

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Housing Revenue Account Medium Term Financial Strategy (HRA Business Plan Update)



**South
Cambridgeshire
District Council**

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**November
2017**

2017/18 to 2046/47

South Cambridgeshire
District Council

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Section 1

Introduction and Local Context

Foreword by the Portfolio Holder for Housing

In reviewing the Medium Term Strategy for the Housing Revenue Account South Cambs acknowledges the much publicised problems with housing provision that are being experienced everywhere but despite these can rightly point to some successes. Overcoming the challenge of finding match funding for Right to Buy receipts, the Council has continued to use all its receipts from that source within the very strict time constraints that Government sets. One recent decision was to acquire 9 units at Waterbeach (affordable rented and shared ownership) which will be built out by a trusted partner with whom the Council has worked before.

The commitment to maintaining high quality services to its tenants and leaseholders has prompted a review of the use of the communal rooms on the Council's sheltered schemes. Its very active Tenant Participation Group recently completed the first step of that review and two members of the group will participate in the working party that has been set up to make its recommendations by March 2018.

Some of the uncertainty that has made forward planning difficult has been removed with the announcement that the Local Housing Allowance cap will be removed for supported housing. Other uncertainties still remain in the proposed extension of Right to Buy and the forced sale of higher value void properties. However, South Cambs has demonstrated its resilience in the face of many challenges over recent years and undoubtedly the 'can do' attitude of the Housing team will see that continue for the future.

Councillor Lynda Harford

Portfolio Holder for Housing

Background

The Housing Revenue Account (HRA) Medium Term Financial Strategy is one of two updates each year of the original HRA 30-Year Business Plan approved in February 2012, which update the position for the HRA operating in a self-financing environment.

The report allow the authority to review assumptions and consider material changes, which may need the authority to change financial strategy, policy or to take alternative courses of action, to ensure a financially viable Housing Revenue Account in future years. Both revenue and capital investment is considered in this report, with the impact of any proposed changes on the HRA Business Plan clearly identified. A review of the strategic risks facing the HRA is presented at **Appendix A**.

The HRA Medium Term Financial Strategy re-states the budget for the current year (2017/18), highlighting only significant or exceptional in-year changes for approval, reviews and updates financial assumptions and presents updated projections for the following 4 years from 2018/19 to 2021/22, in the context of the longer-term financial position.

Savings either already made, or anticipated in the coming budget year as part of the savings target included in the HRA Budget Setting Report, deliver a sustainable position for the HRA over the medium-term. It must be noted, however, that the current forecasts have been constructed whilst there are still a number of areas of uncertainty in the housing sector, and with the assumptions that housing debt will be fully re-financed at maturity and that any introduction of the 'sale of higher value voids' levy is deferred until at least April 2019. Financial forecasts will be reviewed again as further information is made available to the authority.

Timetable

Committee dates in the financial planning and budget preparation timetable are shown below:

Date	Task
2017	
9 November	Scrutiny and Overview Committee considers HRA Medium Term Financial Strategy, with any amendments incorporated into recommendations to Cabinet
16 November	Cabinet considers HRA Medium Term Financial Strategy, with any amendments incorporated into recommendations to Council
23 November	Council approves HRA Medium Term Financial Strategy
2018	
6 February	Scrutiny and Overview Committee considers HRA Budget Setting Report, with any amendments incorporated into recommendations to Cabinet

8 February	Cabinet considers HRA Budget Setting Report, with any amendments incorporated into recommendations to Council
22 February	Council approves HRA Budget Setting Report

Section 2

Housing Stock

Housing and Leasehold Stock

South Cambridgeshire District Council Housing Revenue Account owns and / or manages the following properties, broken down by category of housing provided:

Housing Category	Actual Stock Numbers as at 1/4/2017	Estimated Stock Numbers as at 1/4/2018
General Housing (Incl. use as Temporary Housing)	4,197	4,177
Sheltered Housing	1,054	1,054
Sheltered Housing – Equity Share	80	80
Miscellaneous Leased Dwellings	20	11
Shared Ownership / FTB Dwellings	50	57
Total Dwellings	5,401	5,379

A breakdown of the housing stock by property type, excluding shared ownership and equity share, is demonstrated in the table below:

Stock Category (Property Type)	Actual Stock Numbers as at 1/4/2017	Estimated Stock Numbers as at 1/4/2018
Bedsits	32	20
1 Bed	1,023	1,016
2 Bed	2,279	2,282
3 Bed	1,861	1,849
4 Bed	71	70
5 Bed	1	1
6 Bed	4	4
Total Dwellings	5,271	5,242

Leasehold Stock

The Housing Revenue Account continues to maintain the freehold in respect of flats, sold under the right to buy process on long leases. Services continue to be provided to these properties in respect of repairs and improvements to communal areas and services for common facilities.

Section 3

The National Policy Context and External Factors

External Factors

In reviewing financial assumptions as a pre-cursor to strategic decision making, it is necessary to consider external factors, outside of the control of the organisation and to update financial projections in light of any changes or trends in these areas.

A table detailing all of the revised business planning assumptions is included at **Appendix B**.

Inflation Rates

The base rate of inflation used to drive expenditure assumptions in the HRA financial forecasts is the Consumer Price Index (CPI). The last 18 months has seen a steady increase in this measure of inflation, with the rate of growth rising from 0.5% in March 2016 to 2.9% by August 2017, a level which has not been seen since mid-2013. The Office for Budget Responsibility (OBR) is currently still predicting a return to the Bank of England's target level for CPI of 2% in the longer-term.

In light of the decision, and resulting negotiations, for the UK to leave the European Union, coupled with changes in government at a national level, it is difficult to accurately predict in which direction this indices will move in the short or medium term.

With this in mind, forecasts for the rate of base inflation have been amended as part of the Medium Term Financial Strategy, from the previously assumed level of 2.4% from 2018/19 on an ongoing basis, to a rate of 2.6% for 2018/19, 2.2% for 2019/20, 2.3% for 2020/21 and 2% then ongoing, to reflect the current view of the Bank of England. This assumption will be revisited again as part of the 2018/19 Budget Setting Report.

Expenditure in respect of building maintenance is inflated in the financial forecasts using the Retail Price Index (RPI), as this is the inflationary measure incorporated into the majority of HRA maintenance contracts.

Over the medium-term RPI runs at an average of 1% above CPI, so for the purposes of financial forecasting, RPI rates of 3.6% for 2018/19, 3.2% for 2019/20, 3.3% for 2020/21 and 3% then ongoing have been adopted to reflect this.

Interest Rates

The Housing Revenue Account is entitled to its proportion of any interest earned on cash balances invested by the authority, with a mix of investments adopted by the Council, including lending to Ermine Street Housing. The Housing Revenue Account proportion includes balances which are revenue or capital in nature. Interest returns currently remain relatively low, with revised interest rate assumptions included in **Appendix B**.

As the Housing Revenue Account is already at its borrowing cap, bar a very small amount of notional internal lending to the General Fund, the level at which the HRA could borrow additional resource, over and above the existing PWLB loan portfolio totalling £205,123,000, is not currently relevant for HRA business planning purposes. Although the rates available currently mean that the rates are still lower than those secured for the self-financing settlement in 2012, any attempt to re-finance the existing loan portfolio now to take advantage of the lower rates would incur significant early redemption penalties. Any interest saving would be far outweighed by the penalty, which would need to be paid at the point of re-financing.

From the perspective of accounting for the interest due to the HRA for the internal lending to the General Fund, the same rate that would be achieved via lending externally is adopted.

Right to Buy Sales

In 2016/17, 65 right to buy applications were received and recorded, compared with 80 in the previous year. 19 applications were received in the first 5 months of 2017/18. This seems to indicate that the increased interest in 2015/16, which resulted in increased completions in 2016/17, deemed to be attributable to the anticipated introduction of 'Pay to Stay', the requirement for those on higher income to pay up to market rent for living in their council home, may now have returned to prior year levels, following Pay to Stay being abolished. In 2016/17, 33 of the applications proceeded to completion of the sale of the property, compared with 23 in 2015/16. In the first 6 months of 2017/18, 13 sales have completed, supporting the view that interest has waned.

It is impossible to accurately predict future sales, although the recent decline in interest and the current uncertainty in the country at national level, indicates it may be prudent to retain the

assumption of reducing sales, with 25 sales in 2017/18, 20 sales per year for 3 years from 2018/19, then reducing to 15 sales per annum from 2021/22 onwards.

Right to Buy Receipts

The authority is still subject to the agreement with CLG, allowing the retention of an agreed proportion of right to buy receipts, subject to a set of specific conditions; the authority still holds a significant sum for re-investment. Receipts must be spent, within 3 years, to fund the delivery of new social housing, with a maximum of 30% of any dwelling being funded via this mechanism, with the balance funded from the Council's own revenue resources or borrowing (within the debt cap). According to the agreement the receipts can't be used on dwellings receiving any other form of public subsidy, ie; Homes and Communities Agency grant.

It has recently been confirmed that the authority is unable to directly utilise capital receipts from the sale of land and other housing assets as a form of match funding for retained right to buy receipts. Although this is a change to our previous assumptions, we are still able to utilise other housing capital receipts for any other form of capital investment in the provision of affordable housing, which allows us to utilise this resource to fund any other areas of the HRA capital programme, swapping the funding previously identified for these areas to match fund the retained right to buy receipts, thus achieving the same aim.

Whilst held, the capital receipts can be invested by the authority to earn interest in the short-term, but if not spent appropriately within the 3 year time frame, have to be paid over to central government, with 'penalty' interest payable at 4% above the base rate, far exceeding the level of interest that will have been earned in the interim. There is scope however, if the resource can't be appropriately invested by the authority to instead pass it to a housing association for investment in social housing with the same constraints applied.

Appendix C summarises the latest position in respect of both receipts held and re-invested. Although a deadline has not yet been breached, there was a need to undertake a number of strategic acquisitions during 2016/17, with more anticipated in 2017/18, to ensure that funds are re-invested locally, and not paid to central government with an interest penalty attached.

At the end of each quarter, the Executive Director (Corporate Services), in consultation with the Director of Housing, continue to make a decision as to whether right to buy receipts are retained or paid directly over to central government. The decision takes account of the authority's ability to

identify the 70% top up funding, or alternatively the potential for the receipt to be passed to a registered provider, with both options maximising the use of the resource and creation of new homes in the locality. Payment of the sums to central government will only occur if there is a considered risk that the resource cannot be utilised appropriately within the required timeframes, thus mitigating the impact of the need to pay receipts over to central government at a later stage, alongside the interest penalty that would be incurred.

The additional capital spending required and the resulting funding sources identified, is then built into the Housing Capital Investment Plan at the next available opportunity.

National Housing Policy

National Rent Setting Policy

The legislation approved as part of the Welfare Reform and Work Bill 2015, requires local authority landlords and registered providers to continue to apply a 1% rent reduction for the next two years, from April 2018 and April 2019.

The authority is still expected to move rents in void properties from actual (transitional) rents directly to target rent levels before relet, recognising that the target rent for each property will also reduce by 1% each year for the remaining two years of this rent policy.

A government announcement on 4 October 2017, confirmed that the authority will be able to revert to the previous policy of increasing rents by CPI (as measured at the preceding September), plus 1% each year, from April 2020. An increase of CPI plus 1% has been confirmed for a 5 years period from April 2020 to give some stability and certainty to housing business plans.

In respect of affordable rents, the government requires local authorities to determine what 80% of the market rent would be for a property, and to apply the 1% reductions to this rent level, with the resulting sum being the maximum which a local authority can charge.

Mandatory Disposal of Higher Value Housing Stock

The ability, as included in the Housing and Planning Act 2016, for Central Government to impose a financial levy on stock owning authorities in respect of the assumed sale of higher value housing stock,

is still subject to regulation. There is a need for secondary legislation to be passed by Government before the policy can be implemented.

The levy would be expected to vary for each financial year, with the value arrived at on a formulaic basis, after a period of consultation with local authorities. Although no regulations are available, it is anticipated that the authority would have some discretion over which assets it disposes of, in order to meet the levy, with periodic payments due throughout each financial year.

The policy allowing for disposal of HRA assets will need to be reviewed, once any further detail is announced, to ensure that the authority can act to dispose of assets quickly if required.

The latest formal announcement in November 2016, by the then Housing Minister, Gavin Barwell, confirmed, that the government will not be requesting any higher value voids levy payments from councils during 2017/18.

The need for secondary legislation to be laid before parliament, coupled with a number of other challenges facing Government at present, are now bringing into question whether this legislation could now be enacted by April 2018, if it is enacted at all.

On the strength of this, it is not considered appropriate to retain the assumption that the authority will be required to dispose of assets to meet a levy with effect from April 2018, and as a result this assumption has been deferred until April 2019, with our financial modelling now assuming that we do not begin to hold any voids until October 2018. This supports the view of Government that if and when detail is announced, local authorities will be afforded the lead in time to prepare.

The HRA Medium Term Financial Strategy has therefore been constructed on the assumption that the compulsion to sell will still require the equivalent of approximately 1.8% of the housing stock each year to be disposed of, representative of approximately 100 properties per annum initially, but with payment simply deferred until 2019/20. Scenario modelling has been undertaken to demonstrate the impact on the HRA of an earlier implementation and no implementation of this policy at all.

Welfare Reforms

Universal Credit

Universal Credit was introduced in Cambridge on the 29th February 2016 and is currently only applicable to single, working age customers, otherwise entitled to make a claim for Jobseekers Allowance. Universal credit generally includes housing costs for this group and this is paid directly to the customer unless it can be demonstrated that there are budgeting concerns. Claims must be made online. The full digital service that will allow claims from couples and those with children will be rolled out to Cambridge Job Centre in June 2018.

As part of the Delivery Partnership Agreement, requests for Personal Budgeting Support are being accommodated by Cambridge CAB (Citizens Advice Bureau). There have been low numbers of these too and many have not attended the appointment at CAB.

Benefit Cap

Preparations for the introduction of the reduced Benefit Cap are progressing well, with early identification of potential customers affected being in the region of 40, of which approximately 20 are HRA tenants. The Council is contacting those potentially affected, with a number of these households having been identified as receiving incomes that exempt them from the cap or having started work or increased their hours of work which will remove them from the cap. Application of the cap was a rolling programme. At the end of September 2017, 15 HRA tenants were impacted. The council has contact all those affected to promote and advise about any Discretionary Housing Payments which are available.

Removal of the Spare Room Subsidy

Numbers of customers affected by the removal of the spare room subsidy continue to reduce slowly and currently there are 248 HRA tenants affected by the reform, with 216 impacted by a reduction of 14% and 32 by 25%. There are currently 20 HRA tenants who receive Discretionary Housing Payments to help towards their rent as due to removal of spare room subsidy.

Limiting the Child Element to two children

From 1 April 2017, new benefit claims and current benefit claims which increase the family element above two children, do not have additional child elements included in the Housing Benefit calculation. There are some exemptions for multiple births, result of abuse and adoption, or similar.

It will not impact on current claimants with more than two children, unless they have more children, then the child allowances will not increase, subject to the above exemptions.

Local Housing Allowance Restriction

Social sector rents used in the calculation of Housing Benefit and the Housing Costs element of Universal Credit will be restricted to the prevailing Local Housing Allowance rates from April 2019. Local Housing Allowance rates will be the maximum Housing Benefit payable, towards both rent and any service charges. Regulations have not yet been released, but following the guidance issued thus far it will apply to both general needs housing and supported, impacting those of working age as well as pensioners. However, the shared accommodation rate for under 35's will not apply to those in Supported Housing for Housing Benefit or the Housing element in Universal Credit.

LHA rates are set to be frozen for the remainder of this parliament but may go down if average rents decrease within the Cambridge Broad Rental Market area.

Supported Accommodation Review

DWP launched a consultation considering the new funding for supported housing once many of the above changes come into effect from April 2019, but with no findings published as yet.

Support for Vulnerable People

South Cambridgeshire District Council is still in contract with the County Council, under a partnership arrangement, for the delivery of tenure neutral support services to older people across the city as a whole, with an initial term of 3 years to 31st March 2017, extended under an agreed contract extension until 31st March 2018. The contract sum is £302,000 per annum.

The County Council are currently reviewing the specification for this service and are consulting stakeholders, exploring options for the future delivery of this service, with the potential for a formal tender for the continued provision of support services being considered as an option, alongside a continued partnership arrangement.

Section 4

Revenue Resources – Rent and Other Income

Rent Arrears and Bad Debt Provision

Rent collection performance locally remains consistently good, with over 99% of the value of rent due, collected.

Year-end positions in respect of rent debt, using the banded arrears reports in the rent system are summarised in the table below:

Financial Year End	Value of Year End Arrears in Accounts (Current Tenants)	Current Tenant Arrears as a Percentage of Gross Debit Raised in the Year	Value of Year End Arrears in Accounts (Former Tenants)
31/3/2013	£279,776	1.05%	£67,244
31/3/2014	£316,922	1.12%	£76,767
31/3/2015	£328,376	1.13%	£98,954
31/3/2016	£306,046	1.03%	£92,305
31/03/2017	£337,081	1.14%	£83,498

Performance in the collection of current tenant debt worsened slightly during 2016/17, with current arrears levels having increased further during the first 6 months of 2017/18, when compared with both the year-end position and the profile at this point last year. At the end of September 2017, current tenant arrears stood at £391,995 and former tenant arrears at £110,705, the latter also being higher than at the start of the year.

Although staff continue to work proactively with tenants in arrears, and particularly those affected by benefit changes, the position is still anticipated to become more challenging as the phased introduction of direct payment continues, having begun locally in February 2016.

Considering the above dip in performance, and also recognising the need to collect rent directly from an increasing number of residents as direct payment rolls out, the current assumption of setting aside 0.5% of the rent due per annum in a phased manner, by 2020/21 is proposed to be escalated marginally, to achieve this by 2019/20.

Therefore, a bad debt provision of 0.3% has been retained for 2017/18, 0.4% made for 2018/19 and 0.5% from 2019/20 onwards.

At 31 March 2017, the provision for bad debt stood at £300,000, representing approximately 71% of the total debt outstanding.

Void Levels

The estimated value of rent not collected as a direct result of void dwellings in 2016/17 was £306,577, representing a void loss of 1.07%. The level of void loss in 2016/17 was partly due to 'management or major voids' held pending disposal or re-development of the site.

At the end of 2016/17, 88 properties were unoccupied, representative of 1.6% of the housing stock, with approximately 28% of these void dwellings being intentionally held vacant pending disposal or re-development of the site.

On an ongoing basis, a base assumption of 1.1% voids in general housing is still considered appropriate for the longer-term. Any requirement to sell higher value void properties in the future would impact this assumption in future iterations of the business plan, with the deferred loss of estimated rental income already incorporated into the financial forecasts as a separate assumption.

Rent Setting

Rent levels continue to be set in February of each year, with the decision made at Council, following pre-scrutiny by the Scrutiny Committee and Cabinet. From April 2018, the authority is required to apply the third year of a four year rent cut in social housing rents of 1% per annum.

In respect of affordable rented homes, the government require local authorities to determine what 80% of the market rent is for each dwelling, and ensure that the combined rent and service charges

levied for a property does not exceed this level, minus the 1% reduction required each year for the four years from April 2016. As local policy limits affordable rents to the Local Housing Allowance level (approximately 60% of market rent) from the point of introduction, it is argued that the 4 year reduction has already been applied for these properties at inception. As a result, affordable rents are reviewed in line with the Local Housing Allowance each year, ensuring that they do not exceed 80% of what is deemed to be market rent, less the impact of 4 years of reducing this by 1%.

The authority identified savings as part of the 2017/18 budget processes, to help to offset the financial impact of the initial year of this policy, but there are further reductions in spending anticipated to be needed

Following announcement by government on 4 October 2017, the existing assumption in respect of longer-term financial forecasts, that the authority will be able to revert to the previous policy of increasing rents by CPI (as measured at the preceding September), plus 1% each year, from April 2020, has been confirmed as accurate. An increase of CPI plus 1% has been confirmed for 5 years from April 2020, with the authority retaining the assumption that this is reduced to CPI plus 0.5%, now from April 2025.

Rent Restructuring

Property specific target social rents under the rent restructuring regime still apply, but the requirement to reduce social housing rents by 1% for a further 2 years, means that the target rents will also continue to reduce in line with this.

The authority has the ability to close the gap between target social rent and the actual rent being charged for a dwelling, only when a property becomes void, and actively does this.

The average target 'rent restructured' rent at the time of writing this report in 2017/18 across the socially rented housing stock was £107.55, with the average actual rent charged being £102.35, both recorded on a 52 week basis. At the time of writing this report, 31% of the social rented housing stock was being charged at target rent levels, compared with 27.5% in the previous year.

The gap between actual and target rent levels now equates to an annual loss of income of approximately £1,421,000 across the HRA, compared with the income assumption in the HRA Self-Financing Debt Settlement, where convergence was anticipated well before now. Closing this gap

may never be realised in many cases, with a significant proportion of properties likely to need to be sold when they fall vacant, to meet any higher value void levy.

There were 51 new build or acquired properties charged at the higher 'affordable rent' levels, equivalent to the Local Housing Allowance at 1st April 2017.

Reserves

Housing Revenue Account General Reserves

Reserves are held partly to help manage risks inherent in financial forecasting and budget-setting. These risks include changes in inflation and interest rates, unanticipated service demands, rent and other income shortfalls, and emergencies. In addition, reserves may be used to support the Housing Capital Investment Plan and, in the short-term, to support revenue spending, for example to spread the impact of savings requirements over more than one financial year. For the Housing Revenue Account the intended target level of reserves remains at £2m.

The impact on HRA reserves for 2016/17, and 2017/18 to date is shown in the table below:

Budgeted or Actual Use of / (Contribution to) HRA Reserves	Financial Year	
	2016/17 £'000	2017/18 £'000
Opening General HRA Reserves	(8,073)	(8,992)
Changes in HRA Reserves		
Original Budget (Approved in February)	(135)	180
Rollovers (Approved in July)	4,076	800
MTFS Mid-Year Review (Approved in November)	(183)	(366)
Budget Setting Report Revised Budget (February)	(38)	-
Estimated Closing General HRA Reserves	(4,353)	(8,378)
Actual Outturn for the Year (Reported in July)	(919)	-
Contribution to / (from) Ear-Marked Reserves	0	-
Actual Closing General HRA Reserves	(8,992)	-

The original budget for 2017/18 approved a net use of general reserves of £180,250 and incorporated a revenue contribution of £2,206,580 to fund capital expenditure.

The financial projections incorporated into this report include the effects of changes in capital scheme approvals and resources, approved rollovers from 2016/17 and incorporation of revised estimates for interest due for 2017/18 based upon revised cash balance assumptions and updated interest rates, as part of this HRA Medium Term Financial Strategy.

The final general HRA reserves position reported at 31 March 2017 was £8,991,935.

The revised projection of the use of general reserves in the current year (2017/18) now indicates that there is expected to be a net use of reserves of £613,620, which would leave a balance of £8,378,320 at 31st March 2018.

There is now a proposed use of £3,006,690 of direct revenue financing of capital expenditure in 2017/18 as a result of approval of rollovers as part of the outturn process for 2016/17. There is also a continued use of direct revenue financing of capital expenditure in future years, as a result of the decision to utilise the reserve previously held for potential debt redemption to allow top up and appropriate re-investment of right to buy receipts.

Earmarked Funds

In addition to General Reserves, the Housing Revenue Account still maintains a small number of earmarked or specific funds which are held for major expenditure of a non-recurring nature or to mitigate perceived risk. See **Appendix I** for detail of existing balances held.

Section 5

Review of Revenue Budgets

2017/18 Mid-Year Budget Changes

As part of the HRA Medium Term Financial strategy, there is no formal mid-year review of service delivery or operational budgets, but there is an opportunity to review the HRA position for the current year from a strategic perspective, allowing incorporation of any major in-year changes in income or financing arrangements as a direct result of changes in the capital programme.

For 2017/18, there is the need to recognise and approve the following changes in the HRA mid-year:

- A reduction in the amount of interest that the HRA will expect to pay in 2017/18, recognising a small amount of internal lending to the General Fund.
- An increase in the anticipated interest received on cash balances for 2017/18, due to a combination of the level of cash balances held and updated interest rates, where the average rate earned by the authority has increased due to additional lending to Ermine Street Housing.
- Depreciation – no change yet incorporated, as awaiting outcome of external audit review.

These changes are detailed in **Appendix D (1)**, and are incorporated into the HRA Summary Forecast at **Appendix G**.

Housing Savings Programme

As part of the 2016/17 budget setting process, a formal savings target of £250,000 per annum, for four years, was incorporated into the HRA, in direct response to some of the national changes in housing policy which have, will, or are expected to have a negative financial impact on the HRA.

As part of the 2017/18 budget preparation process a detailed financial review of the HRA was undertaken to arrive at proposals for how to deliver year 1 of the savings required, to ensure that the

authority is best placed to respond to changes in the economy and in national housing policy. It is important to consider how services will need to transform for the future, to deliver within the financial constraints imposed, whilst still meeting the needs of the most vulnerable.

For 2018/19 a similar approach will be adopted when setting service budgets.

The revenue work streams being considered as part of the second year of the savings programme include:

- Responsive, Cyclical and Void Repairs
- Housing & Tenancy Management (to include Tenant Participation and Anti-Social Behaviour)
- Direct Revenue Financing (DRF) of capital expenditure, facilitated through a review of capital investment in the existing housing stock

Any operational pressures for the Housing Service for 2018/19 and beyond will also need to be considered as part of this process, and these include:

- Administrative burden of Fixed Term Tenancies
- Administrative burden of any requirement to meet Higher Value Voids Levy
- Additional rent collection and arrears recovery costs associated with welfare reform

The final proposals for year two will be presented to Cabinet and Council, following scrutiny consideration, as part of the 2018/19 budget process, included in the 2018/19 HRA Budget Setting Report.

As part of the HRA Medium Term Financial Strategy process, officers have been asked to provide early identification of areas where savings could be made or where additional investment is either required or desired.

The results of this exercise are detailed in **Appendix D (2)**, and indicate that the savings target for 2018/19 can be achieved, after taking account of the unavoidable revenue pressures and bids also identified.

These proposals have not been built into the HRA Summary Forecast at **Appendix G**, as they will be subject to change and revision in the lead up to the 2018/19 budget process, where they will be incorporated formally.

Depreciation

Prior to April 2012, the Major Repairs Allowance (MRA) was included in the HRA as a proxy for depreciation. When self-financing was introduced, a move to accounting for actual componentised depreciation was announced, with an initial 5 year transitional period until March 2017, where the notional MRA could still be used as the measure of depreciation to allow authorities time to move towards this.

Transitional measures ceased with effect from 31st March 2017, and all stock holding local authorities are now required to account for full depreciation on a componentised basis, from April 2017.

Depreciation is charged to the revenue account each year, and the resource is then transferred into the major repairs reserve, where it is in effect 'locked' and is only available to be re-invested in the creation or improvement of social housing assets.

Section 6

Housing Capital Budget

Stock Investment and Decent Homes

Stock condition data is continually updated in respect of the housing stock, improving the information held to inform future decision making. The authority is still working with Cambridge City Council to jointly procure updated software to record and report asset management data, as part of a wider project to procure a fully integrated housing management information system.

At 31 March 2017, 93.75% of the housing stock was reported as decent, compared with 87.5% at 31 March 2016, with 329 properties that were considered to be non-decent (in addition to refusals), and another 457 anticipated to become non-decent during 2017/18.

In addition to decent homes investment, the authority still invests in energy conservation initiatives, such as external wall insulation, solar energy initiatives, renewable heating sources, air source heat pumps and more controllable high heat retention electric storage systems.

The level of investment in the housing stock as a whole, including that which falls outside of the decent homes standard, was subject to review as part of the 2017/18 budget setting process, with some resulting changes adopted. Any reduction in the level of investment in the existing housing stock will help to ensure that the authority is able to set a balanced budget for the HRA over the longer-term, without breaching the HRA debt cap, whilst also maximising any resource available to increase the limited supply of new affordable housing.

The latest Housing Capital Investment Plan is included at **Appendix H**.

As with the revenue position, officers have been asked for early indications of where savings may be delivered in the Housing Capital Programme. The findings from this exercise are detailed at **Appendix D (2)**.

Consistent with the exercise for revenue savings, these proposals have not been built into the Housing Capital Investment Plan at **Appendix H**, as they may be subject to change and revision in the lead up to the 2018/19 budget process, where they will be incorporated formally.

New Build & Re-Development

General Approach

Following changes in national housing policy, the authority can no longer rely upon rental surpluses in the short-term to provide resource for investment in new build housing.

To ensure the delivery of a new build programme in the short to medium term, resources previously set-aside for potential debt repayment have been combined section 106 commuted sums, right to buy receipts and other existing funding streams that can be released as a direct result of capital receipts from the sale of HRA land as self-build plots.

The authority still explores alternative funding options and delivery models, including; mixed rented and market sale schemes, shared ownership homes and starter homes, with initiatives such as modular construction also being considered.

New Build and Re-Development Schemes Completed or Approved to Proceed

The table below updates the position in respect of schemes completed or in progress, with portfolio holder approval, based upon previous versions of the business plan, confirming their status and the current budget allocation which is required for each of the schemes, with the budgeted cashflow included at **Appendix E**.

Scheme	Status	Estimated Affordable Units	Indicative Scheme Composition (Subject to Change)	Scheme Budget (Gross of subsidy / capital receipts)
Fen Drayton Road, Swavesey	Completed May 2016	20	4 x 1 Bed House 10 x 2 Bed House 5 x 3 Bed House 1 x 4 Bed House	2,954,320
Horseheath Road, Linton	Completed July 2016	4	1 x 2 Bed Bungalow 2 x 2 Bed Flat 1 x 2 Bed House	494,550
Hill Farm, Foxton	Completed January 2017	15	4 x 1 Bed House 6 x 2 Bed House 5 x 3 Bed House	2,246,660
Robinson Court, Gamlingay	Planning approved. On site 5/5/2017	6 plus 4 shared ownership and 4 market sale	4 x 1 Bed Flat 2 x 2 Bed Flat 2 x 1 Bed House (Shared Ownership) 2 x 2 Bed House (Shared Ownership) 2 x 2 Bed House (Market Sale) 2 x 3 Bed House (Market Sale)	2,309,540
Pembroke Way, Teversham	Planning stage	5	2 x 2 Bed Flat 3 x 3 Bed House	860,230
Pampisford Road, Great Abington	Planning approved, On site.	6 plus 2 shared ownership	2 x 1 Bed Flat 2 x 2 Bed House 1 x 2 Bed Bungalow 2 x 2 Bed Bungalow (Shared Ownership) 1 x 3 Bed House	1,383,080
Woodside, Longstanton	Planning approved. Offer accepted and legal work and contracts underway	3	3 x 2 Bed House	422,230
Balsham Buildings, High Street, Balsham	Planning approved. On site.	9 plus 4 shared ownership	7 x 1 Bed Flat 2 x 2 Bed Flat 4 x 2 Bed House (Shared Ownership)	1,848,900
Bannold Road, Waterbeach	Offer accepted. On site.	16 plus 7 shared ownership	6 x 1 Bed Flat 6 x 2 Bed Flat 4 x 2 Bed House 2 x 2 Bed House (Shared Ownership) 5 x 3 Bed House (Shared Ownership)	4,309,440

Scheme	Status	Estimated Affordable Units	Indicative Scheme Composition (Subject to Change)	Scheme Budget (Gross of subsidy / capital receipts)
Gibson Close, Waterbeach	Planning approved. Offer accepted by developer	6 plus 3 shared ownership	4 x 1 Bed Flat 2 x 2 Bed House 3 x 2 Bed House (Shared Ownership)	1,452,340
Total		84 rented 17 shared ownership 4 market sale		18,281,290

New Build and Re-Development Schemes in the Pipeline

There are a number of schemes where feasibility work is being carried out with a view to building out the sites for the HRA directly, or alternatively negotiations are in progress with developers, for the HRA to acquire the affordable housing on existing new build development schemes. These schemes do not yet have formal approval, and as such have not yet been built in to the Housing Capital Investment Plan on a scheme specific basis. When a scheme receives Portfolio Holder approval, resource is vired from the unallocated new build / acquisition budget to the scheme specifically to allow monitoring of progress.

Schemes currently in the pipeline include:

Scheme	Status	Estimated Affordable Housing Units	Indicative Scheme Composition (Subject to Change)
Highfields, Caldecote	Planning approved. Offer accepted by developer	3	1 x 1 Bed House 2 x 2 Bed House
Hardwick	Outline planning approval. Offer made to developer, alongside other offers being considered	27 plus 12 shared ownership	11 x 1 Bed Flat 9 x 2 Bed Flat 6 x 2 Bed House 1 x 4 Bed House 8 x 2 Bed House (Shared Ownership) 4 x 3 Bed House (Shared Ownership)

Great Abington	Planning stage. Offer made to developer 18/8/2017	13 plus 5 shared ownership	6 x 1 Bed Flat 2 x 2 Bed House 5 x 3 Bed House 2 x 2 Bed House (Shared Ownership) 3 x 3 Bed House (Shared Ownership)
Melbourn	Planning stage. Offer made to developer 18/8/2017	6 plus 3 shared ownership	2 x 1 Bed Flat 1 x 1 Bed House 3 x 2 Bed House 1 x 2 Bed House (Shared Ownership) 2 x 3 Bed House (Shared Ownership)
Thriplow	Pre-planning. Offer made to developer	10 plus 4 shared ownership	4 x 1 Bed Flat 2 x 2 Bed Flat 4 x 2 Bed House 2 x 2 Bed House (Shared Ownership) 2 x 3 Bed House (Shared Ownership)
Hauxton	Offer made to developer	2	2 x 2 Bed House
Toft	Offer made to developer	25 plus 11 shared ownership	12 x 1 Bed Flat 13 x 2 Bed House 5 x 2 Bed Flat (Shared Ownership) 5 x 3 Bed House (Shared Ownership) 1 x 4 Bed House (Shared Ownership)

The majority of schemes deliver new provision of affordable housing and as such will be eligible for 30% of the scheme to be funded using retained right to buy receipts. Shared ownership dwellings or schemes where some or all of the new homes will replace existing social housing which is no longer considered fit for purpose, are not eligible for use of this resource.

New Build – Other (including use of RTB Funding)

The new build schemes above that currently have approval are not sufficient to ensure that the authority can appropriately re-invest all of the right to buy receipts retained to date. If the offers made for the pipeline schemes were all successful, the authority would have invested sufficient resource to avoid releasing any retained right to buy receipts to central government. If some schemes do not proceed, there will be a need to identify and fund further new build schemes, acquire existing homes for use as social housing, or pass the resource over to a registered provider for re-investment.

The assumption has been retained, that the authority utilise resource previously set-aside for the potential redemption of housing debt, combined with existing resource released by virtue of capital receipts that have been received for the sale of HRA land and dwellings on the open market in recent years and HRA revenue resources, where available, to provide sufficient resource to allow the appropriate re-investment of existing and anticipated retained right to buy receipts in the medium term, without the need to pass any funding to a registered provider in future years.

Work is ongoing to identify and secure new build sites and explore future development opportunities, in a bid to ensure that the HRA has sufficient pipeline schemes to meet investment commitments. The HRA Medium Term Financial Strategy brings forward budget approval into the next 2 years, for investment in new build housing to allow all of the pipeline schemes currently identified to proceed if the offers are successful, but there is a need to recognise that this may not be the case, and that some resource may then need to be re-phased into later years for investment in alternative schemes.

The authority also continues to explore alternative development opportunities, considering differing funding models. Options for working with partner organisations and for developing sites with mixed tenure are all being explored fully in an attempt to maximise the delivery of new homes, despite the financial constraints imposed by some of the national housing policy changes.

As a backstop position, the authority is able to acquire homes on the open market or to pass receipts to a registered provider for them to invest in new build affordable housing within the required timescales and in a way which is compliant with the retention agreement with CLG.

Self-Build Plots

Work is progressing well in preparing and marketing parcels of HRA land that provide self-build opportunities, releasing capital receipts which are then available for re-investment by the HRA to release resource elsewhere in the capital programme, facilitating the delivery of new homes in the district.

14 sites (20 potential plots) are currently being progressed, with 2 single plot sites being marketed, having now received outline planning approval and 2 sites, providing 3 plots having being submitted for planning approval. Officers have identified HRA sites with the potential to provide in the region of 100 self-build plots in total, and 2 sites, providing 4 plots, have been submitted for planning approval

It is anticipated that each plot may realise a gross capital receipt of up to £250,000, which after financing the costs of site preparation, could leave a net receipt of up to £200,000 per plot available to the HRA for re-investment.

Assumptions are incorporated into the HRA Business Plan that capital receipts from plot sales will be available to HRA as a funding source, in line with the latest business case for the self-build project.

Section 106 Funding

Commutated Sums Money received in lieu of Affordable Housing

If the Council receives commuted sum payments, often time limited, where approval has been granted as part of the planning decision to receive payment in lieu of affordable housing, the default position is that the HRA utilises the resource to invest in affordable housing.

The Council currently holds £4.26m in commuted sums for affordable housing. The following table identifies when the money has to be spent (year-end prior to deadline date), against the resource committed to date

Year	Section 106 sum to be spent £	Cumulative Section 106 sum to be spent £	Resource committed General Fund £	Resource committed HRA £	Cumulative resource still to be committed £
2017/18	104,973	104,973	62,000	725,000	-
2018/19	509,258	614,231	50,000	0	-
2019/20	571,040	1,185,271	0	0	348,271
2020/21	235,518	1,420,789	0	0	583,789
2021/22	94,500	1,515,289	0	0	678,289
2022/23	293,180	1,808,469	0	0	971,469
2023/24	68,824	1,877,293	0	0	1,040,293
2024/25	381,213	2,258,506	0	0	1,421,506
2025/26	2,002,615	4,261,121	0	0	3,424,121
			112,000	725,000	

Commitments to date include:

Scheme	Fund	2017/18 £	2018/19 £	Ongoing £
Emmaus – 10 en-suite bed-spaces	General Fund	0	50,000	0
Little Gransden Almshouses – refurbishment of 4 dwellings	General Fund	42,000	0	0
Robinson Court, Gamlingay – redevelopment	HRA	75,000	0	0
Organisational cost for delivery of Affordable Housing using Section 106	General Fund	20,000	0	0
High Street Balsham – contribution towards delivery of 4 shared ownership homes	HRA	200,000	0	0
Bannold Road, Waterbeach – contribution towards 7 shared ownership homes	HRA	350,000	0	0
Gibson Close, Waterbeach – contribution towards 3 shared ownership homes	HRA	100,000	0	0
		787,000	50,000	0

With £3,424,121 of resource still to be re-invested, and a commitment to invest the sum in new HRA homes wherever possible, expenditure of £500,000 per annum, and associated Section 106 match funding has been retained in the Housing Capital Plan for the next 5 years.

As the resource can't be combined with retained right to buy receipts for the delivery of a specific social rented housing dwelling, it is likely that the funds will be utilised predominantly to deliver other forms of affordable and intermediate housing, such as shared ownership or shared equity.

Asset Acquisitions & Disposals

Consideration is given to the strategic acquisition or disposal of assets, in line with the current HRA Acquisition and Disposal Policy, which will be reviewed once any regulations surrounding the higher value voids levy are available, to take account of the new approach that would be required in respect of asset management of the housing stock.

The Right to Buy Retention Agreement allows the acquisition of existing dwellings, as an alternative to building new homes. Although not the first priority for the use of this resource, market acquisition does increase the supply of affordable homes available in the district, and is a valid option when new build is not possible within a quarterly deadline for the use of retained receipts. If a decision is taken at the end of a quarter that there is a risk that new build schemes will deliver in the required timeframes, resources can be vired from the unallocated new build / acquisition budget into the budget for direct market acquisition.

In 2016/17, resource of £3,208,000 previously ear-marked for investment in new build homes was diverted into acquisition of market dwellings, to allow the authority to buy in the region of 13 properties for rental at affordable rent levels. All but one of the planned acquisitions was complete by March 2017, with the last completing early in 2017/18. Two further acquisitions have taken place in 2017/18 to date.

Property Address / Location	Property Type	Status
5 Spar Close, Cambourne	2 Bed House	Complete
4 Wattle Close, Cambourne	2 Bed House	Complete
51 Whitegate Close, Swavesey	2 Bed House	Complete
64 Blenheim Close, Cambourne	2 Bed House	Complete
21 Chervil Way, Cambourne	2 Bed House	Complete
34 Spitfire Road, Cambourne	2 Bed House	Complete
45 Sterling Way, Cambourne	2 Bed House	Complete
100 Sterling Way, Cambourne	2 Bed House	Complete
26 Moat Way, Swavesey	2 Bed House	Complete
80 Brenda Gautrey Way, Cottenham	2 Bed House	Complete
20 Kingfisher Way, Cottenham	2 Bed House	Complete
7 Swannell Way, Gamlingay	2 Bed House	Complete
52 Whitegate Close, Swavesey	2 Bed House	Complete
45 Hudson Road, Cambourne	2 Bed House	Complete
61 Jeavon's Lane, Cambourne	3 Bed House	Complete

Receipts from individual asset disposals are recognised in the HRA's reserves only at the point of receipt and after all relevant costs have been provided for, but this may need to change once regulations are available in respect of the sale of higher value voids levy, as it will be necessary to forecast the number of sales which will take place in each period, in order to plan effectively to meet any levy set.

Receipts from the sale of self-build plots are however, already incorporated into financial planning, in anticipation of the need to utilise them in place of other HRA resource, freeing up the latter to top up existing retained right to buy receipts. Any delay in the receipt of these capital sums will significantly impact the authority's ability to spend right to buy receipts appropriately.

As part of the quarterly decision as to whether the authority should retain right to buy receipts, pass them to a registered provider, or as a last resort pay them over to central government, officers need to consider the progress in respect of the sale of self-build plots and any other capital receipts which may have been received by that point in any year, as these release funds elsewhere in the capital programme that can be re-directed into investment in new homes built using right to buy receipts as part of their funding. There is a risk judgement that needs to be made as part of this quarterly decision making process.

Budgetary Changes

Appendix H provides detail of the revised 5-Year Housing Capital investment Plan, and incorporates the following items:

- Expenditure as approved in the HRA Budget Setting Report in February 2017.
- Re-phasing (rollover) of expenditure anticipated to take place in 2016/17 into 2017/18 and beyond, as approved in July 2017.
- Re-phasing of anticipated expenditure in respect of new build schemes, taking account of the latest budgetary requirements for schemes that are progressing, the need to defer some anticipated investment, and to remove investment where schemes may not be expected to progress.
- Virement of resource from the general allocation for new build housing to schemes which have received portfolio holder approval at Woodside, Longstanton, High Street, Balsham, Gibson Close, Waterbeach and Bannold Road, Waterbeach.

- Inclusion of specific budgets for acquisition of dwellings in 2017/18 to ensure that right to buy receipts can be appropriately re-invested despite re-phasing in the new build programme.
- Capital financing has been updated in respect of revised assumptions in right to buy and other capital receipts, grants, Section 106 funding, revenue funding of capital expenditure and borrowing requirements.

The current HRA Business Plan and resulting Housing Capital Investment Plan are constructed on the basis that a partial investment standard is retained in the housing stock, but recognising that future consideration needs to be given to the impact of reducing investment levels over the longer-term to the basic decent homes standard, to provide flexibility to respond to the increased financial pressure that the HRA faces.

Section 7

Summary and Conclusions

HRA Budget Strategy

The Budget Process

The HRA budget for 2018/19 will incorporate the proposals made as part of the HRA Savings Programme. The detail in terms of individual savings proposals, and the impact of reducing budgets by these values, will be presented as part of the 2018/19 budget process. The process will remain broadly similar to that for previous years in terms of timing and detailed administration.

The work being undertaken as part of year 2 of the Savings Programme to exemplify savings will not only allow response to the changes (confirmed and proposed) in national housing policy which negatively impact the HRA business model, but will also allow strategic re-direction of resource into other areas of investment, such as new build housing, should the external financial pressures not be as currently anticipated.

For 2017/18 the HRA Medium Term Financial Strategy incorporates both changes in anticipated interest earned and paid in year from a revenue perspective.

Also incorporated are changes in the capital programme in respect of the budget now required for specific new build schemes, adjusted as they reach the next milestone in the development process and for non-scheme specific new build investment, based upon the level of investment required to avoid paying any retained right to buy to Central Government, instead ensuring they are re-invested in the locality.

Approach to HRA Savings

There is still a need to consider the delivery of a sustainable HRA over the full 30 years, particularly if the higher value voids levy is implemented at a later stage as we are currently assuming. A savings target

of £250,000 per annum from April 2017, for 4 years, was incorporated into the financial forecasts, and approved by Council in February 2016. An adjustment in respect of repairs expenditure in line with estimated stock changes is also assumed.

The assumption that savings will be made, or additional income will be generated to meet the target of £1,000,000 over the four years between 2017/18 and 2020/21 is still required to ensure sustainability, and the continuation of a new build programme for ten years to meet obligations under the retention agreement, based upon current assumptions.

The savings target of £1,000,000 was spread across the four years at a value of £250,000 per annum, to allow time to consider where to make efficiencies or to reduce or cease the delivery of services. As the year 1 target was over-achieved, the balance of savings sought for the remaining 3 years is £600,480, with £100,480 required in 2018/19 and £250,000 required in the last 2 years of the savings programme.

As part of the 2018/19 budget setting process, any areas of new revenue investment will need to be offset by the identification of additional savings or increased income generation elsewhere across the HRA.

Pending receipt of the regulations surrounding the higher value voids levy, any resource previously set-aside for potential debt redemption is still assumed to be utilised to sustain the HRA or to be re-invested in new homes, recognising that this will mean that all loans will need to be re-financed as they reach maturity.

One of the key challenges for 2017/18 and beyond, remains the need to ensure that the authority can re-invest retained right to buy receipts appropriately, with the potential for the receipts to need to be paid over to CLG, with interest, currently at 4.25%, calculated from the quarter in which they were originally received if not spent within 3 years. It is not only identification of resource to top up the right to buy receipts that proves challenging, but also our ability to identify sites, secure planning permission, and deliver new homes within the time constraints imposed.

The position will be reviewed again as part of the January 2018 HRA Budget Setting Report, with a view to maintaining service delivery in key statutory areas and protecting services for the most vulnerable, whilst attempting to maintain a programme of new build housing where possible.

Base Assumptions

In order to update the Housing Revenue Account Business Plan, the assumptions included in the base plan have been revisited, and confirmed or amended as appropriate in the light of any more up-to-date intelligence and information.

In all cases, the revised assumptions included are derived from the best information available at the current time, utilising both historic trend data and the expert advice and opinion of specialists where appropriate.

The base financial assumptions included in the financial model are included at **Appendix B**, with continuing uncertainties for the HRA summarised at **Appendix K**.

Appendix G summarises the revenue budget position for the HRA for the period between 2017/18 and 2021/22, based upon inclusion of the amended financial assumptions that form part of the update to the Self-Financing Business Plan.

Appendix J demonstrates the potential impact of the business plan of changes in some of the base assumptions that have been incorporated as part of this review, including the negative impact if rent increases are not returned to the level of CPI plus 1% from 2020/21 as currently being assumed.

HRA MTFS Conclusions

Updating the base assumptions for the HRA has not had a significantly different impact on the future financial projections for the housing business when compared with those made in January / February 2017.

Current financial modelling retains the assumption of the requirement to reduce rents by 1% per annum for four years from April 2016 and the compulsion to sell higher value housing stock on the open market when it becomes void, although this has been deferred in our assumptions until mid 2018/19, assuming no payment to government before April 2019.

However, in order to be in a position to appropriately re-invest existing and anticipated retained right to buy receipts, whilst still delivering a sustainable HRA over a 30 year period, it has been necessary to

retain the assumption that the balance of the £1,000,000 (£250,000 per annum) savings target set for the 4 year period between 2017/18 and 2020/21 be fully delivered. This assumes a reduction in costs or an increase in income is delivered from April of each year.

This results in a savings target for 2018/19 of £100,480, which represents the balance of the £500,000 due to be delivered in the first 2 years of efficiency measures, followed by savings requirements of £250,000 per annum for 2019/20 and 2020/21.

Depending upon the outcome of some of changes in national housing policy, there may be options to review the level of savings required in future years, in the context of whether or not the authority wishes to continue to deliver a programme of new build homes longer term.

If we build in the unavoidable revenue pressures, savings and bids identified as part of the pre-budget process, as detailed in **Appendix D (2)**, the HRA can achieve the net reduction in expenditure required from 2018/19, whilst also making some progress towards the reduction required from 2019/20.

The potential reductions in capital investment, identified in structural works and energy conservation activities, release capital resource which would allow the extension of the existing new build programme, at the level required to top up the estimated right to buy receipts, for a further 8 years. This would deliver a sustainable business plan over the 30 year period, with the homes lost through right to buy being replaced for at least the next 17 years.

Appendix A

Key Risk Analysis

Risk Area & Issue arising	Controls / Mitigation Action
Effects of Legislation / Regulation	
Implications of new legislation / regulation or changes to existing are not identified	<ul style="list-style-type: none"> • Effective, formal, regular review processes are in place for the HRA to ensure that implications are identified, quantified and highlighted
Funding is not identified to meet the costs associated with changes in statutory requirements	<ul style="list-style-type: none"> • Additional / specific funding requirements for new services can be identified through the budget process, to allow effective prioritisation of resources. Minimum reserves are held to allow immediate investment if required.
HRA Debt Settlement could be re-opened by Government (or not re-opened when changes dictate that it should)	<ul style="list-style-type: none"> • The Council has processes in place ensuring early engagement in any consultation and collective representation through national housing bodies
Changes in national rent policy impact the ability to support the housing debt or deliver against planned investment programmes	<ul style="list-style-type: none"> • Impact of any proposed changes to national rent policy is incorporated into financial planning as early as possible. • Consideration could be given to deviating from national rent policy at a local level if statute were to allow
Implementation of Fixed Term Tenancies carries administrative cost and dictates the need for system change at a time when the Housing Management Information System is being re-procured	<ul style="list-style-type: none"> • Limited resource is incorporated into financial plans for the ongoing costs associated with housing transformation, with the opportunity to review this annually. Project Board for system replacement are aware of the potential need for changes to IT systems
Housing Portfolio & Spending Plans	
The Council approves plans which are not sustainable into the future, leading to increasing problems in balancing budgets	<ul style="list-style-type: none"> • Council has adopted medium and long-term modelling (up to 30 years) for HRA, ensuring decisions are made in context of long-term impact • The Business Plan includes long-term trend analysis on key cost drivers Target levels of reserves are set for the HRA to enable uneven pressures to be effectively dealt with, and to provide cover against unforeseen events / pressures

Risk Area & Issue arising	Controls / Mitigation Action
Financial planning lacks appropriate levels of prudence	
<p>Business Planning assumptions are wildly inaccurate</p> <p>Financial policies, in general, are not sufficiently robust</p> <p>Funding to support the approved Capital Plan is not available</p>	<p>Council has adopted key prudence principles, reflected in:</p> <ul style="list-style-type: none"> • Use of external expert opinion and detailed trend data to inform assumptions • Ongoing revenue funding for capital is reviewed for affordability as part of the 30-year modelling process • Adoption of strict medium / long-term planning • Policy on applying general capital receipts for strategic disposals only at point of receipt
Use of resources is not effectively managed	
<p>There is ineffective use of the resources available to the HRA</p> <p>Failure to deliver Major Housing / Development Projects, i.e. return on capital, project on time etc.</p>	<ul style="list-style-type: none"> • Council employs robust business planning processes for the HRA • Council has adopted a standard project management framework • A business cases is required for all strategic acquisitions, disposals and one-off areas of significant investment • Performance and contractor management procedures are robust and contracts are enforceable • The Council's accounts are audited on an annual basis, with assurance given that the authority is delivering economy, efficiency and effectiveness in its use of resources

Risk Area & Issue arising	Controls / Mitigation Action
External income / funding streams	
<p>Undue reliance may be placed on external income streams, leading to approval of unsustainable expenditure</p>	<ul style="list-style-type: none"> • Modelling over the medium and long-term is conducted for key income sources, including sensitivity analysis of potential changes • Council seeks to influence national settlements and legislative changes through response to formal consultation and the provision of information to negotiation bodies such as LGA and CIH
<p>Rent and service charge arrears increase and bad debt rises, as a direct result of the Welfare Benefit Reforms</p>	<ul style="list-style-type: none"> • Increased resources identified for income management. Performance closely monitored to allow further positive action if required.
<p>Rent income is under-achieved due to a major incident in the housing stock</p>	<ul style="list-style-type: none"> • Asset Management Plan in place to identify and address key issues in the housing stock to minimise likelihood of widespread incidents
<p>Changes to the right to buy rules and pooling regulations result in a continued high level of sales, with the associated commitment to deliver replacement units or pay over receipts with interest</p>	<ul style="list-style-type: none"> • Sensitivities modelled so potential impacts are understood • Retained resources are monitored to ensure delivery of required units or return of resource at earliest opportunity
<p>Volatility and competition in the property market impacts the ability to fund capital pressures from the sale of assets</p>	<ul style="list-style-type: none"> • Policy on applying general capital receipts for strategic disposals only at point of receipt
<p>Volatility and uncertainty in the property market impacts the ability to dispose of assets at appropriate values and within timescales required to meet any higher value voids levy</p>	<ul style="list-style-type: none"> • Reconsider appropriate level of HRA reserves to hold as a minimum once any levy value is known • Retain capital receipts realised in advance of the levy in anticipation of the need for them

Appendix B

Business Planning Assumptions (Highlighting Changes)

Key Area	Assumption	Comment	Status
General Inflation (CPI)	2.6% for 2018/19, 2.2%, 2.3%, then 2% ongoing	General inflation on expenditure included at 2.6% for 2018/19, then 2.2%, 2.3% and 2% ongoing, per Bank of England projections.	Amended
Capital Inflation	3.6% for 2018/19, 3.2%, 3.3%, then 3% ongoing	Based upon inflation as measured by the Retail Price Index (RPI), assuming this to be 1% above CPI over the longer-term. This concurs with the majority of current contracts held by the HRA.	Amended
Debt Repayment	Set-aside to repay debt if resource allows	Assumes set-aside to repay debt as loans reach maturity dates if resource allows, with any surplus re-invested in income generating assets. No resource currently available.	Retained
Capital Investment	Partial Investment Standard	Base model assumes a partial investment standard in the housing stock, compared with a basic decent homes standard. This will be reviewed again during 2017/18.	Retained
Pay Inflation	1.3% Pay Progression plus: 2018/19 – 1.0% 2019/20 – 1.0% 2% ongoing	Assume allowance for increments at 1.3%. Pay inflation at 2% ongoing, with a return to long-term government aim from 2020/21, reflecting economic recovery.	Retained
Employee Vacancy Allowance	£50,000	Employee budgets assume a vacancy allowance of £50,000 per annum.	Retained
Rent Increase Inflation	-1% from 2016/17 for 4 years, CPI plus 1% for 4 years, then CPI plus 0.5% from 2024/25	Rent decreases of 1% per annum per government guidelines from 2016/17 to 2019/20, then CPI plus 1% until the end of the 10 year period, then reverting to inflation plus 0.5%. Assume CPI in preceding September is as above. Affordable rents and charges reviewed in line with Local Housing Allowance levels.	Retained
Rent Convergence	Voids Only	Ability to move to target rent achieved only through movement of void properties directly to target rent.	Retained
External Lending Interest Rate	2.08% for 2017/18, then 2%	Interest rates based on latest market achievement, including interest from Ermine Street Housing	Amended
Internal Lending Interest Rate	2.08% for 2017/18, then 2%	Assume the same rate as anticipated can be earned on cash balances held, so as not to detriment the General Fund over the longer term.	Amended
External Borrowing	2.8% from 2018/19	Assumes additional borrowing using Capita predictions of PWLB rates, currently 2.8%, including	Amended

Key Area	Assumption	Comment	Status
Interest Rate		assumed certainty rate.	
Internal Borrowing Interest Rate	2.8% from 2018/19	Assume the same rate as external borrowing to ensure flexibility in choice of borrowing route.	Amended
HRA Minimum Balances	£2,000,000	Maintain HRA minimum balance at £2,000,000, pending a review once the impact of the higher value voids levy and other housing policy changes are clear.	Retained
Right to Buy Sales	25 for 2017/18, 20 for 3 years, then 15 sales ongoing	Retain assumption of 25 for 2017/18, 20 for 3 years from 2018/19, until 15 are assumed ongoing from 2021/22.	Retained
Right to Buy Receipts	Settlement receipts excluded. Retained receipts included.	Debt settlement receipts excluded as assumed to fund General Fund housing capital expenditure. Anticipated one-for one receipts included. Debt repayment proportion reported as at 1/4/2017 and assumed available for intended use.	Retained
Void Rates	1.1%	Assumes 1.1% per annum from 2017/18 onwards.	Retained
Bad Debts	0.3% for 2017/18, 0.4% for 2018/19, then 0.5% from 2019/20	Bad debt provision of up to 0.5% over next 3 years to reflect the requirement to collect 100% of rent directly for new benefit claimants, following phased implementation of Universal Credit by 2020.	Amended
Savings Target	£250,000 per annum for 4 years	Inclusion of a savings target at £250,000 per year ongoing, for 4 years from 2017/18 to 2020/21, reducing base budgets by £1,000,000 over this period.	Retained
Responsive Repairs Expenditure	Adjusted pro rata to stock changes	An assumption is made that direct responsive repair expenditure is adjusted annually in line with any change in stock numbers.	Retained
Policy Space	£0	No policy space incorporated at present, but if included would recognise a desire to be able to facilitate strategic investment and respond to pressures. To be reviewed again as part of 2018/19 budget process.	Retained
Service Reviews and Restructures	On case by case basis	Service review outcomes assumed to deliver to the HRA as indicated in the review business case, and incorporated once impact is known.	Retained

Appendix C

Retained 1-4-1 Right to Buy Receipts

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Quarter date for Receipt	Retained 1-4-1 Receipt Value (Per Quarter)	Retained 1-4-1 Receipt Value (Cumulative)	Amount of New Build Expenditure Required (Cumulative)	Deadline for Receipt to be spent on New Dwelling	Qualifying Spend by Deadline (Cumulative)	Retained 1-4-1 Receipt Spent (Cumulative)	Balance of Retained 1-4-1 Receipts to be Spent or Paid to CLG (Cumulative)	Further New Build Spend Required by Deadline (Cumulative)
30/06/2012	273,807.59	273,807.59	912,691.97	30/06/2015	4,803,740.45	1,441,122.14	0.00	0.00
30/09/2012	110,185.59	383,993.18	1,279,977.27	30/09/2015	5,486,448.80	1,645,934.64	0.00	0.00
31/12/2012	786,867.59	1,170,860.77	3,902,869.23	31/12/2015	6,535,409.29	1,960,622.79	0.00	0.00
31/03/2013	257,177.59	1,428,038.36	4,760,127.87	31/03/2016	7,792,759.75	2,337,827.93	0.00	0.00
30/06/2013	180,159.83	1,608,198.19	5,360,660.63	30/06/2016	8,427,139.03	2,528,141.71	0.00	0.00
30/09/2013	408,259.67	2,016,457.86	6,721,526.20	30/09/2016	8,837,392.15	2,651,217.65	0.00	0.00
31/12/2013	405,074.37	2,421,532.23	8,071,774.10	31/12/2016	10,121,126.99	3,036,338.10	0.00	0.00
31/03/2014	1,012,895.75	3,434,427.98	11,448,093.27	31/03/2017	13,017,810.92	3,905,343.28	0.00	0.00
30/06/2014	190,149.46	3,624,577.44	12,081,924.80	30/06/2017	13,297,663.86	3,989,299.16	0.00	0.00
30/09/2014	542,412.66	4,166,990.10	13,889,967.00	30/09/2017	16,388,697.43	4,916,609.23	0.00	0.00
31/12/2014	490,971.13	4,657,961.23	15,526,537.43	31/12/2017			0.00	0.00
31/03/2015	417,089.12	5,075,050.35	16,916,834.50	31/03/2018			158,441.12	528,137.07
30/06/2015	417,483.31	5,492,533.66	18,308,445.53	30/06/2018			575,924.43	1,919,748.10
30/09/2015	527,469.65	6,020,003.31	20,066,677.70	30/09/2018			1,103,394.08	3,677,980.27
31/12/2015	446,035.59	6,466,038.90	21,553,463.00	31/12/2018			1,549,429.67	5,164,765.57
31/03/2016	330,902.72	6,796,941.62	22,656,472.07	31/03/2019			1,880,332.39	6,267,774.64
30/06/2016	310,654.33	7,107,595.95	23,691,986.49	30/06/2019			2,190,986.72	7,303,289.06
30/09/2016	687,638.84	7,795,234.79	25,984,115.96	30/09/2019			2,878,625.57	9,595,418.56
31/12/2016	1,410,994.28	9,206,229.08	30,687,430.25	31/12/2019			4,289,619.85	14,298,732.82
31/03/2017	592,869.81	9,799,098.89	32,663,662.95	31/03/2020			4,882,489.66	16,274,965.52
30/06/2017	1,045,231.50	10,844,330.39	36,147,767.95	30/06/2020			5,927,720.71	19,759,069.02
30/09/2017	412,813.15	11,257,143.09	37,523,810.29	30/09/2020			6,340,533.86	21,135,112.86

Appendix D (1)

2017/18 HRA Mid-Year Revenue Budget Adjustments

Area of Income / Expenditure	Description	Budget Amendment in 2017/18 Budget (£)	Budget Amendment in 2018/19 Budget (£)	Comment
Budgeted (use of) / contribution to HRA Reserves pre MTFS		980,360		
HRA Summary Account				
Interest paid on Borrowing	An element of notional internal lending reduces the net interest paid by the HRA on borrowing following a change in interest rate assumption.	(14,430)	Incorporated into base assumptions	Short-term and built into assumptions in future years
Interest earned on HRA Balances	Increased interest due to a combination of the level of cash balances held and the assumed interest rates taking account of additional lending to Ermine Street Housing.	(352,310)	Incorporated into base assumptions	One-Off and built into assumptions in future years
Total HRA Summary Account		(366,740)		
Total Mid-Year Revenue Changes		(366,740)		
Revised (use of) / contribution to HRA Reserves post MTFS		613,620		

Appendix D (2)

Summary of Early 2018/19 Budget Proposals

HRA Revenue Bids and Savings - 2018/19 Budget

Category	Bid / Saving	Linked Proposal	Bid / (Saving)				
			2017/18	2018/19	2019/20	2020/21	2021/22
Saving	Reduction in non-responsive revenue maintenance		0	(317,800)	(317,800)	(317,800)	(317,800)
Saving	Permanent reduction in hours of the Resident Involvement Team Leader from 5 days to 4 days per week		(5,000)	(10,000)	(10,000)	(10,000)	(10,000)
Increased Income	To recognise the fee income associated with funding the Development Project Officer role for HRA New Build	A	0	(50,200)	(50,200)	(50,200)	(50,200)
Increased Income	Recognising the funding for re-defining role of Head of Development (New Build)	B	0	(32,900)	(32,900)	(32,900)	(32,900)
Unavoidable Revenue Pressure	Creation of a Compliance Manager post		18,300	43,800	43,800	43,800	43,800
Bid	Tenancy Profiling Project		0	15,400	0	0	0

Bid	Extension of fixed term contract for the Resident Involvement Project Support Officer up to May 2020		0	25,300	25,300	4,600	0
Bid	To fund on a permanent basis the Development Project Officer role for HRA New Build	A	0	50,200	50,200	50,200	50,200
Bid	Re-defining role of Head of Development (New Build) to reflect changes in delivery methods	B	0	32,900	32,900	32,900	32,900
Bid	Increase support and maintenance anticipated for new Housing IT System		0	25,000	25,000	25,000	25,000
Total Net Bids / (Savings)			13,300	(218,300)	(233,700)	(254,400)	(259,000)

HRA Capital Bids and Savings

Category	Bid / Saving		Bid / (Saving)				
			2017/18	2018/19	2019/20	2020/21	2021/22
Capital Saving	Reduction in structural works		0	(140,000)	(140,000)	(140,000)	(140,000)
Capital Saving	Reduction in energy conservation budget		0	0	(820,000)	(820,000)	(820,000)
Capital Bid	Replacement of Housing IT System		0	200,000	0	0	0
Total Net Capital Position Bids / (Savings)			0	60,000	(960,000)	(960,000)	(960,000)

Appendix E

2017/18 Mid-Year HRA Capital Budget Amendments

Area of Expenditure and Change	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Total Housing Capital Plan Expenditure pre HRA MTFS	19,285	14,823	15,764	15,718
Improvements – Existing Stock and Other				
Changes in investment assumptions for varying stock numbers	0	15	97	126
Re-Provision of Existing Homes				
No change	0	0	0	0
HRA New Build				
Re-phase budget for the delivery of new at Pembroke Way, Teversham	(766)	575	191	0
Inclusion of resource for the scheme at High Street, Balsham, of which £10k was utilised in 2016/17	725	1,124	0	0
Inclusion / virement of resource for the scheme at Woodside, Longstanton, of which £2k was utilised in 2016/17	212	210	0	0
Inclusion / virement of resource for the scheme at Bannold Road, Waterbeach	4,309	0	0	0
Inclusion / virement of resource for the scheme at Gibson Close, Waterbeach	502	951	0	0
Increase in budget for acquisitions recognising the need to spend RTB receipts within deadlines	500	0	0	0
Reduction in unallocated new build budget as specific schemes are identified and receive approval for virement	(4,260)	0	0	0
Reduction in unallocated Section 106 new build budget as specific schemes are identified and receive approval for virement	(725)	0	0	0
Inclusion of additional resource for new build or acquisition required to ensure that all pipeline schemes could proceed if offers are accepted and retained right to buy receipts can be appropriately re-invested	0	4,411	4,671	1,871
Total Housing Capital Plan Expenditure post MTFS	19,782	22,109	20,723	17,715

Appendix F

New Build Investment Cashflow

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New Build / Re-Development Scheme	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
	£'0	£'0	£'0	£'0	£'0	£'0
Robinson Court Re-Development	2,252,940	0	0	0	0	0
Pembroke Way, Teversham	55,590	575,000	191,000	0	0	0
Pampisford Road, Great Abington	1,377,680	0	0	0	0	0
Woodside, Longstanton	209,830	210,000	0	0	0	0
High Street, Balsham	715,000	1,124,000	0	0	0	0
Bannold Road, Waterbeach	4,309,440	0	0	0	0	0
Gibson Close, Waterbeach	501,510	950,830	0	0	0	0
Acquisitions	718,700	0	0	0	0	0
Unallocated New Build / Acquisition	0	10,257,140	11,214,290	9,228,570	5,700,000	5,700,000
New Build / Acquisition - Section 106 funded	116,000	500,000	500,000	500,000	500,000	0
Total Expenditure	10,256,690	13,616,970	11,905,290	9,728,570	6,200,000	5,700,000
Use of Retained Right to Buy Funding						
Pembroke Way, Teversham	(10,010)	(103,500)	(34,380)	0	0	0
Pampisford Road, Great Abington	(309,980)	0	0	0	0	0
Woodside, Longstanton	(62,950)	(63,000)	0	0	0	0
High Street, Balsham	(130,000)	(204,300)	0	0	0	0
Bannold Road, Waterbeach	(826,850)	0	0	0	0	0
Gibson Close, Waterbeach	(93,130)	(176,570)	0	0	0	0

New Build / Re-Development Scheme	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
	£'0	£'0	£'0	£'0	£'0	£'0
Acquisitions	(215,610)	0	0	0	0	0
Unallocated New Build / Acquisition	0	(3,077,140)	(3,364,290)	(2,768,570)	(1,710,000)	(1,710,000)
Total Use of Retained Right to Buy Funding	(1,648,530)	(3,624,510)	(3,398,670)	(2,768,570)	(1,710,000)	(1,710,000)
Section 106 Funding						
Pampisford Road, Great Abington	(200,000)	0	0	0	0	0
High Street, Balsham	(75,000)	0	0	0	0	0
Bannold Road, Waterbeach	(350,000)	0	0	0	0	0
Gibson Close, Waterbeach	(100,000)	0	0	0	0	0
New Build / Acquisition - Section 106 funded	(116,000)	(500,000)	(500,000)	(500,000)	(500,000)	0
Total Section 106 Funding	(841,000)	(500,000)	(500,000)	(500,000)	(500,000)	0
Total to be funded from HRA Resources (DRF & MRR) and Sales Receipts	(7,767,160)	(9,492,460)	(8,006,620)	(6,460,000)	(3,990,000)	(3,990,000)
Total HRA Borrowing	0	0	0	0	0	0

Appendix G

HRA Summary Forecast 2017/18 to 2021/22

Description	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Income					
Rental Income (Dwellings)	(28,030,500)	(27,613,930)	(27,171,710)	(28,005,730)	(28,736,320)
Rental Income (Other)	(419,430)	(430,080)	(439,320)	(449,190)	(457,970)
Service Charges	(813,300)	(833,160)	(850,410)	(868,830)	(885,220)
Other Income	(464,740)	(465,460)	(167,060)	(170,900)	(174,320)
Total Income	(29,727,970)	(29,342,630)	(28,628,500)	(29,494,650)	(30,253,830)
Expenditure					
Supervision & Management - General	3,166,980	3,259,190	3,355,310	3,484,630	3,612,270
Supervision & Management - Special	1,923,420	1,967,470	1,972,630	1,740,240	1,782,820
Repairs & Maintenance	5,601,240	5,782,570	5,953,600	6,112,660	6,051,740
Depreciation – to Major Repairs Res.	9,757,010	9,982,220	10,114,940	10,201,480	10,248,500
Debt Management Expenditure	1,780	1,780	1,820	1,860	1,900
Other Expenditure	294,080	224,830	5,700	(234,060)	(224,940)
Total Expenditure	20,744,510	21,218,060	21,404,000	21,306,810	21,472,290
Net Cost of HRA Services	(8,983,460)	(8,124,570)	(7,224,500)	(8,187,840)	(8,781,540)
HRA Share of operating income and expenditure included in Whole Authority I&E Account					
Interest Receivable	(587,980)	(595,200)	(559,260)	(487,570)	(458,980)
(Surplus) / Deficit on the HRA for the Year	(9,571,440)	(8,719,770)	(7,783,760)	(8,675,410)	(9,240,520)
Items not in the HRA Income and Expenditure Account but included in the movement on HRA balance					
Loan Interest	7,178,370	7,178,930	7,178,930	7,178,930	7,178,930
Housing Set Aside	0	0	0	0	0
Appropriation from Ear-Marked Reserve	0	0	0	0	0
Depreciation Adjustment	0	0	0	0	0
Direct Revenue Financing of Capital	3,006,690	2,192,660	3,084,500	3,860,680	1,039,440
(Surplus) / Deficit for Year	613,620	651,820	2,479,670	2,364,200	(1,022,150)
Balance b/f	(8,991,940)	(8,378,320)	(7,726,500)	(5,246,830)	(2,882,630)
Total Balance c/f	(8,378,320)	(7,726,500)	(5,246,830)	(2,882,630)	(3,904,780)

Appendix H

Housing Capital Investment Plan (5 Year Detailed Investment Plan)

Description	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Improvements Existing Stock					
Water / Drainage Upgrades	78	80	81	83	84
Drainage Upgrades	320	330	341	351	0
Disabled Adaptations	832	849	866	883	901
Change of Tenancy - Capital	500	500	500	500	500
Rewiring	950	318	325	331	338
Heating Installation	2,000	2,040	2,081	2,122	2,165
Energy Conservation	1,000	1,020	1,040	1,061	1,082
Estate Roads, Paths & Lighting	84	85	87	89	90
Garage Refurbishment	51	52	53	54	55
Parking/Garages	15	16	16	16	17
Window Replacement	265	271	276	282	287
Re-Roofing	437	446	455	464	473
Full Refurbishments	200	200	200	200	200
Structural Works	150	150	150	150	150
Non-Traditional Refurbishment	0	0	0	0	0
Asbestos Removal	34	34	35	35	36
Kitchen Refurbishment	728	743	758	773	788
Bathroom Refurbishment	312	318	325	331	338
Wilford Furlong, Willingham Refurbishment	644	0	0	0	0
Assumed adjustment in spend for varying stock numbers	0	(34)	(74)	(162)	(235)
Total Improvements - Existing Stock	8,600	7,418	7,515	7,563	7,269
Other Improvements					
Sheltered Housing and Other Stock	55	55	55	55	55
Flats	20	30	30	30	30
Central / Departmental Investment	19	19	19	19	19

Description	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Total Other Improvements	94	104	104	104	104
Re-Provision of Existing Homes					
Robinson Court, Gamlingay	2,253	0	0	0	0
Other Re-provision	0	0	0	0	0
Total Re-Provision of Existing Homes	2,253	0	0	0	0
HRA New Build / Acquisition					
Pembroke Way, Teversham	56	575	191	0	0
Pampisford Road, Great Abington	1,378	0	0	0	0
High Street, Balsham	715	1,124	0	0	0
Woodside, Longstanton	210	210	0	0	0
Bannold Road, Waterbeach	4,309	0	0	0	0
Gibson Close, Waterbeach	502	951	0	0	0
Acquisitions	719	0	0	0	0
Unallocated New Build / Acquisition Budget	0	10,257	11,214	9,229	5,700
Unallocated New Build / Acquisition - Section 106 funded	116	500	500	500	500
Grants to Registered Providers for New Homes	0	0	0	0	0
Total HRA New Build / Acquisition	8,005	13,617	11,905	9,729	6,200
Other HRA Capital Spend					
Shared Ownership Repurchase	300	300	300	300	300
Self-Build Vanguard - Up front HRA Land Assembly Costs	300	600	780	0	0
HRA Share of Corporate ICT Development	230	70	119	19	19
Total Other HRA Capital Spend	830	970	1,199	319	319
Total HRA Capital Spend	19,782	22,109	20,723	17,715	13,892
Inflation Allowance for New Build and Other HRA Spend	0	0	0	0	0
Total Inflated Housing Capital Spend	19,782	22,109	20,723	17,715	13,892
Housing Capital Resources					
Right to Buy Receipts	0	0	0	0	0

Description	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Other Capital Receipts (Land and Dwellings)	0	0	0	0	0
Other Capital Receipts (Self-Build Plot Sales)	(1,250)	(2,500)	(3,250)	0	0
Major Repairs Reserve	(8,846)	(10,893)	(10,115)	(10,199)	(10,246)
Direct Revenue Financing of Capital	(3,007)	(2,193)	(3,085)	(3,861)	(1,039)
Other Capital Resources (Grants / Shared Ownership / S106 funding)	(3,451)	(2,256)	(874)	(886)	(897)
Retained Right to Buy Receipts	(1,649)	(3,625)	(3,399)	(2,769)	(1,710)
Retained Right to Buy Receipts (Used by Registered Provider)	0	0	0	0	0
HRA CFR / Prudential Borrowing	0	0	0	0	0
Total Housing Capital Resources	(18,203)	(21,467)	(20,723)	(17,715)	(13,892)
Net (Surplus) / Deficit of Resources	1,579	642	0	0	0
HRA Capital Balances b/f	(2,222)	(643)	(1)	(1)	(1)
Use of / (Contribution to) Balances in Year	1,579	642	0	0	0
HRA Capital Balances c/f	(643)	(1)	(1)	(1)	(1)

Note: Generally available capital receipts from the sale of properties under the right to buy as assumed in the self-financing debt settlement, have been excluded on the basis that they are utilised to fund general fund housing capital expenditure, i.e.; Disabled Facilities Grants and Repairs Assistance Grants.

Appendix I

HRA Earmarked & Specific Revenue Funds (£'000)

Self-Insurance Reserve

	Opening Balance	Contributions	Expenditure to July	Current Balance
Self-Insurance Reserve	(1,000.0)	0.0	0.0	(1,000.0)

Debt Set-Aside (Revenue)

	Opening Balance	Contributions	Expenditure to July	Current Balance
Debt Set-Aside	(8,500.0)	0.0	0.0	(8,500.0)

HRA Earmarked & Specific Capital Funds (£'000)

Debt Set-Aside (Capital)

	Opening Balance	Contributions	Expenditure to July	Current Balance
Debt Set-Aside	(4,096.6)	(607.2)	0.0	(4,703.8)

Major Repairs Reserve

	Opening Balance	Contributions	Expenditure to July	Current Balance
MRR	0.0	0.0	0.0	0.0

Appendix J

Business Plan Key Sensitivity Analysis

Topic	Business Plan Assumption	Key Sensitivity Modelled	Financial Impact
General Inflation	General Inflation using CPI of up to 2.6% for expenditure	Volatility in the economy could lead to an increase in expenditure inflation, particularly whilst rents increases are non-existent for the next 4 years. Assume CPI for expenditure only of 3% ongoing.	Debt cap is breached in year 19, with inability to set a revenue budget from this point on.
Rents Inflation	1% reduction for 4 years, then return to CPI plus 1% for 5 years of rent settlement followed by CPI plus 0.5%	There is no guarantee that there will be the ability to return to previously assumed rent increase if rents are set legislatively, so assume a rent freeze from 2020/21.	Debt cap is breached in year 8, with inability to set a revenue budget from this point on.
Direct Payments (Universal Credit)	Bad Debts at 0.3%, 0.4% then 0.5%	Evidence from the pilot authorities for Direct payment indicates that collection rates may fall from 99% to 95%. Assume bad debts at 5% from 2020/21.	Debt cap is breached in year 10,

Note: Key sensitivities are modelled independently to demonstrate the financial impact. Combined they would have a cumulative effect.

Appendix K

Areas of Uncertainty

Housing Revenue Account – Revenue Uncertainties

Self-Financing for the HRA

Future uncertainty exists about the ability to manage the cashflow and service / re-pay the debt for the HRA in a self-financing environment, particularly in light of rent legislation that now imposes rent levels for the HRA. The debt cap, over which the HRA is not allowed to borrow, currently remains. The authority has explored a variety of avenues to persuade government that re-opening the debt settlement may be required.

Right to Buy Sales

The number of sales increased significantly from April 2012, but has remained relatively consistent since then, with a small decline now being experienced. The implications of continuation of sales at current levels from a revenue perspective are significant, with the potential loss of rental income being the major factor.

Right to Buy Retention Agreement

The resource currently retained in respect of 1-4-1 receipts continues to prove challenging to invest within the required timescales. Sufficient resource is included in the capital plan to ensure that existing retained receipts can be appropriately re-invested, subject to identifying and securing suitable schemes. The potential interest that will be payable if the receipts are not utilised within the agreed 3-year period has not been incorporated into the HRA revenue projections.

Welfare Reforms

The negative impact that the introduction of Universal Credit may have on the level of rent arrears and bad debts within the HRA is still unquantifiable, although indications from earlier adopters are that it will be significant.

HRA New Build

Although the current new build programme is progressing well, the lead in time between site identification and start on site is significant, and not all potential schemes are able to progress as anticipated at the outset. Delays in delivery, compared with the assumptions in the financial forecasts have the potential to impact negatively upon rental income. If any individual development scheme does not proceed, the initial outlay needs to be treated as revenue expenditure, but without the anticipated payback that the capital investment would have resulted in. Until schemes are approved, in contract, and have appropriate planning permission, there are still uncertainties over final costs and dwelling numbers, which could impact the HRA in terms of borrowing costs and anticipated rental streams.

National Rent Policy

The change in national rent policy, with what was previously rent guidance, now being legislation, requires rent reductions of 1% per annum from April 2016 for four years. There is no guarantee that rent increases will be re-introduced at CPI plus 1% after this period, although our financial plans are constructed on this basis.

Housing Revenue Account – Revenue Uncertainties

Compulsion to Sell Higher Value Homes Levy

The Housing and Planning Act allowed the introduction of an annual levy, representative of the proportion of high value homes which may become vacant in any one year. Until secondary legislation is laid, and the regulations surrounding the legislation are released, significant uncertainty exists about the value of the levy and the timing within which payments may be due. In addition to the loss of rental income, the process to dispose of a large number of assets in any one year will be costly and administratively burdensome. It is possible that the implementation of the policy may be deferred further or not progressed at all.

Pay Review

South Cambridgeshire District Council employees are subject to a local pay agreement, with a 1% per annum assumed for the next 2 years, before a return to the previous assumption of 2%. There is a risk that nationally agreed pay settlements may exceed this for 2018/19 based upon government indications and union demands, which may bring into question the assumptions being made in respect of a local agreement.

Housing Revenue Account - Capital Uncertainties

Health and Safety Legislative Changes (Incl. External Wall Insulation / Cladding)

It is anticipated that the ongoing Inquiry into the tragic events at Grenfell Tower will result in recommendations for improved fire management practices and possible changes to building standards generally. However, it is too early to know how such changes might apply to the Council's HRA communal properties, which are of different construction and height to Grenfell Tower and cannot be readily compared. The developing investigations are nevertheless being kept under close review and any early findings or advice will be used to improve our overall fire management practices where appropriate.

Right to Buy Sales and Retained Right to Buy Receipts

Interest in right to buy has been broadly maintained in the last two years, with a slight decline now being experienced. Under the terms of the agreement signed with CLG, the authority is committed to invest the receipts in new homes within 3 years of the date of the retained 1-4-1 receipt, with this funding meeting no more than 30% of the cost of the dwelling. Although sufficient top up funding has been identified to match fund existing retained right to buy receipts, reliance is being placed on the sale of self-build plots to release resource elsewhere in the HRA to provide this funding and there are also challenges in identifying schemes that can deliver within the required timeframes. Receipts may be paid over to central government at the end of each quarter, unless there is demonstrable resource available to provide the top up funding required, or a clear indication that a registered provider in the locality could spend the receipt appropriately on the authority's behalf.

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Agenda Item 7

Report To: Leader and Cabinet
Lead Officer: Chief Executive

16 November 2017

Feedback from 'Let's Talk' 2017

Purpose

1. To update Cabinet on feedback from the 'Let's Talk' listening and engagement exercise, to help inform the development of a refreshed Corporate Plan for 2018-2022.

Recommendations

2. Cabinet is recommended to
 - (a) Thank residents and organisations for their participation in the 'Let's Talk' engagement project and for the quality and breadth of the feedback provided, committing to sharing the outcomes with participants and the wider community, and
 - (b) Note feedback from the exercise, summarised in paragraphs 9-10 and Appendix A **attached**, and take this into account in the development of a refreshed Corporate Plan to be adopted in February 2018.

Reasons for Recommendations

3. The recommendations highlight feedback from residents and identify key issues for local people. These will be taken into consideration as the Cabinet develops future priorities to inform the development and adoption of a refreshed Corporate Plan, expressing the Council's Vision and strategic priorities, in February 2018.

Background

4. The Leader of the Council was keen to ensure that, in advance of the next review of the Council's Corporate Plan, engagement was undertaken to enable communities to share their views and ideas to assist in shaping how the district should look in 5-10 years' time, and what should go into our plans to achieve this. Cabinet agreed a consultation brief for this work at its meeting on 9 February 2017, including indicative scope and timescales for the review, the outputs from which would help develop a refreshed Corporate Plan for implementation from April 2018.
5. The majority of the engagement events took place between July-September 2017, and included a sample of six villages, of varying sizes and varying amounts of growth planned in and around the areas. Further villages will be included in the future to help ensure a culture of continuous engagement is established and maintained.
6. We spoke to residents at a number of venues and community events including our annual Parklife event in Milton, Abington Pigotts summer fete, village shops in Ickleton and Hardwick, community libraries in Fulbourn and Swavesey and a residents group in Orchard Park. At each, we asked:

- What do you love about living in South Cambridgeshire?
 - What makes your community a great place to live now and why?
 - How can we preserve and enhance what is important to you whilst the district is changing?
7. The face-to-face events were supplemented by an on-line survey, publicised via a dedicated web page, social media and article in the Summer 2017 edition of the residents' magazine. We also ran a focus group, comprising members of the Council's consultation panel, in September 2017, facilitated by the Consultation Institute.
 8. All of the responses have been collated and are summarised in **Appendix A**. There were approximately 200 to 210 responses under each question; however, interviewers sometimes spoke to more than one person at a time and therefore the total number of people reached is likely to be higher. Focus group feedback has been captured separately.
 9. Residents told us about the strong sense of community spirit in their villages and about the many different types of activities for residents of all ages that contributed to this. Many residents attached great importance to maintaining a distinct sense of local identity and were keen to preserve this as pressure for growth intensifies. The Council should also ensure that the right infrastructure is in place at an early stage to support our major new developments so that new and existing residents have access to the housing, transport and leisure opportunities need to maintain quality of life.
 10. Residents identified that the following issues were important to them:
 - Infrastructure is in place to support new housing ahead of development;
 - South Cambridgeshire villages are well-connected and allow people to get around;
 - High quality jobs are available and small businesses can grow and flourish'
 - South Cambridgeshire maintains its rural look and feel, with green space for all to enjoy;
 - Our communities are thriving and vibrant with strong social networks;
 - South Cambs shapes and influences positive growth and quality housing;
 - New and established communities provide thriving, healthy safe and attractive places to live;
 - Joined-up working by the Council with its partners is visible and effective

Further analysis of these issues will be undertaken to develop a revised Corporate Plan for 2018-2022, to be presented to Scrutiny and Overview Committee, Cabinet and Council for adoption in February 2018

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: -

Staffing

12. Specific proposals for additional staffing capacity and other resources to deliver corporate priorities have been submitted via a bidding process and will be considered as part of the emerging MTFS and incorporated into 2018/19 budgets as agreed.

Risk Management

13. Cabinet and EMT have considered the Council's Strategic Risk Register as part of the evidence base for the development of revised priorities.

Equality and Diversity

14. We carried out an Equality Impact Assessment to assess the extent to which Let's Talk reached our diverse communities. It identified we did not reach residents from non-White British communities (12.7% of the district's population, Census 2011) or those with disabilities. We therefore plan to hold focus groups with these communities to ensure their views are taken into account before the plan is finally adopted.
15. Draft and final plans will be screened for equality implications as part of the consultation and development process. Initial screening will provide a 'signpost' to full impact assessments of specific initiatives arising as the plan is implemented.

Consultation

16. As identified within the Considerations section above, the 'Let's Talk' listening and engagement exercise enabled the Council to hear voices in communities which may otherwise have been missed. The project generated much positive and constructive feedback which aligns closely with current priorities, showing that the Council is already responding to key local issues.
17. The issues of most importance identified by residents will be developed into a draft Corporate Plan, which will be published on the Council's website for comment.

Effect on Strategic Aims

18. Cabinet is recommended to note resident feedback and commit to using this to develop and agree a new Corporate Plan which sets out an ambitious yet attainable Vision for our district.

Background Paper: District Profile: An Economic, Social and Environmental Summary Profile of South Cambridgeshire (Grant Thornton, September 2017)

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APPENDIX A What do you love about living in South Cambridgeshire?	What makes your community a great place to live now and why?	How can we preserve and enhance what is important to you whilst the district is changing?
<ul style="list-style-type: none"> I. Green space and environment (amenities, countryside, clean air, cleanliness, tranquillity) II. Amenities and activities (schools, community and sporting activities) III. The community (Friendly, neighbourly, welcoming, community spirit, desire to help one another) IV. Location and links (Proximity to Cambridge, quality local links e.g. cycle path, guided bus) V. Village identity and feel (Near to, but distinct from, urban areas, sense of space) VI. Strong local economy; proximity to jobs VII. Feel safe; tranquillity 	<ul style="list-style-type: none"> i. Friendliness / community spirit ii. Local activities: clubs, groups and societies for all ages iii. Local amenities: shops, pubs, schools, doctors etc. iv. Transport links: proximity to Cambridge, cycle links v. Quality of the local environment: cleanliness, open space, countryside vi. Safety vii. Village feel viii. Economy: Proximity to employment opportunities ix. Lifestyle 	<ul style="list-style-type: none"> I. Improved access to public transport and cycleways II. Local amenities: to meet increasing capacity; ensure they accompany new housing III. Restrict new housing development in villages IV. Environmental enhancements e.g. improved recycling opportunities, air quality, green space in new developments, protect valued local amenities V. Maintain village feel VI. Help new residents to integrate into villages VII. New homes for those that need them (social, younger people, local people) VIII. Improve road safety and tackle congestion IX. More community events and empowerment of parish councils X. Promote economic growth and tourism and improve Broadband XI. Support for vulnerable residents XII. Better engagement by SCDC and public bodies XIII. Employment opportunities XIV. Health Improvement

Agenda Item 8



South
Cambridgeshire
District Council

Report To: Leader and Cabinet

16 November 2017

Lead Officer: Alex Colyer – Executive Director, Corporate Services

2017-18 Second Quarterly Position Statement on Finance, Performance and Risk

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. 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 and Matrix attached at **Appendices D-E**.

Recommendations

3. Cabinet is invited to:
 - (a) review the provisional outturn position together with the performance and risk issues contained in this report and **Appendices A-C** determining, where appropriate, any actions, including redeployment of resources, required to address issues identified, and
 - (b) approve the Strategic Risk Register and Matrix (**Appendices D-E**).

Reasons for Recommendations

4. These recommendations are required to enable Cabinet to understand the organisation's financial position, performance and risk. This contributes to the evidence base for the ongoing review of priorities and enables, where appropriate, redirection of resources to reflect emerging priorities and address areas of concern.

Background

5. This is the second quarterly position statement for 2017/18, providing updates in respect of:
 - The Corporate Plan 2017-2022 (**Appendix A**);
 - Key monthly and quarterly Performance Indicators at 30 September 2017; (**Appendix B**),
 - The Financial Position at 30 September 2017, showing variance between original budgets and the provisional Outturn (**Appendices C-C2**), and
 - The Strategic Risk Register and Matrix (**Appendices D-E**);
6. The Strategic Risk Register forms the record of corporate risks the Council currently faces in the achievement of strategic aims and delivery of services, together with control measures to address / seek assurance over the risks.
7. For ease of reference and to assist the integrated reporting of Finance, Performance and Risk, key related performance indicators, strategic risks, service groupings and items of significant variance have been cross-referenced within the performance

report (**Appendix B**) and significant items of variance tables (**Appendices C1 and C2**).

Corporate Plan 2017-2022

8. The Corporate Plan 2017-2022 sets out the following Vision for the Council:

'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.'
9. We worked to attain our Vision through three Strategic Aims around four strategic objectives: Living Well, Homes for our Future, Connected Communities, and an Innovative and Dynamic Organisation, and 22 accompanying actions. Detailed commentary on progress and achievements with each of the actions, bringing together relevant performance information, is set out in **Appendix A attached**.
10. Whilst many of the aims and objectives within the plan reflect ongoing long-term priorities, working with partners we have reached significant achievements and milestones during recent months, including:

Living Well

- 120 referrals to the Active and Healthy 4 Life Scheme during quarters one and two, with 48 completions;
- Over 100% increase in hospital discharges and referrals to Handyperson scheme during 2017/18 to date;
- Housing Portfolio Holder has agreed changes which will increase community use of Sheltered Housing Communal Rooms and reduce social isolation including actively promoting usage by community-based organisations.

Homes for our Future

- Successful placement of first tenants in the Private Sector Leasing (PSL) scheme homes has taken place, under the name of the new company, Shire Homes Lettings Limited;
- Neighbourhood Planning standard support offer to parishes agreed by Cabinet;
- Sites in Papworth, Melbourn and Willingham are among 11 locations across Cambridgeshire and Peterborough receiving funds as part of the first wave of housing schemes. Construction work is expected to start before the end of March 2018.

Connected Communities

- Planning permission granted for Babraham Institute expansion to create 450 new jobs and contribute £200k towards local cycling links;
- Successful rural travel hub engagement event held;
- Combined Authority has submitted £200 million bid to Housing Infrastructure Fund (SCDC is leading housing programme).

An Innovative and Dynamic Organisation

- Business Case for Shared Planning Service approved by SCDC and City Councils in July 2017. Staff consultation concluded;
- Agreed new recycling arrangements and collected 99.55% of all bins on the due date;
- Sustained high levels of Customer Contact Service performance, whilst there has been an increase in the number of e-forms being submitted since measurement began in Apr 2016.

Key Performance Indicators (KPI)

11. The Council monitors a suite of key performance indicators (KPIs) to provide a strategic overview of organisational health. Of these, 17 are measured and reported monthly, whilst the remaining 11 are monitored quarterly. Performance against these indicators is set out in **Appendix B** attached, with accompanying commentary.
12. The data in **Appendix B** shows actual performance against target and intervention levels, which were agreed at the beginning of the year by directors in consultation with Portfolio Holders. The Council uses a 'traffic light' system to denote performance, whereby:
 - **Green** signifies performance targets which have been met or surpassed.
 - **Amber** denotes performance below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions at the operational level to raise standards as required.
 - **Red** denotes performance below the intervention level. This represents underperformance of concern, and should prompt interventions at the strategic level which are likely to involve the reallocation of resources and proposals to redesign how services are provided.
13. As part of investigations into continuing underperformance against the Council's target to pay 98.5% of undisputed invoices within 30 days, service areas with the highest number of late invoices have reported on action taken to improve performance:

Facilities Management – 19 late invoices between 1 April – 31 July 2017, with a total value of £43,012

The Facilities Team has introduced a new process to ensure prompt payment. Since this new process was introduced there has been a significant reduction in the number of late payments, and with no late payments recorded in August.

Shared Waste Service – 23 late invoices between 1 April – 31 July 2017, with a total value of £52,718

Staff have been reminded about the importance of signing off or disputing invoices in a timely manner. We are working with the Resource team to look at our system for managing invoices until the new Financial Management System (FMS) is in place.

14. Invoice payment performance was below target (although above intervention) in September 2017 (96.6% against an intervention of 96.5% and target of 98.5%). The Council is increasing its use of digital and electronic processing, including implementing a new a FMS. Once the FMS is fully rolled out the definition for this KPI

will be reviewed to reflect improvements from increased electronic invoice receipting and processing.

15. Only 62% of formal complaint responses were sent within timescales in September against a target of 80%. Heads of Service in the directorates concerned have been requested to identify reasons and details of any remedial actions to improve performance. In the longer term an Action Learning Group has reviewed the complaints process and is preparing a commissioning document for a wider review of the customer experience.
16. Cabinet is asked to note significant improvement in benefits claim processing, sustained improvement in Land Charges average search response days and continuing strong performance in Council Tax, Housing Rent and NNDR collection. CMT welcomed the inclusion of data to measure the percentage of new homes permitted that are affordable homes (PN518).
17. Quarter 2 data relating to staff sickness (FS116) and turnover (FS117) is subject to verification and will be reported to the Finance and Staffing Portfolio Holder on 21 November 2017.

Finance: General Fund, HRA and Capital

18. This position statement is reporting on the variance between the 2017/18 full year working budgets and outturn forecast for the year based on Q2 results. Below is a summary of these variances.

	Outturn projection	
	Compared to Working Budget	
	£'000	%
General Fund	(74)	(0.41)
Housing Revenue Account (HRA)	(611)	(339)
Capital	(850)	(3)

19. Cabinet is asked to note progress on the delivery of financial and non-financial benefits for the 3C ICT shared service. The aspirational savings target of achieving 15% savings in year one (as set out in the original business cases) was found to be unrealistic, especially during a period of major change. The 15% savings are seen as a realistic in the longer term as efficiencies and savings are driven out of the service. Modelling these savings over a 3 year period would in hindsight have been more achievable and realistic. The focus remains on providing value for money for the three authorities. Further details about the impacts of the financial remodelling that has taken place are set out in Appendix C(1) below.
20. A Summary position statement is provided at **Appendix C**, whilst significant items of variance are listed in **Appendices C1 and C2**.

Risk Management

21. Risk management best practice is that the executive and governance roles should be carried out separately. These roles are allocated between the Executive and Corporate Governance Committee, as follows:
 - (a) agreement and ownership of the strategic risks facing the Council - the executive role - to the Executive, led by the appropriate portfolio holder;
 - (b) approval of the risk management strategy; advice and assurance regarding the adequacy and effectiveness of risk management - the governance role - to Audit and Corporate Governance Committee.
22. Cabinet, led by the designated portfolio holder for risk management, therefore takes executive responsibility for management of the strategic risks facing the Council, including review of the Strategic Risk Register.
23. The Strategic Risk Register has been reviewed by the nominated risk owners and other members of EMT. This is attached as **Appendix D**.
24. Cabinet is asked to note that risks STR3 (Failure to meet housing need), STR5 (Welfare Reform) and STR10 (Homelessness) are particularly closely linked and should be considered in combination; cross-references have been added to the risk definition for STR10 to identify specific linkages.
25. As changes to the Risk Register are now input directly by the Risk Managers, it is not practical to track changes made by the database users. However, the accompanying matrix at **Appendix E**, has been updated to show direction of travel where it is proposed to change the risk score.
26. In reviewing the Strategic Risk Register and Matrix Cabinet could:
 - (a) propose additions, deletions, or other changes to risks, in terms of either the title or detail of the risks or control measures / sources of assurance;
 - (b) propose alterations to the assessment scores of risks, in terms of either their impact or likelihood.

Implications

27. 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

28. 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

29. 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)

30. 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.

31. 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.
32. The comments provided within the performance report have been provided in consultation with Performance Indicator Owners.
Effect on Strategic Aims
33. 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 - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
LIVING WELL			
Objective (A) - Support our communities to remain in good health whilst continuing to protect the natural and built environment.			
(i) Proactive intervention to improve mental health and emotional wellbeing for all	<p>Adult friendly Netball league has started with 14 teams taking part. They will meet weekly now until March 18.</p> <p>Indoor Athletics for children with additional needs took place 19 October at Cambourne Village College.</p> <p>Netball and Basketball camps took place in October half-term.</p> <p>Actions to better understand and address social isolation through:</p> <ul style="list-style-type: none"> (i) Social Prescribing pilot at Granta Medical Practice (with Local Health Partnership): Job description for social prescribing post agreed. (ii) Member Task and Finish Group: report presented to Portfolio Holder. (iii) CAB outreach service pilot operating from Willingham and Longstanton GP surgeries 	<p>Participation levels:</p> <ul style="list-style-type: none"> - Easter Camps (153 children) - May Half Term (127) - Summer holiday programme (336) - Parklife (>5,000 visitors) - South Cambs School Sports Partnership's Year 4 Mini Olympics (>1,500) - Outdoor athletics+ event (Nine schools and 134 Children) 	<p>Delivery of Adult Friendly Netball League Oct 17 – March 18.</p> <p>User satisfaction survey results to be analysed following October camps.</p> <p>(i) Bid to the County Council's Communities Innovation Fund</p> <p>(ii) Prepare final report and recommendations to Cabinet November 17</p> <p>(iii) Evaluate pilot</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>since July</p> <p>Supporting parish councils to develop community-led activities to improve mental health:</p> <ul style="list-style-type: none"> - Event on Monday 9th October during Mental Health Awareness Week in Histon. Working in partnership with Histon and Impington Community and CCC. - Run/talk event on 12th October as part of Mind/England Athletics reducing the stigma of mental health project. 		<p>Event for parishes, youth groups, and youth workers to be held on 7 November.</p>
(ii) Support our residents to stay in good health as they grow older, with access to the services they need	Further promotion of the Active and Healthy 4 Life exercise referral scheme.	<p>2016/17 Active and Healthy 4 Life annual report produced highlighting the benefits of the scheme and the conditions treated. 50 completers recorded improvements in their blood pressure, 47 reduced their body fat % and 112 decreased their Body Mass Index. 272 clients started the scheme during 2016/17, and 112 completed courses (some clients will complete during 2017/18).</p> <p>Q1 and Q2 referrals = 120 and completions 48</p>	<p>2016/17 Annual report to Portfolio Holder October 17.</p> <p>Further promotion of the scheme with GPs and Health Professionals. Ongoing contract management of Handyperson Service.</p> <p>Tenant Scrutiny report to be presented to Portfolio Holder September 2017.</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Working with partners to ensure effective delivery of the handyperson scheme, including hospital discharge service.</p> <p>Tenant Scrutiny Review of uses of Communal Rooms on Sheltered Housing schemes: Tenant Scrutiny report presented to Portfolio Holder September 2017. Agreed action plan to take forward some of the recommendations and working group set up including councillors, staff and scrutiny team representatives to consider usage of rooms further.</p>	Over 100% increase in hospital discharges and referrals into the scheme. Both Hinchbrook and Addenbrookes Hospitals referring into the scheme.	<p>Review meeting November 2018.</p> <p>Outcome from working group to be considered by Portfolio Holder in Spring 2018.</p>
(iii) Ensure our new and established communities provide thriving, healthy, safe and attractive places to live	<p>Participating in the Northstowe Healthy News Towns (HNT) programme:</p> <ul style="list-style-type: none"> - Sheffield Hallam interviewing stakeholders to research future accommodation needs of older people. - Working with the NHS to develop new models of care - Digital workshop with Smart Cambridge on 14 September - Hosted a new model of care workshop in London on 21st 	<p>13 s106 agreements signed.</p> <p>£1.03m secured for 11 Parish Councils including a number of new on site open spaces and equipped play areas.</p> <p>Some of the projects this money will fund include:</p> <p>(a) Balsham sports pavilion refurbishment</p> <p>(b) Willingham Ploughman Hall extension,</p>	<p>Final report on older people's accommodation needs due October 17.</p> <p>Finalise further Section 106 agreements, including:</p> <p>a) Hardwick (community centre, play areas, health and rural transport scheme).</p> <p>b) Over (play and sports facilities)</p> <p>c) Meldreth (footpath improvements, community centre, sports and play)</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>September.</p> <ul style="list-style-type: none"> - Influenced the developer to increase street furniture (benches) in the public realm - Secured funding for a further 2 years for the HNT programme. <p>Working with communities to increase the number of timebanking projects in the district. Currently researching the benefits offered by current schemes.</p> <p>Working with parish councils to secure developer contributions (from applications and appeals) to fund improvements to recreation grounds, pavilions, play areas, and village halls and create new community transport initiatives in order to mitigate the impact of new development.</p> <p>Draft revised policy to be submitted to Licensing Committee on 27 October for approval to consult.</p>	<p>(c) Bar Hill skate park, outdoor fitness equipment and new changing rooms,</p> <p>(d) Waterbeach PC sports facilities improvements (e) Cottenham community centre new build</p> <p>(f) Cottenham community transport scheme</p> <p>A further £9,000 Community Chest funding has been awarded to 11 community groups providing valuable activities for South Cambridgeshire residents.</p> <p>New policy will enhance public safety by ensuring taxi drivers meet the highest standards.</p>	<p>d) Fulbourn (sports, community centre, play area, footpath improvements)</p> <p>e) Cambourne West - (swimming pool, athletics track, play areas, open space, local employment units) November 2017</p> <p>f) Girton (sports pavilion and 2 x 3G sports pitches)</p> <p>Finalise Timebanking pilot proposal, identify and agree funding.</p> <p>Consultation on draft policy planned between 1 November – 31 December 2017. Adoption of new policy to follow in early 2018.</p>
(iv) Support local businesses to improve the health of their employees	Building a network of 'Mindful Employers' to support improved mental health: Initial report reviewed by H&ES management and a Project Initiation Document (PID) has been agreed. Meetings with partners taking place to populate action plan.	Businesses reporting improved employee health outcomes and associated business benefits will constitute success against this measure.	Finalise PID and commence project HR working with Environmental Health to share information and encourage delivery of workplace health support through existing channels to 3,500 businesses in South Cambs District

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		Healthy options scheme rolled out to seven businesses.	(see also D(iv) below).
(v) Work with other councils, the NHS and public sector partners, to make sure families with the most complex needs are supported to improve their own health, prospects and prosperity	Embedding a “Think Family” & “Person-Centred” approach across SCDC to improve outcomes for families and older people with complex needs: Early contact made with County Leads on Early Help and Adult Early Help.	Together for Families programme helping families in the district (177 families living in the district are on the Together for Families Programme).	Research meetings to take place between PM and other key personnel countywide. Expected project completion date 31 Oct 2018.
(vi) Improve existing private rented housing standards to ensure everyone can be safe and healthy at home	<p>Exploring new approaches to the Private Sector Stock Condition Survey to provide more cost-effective methods of gathering relevant data: costs of traditional survey now quantified and looking at alternative options. Tasking group met September</p> <p>Moving to a multi-agency intelligence-led approach to identify and address potentially substandard housing: multi agency problem solving group Landlord guide to HMO launched.</p> <p>Promoting energy-saving schemes:</p> <ul style="list-style-type: none"> - Open Eco-home programme 8th and 14th October. - Cambridge Carbon Footprint Open Ecohomes programme. Some properties in the programme are within South Cambs (Impington, Girton, and Orchard Park). 	<p>An intelligence lead approach to improving private sector housing standards.</p> <p>Reduction in sub standard and rogue landlord complaints.</p> <p>New Housing legislation will give new powers to Local Authorities.</p>	<p>Recruitment of new EHO (Housing Specialist)</p> <p>Prepare and address the implications of new Housing legislation, due October 17 that will increase scope for Licensing Houses in Multiple Occupation. 15 identified to date on Orchard Park.</p> <p>Promotion of the Thermal Imaging Cameras for use over the winter months to identify where home improvements can be made to improve thermal efficiency.</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
HOMES FOR OUR FUTURE			
Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities			
(i) Influence developers to increase the pace of housing and infrastructure construction, including delivery of affordable housing	<p>Preparing an up to date Local Plan that identifies sites and policies to deliver the number and range of homes to meet the identified needs of the area in a sustainable way, including provision of affordable housing.</p> <p>Creating a framework for the future development of Waterbeach New Town and Bourn Airfield:</p> <ul style="list-style-type: none"> - Technical workshops for both sites held in September. - Initial Waterbeach Community stakeholder workshop held. <p>Continuing to develop strategic sites:</p> <ul style="list-style-type: none"> - Detailed planning permission now in place for 622 homes at Northstowe. - Design Coding work commenced on Wing and Cambourne West. Design Code for phase 2 of Northstowe approved by Planning Committee. - North West University Site: Primary school opened, Energy Centre and sports fields completed; health and 	<p>Seeing the Local Plan examination through its final stages and adoption of the Local Plan in spring 2018</p> <p>The first 26 occupations have taken place at Northstowe and the first primary school (Pathfinder School) is open.</p>	<p>Consultation on proposed modifications to the Local Plan to be identified by the Inspector, and on receipt of her final Report, for Council to adopt the Plan.</p> <p>Precise Timelines for Supplementary Planning Documents (SPD) for Waterbeach and Bourn Airfield linked to Inspector's report into Local Plan.</p> <p>Strategic sites:</p> <ul style="list-style-type: none"> - Trumpington Meadows local centre planned for completion mid 2018. - Planning application expected to be submitted on Darwin Green 2&3 by Easter 2018 (approximately 1,000 homes). - Northstowe Phase 2 first housing scheme applications expected to be received early 2018. - North West Cambridge phase 2 applications expected early

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>police centre under construction, food store nearing completion.</p> <ul style="list-style-type: none"> - Cambourne West Planning Performance Agreement finalised. 		<p>2018.</p> <p>We estimate that 804 additional housing units will be completed by 31 March 2018.</p>
(ii) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes	<p>Using HRA land assets to assist self build applicants and use capital receipt to help fund new build development programme</p> <p>Offering a regional service to other local authorities, acting as the self-build 'hub' for registers and events locally and regionally.</p> <p>Self build project launch in July 2017. Around 100 self build plots identified (subject to planning) on council land for onward sale. First two Self-Build plots have planning permission and are being marketed and sold. A further 10 plots at pre app stage with planning</p> <p>In conjunction with technical advisers at CLT East we are offering expert guidance and technical support for potential community-led housing groups to bring forward affordable housing.</p> <p>Community-Led Housing Grant launched September 2017: Groups with an interest in developing their own affordable housing for the community can apply for up to £4,500 in grant funding to cover all their start-up costs.</p>	<p>Create a viable planning policy position on self build for individual, communal and developer led self build applications. Running a regular number of sub regional self /custom build events</p> <p>2017 business case assumes £0 partner fee 2017</p> <p>Take up by 5 LA's in 2018/19</p> <p>Identify at least one community-led group and support them through the process of establishment and identification/ progress of an affordable housing scheme by July 2018</p> <p>A long term strategic approach to our HRA land assets will allow for some new build modular construction redevelopment at lower cost bringing much needed single person accommodation back into SCDC.</p> <p>A proof of modular concept pilot will</p>	<p>Recruit Self Build Development Officer to deliver on HRA plot sale pipeline</p> <p>Recruit PT project support officer to assist in sub regional service set up</p> <p>Attracting 5 Eastern Regional LAs to take up the hub service in 2018/19</p> <p>Expected Delivery Date: April 19</p> <p>Promotion of community-led development through parish forums, magazines, website, etc.</p> <p>Identification of potential communities to work with.</p> <p>Complete a feasibility study to explore the potential for system build and other modular homes to be able to maximise provision of homes, reduce construction costs and provide homes that are affordable; and test this through the commissioning of a pilot scheme.</p> <p>Potential for temporary planning and pilot structure by Q2 2018 (subject to</p>

CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT, CABINET 16 NOVEMBER 2017 (APPENDIX A)

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	Investigating options for modular construction: approval for a 'proof of concept' project with modular contractor Cubicco granted April 2017. Sites under HRA ownership being assessed for suitability.	allow learning and may develop strong commercial relationships, give good PR for SCDC and give benefits to the self/custom build function where modular construction has a cross over.	planning permission) Pre App to be submitted Oct/Nov 17. Expected Delivery Date: Dec 2018
(iii) Continue to progress the Local Plan to adoption	Local Plan hearings continued and completed with last hearing on 18 July. Work requested by Inspectors on Local Green Space and Monitoring indicators agreed by Planning Portfolio Holder on 26 July.	Finding of a “sound” plan by inspector, through which the Council will be able to demonstrate a Five-Year Housing Land Supply, will ultimately constitute success against this measure.	Proposed Modifications consultation anticipated Autumn ‘17, and adoption Feb 2018 – all subject to timescale for Inspector issuing initial feedback.
(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities	Ongoing support for 13 parish councils with neighbourhood areas designated as requested, and to others at the beginning of the neighbourhood planning process. Cabinet agreed to consult parishes on draft Neighbourhood Planning Guidance arising from the work of a task and finish group of Members, and agreed a standard support offer to parishes, or groups of parishes.	Parishes wishing to adopt Neighbourhood Plans successfully do so, supported positively by SCDC. Neighbourhood Planning guidance agreed and published.	Adopt Neighbourhood Planning Guidance following consultation with parishes (ends 30 October). Annual monitoring of the effectiveness of Council's standard offer and guidance (once adopted), and progress in delivery of neighbourhood plans and any refinements as necessary.
(v) Find solutions for people facing homelessness	Producing new Homeless Strategy for 2018: - CIH Review completed April 2017 which will inform strategy.	Excellent prevention figures achieved during first half of 2017/18, with an accumulative figure of 105, compared to a combined target of 60 over the first two quarters.	District review of homelessness to take place following CIH review, which will go on to inform Homelessness Strategy. Finalise Project Plan for Homeless

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<ul style="list-style-type: none"> - Joint themes identified with Cambridge City via shared meeting on 19.7.2017 <p>Preparing for introduction of Homeless Reduction Act in April 2018:</p> <ul style="list-style-type: none"> - Staff have all received initial training in the Act. - Joint planning/information sharing meeting held with the City on 19/7/2017. - Team day to start working through plan/timetable for new service requirements took place on 26/7/2017. 	<p>Completed Homelessness Strategy which meets statutory obligations including the identification of specific pathways as set out in the new Homeless Reduction Act.</p> <p>Service fully compliant in anticipation of Homeless Reduction Act for 1st April 2018.</p> <p>Successful placement of first tenants in the PSL scheme homes.</p>	<p>Reduction Act.</p> <p>PSL scheme now up and running and first property taken on. Focus is on increasing portfolio of properties and negotiations with landlords.</p>
(vi) Secure a viable future programme for our Council houses	<p>Delivery of additional affordable homes. SCDC development pipeline 2017/18 is:</p> <ul style="list-style-type: none"> -on site with 14 homes , 10 of which are affordable in Gamlingay -on site with 8 affordable homes in Great Abington -on site with 13 affordable homes in Balsham -on site with 23 affordable homes in Waterbeach -imminently on site with 3 affordable homes in Longstanton - Imminently on site with nine affordable 	<p>Completion of 15 rented homes in Foxton.</p>	<p>Keep securing exception site and S106 opportunities Subject to Planning and funding</p> <p>Utilise self build plot sale receipts to support a secure new build programme for next 3-5 years</p> <p>Avoid returning Right to Buy (RTB) receipts to Treasury by always finding development opportunities to match fund RTB monies to.</p> <p>Estimated build programme per annum likely to be around 35-45 new homes at a budget cost of circa £5.5-6.5m per annum.</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	homes in Waterbeach		
(vii) Lead the Combined Authority's (CA) Housing Investment Programme	<ul style="list-style-type: none"> Recruiting programme team including Housing lead. Draft framework being prepared Leader and Housing Director addressed EELGA Conference in September 2017. DCLG Housing Infrastructure Fund – £200 million application to develop large brownfield site close to Cambridge North station, submitted. If selected to move on to the next stage, businesses case to follow in Spring 2018. Cambourne High Street Marginal Viability Scheme bid to DCLG Housing Infrastructure Fund end Sept 2017 	Sites in Papworth, Melbourn and Willingham are among 11 locations across Cambridgeshire and Peterborough receiving funds as part of the first wave of housing schemes. Construction work is expected to start before the end of March 2018.	<p>HIF – HIF £100m Delivery Framework including investment objectives, levels of delegation etc to the CA Board Dec 2017 alongside Partnership Agreement</p> <p>HIF – complete partnership agreement between CA and SCDC for CA Board Dec 2017</p> <p>HIF – alongside CA Interim Director of Housing (i) engaging with Housing Associations, landowners, member LAs to further develop HIF programme (ii) developing Interim Prospectus</p> <p>Modern Methods of Construction Feasibility Study Report to CA Board Nov 2017</p> <p>Housing Strategy to be completed Feb 2018. SCDC supporting affordability analysis; travel to work analysis</p> <p>DCLG Housing Infrastructure Fund announcements expected November 2017.</p> <p>CA Interim Director of Housing developing strategic initiatives e.g. CLTs</p>
CONNECTED COMMUNITIES			

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
Objective (C) Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity			
i. Support the delivery of City Deal (GCP) and Combined Authority transport, housing, technology and skills programmes	<p>Officers in Planning and New Communities continue to support the City Deal (GCP) Team to deliver the transport infrastructure investment programme. Recent milestones have included:</p> <ul style="list-style-type: none"> - Cambourne to Cambridge Better Bus Journey scheme: Park and Ride options and route alignments agreed for further public consultation. - Agreement to increase the number of spaces at the Trumpington Park and Ride site, subject to planning permissions. <p>Housing: See B(vii) above</p> <p>Developing a skills and apprenticeship brokerage scheme for role out across GCP area: .</p> <p>Combined Authority (CPCA) Board agreed to commission Local Transport Plan, approaches developing a Housing Strategy and Non-Statutory Spatial Plan (NSSP), and the features and principles of the Cambridgeshire and Peterborough</p>	<p>Planned schemes delivered on time and budget.</p> <p>Begin to have tangible positive impacts on congestion and mode of transport.</p> <p>CPCA delivers strategic housing and transport infrastructure.</p> <p>Local residents and businesses can access the skills and employment they need to share in local economic prosperity. Target of 420 new apprenticeships to be delivered by the GCP by 2019.</p> <p>A non statutory spatial plan and other strategies that reflect the objectives of this Council and provide an</p>	<p>GCP:</p> <ul style="list-style-type: none"> - Commission strategic options appraisal study into rapid, mass transport options. - Next stage of public consultation on Cambourne to Cambridge transport options begins 6 November. <p>CPCA aiming for NSSP phase 1 to be completed by spring 2018, with phase 2 by end of 2018.</p> <p>Work on Greater Cambridge Local Plan to start in 2019, consistent with GCP agreement.</p> <p>Skills workstream: implement proposals agreed by Executive Board in September.</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	Investment Strategy. CPCA £200 million bid to Housing Infrastructure Fund – see B(vii) above.	appropriate context for the next joint Greater Cambridge Local Plan, to start in 2019.	
ii. Bring forward strategic transport improvements, with particular regard to A14, A428 and A1307 improvement proposals, the M11 corridor and an East-West rail link	Update on A428 preferred route prepared for Winter 2017 residents' magazine. SCDC has indicated a preference for a new road close to the existing A428. Councillors have also asked for the design of the new road to have as little impact as possible on nearby housing, and for it to increase opportunities to walkers, cyclists and horse riders. We are working with the Mayor on further strategic transport site improvement opportunities.	The A14 improvement scheme is underway and will be complete in March 2021, reducing journey times by up to 20 minutes. SCDC assisted with publicity for the A14 Community Fund, which has allocated over £50k towards local activities focussed on bringing communities together, for example Histon and Impington Parish Council received £1,752 to complete and maintain its orchard, providing tools and an information sign. Engagement and influencing the A428 Black Cat to Caxton Gibbet scheme to ensure the best option for South Cambridgeshire is delivered in a timely way. The new Cambridge North station at Chesterton opened on 22 May 2017. There were over 42,000 passenger journeys in the first month.	A decision on the preferred route for the A428 is due in Autumn 2017. This will then be refined with more detail before further public consultation in the autumn. A1307 consultation on Bus Priority options, to commence in early 2018 (delayed following the receipt of traffic modelling updates)..
iii. Take a stronger leadership role in shaping economic growth for the area, through the	Working with the Combined Authority and LEP on economic evidence and the Economic Commission established for Cambridgeshire and Peterborough, which	Economic Strategy for Greater Cambridge, drawing on work undertaken by the LEP and the CA	Agree timetable and scope for review of economic strategy. Member task and finish group –

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
development of shared economic strategies with partners Related PI(s).	<p>will help inform an economic growth strategy for Greater Cambridge .</p> <p>Continued involvement with Local Enterprise Partnership to deliver Enterprise Zones in Cambourne, Northstowe & Waterbeach. A total of 14 new business premises, totalling over 30,000 sq m, are under construction and in the development / planning pipeline across the county, including nine potential industrial units at Waterbeach.</p> <p>Member task and finish group on rural business has held themed meetings seeking business and community feedback on planning, housing and business support, and attended a breakfast meeting in Melbourn</p> <p>Planning permission granted for Babraham Institute expansion to create 450 new jobs and contribute £200k towards local cycling links.</p>	<p>Economic Commission</p> <p>Identifiable inward investment to SCDC area by business.</p> <p>Vindis Skoda has occupied vacant premises at Cambridge Research Park, Waterbeach.</p>	<p>developing rural business to report in November 2017.</p> <p>Continue to promote Enterprise Zones attracting businesses with the prospect of business rate exemptions and a simplified planning process.</p>
iv. Support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community led services and targeted support for the rural economy.	<p>Community Rail Partnership - supporting a number of parishes to enhance the rail community by working with the local community and stakeholders to deliver improvements in rail stations, services, travel and integration</p> <p>Rural Travel Hubs – researched concept and agreed location of at least two pilot sites in South Cambs; feasibility study underway. Consultation event held in</p>	<p>Better maintained stations, improved access to users.</p> <p>Reduce isolation by improving access to services; support delivery of City Deal transport priorities.</p> <p>Reduce congestion</p>	<p>Creation of a community interest company and employment of a Community Rail Partnership Officer.</p> <p>Rural Travel Hub feasibility report to Greater Cambridge Partnership Board and Assembly in Jan/Feb</p> <p>Scope out possibility of dementia training for taxi trade to better assist vulnerable people who rely on the</p>

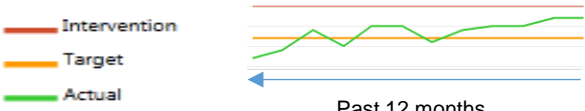
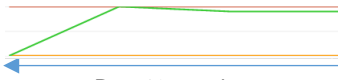

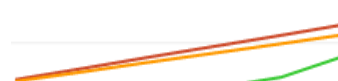

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>September around Next Steps for Rural Travel Hubs –over 50 attendees.</p> <p>Community based street sweeping pilots for parishes under development with Melbourn Parish Council.</p> <p>Adopted a discretionary business rate relief policy which will benefit around 300 rate payers.</p>	<p>Self sustaining community based street sweeping initiatives to supplement SCDC service according to local need.</p>	<p>service.</p> <p>Feasibility report on street sweeping pilot to Portfolio Holder, Nov/Dec 2017</p>
AN INNOVATIVE AND DYNAMIC ORGANISATION			
Objective (D) Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost			
i. Develop strategies for the Council to take advantage of commercial and investment opportunities as they arise	<p>Developing a commercialisation strategy which sets out criteria to assess a range of options for investment and income generation: research phase underway.</p> <p>Ermine Street Housing (ESH) continues to acquire a property portfolio in line with the Business Plan projections. Currently 140 MOD leased properties and 160 acquired properties (Quarter One figure).</p> <p>Equity Share scheme investing in Council properties to sell on the open market.</p> <p>Renewable Energy Generation investment options: Management team (EMT) agreed in principle establishment of Community Energy Fund for small grants to local</p>	<p>A clear strategic approach to the commissioning and delivery of commercial projects ensuring that it is best-placed to seek and take advantage of opportunities.</p> <p>ESH projected interest payment to SCDC during 17/18 of £1.4 million</p> <p>Equity share projected net income for 2017 is £190,500</p> <p>£180k savings negotiated on cyclical maintenance contracts.</p> <p>To identify and research green energy investment opportunities to enable EMT to make an informed decision about where available</p>	<p>Development of a Commercial Strategy for the Council: draft paper to be considered by EMT in November 2017.</p> <p>Put in place corporate process to identify, commission, develop and review commercial opportunities</p> <p>Continued delivery of ESH business plan.</p> <p>Equity share project continuing as business as usual. Project Team to consider if this approach can be used with other properties</p> <p>Community Energy Fund full Business</p>

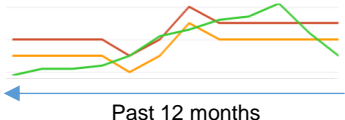
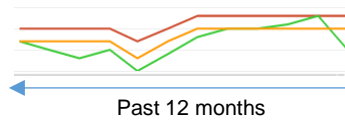


Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	organisations.	<p>finance can best be invested to ensure sufficient financial return.</p> <p>To set up an SCDC renewables fund (including application process, eligibility criteria etc.), which Parish Councils and local community and voluntary groups can apply to for loans or grants for investment in renewable energy or energy efficiency.</p>	<p>Case to Cabinet, November 2017.</p> <p>Identifying and researching green energy investment opportunities – report to EMT Jan/Feb 2018.</p>
ii. Complete full integration of the Single Shared Household and Commercial Waste Services	<p>Projects:</p> <p>(a) Recycling policy review (paper in/out). On track: Cabinet agreed change to a co-mingled service for the collection of all SCDC kerbside recycling material</p> <p>(b) Review of SCDC Street Cleansing - This project has been delayed due to a focus on the refuse side of the service. Work has started to collect data on litter bins, sweeping and litter picking routes to ensure it is mapped prior to undertaking the review.</p> <p>(c) Memorandum of Understanding re-draft and agreement - This has grown in scope and is now awaiting final clarification of financial questions and resource commitments. Legal are working on a draft of the document.</p> <p>(d) Fleet licence and operation changes – On track</p>	<p>% Bins collected on schedule (target 99.5%) We have confirmed data for:</p> <p>Q1 - 98.71% (missed target)</p> <p>Q2 - 99.55% (exceeded target)</p> <p>Of 2,004,009 planned collections we did not collect 8,928, (25,855 in Q1)</p> <p>% of household waste sent for reuse, recycling and composting (target 50%) We have provisional data for</p> <p>Q1 - 52.3% (exceeded target)</p> <p>Q2 – 53.86% (exceeded target)</p> <p>(Blue bin 20.66% and Green bin 33.20%)</p>	<p>Implement revised recycling service at the earliest practical opportunity within the current financial year.</p> <p>Ownership and investment for fleet is agreed in MoU for the service.</p> <p>Commercial waste review scoped in 2017.</p> <p>A large percentage of the current fleet is ageing which is currently having the issue of increased number of break downs. A number of new vehicles will become available in Q3/Q4.</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
iii. Consolidate existing shared services and develop plans for shared Finance, Planning and Housing services	<p>Business Case for Shared Planning Service approved by SCDC and City Councils, July 2017. Staff consultation completed 26 September.</p> <p>3C Digital and ICT Strategy drafted and submitted to each council for consideration.</p> <p>New on-line Service Desk and meeting room booking systems launched.</p> <p>All 3C Heads of Services now in post.</p> <p>Updated business cases and performance indicators being developed by new Heads of Service for 3C ICT (end of Q3) and 3C Building Control (end of Q3).</p> <p>Shared Head of Internal Audit appointed.</p>	<p>Greater Cambridge Planning Service to be recognised as one of the UK's best planning services, demonstrated by quality of outcomes, meeting its targets and cost</p> <p>3C Building Control achieved one winner and one highly commended entry at the Building Excellence Awards for East Anglia.</p>	<p>Planning Shared Service:</p> <ul style="list-style-type: none"> - Next steps subject to consultation outcomes report and recommendations (October 2017) - Agreement on replacement ICT solution (Dec '17) - Phase 1 implementation (senior management structure January 2018) <p>3C updated business cases and performance indicators being developed by new Heads of Service for 3C ICT (end of Q2) and 3C Building Control (end of Q3)</p> <p>Continuing user acceptance testing stage of Financial Management System implementation, with go-live scheduled for 4th Dec</p> <p>Finalise and adopt Digital and ICT Strategy.</p>
iv. Deliver an Organisational Development Strategy that ensures that we recruit and retain staff with the skills and behaviours required to embrace new ways of working and address the challenges ahead	<p>SCDC Apprenticeship Strategy approved by Portfolio Holder.</p> <p>Member Task and Finish Group working to prepare for all-out elections in 2018: Terms of Reference drafted</p> <p>Employee Health and Wellbeing Strategy adopted. Recent events included financial wellbeing support, nutrition and weight</p>	<p>Two apprentices commenced work in July 2017. Nicole Stimson from the Communications Team has been shortlisted for the Business Apprenticeship of the Year award in the Hunts Post Business Awards.</p> <p>The Council and its Members are fully equipped to adapt to all-out elections in 2018 and associated</p>	<p>Identification and recruitment of remaining eight apprenticeships to commence employment by 1 April 2018.</p> <p>Procurement of Apprenticeship providers.</p> <p>Develop management apprenticeship</p>

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	management programme.	<p>reduction in Councillors and four-year electoral cycle.</p> <p>Improved staff morale (to be measured through Staff Survey).</p> <p>Reduced sickness absence. 17/18 Q1 remained above target (2.57 days/employee compared to 1.75 target);</p> <p>Improved retention and attraction of staff (turnover for Q1 17/18 was 2.93%, within the target of 3.25%)</p> <p><i>(Q2 sickness and turnover figures awaited)</i></p> <p>Reduced accident risk from improved training and risk management.</p>	<p>programme.</p> <p>Task and finish group to agree and carry out work programme, including timetable to report to Cabinet.</p> <p>Monthly management reports on absence and cost – cases being monitored and actions taken by managers.</p> <p>Revisit the Health & Wellbeing Survey to benchmark improvement and satisfaction with project outcomes so far</p> <p>Continue to build relationships through existing Health Champions in particular at Waterbeach</p> <p>Develop and improve Health & Well Being pages on Insite when relaunched.</p>
v. Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them	<p>Drafted a Digital Strategy</p> <p>Digital by Default initiatives::</p> <ul style="list-style-type: none"> - New revs and bens system has gone live; work proceeding on revs and bens phase of online customer portal - Improved the look and feel of the 'find your bin collection dates' web page, 	<p>10,277 completed e-forms were submitted between 1 April – 30 September 2017, compared to 8,868 during the comparative period in 2016-2017.</p> <p>87.7% of calls to the customer contact service were handled in September 2017. The average call waiting time was 126 seconds for the</p>	<p>Finalise and adopt Digital Strategy with 3C ICT.</p> <p>Digital by Default:</p> <ul style="list-style-type: none"> - Revs and Bens to implement new systems and workflows and manage the implementation of their own eforms to enable

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>including an 'add to my calendar' function too.</p> <ul style="list-style-type: none"> - Implemented the new and improved what goes in which bin page - Changed the look and feel of the A-Z and search facility to improve it. <p>Customer Contact Service has recruited to combined post-handling / customer advisor roles to produce additional flexible capacity to deal with peak demand periods.</p>	same period.	<p>customers to self-serve.</p> <ul style="list-style-type: none"> - Implement first phase (revs and bens) of online customer portal - Update website content - Implement payment solution with IEG4 - Launch new Intranet <p>Continue to promote and increase in the use of digital means of contact, including online booking, payment and reporting, reducing the need for customers to use the Contact Centre</p>

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments	
Housing Management						
AH211 Average days to re-let all housing stock						
Anita Goddard	 <p>Past 12 months</p>	Jul	20	17	25 Although below target, performance remains at a reasonable level, comparing with a Q1 Housemark median of 26. Analysis of void reasons has taken place; however no pattern has emerged that can be identified as having contributed towards the increase in re-let days.	
		Aug	22	17		25 Some properties have been returned in poor condition, requiring greater work prior to re-let.
		Sep	22	17		25 Plans are in place to adopt a more assertive approach to planned improvement works going forward, guarding against the return of properties in poor condition.
Housing Advice						
AH203 Number of households in temporary accommodation						
Susan Carter/Heather Wood	 <p>Past 12 months</p>	Jun	59	50	60	Figure remain consistent with previous two quarters (Q1 - 59, Q4 - 60) and compares with 62 in Q2 of 2016/17. This is higher than target largely due to difficult private rented sector and high levels of homelessness over the past year.
		Sep	59	50	60	
AH208 Number of households helped to prevent homelessness						
Susan Carter/Heather Wood	 <p>Past 12 months</p>	Jun	57	30	27	
		Sep	48	30	27	
AH212 £s spent on Bed and Breakfast accommodation (cumulative)						
Susan Carter/Heather Wood	 <p>Past 12 months</p>	Jul	240	3900	4600	The increase seen in September was largely due to enforcement action on a traveller site, as well as a number of households from an extended Traveller family who needed rehousing on safety grounds.
		Aug	1400	4874	5750	
		Sep	3660	5848	6900	
Landlord Services						
AH204 % tenants satisfied with responsive repairs						
Anita Goddard	 <p>Past 12 months</p>	Jun	97.4	97	92	Q2 results are provisional, based on responses received at the point of data submission. As such, there may be up to +/-2% variance once all responses in relation to jobs undertaken in Q1 and Q2 are received and accounted for. Any change from this result will be reported in the next quarterly position report.
		Sep	97.5	97	92	
The final result from Q1 has increased from the 96.2% originally reported during the Q1 position report. Results over the past 12 months have been consistently above 95%. This compares with a median figure of 95.15% amongst the 26 organisations that submitted data to the Housemark benchmarking club for Q4 of 2016/17.						

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments	
Benefits						
FS112 Average number of days to process new HB/CTS claims		FS112, FS113, SF740 Associated Risk - STR5 Welfare Reform				
<div>Dawn Graham</div> <div><div><div>Intervention</div><div>Target</div><div>Actual</div></div><div></div></div>	Jul	31	20	25	Processing times for both new claims and change of circumstances have improved as a result of a number of factors, including: commencement of an offsite, on-demand staffing arrangement; a change in working practices for Revenues and Benefit staff, providing an agile and responsive approach to workload demands in different areas; and one-to-one support from system supplier to staff to ensure that the business benefits from the new Workflow system are maximised.	
	Aug	22	20	25		
	Sep	15	20	25		
FS113 Average number of days to process HB/CTS change events						
<div>Dawn Graham</div> <div><div><div>Intervention</div><div>Target</div><div>Actual</div></div><div></div></div>	Jul	16	15	18	Initial indications are that the improvement in processing times will continue into October.	
	Aug	18	15	18		
	Sep	10	15	18		
SF740 % Discretionary housing grant paid (cumulative)						
<div>Dawn Graham</div> <div><div><div>Intervention</div><div>Target</div><div>Actual</div></div><div></div></div>	Jul	25	27	20	Although below target, spend is at a reasonable level. Targets are based on previous years' spend rates; however it's difficult to account for peaks of demand that may have skewed rate of spend in previous years. Equally forecasting of future peaks can only be done speculatively. As such, whilst the target provides a useful benchmark against previous years, at this stage it is not anticipated that this result will cause difficulty in spending the grant by year end.	
	Aug	31	33	25		
	Sep	33	40	30		
Finance		FS109 Associated Risk - STR4 Medium Term Financial Strategy				
FS109 % invoices paid in 30 days		At its last meeting, CMT requested the service areas with the highest number of late invoices report action taken to improve performance. For further details of the actions taken, please see the main body of the Q2 performance report. In September, 30 invoices were identified as having been paid late, 10 of which related to SSWS, 5 Environmental Services and 4 Benefits. Following further investigation, 8 of the late SSWS invoices were found not to have been date stamped upon receipt. In the absence of a date stamp the date two days after the invoice date is used. Had these been date stamped, they would not have been categorised as having taken longer than 30 days to process, and September's overall result would have stood at 97.5%. Managers have been asked to remind their teams of the importance of following this procedure.				
<div>Caroline Ryba</div> <div><div><div>Intervention</div><div>Target</div><div>Actual</div></div><div></div></div>	Jul	95.2	98.5	96.5		
	Aug	96.7	98.5	96.5		
	Sep	96.6	98.5	96.5		
HR		FS116, FS117 Associated Risk - STR13 Recruitment and Retention				
FS116 Staff sickness days per FTE (non-cumulative)						
<div>Susan Gardner Craig</div>	Jun	2.57	1.75	2.5	Analysis is taking place to obtain Q2 staff sickness figures. These will be reported once available.	
	Sep		1.75	2.5		

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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FS117 Staff turnover (non-cumulative)

Susan Gardner Craig

Jun	2.93	3.25	4	Analysis is taking place to obtain Q2 staff turnover figures. These will be reported once available.
Sep		3.25	4	

Revenues

FS102 % Housing Rent collected

Katie Brown

Line chart not included - scale of chart means actual is largely indistinguishable from target and intervention.

Jul	96.6	95.4	85.8
Aug	96.9	96.0	86.4
Sep	97.3	97.1	87.3

FS104 % NNDR collected (cumulative)

Katie Brown

Line chart not included - scale of chart means actual is largely indistinguishable from target and intervention.

Jul	41.2	41.0	36.9
Aug	52.1	50.2	45.2
Sep	61.7	59.8	53.8

FS105 % Council Tax collected (cumulative)

Katie Brown

Line chart not included - scale of chart means actual is largely indistinguishable from target and intervention.

Jul	43.5	40.5	36.5
Aug	52.5	50.0	45.0
Sep	61.7	59.8	53.8

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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Shared Waste Service

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

Trevor Nicoll

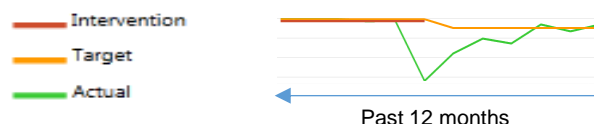
Line chart will be included later in the year once additional results are available.

Jun	52.2	50
Sep	53.1	50

The Q2 result is provisional only. There is a time-lag on confirmation as we rely on external provision.

ES408 % of bins collected on schedule (SSWS)

Trevor Nicoll



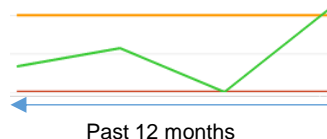
Jul	99.7	99.5
Aug	99.3	99.5
Sep	99.7	99.5

The service has collected over 2,000,000 bins this quarter and achieved an overall quarterly collection rate of 99.55%. The service was challenged in August due to a combination of sick, leave and vehicle pressures which have been resolved. The overall improvement of the missed collection has been achieved via route balancing, improved knowledge of routes, better monitoring and hard work from collection staff.

Environ. Health & Licensing

ES406 % major non-compliances resolved (in rolling year)

Myles Bebbington



Jun	80	90
Sep	91	90

10 of the 11 instances of major non-compliance that have occurred over the past 12 months had been resolved by the end of Q2. The one instance that remains outstanding is in relation to a food hygiene notice that was served towards the end of Q2, allowing insufficient time to resolve before the end of the quarter.

ES401 % business satisfaction with regulation service

Myles Bebbington



Jun	82.9	90
Sep	94.4	90

17 of 18 results indicated satisfaction during Q2.

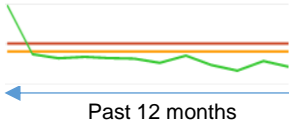
PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments
Dev. Management					
PN510 % of major applications determined within 13 weeks or agreed timeline (designation period cumulative)					
Jane Green		Jul	72.7	65	60
		Aug	73.7	65	60
		Sep	73.6	65	60
PN511 % of non-major applications determined within 8 weeks or agreed timeline (desig. period cumulative)					
Jane Green		Jul	79.9	75	70
		Aug	80.4	75	70
		Sep	80.5	75	70
PN512 % of appeals against major planning permissions refusal allowed (designation period cumulative)					
Jane Green		Jun	7.7	5	10
		Sep	9.6	5	10
PN513 % of appeals against non-major planning permission refusal allowed (designation period cumulative)					
Jane Green		Jun	1.3	5	10
		Sep	1.3	5	10
PN505 % customers satisfied with Planning and New Communities					
Jane Green		Jul	66	70	60
		Aug	62	70	60
		Sep	61	70	60
The Planning Department investigates the nature of complaints and negative feedback to identify common themes and take action to address issues as necessary. In recent months the number of responses to the satisfaction survey have been low (19 in May, 20 in June and 15 in July), resulting in relatively high levels of variation. As such, arrangements for measuring and reporting customer satisfaction with Planning and New Communities will be reviewed in time for 2018/19 to ensure that this provides a greater level of insight.					

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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Land Charges

SX025 Average Land Charges search response days

Jane Green



Jul	3.2	8	10
Aug	5.6	8	10
Sep	4.2	8	10

Planning Policy

PN518 % of new homes permitted that are affordable homes (on developments requiring affordable housing provision)

Jane Green

PN518 Associated Risk - STR3 Failure to meet housing need

Jun			
Sep	39.8	40	35

Work has been undertaken to develop a method of obtaining data for this new KPI for Q2 and going forward.

In addition to onsite provision detailed within this KPI, planning permission was granted in respect of 2 developments where a commuted sum in lieu of onsite provision was secured:

8 dwellings at Station Yard, Meldreth (commuted sum of £137,682 in lieu of 3 affordable dwellings). 10 dwellings at 26 South End, Bassingbourn (commuted sum of £515,684 in lieu of 4 dwellings).

Target has been set in line with the council's commitment to seek 40% or more affordable housing on all sites of two or more dwellings. Intervention has been provisionally set at 35% on the basis that 40% will not always be viable.

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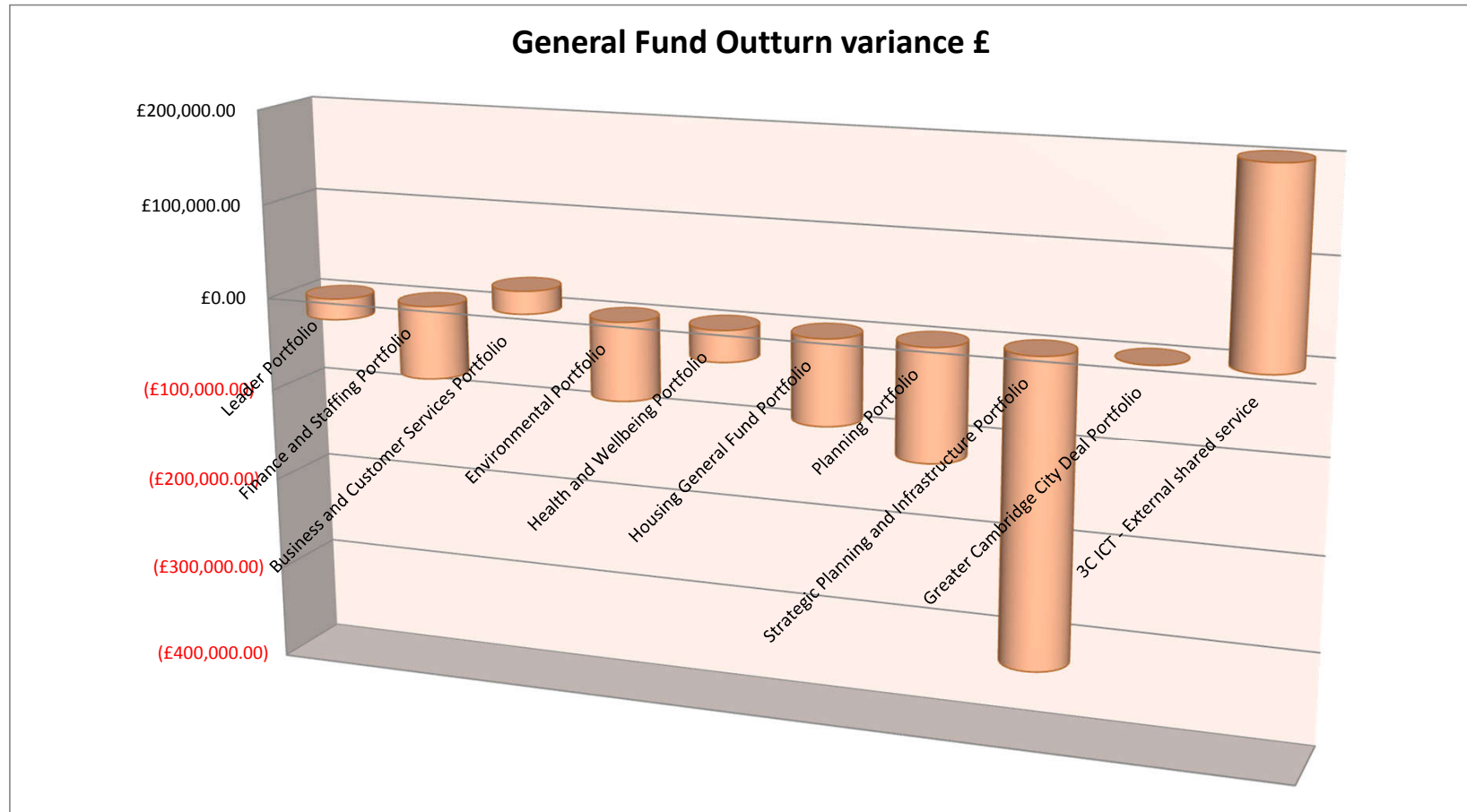
Budget 2017/18 Q2 - Projected Outturn Variances

Portfolio	Full year Budget	Budget to date	Total expenditure	Variance to date	Budget Remaining	Projected (under)/Over Spending
	£	£	£	£	£	£
General Fund						
Leader Portfolio	£343,990.00	£160,788.00	£182,110.00	£21,322.00	£161,880.00	(£22,300.00)
Finance and Staffing Portfolio	£3,507,810.00	£8,417,790.00	£12,801,015.00	£4,383,225.00	(£9,293,205.00)	(£77,725.64)
Business and Customer Services Portfolio	£2,151,430.00	£769,196.00	£888,426.00	£119,230.00	£1,263,004.00	£24,082.59
Environmental Portfolio	£6,249,200.00	£1,792,144.00	£1,533,637.00	(£258,507.00)	£4,715,563.00	(£83,059.76)
Health and Wellbeing Portfolio	£287,990.00	£139,190.00	£201,766.00	£62,576.00	£86,224.00	(£33,000.00)
Housing General Fund Portfolio	£1,644,830.00	£582,658.00	£143,382.00	(£439,276.00)	£1,501,448.00	(£90,000.00)
Planning Portfolio	£2,675,290.00	£832,910.00	£432,541.00	(£400,369.00)	£2,242,749.00	(£118,810.27)
Strategic Planning and Infrastructure Portfolio	£1,084,260.00	£434,718.00	(£2,076.00)	(£436,794.00)	£1,086,336.00	(£322,903.00)
Greater Cambridge City Deal Portfolio	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
3C ICT - External shared service						£200,000.00
Total GF Allocated Portfolio Expenditure	£17,944,800.00	£13,129,394.00	£16,180,801.00	£3,051,407.00	£1,763,999.00	(£523,716.07)
Unallocated reduction for vacancies						£450,000.00
Net General Fund Outturn forecast for the year						(£73,716.07)
HRA						
Housing Repairs - Revenue	£4,364,520.00	£1,318,550.00	£1,026,338.00	(£292,212.00)	£3,338,182.00	(£180,000.00)
Sheltered Housing	£460,380.00	£284,628.00	£152,983.00	(£131,645.00)	£307,397.00	£0.00
Administration	£3,362,814.00	£1,232,174.00	£1,117,120.00	(£115,054.00)	£2,245,694.00	(£100,000.00)
Other Alarm Systems	£0.00	(£25,546.00)	(£46,998.00)	(£21,452.00)	£46,998.00	£0.00
Flats - Communal Areas	£81,164.00	£25,251.00	£15,015.00	(£10,236.00)	£66,149.00	£0.00
Outdoor Maintenance	£118,896.00	£118,874.00	£101,436.00	(£17,438.00)	£17,460.00	£0.00
Sewage	£6,670.00	£24,970.00	£14,874.00	(£10,096.00)	(£8,204.00)	£0.00
Tenant Participation	£272,846.00	£110,565.00	£81,704.00	(£28,861.00)	£191,142.00	(£30,000.00)
Reprovision & New Homes Programme	£200,447.00	£104,601.00	£211,957.00	£107,356.00	(£11,510.00)	£0.00
Other	£93,640.00	£2,240.00	£3,845.00	£1,605.00	£89,795.00	£0.00
Transfer to Reserves & Capital Charges	£19,897,460.00	£0.00	(£59,119.00)	(£59,119.00)	£19,956,579.00	£0.00
Income	(£28,678,600.00)	(£12,027,792.00)	(£12,032,873.00)	(£5,081.00)	(£16,645,727.00)	(£351,160.00)
Total HRA	£180,237.00	(£8,831,485.00)	(£9,413,718.00)	(£582,233.00)	£9,593,955.00	(£661,160.00)
Unallocated reduction for vacancies						£50,000.00
Net HRA Outturn forecast for the year						(£611,160.00)

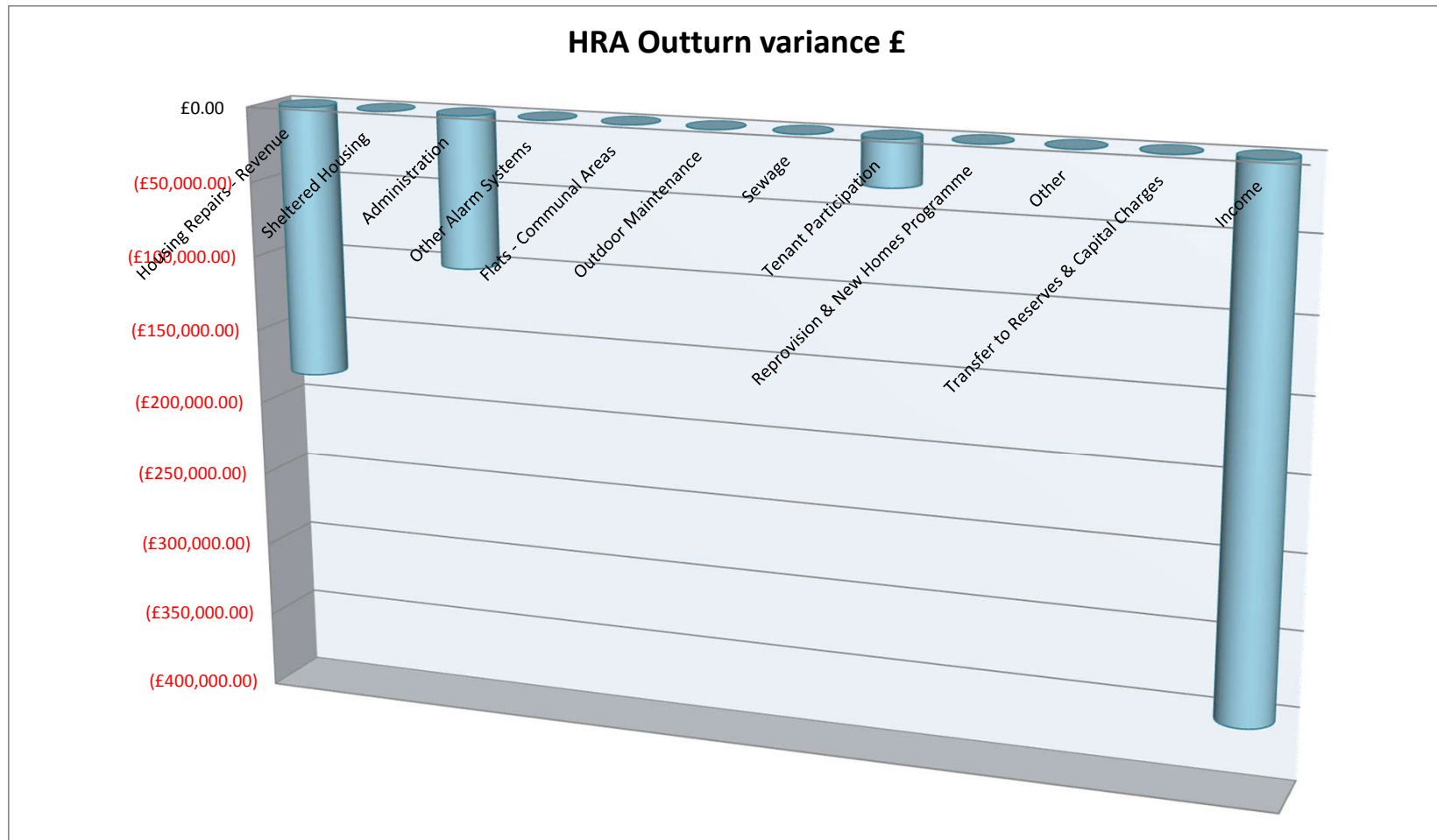
Budget 2017/18 Q2 - Projected Outturn Variances

Portfolio	Full year Budget	Budget to date	Total expenditure	Variance to date	Budget Remaining	Projected (under)/Over Spending
	£	£	£	£	£	£
GF Capital						
Cambourne Offices	£150,000.00	£45,750.00	£15,953.00	(£29,797.00)	£134,047.00	£0.00
ICT Development	£485,000.00	£178,254.00	£22,562.00	(£155,692.00)	£462,438.00	£0.00
Waste Collection & Street Cleansing	£2,674,000.00	£37,000.00	£27,000.00	(£10,000.00)	£2,647,000.00	£0.00
Awarded Watercourses and Air Quality	£100,000.00	£0.00	£104,700.00	£104,700.00	(£4,700.00)	£0.00
Repurchase of GF Sheltered Properties	£1,100,000.00	£458,334.00	£784,844.00	£326,510.00	£315,156.00	£0.00
Environmental Protection	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£0.00
Improvement Grants	£770,000.00	£177,000.00	£252,967.00	£75,967.00	£517,033.00	£0.00
Environmental Protection	£50,000.00	£0.00	£0.00	£0.00	£50,000.00	£0.00
Improvement Grants	£770,000.00	£177,000.00	£252,967.00	£75,967.00	£517,033.00	£0.00
Grants-Provision of Social Hsg	£500,000.00	£208,334.00	£42,000.00	(£166,334.00)	£458,000.00	£0.00
Refurbishment of GF Equity Share Properties	£50,000.00	£20,834.00	£2,485.00	(£18,349.00)	£47,515.00	£0.00
Website Development	£70,000.00	£21,000.00	£12,288.00	(£8,712.00)	£57,712.00	£0.00
Other (Mainly Capital Receipts)	£10,000.00	£0.00	£0.00	£0.00	£10,000.00	£0.00
Total GF Capital	£5,959,000.00	£1,146,506.00	£1,264,799.00	£118,293.00	£4,694,201.00	£0.00
HRA Capital						
Land	£300,000.00	£125,000.00	£10,537.00	(£114,463.00)	£289,463.00	(£150,000.00)
New Homes Programme	£6,941,590.00	£2,892,325.00	£448,848.00	(£2,443,477.00)	£6,492,742.00	£0.00
Reprovision of Existing Homes	£2,109,540.00	£878,975.00	£275,280.00	(£603,695.00)	£1,834,260.00	(£500,000.00)
Repurchase of HRA Shared Ownership Homes	£300,000.00	£125,000.00	£277,418.00	£152,418.00	£22,582.00	£0.00
Cash Incentive Grants	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Housing Repairs - Capital	£8,193,940.00	£3,414,140.00	£1,642,714.00	(£1,771,426.00)	£6,551,226.00	(£200,000.00)
Total HRA Capital	£17,845,070.00	£7,435,440.00	£2,654,797.00	(£4,780,643.00)	£15,190,273.00	(£850,000.00)
Capital receipts						
Right to Buy	(£3,038,000.00)	(£1,346,247.00)	(£1,881,260.00)	(£535,013.00)	(£1,156,740.00)	£0.00
Equity Share-HRA	(£349,530.00)	(£145,713.00)	£112,355.00	£258,068.00	(£461,885.00)	£0.00
Equity Share - GF	(£1,231,835.00)	(£515,277.00)	(£598,631.00)	(£83,354.00)	(£633,204.00)	£0.00
Other						
Grants & Contributions	(£44,315,277.00)	£0.00	(£625,961.00)	(£625,961.00)	(£43,689,316.00)	£0.00
Total Capital Receipts	(£48,934,642.00)	(£2,007,237.00)	(£2,993,497.00)	(£986,260.00)	(£45,941,145.00)	£0.00
Capital Total	(£25,130,572.00)	£6,574,709.00	£926,099.00	(£5,648,610.00)	(£26,056,671.00)	(£850,000.00)

Budget 2017/18 Q2 - Projected Outturn Variances



Budget 2017/18 Q2 - Projected Outturn Variances



Significant Items of Variance from Working Budget

General Fund Budget 2017/18 Q2 - Major Variances from Budget

Service Grouping	Reason for Variance	Cross reference to Performance report	Cross reference to Strategic Risk Register (4Risk)	Actual (Favourable) / Adverse Variance £	Projected (Favourable) / Adverse Variance £
Leader Portfolio					
Total variance for Portfolio	Variance for the Portfolio not investigated			21,322	(22,300)
	Not blank				
Finance and Staffing Portfolio					
Council Tax Benefit	The variance is driven by staff savings due to the 4 vacancies in the team, some staff reducing their hours and also some staff not paying the pension contributions. The Service is now using an outsourced service, which is cheaper than agency staff.	FS112 - Average number of days to process new HB/CTS claims FS113 - Average number of days to process HB/CTS change events SF740 - % Discretionary housing grant paid	STR5 - Welfare Reform	4,916,403	(50,329)
Rent Allowances				0	0
Rent Rebates				0	0
Corporate Management	The variance is driven by staff savings due to the vacancies. This underspend is being used to fund an additional position within Communications team.	CC303 - % total calls to the Contact Centre handled CC307 - Average call answer time (seconds) CC305 - % of formal complaint responses sent within timescale (all SCDs) FS116 - Staff sickness days per FTE FS117 - Staff turnover	STR11 - Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes STR13 - Recruitment & Retention	(714,203)	(23,211)
Cost of NNDR Collection	The variance is driven by staff savings due to the vacancies in the team.	FS104 - YTD % NNDR collected		(25,156)	(31,686)
Discretionary NNDR Relief				0	0
Cost of Council Tax Collection	The overspend is due to the use of Agency Staff to cover vacancies in the team, with forecast salaries underspend of £50k reversed by the Agency staff overspend of £61k	FS105 - YTD % Council Tax collected		199,756	10,766
3C SharedServicesProgramme Hub	The variance is due to £19k overspend on Consultancy services for year to date forecast to continue, but shared by the 3 Councils.		STR12 - Shared Services Initiatives with other authorities	9,986	16,735
Other net variances				0	0
Total variance for Portfolio				4,383,225	(77,726)
	Not blank				
Business and Customer Services Portfolio					
Land Charges	The forecast variance is due to the saving on staff costs. Income for year to date exceeds budgets, but is expected to tail off through the year to total the budgeted value.			(47,526)	(33,998)
Elections	Forecast overspend is due to the additional staff costs earlier in the year caused by the extra election. Other election costs are expected to be reimbursed by the Government later in the year.			236,215	37,790
Register of Electors	Forecast overspend is due to the additional staff costs earlier in the year caused by the extra election.			27,988	42,682
Democratic Representation	The variance is driven by staff savings due to the vacancies in the team.			(73,183)	(9,516)
Policy & Performance	The variance is driven by staff savings due to the vacancies in the team.		STR1 - Consultation and Engagement	(7,277)	(18,559)
Communications	The variance is due to the staff costs exceeding budget for the year to date, this is due to recruitment of a web developer, funded from the saving made on the CEO vacancy earlier in the year, this is expected to continue for the rest of the year.			24,333	25,949
Economic Development	The variance is driven by staff savings due to the vacancies in the team.			(36,661)	(18,490)
Other net variances				0	2,016
Total variance for Portfolio				119,230	24,083
	Not blank				
Environmental Portfolio					

Awarded Watercourses	The saving is due to the vacancy of the Land Drainage Manager, partially offset by the rent costs increase during the year.			(15,764)	(12,560)
Footway Lighting	The projected overspend is based on the unbudgeted costs of repair and replacement work identified as part of a recent structural and electrical survey performed on 1800 lights within the district.			(14,253)	8,300
Single Shared Waste Service	It is forecast the service costs for the full year will be close to budget, with some pressures on the budget during the year due to the missed recycling credits.	ES418 - YTD % of household waste sent for reuse, recycling and composting ES408 - % of bins collected on schedule		(159,095)	5,500
Food Safety	The variance is driven by staff savings due to the vacancies in the team (£6k) and income projected to exceed budget by £3k			(5,224)	(9,000)
Environmental Health General	The variance is driven by staff savings due to the vacancies in the team (£41k) and income projected to exceed budget by £3k	ES406 - % major non-compliances resolved (in rolling eyar)		(19,897)	(44,300)
Environmental Protection	The higher then budgeted costs are due to continued use of EPS during the year, which was not included in the budget.			13,844	9,600
Licences	The variance is driven by staff savings due to the vacancies in the team (£15k) and income projected to exceed budget by £7k	ES401 - % business satisfaction with regulation service		(15,128)	(22,200)
Localism	The saving is due to the potential underspend on Community Development Projects costs			(17,875)	(12,000)
Other net variances				0	0
Total variance for Portfolio				(258,507)	(83,060)
Not blank					
Health and Wellbeing Portfolio					
Children, YoungPeople&Families	Expenditure under this heading is made in conjunction with Cambridge City Council through the South Cambridgeshire and Cambridge City Children and Young Peoples Area Partnership, administered by Cambridgeshire County Council. SCDC provides finance support for this partnership and as such the funds are held within SCDC's statement of accounts. The current balance in this fund stands at nearly £75k and at this level; it is proposed that the annual £10k that SCDC contributes to the partnership is withheld this year, saving this amount on the budget.			(8,519)	(10,000)
Health and Wellbeing	The main reason for the saving is the vacant EHO post throughout the year which has not been backfilled	STR6 - Demands on services from an ageing polulation		(12,983)	(26,000)
Other net variances				0	0
Total variance for Portfolio				62,576	(33,000)
Not blank					
Housing (General Fund)					
Loans for House Purchase etc				0	0
Private Sector Leasing Scheme	Projected underspend is due to the delay in timing of the service, with Q1 and Q2 spent on business set-up/preparatory work, with first property rented only in October 2017			(38,993)	(90,000)
Other net variances	0			0	0
Total variance for Portfolio				(439,276)	(90,000)
Not blank					
Planning Portfolio					
Development Control	The main reason for the adverse variance is projected £138k less income from chargeable services than budgeted for and a projected unbudgeted cost of appeals of approximately £80k in the year. This is partially offset by staff costs saving of £49k, including Agency Staff.	STR25 - Risk of Designation as Poorly Performing Planning Authority		(101,305)	168,898
Planning Policy	The variance is made up of underspends in a number of areas on consultancy budgets due to the delays with the Local Plan. The variance includes £178k potential rollovers into the next year.	STR3 - Failure to meet Housing Need		(266,884)	(298,180)
Other net variances				0	0
Total variance for Portfolio				(400,369)	(118,810)

	Not blank				
Strategic Planning and Infrastructure Portfolio					
Growth Agenda/Northstowe	The variance is driven by £370k underspend of salaries due to a large number of unfilled vacancies in the team. This is brought down by amended timing of the fees for Waterbeach, which are now expected early in the following year. However, overall fees are expected to be £67k higher than budgeted			(430,362)	(312,903)
Transport Initiatives & Policy	The saving is due to the delays in authorisation and implementation of projects, and includes £4k staff saving against budget.			(6,432)	(10,000)
Other net variances				0	0
Total variance for Portfolio				(436,794)	(322,903)
	Not blank				
3C ICT - External Shared Service	Current ICT base budget provided by HDC on 29/12/16 is c. £1,126,000 and was based on the original business case which has now been revised. According to the recent Budget Modelling statement, the new Baseline budget for SCDC in 2017/18 should be restated as £1,404,000. This corrects assumptions written into the original business case and brings in-line the implications of bringing Northgate into 3C and the uplift in Microsoft licensing costs. Projected spend against this is c.£1,324,000 this year.				200,000
	Not blank				
Total for General Fund Revenue				3,051,407	(523,716)

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Significant Items of Variance from Working Budget

Housing Revenue Account 2017/18 Q2 - Major Variances from Budget

Service Grouping	Reason for Variance	Cross reference to Performance report	Cross reference to Strategic Risk Register (4Risk)	Actual (Favourable) / Adverse Variance £	Projected (Favourable) / Adverse Variance £
Housing Repairs - Revenue					
Revenue Maintenance	Projected favourable outturn is due to savings resulted from re-tendering the cyclical maintenance contracts, which resulted in lower costs against budget	AH204 - % tenants satisfied with responsive repairs		(292,212)	(180,000)
Other net variances				0	0
Total variance for Service				(292,212)	(180,000)
	Not blank				
Administration					
Administration	Anticipated savings are due to the staff vacancies in the team and also due to the Head of Housing acting as interim Head of Housing for City Council, which is expected to bring SCDG unbudgeted income through the 50% recharge for her time.			(115,054)	(100,000)
Other net variances				0	0
Total variance for Service				(115,054)	(100,000)
	Not blank				
Tenant Participation					
Tenant Participation	The underspend is anticipated due to the Community Grant not being taken up to date, with the potential it will remain unspent at year end.			(28,861)	(30,000)
Other net variances				0	0
Total variance for Service				(28,861)	(30,000)
	Not blank				
Reprovision & New Homes Programme					
Re-provision and New Homes	The variance is due to the £62K of Yr 2016/17 recharges still to be invoiced to Cambs County Council and also £15K of recharges due for the current year still to be recharged	AH211 - Average days to re-let all housing stock		107,356	0
Other net variances				0	0
Total variance for Service				107,356	0
	Not blank				
	Not blank				
Income					
HRA Interest	The positive variance is forecast based on the increased interest due to the high level of cash balances and additional lending to Ermine Street Housing	FS102 - % Housing Rent collected		(5,081)	(351,160)
Total variance for Service				(5,081)	(351,160)
Other net variances				0	0
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SCDC Strategic Risk Report



Report Date	26 Oct 2017
Risk Status	Open
Council / Service	Strategic (STR)
Control Status	Existing
Action Status	Outstanding

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 10	<p>Increase in cost of managing homelessness - Cllr Lynda Harford (was STR25)</p> <p>Head of Service: Stephen Hills</p> <p>Risk Owner: Stephen Hills</p> <p>Last Updated: 26 Oct 2017</p>	<p>Cause (January 2013) Potential impacts from welfare benefit changes, more responsibilities under the Homeless Reduction Act and instability in the housing market,</p> <p>Consequence leading to an increase in duties owed by the Council along with the new Homeless Reduction Bill, ultimately resulting in significant increase in costs to the Council to meet its statutory obligations. Likely to see an increased demand for the service, and more in-depth support and assessment for those that do approach the Council. Increased expectation on assistance, but no increased access to accommodation.</p> <p>The introduction of Universal Credit and the impact of this on customer finances and on the housing market increases the risk of homelessness. Linked risk (STR 5)</p> <p>Failure to meet housing need (STR3) is also linked and will impact on the level of homelessness.</p>	<p>I = 5 L = 5 25 (25)</p>	Developing an in-house Private Sector Leasing Scheme to replace the King Street scheme. Use of Rent Deposit Scheme, CAB Money advice, other homeless prevention measures and New Build programme.	<p>I = 5 L = 4 20 (20)</p>	Develop In-house PSL scheme	30 Nov 2017
				New hostel opened in 2015 with increased TA.		The mitigation work will be closely monitored throughout the year.	31 Dec 2017
				Successful Joint Trailblazer bid to introduce more joint working and initiatives around homeless prevention.		The success of the new PSL project will be known within 6 months.	28 Feb 2018
				CIH review of homelessness in 2016, identifying existing good practice and future recommendations.		Cabinet decision on financial bid for additional staff team.	28 Feb 2018
				Staffing bid submitted November 2017 to increase staff team by up to 5 members in order to ensure service compliance with new legislation. Failure to properly resource the team will lead to additional temporary accommodation costs as well as legal sanctions.		Review Housing needs of under 35s and the demand/methods of providing shared accommodation.	30 Mar 2018
						Produce a new Homeless Strategy and action plan	30 Mar 2018
						Monitor impact of proposed funding system for supported housing.	30 Mar 2018
						Update customer information on the website so that a self service option exists in relation to basic housing advice.	30 Mar 2018
						Monitor the progress of the Homeless Reduction bill and prepare for implementation.	30 Mar 2018
						Review working practices with mental health services to help prevention amongst this group.	30 Mar 2018

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 25	Risk of Designation as Poorly Performing Planning Authority - Cllr Robert Turner (was STR32) Head of Service: Stephen Kelly Risk Owner: Stephen Kelly Last Updated: 06 Oct 2017	Cause (March 2017) Failure to deal with planning applications in the DCLG prescribed time limits. The Planning Inspectorate failing to support the Council's decision to refuse planning permission or allowing appeals lodged against non determination, Inadequate resources to meet demand, Inefficient processes, Failure of alignment between each planning authority, Failure to meet investment requirements in Greater Cambridge, Consequence resulting in No Local Plan, Inadequate performance, Increase in work for and costs to and costs awarded against the Councils. Loss of local control of decision making if designated as applicants can apply direct to PINNS.	I = 5 L = 4 20 (20)	Action was taken to reduce complaints. Implemented system of proactively ringing complainants. Resulted in no complaints received in the month of September 2017.	I = 4 L = 3 12 (12)	Refocus on importance of pre-application process and 'getting it right first'	31 Dec 2017
				Draft action/improvement plan submitted to management for review.		Effective and on-going performance management.	31 Dec 2017
				Effective delegation Proactive approach by all teams. Reduced complaints by prompt responses. Refocus on importance of pre-application process and 'getting it right first time' Shared Service improvements Regular reports to CMT , EMT and Cabinet		Review and streamline processes and procedures and consistent adherence by staff to them with associated training and confidence.	31 Dec 2017
						Proactive approach by all teams.	31 Dec 2017
						Report submitted to Civic Affairs 22/6/17 to recommend a Review Mechanism for member Decisions at Planning Committee, this has not been approved. Alternative options to be considered	31 Dec 2017

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 3	<p>Failure to meet Housing Need - Cllr Robert Turner (was STR05)</p> <p>Head of Service: Stephen Kelly</p> <p>Risk Owner: Stephen Kelly</p> <p>Last Updated: 25 Oct 2017</p>	<p>Cause (June 2007, was Lack of Land Supply) Failure to meet Housing needs identified in Local Plan, Local Economic requirements – lack of opportunity/economic performance, Delivery of housing falling below levels necessary to achieve: - a five-year supply of housing and the Local Plan target for housing 2011-2031 - City Deal 1,000 additional homes on rural exception sites, Economic uncertainty following Brexit and potential slow down in planning application submissions and house builders by developers, Potential delays to delivery arising from delays to infrastructure programmes, Recruitment and retention of appropriate staff to provide maintain consistency and continuity overseeing major, long term and complex schemes,</p> <p>Consequence leading to lack of up to date policy to support Housing Need, Lack of efficient planning process to deliver strategic sites: - failure in investment in infrastructure necessary to unlock development, - economic uncertainty, resulting in lack of housing provision to meet local need and potential impact on 5 year housing land supply. Potential adverse impact on quality of schemes and customer confidence.</p>	<p>I = 4 L = 5 20 (20)</p>	Establishing a Housing Delivery Project to manage this situation with measures including: - Monthly monitoring of 5-year supply - Tracking of outline planning permissions through to implementation - reduced time limits on outline permissions from 3 to 2 years - requiring delivery programmes from developers.	<p>I = 2 L = 5 10 (10)</p>	Effective programme management and regular liaison with developers.	31 Dec 2017
						Consider alternative delivery mechanisms e.g LDOs to encourage timely delivery.	31 Dec 2017
						PPA to secure up to date programmes and sufficient resources and skill sets and tools e.g. design briefs.	31 Dec 2017
						<p>Housing Delivery Project includes the following measures: - Monthly monitoring of 5-year supply - Tracking of outline planning permissions through to implementation - reduced time limits on outline permissions from 3 to 2 years - requiring delivery programmes from developers</p> <p>An initial meeting to establish the project has taken place. Scope of the project is being determined and project PID is in progress.</p>	31 Dec 2017
						Monitoring of deliver against Housing Trajectory.	31 Dec 2017

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 13	<p>Recruitment & Retention - Cllr Simon Edwards (was STR28)</p> <p>Head of Service: Susan Gardner Craig</p> <p>Risk Owner: Susan Gardner Craig</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (September 2015) Reduced staffing capacity due to difficulties in recruitment and retention, especially in some professions,</p> <p>Consequence leading to loss of resources / experience / expertise in key services, increased workload and pressure on remaining staff to deliver services, increased sickness absence and stress, increased costs (including of repeat recruitment) and additional cost of using the agency staff; resulting in lack of capacity to meet service delivery needs, loss of effectiveness/productivity, disruption to, or lower quality of, services provided, either internally or to the public, failure to comply with statutory processes or meet statutory deadlines; damage to the Council's reputation; legal challenge.</p>	I = 4 L = 5 20 (20)	<p>Variety of actions in place, appropriate to service areas, including:</p> <ul style="list-style-type: none"> •Internal development opportunities •Funded professional development & qualifications •Secondments, both internally and with partnering authorities •Shared services with partnering authorities •Market supplements on a fixed term basis •Use of temporary workers •Changes to recruitment approaches, new jobs page on website, use of different media •Keep under review marketplace pay levels using e-paycheck and other means •Increase in the number of apprenticeships across all service areas of the council. •Participation in national apprenticeship Trailblazer programmes •Developing a career progression scheme, particularly in Planning •Offering trainee LGV Driver places 	I = 3 L = 3 9 (9)	<p>TIMESCALE TO PROGRESS: Ongoing: Additional actions being considered in some service areas.</p>	31 May 2018

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 5	<p>Welfare Reform - Cllr Simon Edwards (was STR15)</p> <p>Head of Service: Susan Gardner Craig</p> <p>Risk Owner: Dawn Graham</p> <p>Last Updated: 25 Oct 2017</p>	<p>Cause (December 2010) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system,</p> <p>Consequence leading to possible: <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, resulting in potential for: •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>	I = 4 L = 4 16 (16)	<p>Scoping work currently being undertaken by the Benefits Manager to assess the impact of Universal Credit and how it impacts the administration of Housing Benefit, Localized Council Tax Support and Rent Collection for SCDC tenants.</p> <p>Department for Work & Pensions (DWP) have confirmed increased Discretionary Housing Payments (DHP) budget for 2017/18 following the reduction in the level of the Benefit Cap (£20k). Local Council Tax Support (LCTS) and welfare reform workshop to take place with regard to proposed LCTS scheme 2018/19 and possible welfare changes. Monitoring of roll out of Universal Credit (UC) to ensure lessons learnt are implemented at SCDC. Information currently available indicates the rollout of UC will be a slow process during this current parliament with all new working age claims processing not available until 2020-21.</p>	I = 3 L = 4 12 (12)	<p>Bid for additional funding submitted, to cover the case that grants currently provided for housing benefit assessment work are reduced.</p>	22 Feb 2018
STR 26	<p>Contract failure - Cllr Mark Howell</p> <p>Head of Service: Trevor Nicoll</p> <p>Risk Owner: Rebecca Weymouth-Wood</p> <p>Last Updated: 06 Oct 2017</p>	<p>Cause (September 2017) Supplier failure including contractual arrangements - Major contract concern is the MRF contract.</p> <p>Consequence If the MRF contract fails it will impact income (if prices are renegotiated) or viability of disposal of recyclable materials (with knock-on impacts for collections and logistics and costs around that).</p>	I = 4 L = 4 16 (16)	<p>Management of the potential contract dispute is in progress. RECAP is due to send AMEY a letter to highlight contract issues RECAP wishes to raise with AMEY once this letter is approved by 3C Legal services.</p>	I = 4 L = 3 12 (12)	<p>New Head of Waste met with AMEY senior management to discuss ongoing contractual arrangements and instigated regular meetings to continue, initially weekly, then monthly.</p>	31 Dec 2017

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 4	<p>Medium Term Financial Strategy (MTFS) - Cllr Simon Edwards (was STR08)</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Caroline Ryba (SCDC)</p> <p>Last Updated: 06 Oct 2017</p>	<p>Cause (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), 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, especially Housing; •unforeseen restructuring costs; •retained business rates scheme – volatility of outstanding valuation appeals, made worse by the 2017 revaluation; •retained business rates scheme does not meet forecast; •retained business rates scheme tariff adjustments continue from 2020/21; •uncertainties following the June 2016 referendum vote to leave EU, particularly unpredictable volatility in economic factors, e.g. inflation, interest rates, employment, business confidence, etc. impact assumptions underlying the MTFS; •major developments do not meet housing trajectory forecast; •cost of supporting development and meeting demand from growth; •impact of welfare reform (and see STR15); •availability of budget for Cabinet priorities; •material error or omission in MTFS forecasts; •increased uncertainty in budget setting due to commercial activities, exposure to market competition and commodity price trends, leads to.. <p>Consequence</p>	<p>I = 5 L = 3 15 (15)</p>	Additional income/savings targets built in to Business Improvement & Efficiency and Commercialisation Programmes projects, shared services and other initiatives.	<p>I = 5 L = 2 10 (10)</p>	Identify further opportunities for commercial income and assess the risks associated with each commercial project. Implement bids and savings process to evaluate demands on the Council's financial resources going forward.	31 Oct 2017
				Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates.		Update MTFS for review by Cabinet in November.	16 Nov 2017
				Implement plans to deliver Council's programme in line with latest General Fund income and savings targets, review use of reserves.		Quarterly reports on commercial projects and market price trends to Cabinet.	29 Dec 2017
				Monitor inflation factors, effect of current economic climate on demand led services and budgets.		Separately identify commercial income in the Council's reports and projections.	29 Dec 2017
				Monitoring of council tax base to identify financial implications of growth.			
				Monthly financial report to Corporate Management Team (CMT); CMT reviews progress in achieving budget targets.			
				Shared Services governance process in place.			
				Spending Review / Autumn Statement and provisional Local Government Finance Settlement: implications modelled for February 2017 Cabinet report.			
				Submission of an efficiency plan to government, thereby seeking to confirm significant elements of income for the next three years as a control/mitigation.			
				Treasury management reports to Finance & Staffing PFH. Monitoring of business rates income, collection rates and appeals.			
				Updated MTFS approved by Cabinet in February 2017.			



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
		leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.					

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 11	<p>Business Improvement & Efficiency Programme - Cllr Nick Wright (was STR26)</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Phil Bird</p> <p>Last Updated: 06 Oct 2017</p>	<p>Cause (November 2013, was Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes) The Business Improvement Efficiency Programme (BIEP), Development Control Improvement Programme (DCIP), Planning Programme, Affordable Homes Programme, Working Smarter and Commercialisation Programmes have their own associated risk registers. The risks included are summarised as follows (only those scoring 12 and above are reflected in the summary):</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>Consequence 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>I = 4 L = 3 12 (12)</p>	<p>The following training programmes are in place to support business development:</p> <ul style="list-style-type: none"> •Delivery of Commercial skills training •Leadership Training •Project Management/Project Sponsor Training <p>The Programme Manager identified programme and project resource requirements before the start of the tranches. The level of resource required is continually monitored by the Programme Manager as projects progress, close and new ones commence. The Senior Responsible Owner is responsible for securing the required resources. Regular 1:1s with Executive Director (Senior Responsible Owner). Monthly Highlight Reports from each Project Manager to the Programme Manager. Monthly Highlight Reports to EMT from the Programme Manager. Regular update meetings with Project Managers & Project Sponsors used to assess required resource levels. A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed. Stakeholder engagement activities place regularly throughout the programme. Increasing emphasis on Lessons Learned from other projects will help the Sponsoring Group, Programme Manager and Project Managers mitigate this risk. Each project risk register is updated monthly and reviewed with project manager. There is currently an increased workload for the Corporate Programme Manager (CPM) due to the long-term absence of the Catering Manager. Provision has been made in the canteen with acting up arrangements put in place. The Facilities Manager was also absent for 12 weeks during the summer of 2017. This does not impact directly on the Programmes themselves or the Projects within them but limits the time the CPM can spend on them. The continuation of the..</p>	<p>I = 4 L = 3 12 (12)</p>	<p>Timescale to progress: throughout 2012 - 2017</p>	<p>30 Dec 2017</p>

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 9	<p>HRA Business Plan - Cllr Lynda Harford (was STR24)</p> <p>Head of Service: Stephen Hills</p> <p>Risk Owner: Julia Hovells (SCDC)</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (March 2012) The HRA Business Plan has its own associated risk register.</p> <p>Consequence The score of the risk in this Strategic Risk Register is a composite score from the HRA Business Plan risk register, and reflects changes announced in the Government's July 2015 Budget on:</p> <ul style="list-style-type: none"> •1% rent reduction for 4 years, •loss of relets to fund the extension of the RTB scheme to Registered Providers, •Sale of estimated 50% of voids to fund extension of RTB to RPs 	<p>I = 4 L = 3 12 (12)</p>	<p>The Housing Revenue Account (HRA) business plan has been updated to reflect the 1% rent cut for four years announced in the Government's July 2015 Budget. The loss of £134m from the HRA Business Plan has had a significant impact on the Council's build programme.</p> <p>The potential loss of properties through the 'higher value voids levy' would put further pressure on the HRA Business Plan and creates further pressure on Risk STR25.</p> <p>Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing and respond to formal consultations.</p> <p>Further detailed review of HRA business plan part of 2017 Service Plan.</p> <p>Potential to negotiate with Government for retention of high value sales receipts to fund a replacement programme.</p> <p>Revised HRA Business Plan was approved in February 2017.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Update 2017/18 HRA Business Plan as part of the 2018/19 budget setting process, taking account of any government announcements or legislative change.</p>	<p>28 Feb 2018</p>

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 2	<p>Gypsy and Travellers and those not meeting new definition - Cllr Robert Turner (was STR03)</p> <p>Head of Service: Stephen Kelly</p> <p>Risk Owner: Caroline Hunt</p> <p>Last Updated: 06 Oct 2017</p>	<p>Cause (June 2007, was , Illegal Traveller encampments or developments) Changes in the planning definition of Gypsies and Travellers and resulting confusion in planning situation for those that do not meet the new definition. Is unresolved through Local Plan</p> <p>Consequence leading to potential to result in possible increase in unauthorised sites and planning appeals with risks of costs, or possible legal challenge, resulting in stalled projects.</p>	<p>I = 3 L = 3 9 (9)</p>	<p>Ongoing routine monitoring of all district development. New Government guidance issued in August 2015, resulting in significant changes to the definition of travellers for the purposed of planning. County wide needs assessment endorsed by PFH in 2012. A new needs assessment has been commissioned, for completion November 2016. 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 (will require modification to reflect the new government guidance and the outcome of the new Needs Assessment) In 2014 a total of 67 Gypsy and Traveller pitches gained permanent planning permission (three were granted on appeal). In 2015 six pitches have gained permanent planning permission and temporary planning permission for 1 pitch was granted on appeal at Wimpole. In August 2016 an appeal for a lawful development certificate for a site in Willingham was allowed. At August 2016 there are three other pitches (on 2 sites) with temporary planning permission, which expire between 2017 and 2018. There is one pending application at Rampton (to make one existing temporary pitch permanent and add two additional 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. The Local Plan examination hearing..</p>	<p>I = 3 L = 3 9 (9)</p>	Local Plan is due for completion in 2017.	31 Aug 2017
						New applications are an on-going process.	31 Aug 2017
						Gypsy & Traveller Area Needs Assessment was updated, led by Housing Directorate, in Summer 2016. Prepare appropriate evidence to the Local Plan examination and propose necessary Modifications to ensure a sound plan.	31 Oct 2017

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 6	<p>Demands on services from an ageing population - Cllr Mark Howell (was STR19)</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Stephen Hills</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (September 2011) The district's demography changes, with significant growth in the over 65 year old population,</p> <p>Consequence leading to additional demands on health and social care services, including to the Council's sheltered housing and benefits services, resulting in adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p>	I = 3 L = 3 9 (9)	<p>Following "Ageing Well" workshops, Cabinet agreed an "Ageing Well" plan in July 2014 following a Joint Portfolio Holder Task & Finish Group.</p> <p>SCDC Housing leading on development of sub-regional Older People's Housing Strategy and refresh of County Older People Strategy.</p> <p>SCDC Housing staff contributing to Cambridgeshire Executive Partnership Board projects including Data Sharing, 7-Day Working, Person-Centre System, and Ageing Healthily & Prevention.</p> <p>Issue and impact discussed by Cabinet / EMT.</p> <p>Successful "Healthy New Towns" funding bid now being implemented to undertake research and project work into future housing needs in new communities, initial focus on Northstowe.</p> <p>NHS England now joined SCDC New Communities Project Board.</p>	I = 3 L = 3 9 (9)	<p>Take account of demographic change in the corporate and financial planning cycle.</p> <p>Redesign services to address demands.</p>	31 Oct 2017
STR 6	<p>Partnership with Cambridgeshire County Council - Cllr Peter Topping (was STR20)</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Mike Hill</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (September 2011) The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport, City Deal) with the County Council,</p> <p>Consequence leading to the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, together with potential reputational impact, resulting in adverse effects on the district's residents and businesses.</p>	I = 3 L = 3 9 (9)	<p>Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>Good relationships with County on: RECAP Waste Partnership (and with National Agencies), Children & Young People's Area Partnership, New Communities Project Board, Older People's Accommodation Strategy.</p>	I = 3 L = 3 9 (9)	<p>Timescale to progress: Progress being monitored via Corporate Plan.</p> <p>Dependent on the timeframe/milestones for each partnership.</p>	31 Oct 2017

SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 14	<p>Access to Primary Care in Growth Areas - Cllr Mark Howell (was STR29)</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Mike Hill</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (May 2016) Failure of health partners to provide increased capacity for primary care and mental health services for new and expanding communities,</p> <p>Consequence leading to inability of residents to access quality local health care increasing pressure on existing services, increased public health costs through higher A&E admissions, increased direct costs for SCDC in reacting to the detrimental impacts of ill-health and inability to effectively achieve Corporate Plan Living Well outcomes resulting in reduced quality of life and increased health acute and chronic health conditions for residents in affected communities, reduced capacity by public health agencies to contain viral outbreaks and inability of SCDC to maintain viable service levels.</p>	I = 3 L = 3 9 (9)	<p>Proactive negotiations with developers to ensure adequate health infrastructure provision in new communities within relevant legal agreements; Development Delivery Agreements in place/under negotiation to embed a partnership approach. Ongoing participation in robust county health scrutiny and Local Health Partnership.</p> <p>Delivery of Corporate Plan Living Well objectives around ill-health prevention.</p>	I = 3 L = 3 9 (9)		

SCDC Strategic Risk Report



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Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 12	<p>Shared Services initiatives with other authorities - Cllr Peter Topping (was STR27)</p> <p>Head of Service: Mike Hill</p> <p>Risk Owner: Brian O'Sullivan</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (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, •unavailability of key staff, or •Councils not adapting how they work to new arrangements <p>A further risk is that established partnership delivers worse than before in terms of:</p> <ul style="list-style-type: none"> •outputs; •cost of service; •reputation (in particular among residents); •lack of agreed objectives. <p>Consequence leading to inadequate resources and support, inefficient practices and unreasonable expectations on shared-staff, resulting in 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>I = 3 L = 3 9 (9)</p>	<p>Clear KPIs are in place to track performance on a regular basis. These are reviewed by the Shared Services Board in accordance with the governance set up.</p> <p>Progress to be overseen by a joint steering group including Leaders and relevant portfolio holders. A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet. For SCDC, reports to Cabinet in October 2014 (re ICT, Legal and Waste) November 2014 (re Building Control) and July 2015 (re Building Control, ICT and Legal). Strong programme and project management provided by an overall programme 3C Management Board comprising Directors from each authority, supported by the 3C Programme Manager, 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 project, funded from Transformation Challenge Award grant, and additional resources allocated to ensure improved co-ordination and delivery.</p> <p>A dedicated risk register is overseen and monitored by the 3C Management Board and progress will be reported through Corporate Plan monitoring.</p> <p>A Joint Committee has been established to oversee the delivery of shared services, to endorse shared business plans, to monitor performance and report through to Cabinet.</p> <p>Revised recharging models in place from April 2017. This will be monitored through The 3C governance boards.</p>	<p>I = 3 L = 2 6 (6)</p>	<p>Timescale to progress: Work underway to align governance and financial management arrangements.</p>	<p>31 Oct 2017</p>

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 1	<p>Consultation and Engagement - Cllr Nick Wright (was STR02)</p> <p>Head of Service: Caroline Ryba (SCDC)</p> <p>Risk Owner: Richard May</p> <p>Last Updated: 06 Oct 2017</p>	<p>Cause (Previously Equalities; reviewed July 2016) The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies,</p> <p>Consequence leading to decisions relating to service delivery being overturned and possible Commission for Human Rights and Equalities inspection, resulting in delays to the implementation of new service proposals causing detriment to customer service, preventing the timely delivery of policy and financial objectives, reduction in reserves available to support balanced MTFS, adverse publicity and effect on reputation.</p>	I = 4 L = 2 8 (8)	<p>The Policy Development Officer (PDO) role includes responsibilities for ensuring continuing compliance with our statutory Public Sector Equality Duty, delivery of the Equality Scheme 2015-2020 and a review of corporate consultation and engagement to ensure consistency and quality across all service areas.</p> <p>The Policy Development Officer left her post on 4 August 2017 and has not been filled, thus delaying the completion of specific projects. The Policy and Performance Manager will take lead responsibility for equality and diversity until the vacancy is filled, although he has limited capacity given other priorities. He has submitted a briefing note identifying specific projects which will be delayed or paused as a consequence, including reviews of the Council's Community Engagement Strategy and Equality Scheme. It is considered that the likelihood of this risk materialising has increased, though not sufficiently to constitute a 'strong possibility' (one in two) at Level 3.</p>	I = 4 L = 2 8 (8)	<p>Due for completion in November 2017 the Policy Development Officer was leading a project to refresh the Council's Community Engagement Strategy and Toolkit to ensure the application of consistent best practice standards across the organisation. She has also prepared a briefing paper for management team discussion to inform a review of the Council's Equality Scheme and associated Equality Impact Assessment Process. We intend to adopt a new scheme in March 2018.</p> <p>Projects on hold following loss of Policy Development Officer in August 2017.</p>	31 Mar 2018

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Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 16	<p>Delivery of Devolution by Combined Authority - Cllr Peter Topping (was STR31)</p> <p>Head of Service: Alex Colyer</p> <p>Risk Owner: Susan Gardner Craig</p> <p>Last Updated: 20 Jul 2017</p>	<p>Cause (September 2016) Change in local and national economic outlook and/or political priorities, ineffective governance and delivery structures and/or a lack of skills and capacity to deliver them,</p> <p>Consequence leading to: Real and perceived 'democratic deficit', lack of proper accountability, the diversion of human and financial resources away from SCDC strategic priorities and failure to deliver key service commitments within the Deal, resulting in inability of SCDC to deliver its Corporate Plan, financially unviable services, reputational damage for SCDC, wider loss of credibility for the Combined Authority and all partners within it, reducing the prospect of successful future devolution deals with government.</p>	I = 4 L = 2 8 (8)	<p>The risk is that the parties involved in setting up the combined authority don't move quickly enough or coherently enough, however, by this time the progress is as follows:</p> <ul style="list-style-type: none"> -Appointed Interim officers for the 3 key positions, adverts for permanent recruitment to go out during Autumn 2017; -Advert for Combined Authority Chief Executive published and new Chief Executive appointed and in post; -Agreed a draft staffing structure, reviewed by Scrutiny and confirmed; -A number of work streams are put together to work on objectives; -A Work Plan is set up which captures all the details. 	I = 4 L = 2 8 (8)		

Strategic Risk Matrix
September 2017

Notes: Risk Tolerance Line -----

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


			IMPACT				
			Insignificant	Low	Medium	High	Extreme
			1	2	3	4	5
LIKELIHOOD	Almost certain	5				3. Failure to meet Housing Need 13. Recruitment & Retention	10. Increase in cost of managing homelessness.
	Likely	4				5. Welfare Reform 26. Contract Failure (NEW)	25. Risk of Designation as Poorly Performing Planning Authority
	Possible	3			2. Gypsy and Travellers and those not meeting new definition 6. Demands on services from an ageing population 7. Partnership working with Cambridgeshire County Council 14. Access to Primary Care in Growth Areas 12. Shared Services initiatives with other authorities	11. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes 9. HRA Business Plan	4. Medium Term Financial Strategy
	Unlikely	2				1. Consultation and Engagement 16. Delivery of Devolution by Combined Authority	
	Rare	1					

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Report To: Leader and Cabinet
Lead Officer: Alex Colyer

16 November 2017

Business Case for the Creation of a Community Energy Grant Fund

Purpose

1. To present Cabinet with a Business Case for the creation of a Community Energy Grant Fund, and to seek approval for further work to establish and launch the fund by 01 March 2018.
2. This is a key decision which was first published in the Forward Plan on 04th October 2017.

Recommendations

3. Cabinet is invited to:
 - (a) Review and endorse the Business Case for the Creation of a Community Energy Grant Fund, and approve further work to establish and launch the fund by 01 March 2018.
 - (b) Approve the principle of an Energy Loan Fund, with further work to take place to develop and present a business case to the Cabinet meeting scheduled for February 2018.

Reasons for Recommendations

4. Please see the main body of the Business Case for detailed reasons for the recommendations and all relevant considerations.

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Business Case for the creation of a Community Energy Grant Fund

Lead Officer:	Kevin Ledger		
Date Issued:	16/11/2017	Version No:	1

Reasons:

The Local Government Finance Bill provides for the retention of business rates income from new renewable energy projects in the district. Renewable energy receipts for South Cambridgeshire District Council, which are held in the Council's Renewables Reserve, currently stand at £1,209,000 (made up of £675k retained from 2015-16 and £534k from 2016-17). Under current government legislation, the Renewables Reserve is set to continue to grow on a yearly basis (a forecast of the amount expected for 2017-18 will become available in December).

Members have expressed a wish that some of the benefits from locally situated renewable generation sites are used to encourage sustainable energy, and returned to South Cambridgeshire's communities. Following the presentation of an options appraisal to EMT and the approval in principle for a community energy grant scheme, this business case focusses on the use of a portion of the Renewables Reserve for the creation of a Community Energy Grant Fund. Through this fund, SCDC would provide financial support to energy projects brought forward by the district's community and voluntary groups and parish councils. Whilst it is anticipated that the majority of applications would relate to energy saving and efficiency improvements to community buildings, it is proposed that conditions for eligibility should allow for a broad range of applications that may not strictly fall within this criteria (for example the installation of Electric Vehicle charging points for community use).

The creation of such a grant scheme would offer SCDC the chance to demonstrate leadership of place by empowering the district's community and voluntary sector to deliver benefits to the environment and our communities, through reduced carbon emissions and energy costs, and increased energy security. It would also build on community sector interest in energy investment, demonstrated through involvement in previous energy projects and existing examples of energy work on community buildings within the district (a small number of which have been funded through Community Chest), whilst recognising that significant additional scope exists for further investment (see appendix A for a more detailed examination of demand).

In addition to the Community Energy Grant Fund, a proposal for an Energy Loan Fund is also being developed (again, following approval in principle by EMT). As well as community and voluntary groups, this would be open to householders and SME's in order to maximise access to awards and promote sustainable energy consumption throughout the district. The loan fund would allow a greater number of energy projects to be funded, ensuring that the benefits of the Renewables Reserve reach a broad spectrum of South Cambridgeshire communities. Whilst the overarching principles of this fund have been developed, further work is required to investigate the details (for example interest rates, payback times and the costing of employing an intermediary organisation to administer the loan), approval of which will be sought from Cabinet in a subsequent business case.

An investigation is also taking place to examine renewable energy investment income generation opportunities with a further report presenting findings before the end of the financial year. This will include an exploration of a profit share model for larger scale community energy projects.

Options:

Community Energy Grant Fund - providing grants to fund or part-fund energy projects brought forward by South Cambridgeshire's voluntary and community sector organisations.

Fund Aspect	Proposal	Rationale/Notes
Funding available	<p>Grants available for up to £3,000 per organisation, per year. This could be spread across multiple awards during the same year.</p> <p>Total annual spend of £55,000.</p>	<p>Total annual spend has been identified in consultation with Cllr Edwards and matches the original 2017-18 Community Chest fund (although an additional £30,000 was added at a later date), limiting the amount awarded in any one year at an established level for grant funds.</p> <p>Individual grants of up to £3,000 allow a range of measures to be considered by community groups, whilst offering potential to attract sources of funding from elsewhere. At least 18 awards could be made in a financial year, ensuring that funds can be well distributed to a range of projects.</p>
Eligible organisations	<p>Parish councils, charities, voluntary groups, sports and social clubs and other not-for-profit organisations (not including schools).</p> <p>Applicants must:</p> <ul style="list-style-type: none">- Have a written constitution or mission statement.- Have an elected committee or representative steering group.- Be able to provide an up to date copy of their accounts and any relevant protection policies (Parish Councils can signpost to relevant online documentation).	<p>This fund has been developed to allow community and voluntary groups to reduce energy costs and environmental impact. It is proposed that schools are excluded to guard against a large number of applications at the expense of community and voluntary groups.</p> <p>The intention is for this grant to sit alongside an energy loan fund that would also accept applications from householders and SMEs. Further work is required to investigate loan fund details, approval of which will be sought from Cabinet in a subsequent business case.</p> <p>A grant fund is an appropriate funding mechanism for not-for-profit organisations as it removes barriers around repayment and the identification of projects that would achieve sufficient payback within a short time period.</p> <p>Eligibility requirements are in line with those of the Community Chest and ensure grants are awarded to organisations with proper and effective governance structures. If organisations do not have a written constitution, mission statement or relevant protection policies, they can be signposted to Cambridge Council for Voluntary Service for advice, as is currently the case with the Community Chest Fund.</p>

<p>Eligible activities</p>	<p>Energy surveys and advice for community buildings.</p> <p>Energy saving and efficiency measures, such as:</p> <p>LED lighting Lighting sensors Double glazing New secondary glazing New boiler New radiators Roof insulation Cavity wall insulation Heating controls Draught proofing Thermal doors</p> <p>Other low carbon measures (e.g. the installation of Electric Vehicle charge points, or battery storage to maximise the benefits of renewable generation measures etc).</p>	<p>Consultation with groups providing support to community buildings (see Appendix 1) has found that a lack of expertise and resource is a significant obstacle to energy investment. Funding energy surveys and advice will allow community groups to confidently identify measures for their buildings. Initial investigation has found energy surveys cost £500-£750.</p> <p>Many of the most accessible and least expensive energy performance options are energy efficiency measures.</p> <p>Given that this grant would constitute public funding, any low carbon energy generation measures benefiting from the grant would not be eligible to receive Feed-in-Tariff or Renewable Heat Incentive payments. As such, the fund will not normally be used to support low carbon energy generation measures. It is not thought that projects receiving loan funding are subject to the same restrictions, and as such this may be an area to be provided for by a subsequent energy loan fund offering.</p> <p>This catch-all heading is included for the avoidance of doubt that projects that may not fall squarely under the above headings can still be considered. The examples of Electric Vehicle charging stations and battery storage have been given, but the heading provides the option to consider any measure that can be seen as contributing to a reduction in carbon emissions.</p>
<p>Other requirements</p>	<p>Plans to publicise the project, including SCDC's role in providing grant funding, during and following.</p> <p>Funding must be used within 12 months of the award being made (unless otherwise agreed in writing).</p> <p>A quote for the work in question will be required upon application.</p> <p>Organisations will be encouraged to undertake</p>	<p>This will ensure that the fund is self-promoting and will also help to increase environmental awareness and knowledge of the various measures that all South Cambridgeshire residents are able to take.</p> <p>To ensure that the fund is used promptly to bring forward benefits at the earliest possible opportunity.</p> <p>To allow SCDC to ensure that the quote that has been obtained is not unreasonable.</p> <p>The Centre for Sustainable Energy (CSE) has published a community building self survey to</p>

	<p>and submit a self survey alongside their application to strengthen their case for grant funding.</p> <p>An end of project report must be submitted to SCDC within three months of project completion.</p>	<p>assist with the identification of energy efficiency options. CSE provide telephone and email support to community groups completing the self survey. Subject to permission from CSE, completion of the self survey would demonstrate careful consideration of options, prompting the exploration of measures beyond the obvious. It would also assist SCDC in tracking the impacts of grant funding, through sections that help groups to estimate carbon savings from efficiency measures. This may also reduce the number of grants required to be made for professional energy surveys.</p> <p>To allow SCDC to measure, monitor and report on the grant usage and impacts.</p>
Fund restrictions	<p>Eligibility will not guarantee funding. The council will reserve the right to prioritise based on funding availability, number and type of applications received at any given time, priorities for the financial year, value for money, funds received by the organisation from this grant during previous years, and previous funds received within the locality.</p> <p>Grants cannot be awarded for the following:</p> <ul style="list-style-type: none"> - Organisations that have previously received £3,000 of Community Energy Grant funding in the same financial year. - On-going revenue costs or overheads (e.g. staffing costs). - Projects that replace funding by other public 	<p>This will provide decision makers with the discretion to make awards based on a number of criteria, whilst ensuring a certain amount of flexibility is retained within the decision making process.</p> <p>To ensure the grant is not spent where public funding is available and has already been used</p>

	<p>sector bodies.</p> <ul style="list-style-type: none"> - Items that would only benefit individuals and not the group. - Environmental education projects. 	<p>to fund a project.</p> <p>Ensuring that the fund is truly used to benefit communities.</p> <p>Restricting the fund in this way avoids the potential for re-treading work already undertaken, or continuing to take place through the Sustainable Parish Energy Project (SPEP), which successfully delivers projects to promote energy efficiency and renewables awareness to local communities. Promotion of funded projects, and thereby energy efficiency, is also a condition of funding.</p>
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Process:

Applications will be accepted year-round, until such point as the annual budget is fully depleted.

Applications will be considered as complete and considered once the following has been received:

- A completed application form.
- One quote for the work in question.
- A copy of the organisation's constitution or mission statement (except parish councils).
- An up to date copy of their accounts and any relevant protection policies (parish councils can signpost to relevant online documentation).

Once completed, applications will be reviewed and considered at monthly Finance and Staffing Portfolio Holder meetings (as is the case for Community Chest applications).

If successful, grant payment will be made once we have received acknowledgement of the grant offer and acceptance of the terms and conditions.

An annual review will take place at the end of each year to ascertain whether any alterations are required to the grant terms and administration process.

Reasons for recommendation:

Leadership of place

For SCDC, the provision of a Community Energy Grant Fund offers the opportunity to demonstrate leadership of place, working with and harnessing the drive and enthusiasm of South Cambridgeshire's thriving community and voluntary sector to deliver benefits to the environment and our communities, through reduced energy costs, increased energy security and a flourishing local energy scene.

Grants of £3,000 will allow local community groups to take, what may be in some cases, their first steps in energy investment, potentially leading to consideration of further measures in the

future. It may also allow groups to attract funding from other sources, enabling larger scale energy projects to be considered.

As part of this leadership of place role, SCDC could invite applications for projects focusing on areas of particular benefit, or those that allow access to additional funding. Examples could be the installation of Electric Vehicle charge points to promote more sustainable travel within the district and access funding available through the Office for Low Emission Vehicles; or battery storage, to maximise the benefits obtained from existing renewable energy generation units throughout the district.

Removing the barriers to investment in community energy faced by local community groups

A grant fund is an appropriate funding mechanism for community groups as it removes barriers around repayment and the identification of projects that would achieve sufficient payback within a short period of time. This is a model that has proved successful for other local authorities, (for example the Green Suffolk Fund and the Bristol Community Energy Fund) and can be up and running by the end of the 2017-18 financial year.

Consultation with groups providing support to community buildings (such as Groundwork East, Cambridgeshire ACRE (Action with Communities in Rural England) and those involved with the administration of the Green Suffolk Energy Fund – see appendix 1 for detail) has found that a lack of expertise and resource is a significant obstacle to energy investment by community and voluntary groups. Allowing grant applications to be made to fund energy surveys and advice, and directing organisations to resources that allow them to undertake their own self-surveys, will allow community and voluntary groups to confidently identify the most appropriate measures for their community building.

Responding to demand

Investigations have found numerous indications that community groups are keen to invest in community building energy efficiency. This has been demonstrated through:

- Community group involvement with previous energy related projects (Sustainable Parish Energy Partnership and Community Building Energy Surveys).
- Existing examples of energy work on community buildings within the district (small amount of Community Chest funding for small scale energy works, Cambourne Parish Energy Fund).
- Examples from elsewhere (Green Suffolk Fund, Bristol Community Energy Fund).
- Consultation with groups providing support to community buildings seeking to achieve improved energy performance (Groundwork and Cambridgeshire ACRE (Action with Communities in Rural England)).

Further details of demand are detailed within appendix A.

Complementing existing Community Chest Grants

There has previously been limited funding for energy efficiency improvements through the Community Chest scheme (4 of 65 applications in 2017-18 to date). Once launched, any submission to Community Chest for energy efficiency and generation measures would automatically be passed for consideration under the Community Energy Grant Fund, freeing up Community Chest funding (which has regularly been fully distributed by Christmas) for alternative application types.

Effective promotion of funding opportunities and impacts

A specific Community Energy Grant Fund would enable clear and effective publicity of funding opportunities and impacts through promotion of clear messages and targeting of specific audiences.

Organisations receiving funding will be required to involve the community in project development and publicise the work that has taken place through the grant, helping to promote and multiply the impact of the scheme.

Benefits:

Benefit	Corporate Plan Link	Objectives required for Benefit delivery	Key measurable
South Cambs community groups are empowered to reduce environmental impact	Living Well	Reduce carbon emissions of community groups receiving grants.	<ul style="list-style-type: none">- Estimated carbon savings.- Number of projects supported.- Number of organisations supported.
Additional resources are available to South Cambridgeshire community groups to enable them to support our thriving communities	Living Well; Connected Communities	Reduce energy costs of community groups receiving grants	<ul style="list-style-type: none">- Estimated financial savings.
Positive reputational impact for SCDC	An Innovative and Dynamic Organisation	<ul style="list-style-type: none">Support a wide range of projects and organisations.Generate positive news items.	<ul style="list-style-type: none">- Number of projects supported.- Number of organisations supported.- Number of positive Community Energy Grant news items.

Risks:			
Risk description Risk event, <i>leading to consequence</i> , resulting in possible outcome	Control Measures	Risk Score	
Insufficient resources available for the effective administration of the fund, <i>leading to a backlog of applications and delays in the grant decision making and payment processes and potentially failure to spend total annual budget for Community Energy Grant Fund</i> , resulting in reduced benefits (outlined in the Benefits section above) and possible negative publicity.	It is proposed that the management and administration of the Community Energy Grant fund would sit with the Sustainable Communities team, alongside the Community Chest fund; however at present there is currently no spare capacity within this team. A bid for a Project Officer post has been submitted and subject to other priorities, the set up and administration of the grant fund could be undertaken by this post provided it goes ahead. If this is not the case, alternative options for resourcing this work will need to be explored. This could include the use of the Renewables Reserve to fund a post, or employ an external organisation to administer the grant.	Impact Likelihood Total	2 4 8
Insufficient support for organisations with a lack of knowledge/expertise/resource, <i>leading to failure to spend total annual budget for Community Energy Grant Fund, or inequitable distribution of the benefits of the fund to those with greater resources or existing expertise</i> , resulting in reduced benefits (outlined in the Benefits section above).	<p>Energy surveys or energy advice identified as eligible for funding. Encouragement of organisations to undertake and submit a self survey alongside their application, with possible support provided by the Centre for Sustainable Energy.</p> <p>Barriers to application to be minimised through an open eligibility criteria that matches existing Community Chest fund criteria, plus a clear application process.</p> <p>Communications plan to ensure that organisations are aware of the range of measures eligible for funding, including energy surveys and advice.</p> <p>A maximum Community Energy Grant amount of £3,000 can be made to any one organisation in each financial year. Additional provision has been included within the decision making process to allow SCDC to use its discretion to determine suitability for grant funding based on a number of criteria, including funds received by the organisation from this grant during previous years.</p>	Impact Likelihood Total	2 3 6
Failure to generate awareness of the fund amongst community	To develop and implement an effective communications plan. This will include raising of awareness amongst local advice groups	Impact Likelihood Total	2 2 4

organisations, <i>leading to failure to spend total annual budget for Community Energy Grant Fund, or inequitable distribution of the benefits of the fund to those with greater resources or existing expertise</i> , resulting in reduced benefits (outlined in the Benefits section above).	such as Cambridgeshire ACRE and Cambridge Council for Voluntary Service, who provide advice to community groups on a range of subjects, including funding availability. The communications plan should account for the purdah period which will take place between 26 th March 2018 and 3 rd May 2018.		
Organisations receiving grant funding are geographically clustered within a small number of parishes <i>leading to inequitable distribution of the benefits of the fund</i> , resulting in reduced benefits (outlined in the Benefits section above) and possible negative publicity.	Provision has been included within the decision making process to allow SCDC to use its discretion to determine suitability for grant funding based on a number of criteria, including previous funds received within the geographical locality.	Impact Likelihood Total	2 2 4

Cost and Timescale:

Resource requirements:

The cost of the proposed Community Energy Grant Fund would be £55,000 per year over a period of 4 years, totalling £220,000 for the period 2018-2022. This would be financed by the Renewables Reserve.

The Community Chest fund provides an indication of the level of resourcing that will be required for the administration of the Community Energy Grant Fund. Currently, approximately two hours per Community Chest application are required from the Sustainable Communities team, split between project officer and resources team, plus half a day per month from the finance team. This time includes administration to ensure applications are valid and accompanied by all necessary documentation, preparation of the Portfolio Holder report, communication of results to applicants and arranging payment of grant funds. It also includes management involvement for the oversight of the scheme, communications with the Portfolio Holder and attendance at Portfolio Holder meetings. It should be noted that this is based on the work of a highly experienced administrator on a well established scheme. To date, 109 applications have been received for Community Chest funding during 2017-18, equating to approximately 30 days (averaging out at roughly 1 day per week) work from the Sustainable Communities team to administer.

It is proposed that the management and administration of the Community Energy Grant fund would sit with the Sustainable Communities team, alongside the Community Chest fund. At present there is no spare capacity within the Sustainable Communities team and as such a bid for a grade 4 (£23,711 - £27,404) Project Officer post has been submitted. Subject to other

priorities, it is anticipated that the set up and administration of the grant fund could be undertaken by one day per week of this post provided it goes ahead. This is based on the resource requirement of the existing Community Chest fund. If this is not the case, alternative options for resourcing this work will need to be explored. This could include the use of the Renewables Reserve to fund a post.

Timetable for Community Energy Grant Fund set up:

Task Description	Start Date	End Date
Make required arrangements for the resourcing of grant administration	17/11/17	19/01/18
Develop processes required for the administration of the grant fund	17/11/17	16/02/18
Develop communications plan	01/12/17	31/12/17
Design and create application form	01/12/17	31/01/18
Action communications plan	01/02/18	26/03/18 (purdah)
Community Energy Grant Fund open for applications	01/03/18	

Investment Appraisal:

It is proposed that the total annual spend is set at £55,000, matching the 2017-18 Community Chest fund, limiting the amount awarded in any one year at an established level for grant funds. Individual grants of up to £3,000 allow a range of measures to be considered, whilst ensuring that funds are distributed to a range of projects throughout the district.

Whilst subsequent work and reports are scheduled to bring forward proposals in relation to an Energy Loan Fund and renewable energy investment income generation opportunities, the benefits of the Community Energy Grant Fund to SCDC would be non-financial (as set out within the Benefits section above) with no financial return sought. In addition to these benefits, the Community Energy Grant Fund is proposed as an appropriate step for ensuring the benefits from locally situated renewable generation sites are returned to South Cambridgeshire's communities.

Appendix A – Indications of Demand

Community sector involvement in previous and ongoing SCDC energy projects

Sustainable Parish Energy Partnership (SPEP)	<ul style="list-style-type: none">• A network of parish councils, groups and individuals running community projects to encourage greener living, set up by SCDC in 2009.• Projects have included thermal imaging camera loans, 'village energy days' and other events to promote energy saving and renewable energy, and more recently, Repair Cafes.• Projects are initiated by the network and supported by a Project Officer in the Sustainable Communities and Partnerships Team. Support includes advice, occasional networking events and newsletters, event publicity and small funds, e.g. for room hire.
Community Building Energy Surveys	<ul style="list-style-type: none">• 13 energy surveys on community buildings were undertaken in South Cambridgeshire during 2014-15 in a scheme funded by the now defunct Low Carbon Initiative.• The resulting reports, including recommendations for improving the buildings' energy performance, were provided to the parish councils.• The 13 community organisations that came forward for energy surveys did so with only minimal publicity of the scheme.

Examples of community building energy projects within the district

Community Chest	<ul style="list-style-type: none">• A small number of community groups have successfully applied for funding of up to £1000 for energy efficiency improvements through the council's Community Chest scheme, e.g. for LED lighting upgrades and replacement doors or windows.• Four of the 65 applications received in the current financial year have been for energy improvement works.
Cambourne Parish Energy Fund	<ul style="list-style-type: none">• Promotes renewable and efficient energy projects that conserve or improve the environment in and for the direct benefit of Cambourne's residents.• Examples of projects supported to date include installation of Solar PVs on buildings such as South Cambs Hall and Cambourne Sports Pavilion and installation of a wind turbine at Cambourne tennis courts.• Of the original 950k fund, approximately £100k remains and the parish council have indicated that the fund is likely to be open for new applications soon.
Gamlingay Eco Hub	<ul style="list-style-type: none">• Gamlingay Eco Hub provides an award winning best practice example of how investment in the energy performance can be placed at the heart of community building development plans.• Almost all income generated by the building can be used to run the building for direct benefit to the community, rather than on paying utility bills.
Other community building energy projects	<ul style="list-style-type: none">• Follow up with the 13 community buildings receiving energy surveys (listed above), has found subsequent energy projects have taken place amongst these organisation, ranging from the installation of solar PVs, to the upgrade to LED lighting and the installation of heating controls.• 15 out of 124 respondents to Cambridgeshire ACRE's 2017 Village Halls and Community Buildings Survey indicated that they had plans to install renewable energy. It is likely that many also have plans for energy efficiency works, however no specific category is provided for this type of work.

Examples from elsewhere

<p>Green Suffolk Fund - Suffolk County Council</p> <p>http://www.greensuffolk.org/green-communities/grants-and-funding-opportunities/</p>	<ul style="list-style-type: none"> • Grants available to community groups, voluntary groups and parish councils for up to 25% of project costs to a maximum of £1,000. • 10-12 applications received per year; however this is on the basis that match funding, plus evidence that quantifies the amount of carbon dioxide equivalent to be saved, is required.
<p>Bristol Community Energy Fund – Bristol City Council</p> <p>www.bristolcommunityenergy.co.uk/</p>	<ul style="list-style-type: none"> • Targeted at small organisations with charitable aims. Grants of up to £10,000. • Applications for first round of funding were made between February 2016 and end of March 2016. 32 submissions were made with 12 of these offered a total of £53,193 to undertake a range of energy projects in local communities.

Consultation with groups providing support to community buildings seeking to achieve improved energy performance

Cambridgeshire ACRE	<ul style="list-style-type: none"> • Provide a community buildings advice service. • 2017 Village Halls and Community Buildings Survey indicated that of the 124 survey respondents, 75% were members, showing that they have a strong membership within the area. • Indicated during telephone conversation that even small amounts grant funding would be very useful to their members, as they enable an organisation to take its first step or to attracting funding from elsewhere. Biggest barrier to investment is lack of resources and energy expertise.
Groundwork East	<ul style="list-style-type: none"> • Run 'Thriving Community Buildings' project in Suffolk Coastal and Waveney with funding from the East Suffolk Partnership and Suffolk Coasts and Heath AONB. • Providing energy and renewables advice as part of wider package of support to 30-35 communities over 2 years. • No difficulty with take up and have never actively promoted the programme. • The majority of organisations require considerable support for action to take place. They provide this through their on site audits or telephone/email support. In both cases a report is set out clearly outlining recommendations, capital costs and expected annual cost and carbon savings. • Grants of up to £3,000 would be a strong offering.

Agenda Item 10



REPORT TO: Cabinet

16 November 2017

LEAD OFFICER: Stephen Kelly, Joint Director Planning and Economic Development

Withdrawal of Community Infrastructure Levy Draft Charging Schedule

Purpose

1. The purpose of this report is to secure authority from Cabinet to withdraw the CIL draft charging schedule and approve the outline timetable for the resubmission of a new draft charging schedule.
2. This not a key decision and it was first published in the June 2017 Forward Plan.

Recommendations

3. It is recommended that Cabinet agrees to activate Regulation 18 of the Community Infrastructure Levy Regulations 2010 (amended) and withdraw the Council's submitted CIL draft charging schedule.

Reasons for Recommendations

4. The proposed CIL draft charging schedule was submitted to the Planning Inspectorate (PINS) in October 2014. Since the draft charging schedule was submitted, there have been a number of factors which would have a detrimental affect on the likely success of the CIL examination and future operation of the proposed CIL. These factors can be summarised as follows:
 1. Modifications in relation to proposed Local Plan site allocations
 2. Infrastructure evidence and its relevance
 3. Viability evidence and its relevance
 4. The emergence of the Combined Authority
 5. Government approach to further amendments of the CIL Regulations
 6. Joint planning service with Cambridge City Council
5. Since the draft charging schedule was submitted for examination the respective Local Plans have proposed Modifications in relation to the proposed site allocation of Cambridge East (SS/3). The site land North of Cherry Hinton now comprising a total of 420 dwellings in South Cambridgeshire (rather than the previous allocation of 110 dwellings in South Cambridgeshire). The adjoining land in the Cambridge City Local Plan (ref R40) originally proposed 351 dwellings and now proposes 780 dwellings. Across both Authorities the allocation has gone from 530 dwellings to 1,131 dwellings. The original proposal for this site was that the infrastructure would be 'CIL led' with a proposed residential charge of £125 across both Cambridge City Council and South Cambridgeshire District Council administrative areas. This approach was adopted largely on the basis that there was little need of onsite infrastructure (aside from public open space etc). The new larger allocation includes a policy requirement to provide a significant area of land to contain an 8 form entry secondary school serving the east of Cambridge. The site will also be subject to a Supplementary

Planning Document (currently being drafted ahead of public consultation) and which may propose an infrastructure strategy which is incompatible with the current draft charging schedule (and that of Cambridge City Council).

6. The infrastructure evidence originally prepared in August 2012 and updated in August 2013 has since been updated in respect of the local plan examination in November 2015 following a suspension of the local plan examination. Arguably this update cannot be used in respect of a CIL examination unless the draft charging schedule was withdrawn to be re-consulted upon with the up to date evidence.
7. The viability evidence originally prepared in July 2013 has since been updated in respect of the local plan examination in November 2015, following a suspension of the local plan examination. Again arguably this updated evidence cannot be relied upon in respect of a CIL examination unless the draft charging schedule was withdrawn to be re-consulted upon. If the CIL examination was to progress without this evidence being first updated there is a risk that the evidence would not be considered sufficiently up to date.
8. A Mayor has been appointed for the Cambridgeshire & Peterborough Combined Authority which may have a number of different influences including on transport infrastructure, growth strategy and governance. Although as a factor this is less relevant than those listed above, it may be appropriate to have regard to this in the formulation of a CIL strategy for South Cambridgeshire.
9. In the Housing White Paper ('Fixing our Broken Housing Market' – February 2017) the Government acknowledged that the independent review of CIL, and its relationship with Section 106 planning obligations, found that the current system is not as fast, simple, certain or transparent as originally intended. The Government has stated that it will examine the options for reforming the system of developer contributions including ensuring direct benefit for communities, and will respond to the independent review and make an announcement in the Autumn Budget 2017.
10. Cambridge City Council and South Cambridgeshire District Council are implementing a Greater Cambridge Shared Planning Service. Under such circumstances it would be vital to have a co-ordinated approach and align (more closely) the charging schedules and ensure that the Regulation 123 infrastructure list for the two authorities mirror one another to ensure consistency when securing section 106 contributions from new development in addition to CIL.
11. Lastly on 3 October 2017 the Environment Scrutiny Committee of Cambridge City Council approved the withdrawal of the CIL Charging Schedule from examination.
12. A draft timetable for future work (should Cabinet authorise the withdrawal of the draft charging schedule) is set out in Appendix A.

Background

13. The Planning Act 2008 gave way to the Community Infrastructure Levy Regulations that were introduced in 2010 as the Government's preferred mechanism for securing infrastructure contributions from new developments.
14. The public consultation on the preliminary draft charging schedule took place between 19 July and 30 September 2013.

15. Cabinet approved the draft charging schedule for consultation on 10 April 2014 and gave the Director of Planning and New Communities delegated powers to submit this (and associated evidence including the Regulation 123 infrastructure list) for public examination.
16. The public consultation on the draft charging schedule took place between 28 April and 4 August 2014 (having been extended by 4 weeks to account for modifications).
17. The draft charging schedule was submitted to PINS for independent examination on 6 October 2014. The examination was to follow the South Cambridgeshire Local Plan examination with the same planning inspector being assigned to both.
18. To inform the charging schedule the Council required infrastructure evidence to demonstrate the extent of a funding gap (to justify the principle of a CIL charge being introduced) and viability evidence (to support the rates and types of development that are proposed being charged a CIL).
19. The infrastructure evidence was prepared by Peter Brett Associates for both South Cambridgeshire District Council and Cambridge City Council dated August 2012 and which was updated August 2013.
20. The viability evidence was prepared by Dixon Searle Partnership for South Cambridgeshire District Council (although DSP were separately appointed by Cambridge City Council) dated July 2013.
21. As explained above in November 2015 both the infrastructure evidence and viability evidence was updated for both Councils as part of a local plan update in support of the ongoing examination of the plans.
22. The CIL approach that has been proposed by South Cambridgeshire can be summarised as follows:
 - I. CIL would be charged on all new residential developments (recognising that the Regulations include mandatory exemptions for charitable developments, affordable housing and self build). The rate across the South Cambridgeshire area would be £100 per square metre with a rate of £125 per square metre for 2 local plan allocations joint with Cambridge City being (a) Cambridge East (land North of Cherry Hinton) and (b) Northern Fringe East.
 - II. CIL would not be charged on strategic development sites being sites known as (a) Northstowe, (b) North West Cambridge (Darwin Green), (c) Cambridge East (Wing), (d) Waterbeach new town, (e) Bourn airfield new village and (f) Cambourne west. The onsite and offsite infrastructure needs arising from these developments would be secured via a section 106 agreement in the traditional manner.
 - III. In addition to CIL payments the Council would be able to continue to secure Section 106 contributions on sites of 200 dwellings or more (as per the draft Regulation 123 list and emerging local plan policy SC/4). Furthermore primary education contributions may also still be secured via a section 106 contribution (as per the draft Regulation 123 list).

- IV. CIL will be charged on retail development at a rate of £50 per square metre where the gross floorspace is less than 250 square metres and £125 where the gross floorspace is 280 square metres or more.

Considerations

23. Given the time that has elapsed, it is considered that the draft charging schedule submitted for public examination in October 2014 is no longer fit for purpose due to a number of factors as highlighted throughout this report. As such, it is recommended that the Council should formally withdraw the draft charging schedule from examination and reassess its CIL position following the Autumn Budget Statement, closer working opportunities with Cambridge City Council and in the new environment of a Combined Authority.

Options

24. The two options available to Cabinet is either to
- (a) approve the recommendation to withdraw the CIL draft charging schedule now (and with a view to resubmitting a draft charging schedule in the future have explored and identified opportunities with Cambridge City Council) or
- (b) decide not to withdraw the CIL draft charging schedule at this time and to proceed with the CIL examination on the basis of the draft charging schedule and supporting evidence that was submitted to the Planning Inspectorate in October 2014 (recognising that a risk exists that the Inspector requiring the evidence to be updated before it can be examined)

Implications

25. 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

26. A direct consequence of withdrawing the CIL charge with a view of resubmission includes the need to undertake further viability and infrastructure evidence ahead of public consultation. However any additional costs associated with this work could be kept to a minimum through closer working with Cambridge City Council and may result in the setting of higher CIL rates on the basis of upward market movements over the previous 3 years.

Legal

27. By activating CIL Regulation 18 the Council will be required to undertake a number of steps as identified in the Regulations.

Staffing

28. A direct consequence of withdrawing the CIL charge with a view of resubmission includes some staffing resources (within existing resources) to oversee the work of consultants, undertaking consultations etc.

Risk Management

29. There are no direct risks associated with the withdrawal of the existing draft CIL charging schedule but it is considered that there may be certain risks associated with proceeding with the examination of the submitted draft charging schedule when the relevant evidence may be considered out of date.

Equality and Diversity

30. None

Climate Change

31. None

Consultation responses

32. None

Effect on Strategic Aims

Aim 1 - HOMES FOR OUR FUTURE

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

iv. Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities

Aim 2 - CONNECTED COMMUNITIES

34. **Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity**

i. Support the delivery of City Deal and Combined Authority transport, housing, technology and skills programmes

Aim 3 - AN INNOVATIVE AND DYNAMIC ORGANISATION

35. **Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost**

iii. Consolidate existing shared services and develop plans for shared Finance, Planning and Housing 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.

Attachments:

Appendix A – Proposed timetable for resubmission of draft charging schedule

Report Author: James Fisher – Section 106 Officer
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Appendix A – CIL Timetable

Activity/Month	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Jul 18	Aug 18	Sep 18	Oct 18
Review: LP Inspectors letter													
Proposed CIL changes													
Review and update viability evidence													
Review and update infrastructure evidence													
Publish preliminary draft charging schedule for consultation													
Publish draft charging schedule for consultation													
Submit draft charging schedule for examination													
CIL examination													
CIL adoption													

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Agenda Item 11

REPORT TO: Cabinet

16 November 2017

LEAD OFFICER: Head of Sustainable Communities & Wellbeing

'Mind the Gap' in support and provision between schools and mental health services

Purpose

1. To outline the findings of the Partnerships Review Committee with regard to children and adolescent mental health services.
2. To consider and agree the recommendations to take forward.
3. This is not a key decision.

Recommendations

4. It is recommended that Cabinet:
 - (a) agrees, with or without amendments, the recommendations set out at paragraphs 19 to 22 (recommendations 1, 2, 3 and 4), and
 - (b) defers a decision on the recommendation set out at paragraph 23 (recommendation 5), and
 - (c) reviews progress against any agreed recommendations in 12 months.

Reasons for Recommendations

5. Mental ill-health affects many children and young people in the district. If affected children and young people are not supported early on, poor mental health can become entrenched and affect their whole lives.
6. Whilst the District Council is not responsible for providing education or mental health services, residents with poor mental health increasingly access District Council services and the Council's position means that it is able to influence local and national decision-making as well as take direct action to support its residents.
7. The Council's Corporate Plan includes an action of "proactive intervention to improve mental health and wellbeing for all" (Living Well).
8. The need for recommendation 5 in its current form is no longer clear due to a newly commissioned mental health service, which will start in early 2018, but that did not exist when the task and finish group carried out its investigations. It is suggested that the impact of the new service is evaluated following one years delivery and that a

decision is therefore deferred. Recommendations 1, 2, 3 and 4 are not impacted by the new service.

Background

9. At its meeting on 16 September 2016 the Partnerships Review Committee decided that it would like to look at mental health service provision in the district. Between this meeting and its next meeting the Committee members carried out investigations in their own localities, primarily talking to GPs and schools to understand if there were any perceived issues.
10. On 20 January the Partnerships Review Committee gathered together its findings and agreed to focus its review on the theme of “Mind the Gap” in support and provision between schools and Child and Adolescent Mental Health Services. Early findings included that:
 - (a) mental health issues often formally present between the ages of 13 and 15, however, they could be identified earlier i.e. at primary school age.
 - (b) there is growing evidence to support earlier intervention at primary school age.
 - (c) the lack of funding for education locally is resulting in schools being unable to provide therapists and counsellors.
 - (d) there are long delays accessing crisis services.
 - (e) referral pathways are not clear to schools.
 - (f) there are some local initiatives that are supporting communities and schools to address the issues.
11. On 21 April the Committee hosted a number of expert witnesses who were able to set out the issues as they perceive them, share specific case studies and challenge each other. The witnesses included:
 - Jacki Parris - Deputy Principal, Swavesey Village College
 - Al Mistrano - Head Teacher at Bar Hill Primary
 - Emma Neagle - Assistant Principal at Cambourne Village College
 - Lee Miller - Head of Transformation and Commissioning (Children and Maternity) at the Cambridgeshire NHS Clinical Commissioning Group (CCG)
 - Dr Becky Jones - South Cambs General Practitioner and the CCG's clinical lead for children's mental health
 - Ann Jones and Jenny Jones – Allyance
12. The Committee concluded its investigations on 21 April and has subsequently spent time working up its recommendations.

Considerations

13. Nationally three in ten children have a diagnosable mental health disorder (roughly three children in every classroom) and half of all mental health problems manifest by

the age of 14¹. In Cambridgeshire approximately one in ten children aged between five and 16 years have a diagnosable mental health disorder, which equates to 8,000 children and young people². In South Cambridgeshire, the estimated number is 2,100, second only to Huntingdonshire with an estimated 2,300 children and young people with a mental disorder. By comparison it is estimated that Cambridge City, East Cambridgeshire and Fenland each have an estimated 1,100 to 1,200 children and young people with a mental disorder².

14. There are a number of factors that can affect a child's mental wellbeing or mental ill-health. These factors include: parenting, diet and exercise, their schooling and education, experimentation with drink and drugs³, and social media for example.
15. If left untreated, mental illness can become entrenched and affect children and young people's lives into adulthood. The World Health Organization states that "about half of mental health disorders begin before the age of 14"⁴. The Mental Health of Children and Young People in Cambridgeshire Joint Strategic Needs Assessment (2013) also goes on to state that this "continues to have a detrimental effect on an individual and their family for many years" (p.6).
16. The Institute for Public Policy Research states that, if funded, schools are best placed to be 'mental health hubs' for young people.
17. Following discussion at Cabinet on 14 September, further investigations have taken place and are summarised below:

On 2 November, Cllr Waters met with representatives of the joint Peterborough / Cambridgeshire/ CCG Commissioning Unit to hear about the newly commissioned 3 year contract for tier 1 & 2 young people's mental health service to be provided by social enterprise "CHUMS" from January 2018. This Cambridgeshire & Peterborough-wide service will replace current services commissioned from a range of providers e.g. Centre 33, and be available to young people aged 4 - 25 and will accept referrals from schools, GPs, Early Help services, and self-referrals. Every referral will be assessed and triaged within 48 hours and all will receive a minimum of at least information and advice. If deemed appropriate, young people will receive personal support from trained counsellors or be referred in the tier 3 CAMH mental health service.

CHUMS is fully funded and will not charge schools for its services. It differs from the Alliance model in that it will focus solely on the young person, whereas Alliance focuses on and take actions for the young person and their whole family circumstances. It is important that CHUMS and Alliance do not duplicate their efforts and provide a complementary service.

¹ <https://youngminds.org.uk/about-us/media-centre/mental-health-stats/>

² The Mental Health of Children and Young People in Cambridgeshire 2013, Joint Strategic Needs Assessment, p24.

³ The Mental Health of Children and Young People in Cambridgeshire 2013, Joint Strategic Needs Assessment, p4.

⁴ http://www.who.int/features/factfiles/mental_health/mental_health_facts/en/

As a result, Cabinet is asked to consider deferring Recommendations 5 of the "Mind the Gap" report so that further work can be done with CHUMS and Allyance, and the roll-out of the CHUMS service can be evaluated over the next year.

Recommendations

18. Each recommendation includes an explanation as to why the Committee feels it is necessary and an estimation as to the level of Council resource that would be required.
19. **Recommendation 1** - That the Council pro-actively uses its networks and facilitation skills to enable appropriately timed meetings between key partners to:
- help develop relationships and trust between professionals working to support children and young people who are experiencing poor mental health, and
 - enable strong partnerships resulting in a better support offer for children and young people within a school setting.

Resources required: Additional staff time would need to be found or existing priorities dropped or delayed. It is estimated that to do this work well it would require half a day per week at Grade 6, which equates to between £4,290 and £5,096 per annum.

Reason for Recommendation: The Committee held a very positive meeting between key partners who are all working with young people experiencing poor mental health. It became clear that the meeting that there was some lack of understanding about each others remit, general frustrations about feeling unable to fully support children and young people and some excellent models of delivery, that also include the family, that could be shared more widely.

20. **Recommendation 2** - That the Council:
- (a) writes to NHS England expressing concern in relation to the targets they set for mental health crisis care, which results in local budgets being spent once a crisis has occurred rather than preventing the crisis in the first place, and
- (b) instructs officers to actively pursue, through the Combined Authority discussions, a freedom and flexibility to agree locally the split between spend on preventative care and crisis care in relation to mental health.

Resources required: None. To be carried out within existing resources.

Reason for Recommendation: During the course of its investigations it was made clear to the Committee that the amount of funding spent on children and young people's mental health is heavily weighted towards crisis care and that NHS England measures spend on crisis care, which means that it is not possible to move this funding upstream to target low-level mental health at a point where it can be used to prevent crisis.

21. **Recommendation 3** - That the Council uses its position with the Combined Authority, local Members of Parliament and on key local partnerships to influence decisions that affect local and national spend on mental health services so that more is done to

support children and young people who are experiencing poor mental health so that they hopefully do not reach crisis.

Resources required: None. To be carried out within existing resources.

Reason for Recommendation: Whilst the District Council is not responsible for commissioning mental health services, it has strong relationships with the commissioning bodies and is involved in key partnerships that set priorities for health related spend in the area. The Committee believes that supporting children and young people so that they can fully engage at school and in their communities is essential if we are to ensure that South Cambridgeshire will continue to be the best place to live, work and study in the country. Reaching young people early in life should ensure that they can better progress through education and into work, and avoid the need for expensive crisis interventions.

22. **Recommendation 4** - That the Council, through the Corporate Plan, prioritises supporting young people who are experiencing poor mental health, especially during times of crisis.

Resources required: Dependant upon actions to be agreed (suggestions below).

Reason for Recommendation: There are a number of positive actions that the Council could take forward e.g.

(i) The Council could commit to reviewing its policies to ensure that children and young people are sufficiently supported at times of crisis. A number of case studies were shared with the Committee, which demonstrated how small changes to Council policies could really make a difference to the lives of children and young people's mental health e.g. do housing policies sufficiently enable young people to remain in their home after the death of a carer?

(ii) Realignment of the Council's Service Support Grant priorities, to include children and young people's mental health, when they are reviewed during 2018/19 in preparation for new three-year agreements beginning in 2019/20.

23. **Recommendation 5** - That Cabinet notes the success of the Alliance model in the South-West of the district and explores the rollout of this, or a similar model, across all South Cambridgeshire schools.

Resources required: Estimate £6,000 to develop an initial business case, including sign-up from local schools and identification of funding sources, for consideration by Cabinet.

Reason for Recommendation: The aim of the Alliance project is to provide in-school counselling and therapeutic help to children who are struggling due to circumstances outside their control. A fully trained counsellor is able to listen and support children as they express their thoughts and feelings in a safe and non-judgemental environment. Through listening and providing creative play the children are offered strategies that help them to overcome their worries and cope with difficult situations.

The schools that are currently involved with Alliance are:

- Barrington Primary School
- Bassingbourn Primary School
- Fowlmere Primary School
- Foxton Primary School
- Gamlingay First School
- Gamlingay Village College
- Guilden Morden Church of England Primary School
- Harston & Newton Community Primary School
- Hauxton Primary School
- Melbourn Primary School
- Meldreth Primary School
- Petersfield Church of England Primary School
- Steeple Morden Church of England Primary School
- Thriplow Church of England Primary School

The Committee was impressed by Allyance and the way in which it works across primary and secondary schools. Secondary schools are funding Allyance to work with children and young people of primary school age so that strategies are developed at the earliest opportunity rather than waiting until crisis.

Other schools, especially secondary schools, in South Cambridgeshire are starting to develop alternative models, however, many schools feel unable to cope with the number of children that require support and a collaborative model seems to offer the most cost effective and supportive approach especially for the smallest of schools.

Options

24. Cabinet can:
- (a) agree, with or without amendments, the recommendations set out at paragraphs 19 to 23, or
 - (b) defer a decision on the recommendations at paragraphs 19 to 23, or
 - (c) reject the recommendations set out at paragraphs 19 to 23.

Implications

25. 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 and Staffing

26. Should Cabinet agree the recommendations, in part or in full, there could be financial implications to the Council. The estimated financial and staffing implications of each recommendation is set out in the report and should be considered by Cabinet.

Consultation responses

27. Paragraph 11 lists those who were interviewed as expert witnesses. In addition, Partnership Review Committee members also discussed the issues with local GPs and schools prior to embarking upon this review.

Effect on Strategic Aims

Aim 1 – Living Well

28. The recommendations suggested following the review directly support the Council's desire to support its communities to remain in good health through proactive intervention to improve mental health and emotional wellbeing for all.

Background Papers

Minutes of Partnerships Review Committee, 20 January 2017:

<http://scambs.moderngov.co.uk/documents/g6986/Printed%20minutes%20Friday%2020-Jan-2017%2010.00%20Partnerships%20Review%20Committee.pdf?T=1>

Minutes of Partnerships Review Committee, 21 April 2017:

<http://moderngov/documents/g7048/Printed%20minutes%20Friday%2021-Apr-2017%2010.00%20Partnerships%20Review%20Committee.pdf?T=1>

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Agenda Item 12

REPORT TO: Cabinet

16 November 2017

LEAD OFFICER: Director, Health and Environmental Services

Reducing Social Isolation in South Cambridgeshire

Purpose

1. To outline the findings of the elected member Tackling Social Isolation Task and Finish Group.
2. To consider recommendations put forward by the Task and Finish Group.
3. This is not a key decision.

Recommendations

4. It is recommended that Cabinet considers the recommendations from the elected member Tackling Social Isolation Task and Finish Group and agrees to adopt the final recommendations, with or without amendments.

Reasons for Recommendations

5. The Tackling Social Isolation Task and Finish Group has carried out research into who is impacted by social isolation and investigated what the Council could do to reduce social isolation in South Cambridgeshire. The recommendations are backed up with research as well as local knowledge. Four of the recommendations have been agreed by the Health and Wellbeing Portfolio Holder because they were already being progressed or were able to be implemented during the current financial year and within already agreed budgets. Cabinet is asked to consider the remaining recommendations.

Background

6. The Tackling Social Isolation Task and Finish Group was first announced by the Leader at Council on 26 January. The first meeting was held on 6 March and met seven times. The final meeting was held on 5 June 2017. All meetings were noted.
7. Membership of the group was:
 - Councillor Sue Ellington (Chairman)
 - Councillor David Bard
 - Councillor Nigel Cathcart
 - Councillor Graham Cone
 - Councillor Neil Davies
 - Councillor Janet Lockwood
 - Councillor Cicely Murfitt
 - Councillor Tim Scott
 - Councillor Hazel Smith

8. At its first meeting the group agreed its Terms of Reference, which can be found at Appendix A. The purpose of the group was “to investigate social isolation in South Cambridgeshire and make ambitious recommendations to Cabinet on how SCDC can improve social networks”.

Considerations

9. During the course of its meetings the group heard from a number of speakers, both internal and external to the Council. In addition, members of the group also held meetings or spoke with other key individuals outside of the formal meetings and then fed back to the group. The group spoke with:

- (a) Lynne Byrne, Age UK Cambridgeshire and Peterborough
- (b) Angelique Mavrodaris, Helen Tunster and Shaynie Larwood-Smith, Public Health, Cambridgeshire County Council
- (c) Sue Westwood-Bate and Sandie Smith, Healthwatch Cambridgeshire
- (d) Lynette Hurren, Care Network
- (e) Bishop David of Huntingdon, Church of England
- (f) Caroline Lee, Cambridge Institute of Public Health
- (g) Wood Green Animal Centre, Godmanchester
- (h) Stephen Hills, Director of Affordable Housing
- (i) Jane Green, Head of New Communities
- (j) Jason Clarke, Development Officer

10. The speakers shared a variety of facts and thoughts, and looked at the difference between loneliness and social isolation and how each can be tackled. The following definitions were given to the group by Public Health:

Loneliness is “the discrepancy between a person’s desired and actual social relationships” – subjective concept.

Social isolation is related to the quantity of social interactions and the integration of an individual into their surrounding social environment – objective concept.

11. Increased social interaction and networks may not help someone who is feeling lonely; however, they can help with talking social isolation. Cognitive Behavioural Therapy, for example, is most appropriate to tackle loneliness.

12. The risk factors with the strongest association with loneliness / social isolation include:

- old age,
- widowhood,
- institutional care,
- living alone,
- impairment of physical functioning,
- poor health,
- depression,
- anxiety,
- sensory impairment
- small social networks with few social contacts

13. Based on estimates in the Campaign to End Loneliness toolkit, it is estimated that between 1,700 and 3,840 people aged 65+ are lonely in South Cambridgeshire. The

prevalence of social isolation amongst older people is estimated to be similar to that of loneliness.

14. Whilst social isolation is more commonly associated with older age, it can occur at all life stages and some individuals will be more vulnerable to social isolation than others. Public Health England's "Local action on health inequalities: Reducing social isolation across the lifecourse" (September 2015), provides a summary of the evidence on the link between social isolation, poor health outcomes and health inequalities, identifies who is at risk and at what life stages, and also provides an outline of interventions to reduce social isolation (e.g. timebanks, community transport).¹
15. According to the Campaign to End Loneliness toolkit, interventions that can reduce social isolation include:
 - (a) Social or physical activity programmes that enable individuals to make new connections
 - (b) Support and home visiting services that provide one-to-one connections
 - (c) Community Navigator-type initiatives to signpost to existing group based shared interest activities where individuals can make new connections or get one-to-one support
 - (d) Transport and technology, especially around existing relationships, but also as gateway services for all
16. In considering the facts and thoughts presented to the group, and also from personal experiences, the group developed a vision of "what a South Cambs Network Village of the future looks like" and recommended a number of actions for adoption by the Council.
17. The Health and Wellbeing Portfolio Holder agreed four of the recommendations at her Portfolio Holder meeting on 12 October because they were already being progressed or were able to be implemented during the current financial year and within already agreed budgets:
 - (a) Recommendation B: To allocate staff time from within the Portfolio to develop a Parish Toolkit on Reducing Social Isolation.
 - (b) Recommendation C: To support the allocation of £20,000 towards timebanking in 2017/18 on the understanding that this funding will be used commission a third party to support up to two parishes to establish new timebanking and evaluate the schemes.
 - (c) Recommendation F: To use the existing budget to carry out a Faith Audit, in partnership with the Diocese of Ely, into Social Isolation Initiatives.
 - (d) Recommendation G: To use existing resources to fund a two-year pilot of the Through the Door (social prescribing) Project with Granta Medical Practice.
18. The complete set of recommendations, including draft costings can be found below.
 - (a) **Recommendation A: That Cabinet agrees to adopt the group's Vision for a Social Network Village of the Future**

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https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/461120/3a_Social_isolation-Full-revised.pdf

- (i) A local hub or centre where residents of all ages feel comfortable to play cards, drink coffee, eat cake, socialise and plan activities.
- (ii) People looking out for each other.
- (iii) A wide range of activities within ten miles of their homes.
- (iv) Individuals making choices about activities that are free from transport concerns.
- (v) Shared knowledge of activities and opportunities.
- (vi) Transport schemes that cover regular and irregular trips.
- (vii) Small and medium sized villages working together in clusters.

The vision would be taken into consideration when the Council develops new policies, procedures and projects, for example.

- (b) **Recommendation B: That the Health and Wellbeing Portfolio Holder allocates staff time from within the Portfolio to develop a Parish Toolkit on Reducing Social Isolation**

AGREED BY THE PORTFOLIO HOLDER

Work is already taking place to help parishes and community groups to share information about the excellent work they are doing, help them learn from each other and work together where it makes sense to do so. However, the Task and Finish Group believes that this work could be strengthened further if the Council developed a toolkit, specifically in relation to reducing social isolation. The toolkit would allow for a pick and mix approach by villages and also encourage parishes to consider tools that are likely to assist in their own specific circumstances. Tips for evaluation could also be included.

The group suggests that the toolkit should include the following:

- (i) general advice about types of activity,
- (ii) regulation (e.g. safeguarding, health and safety risk assessments),
- (iii) best practice examples, and
- (iv) sources of grants, advice and support.

Cost: Staff time can be allocated to this initiative in Quarter 4 (January to March 2018). It is hoped that a draft toolkit could be produced by 31 March.

- (c) **Recommendation C: That Cabinet considers further supporting timebanking in the district, following future evaluation of the work the Health and Wellbeing Portfolio Holder is currently progressing with staff**

AGREED BY THE PORTFOLIO HOLDER FOR 2017/18 ONLY

Through discussions with officers involved in timebanking and Time Credits, the group were impressed with the evidence showing how timebanking can help to build social networks and provide a structure to volunteering, which can help people who are not already involved in volunteering or who would like to exchange skills on an hour for an hour basis. Time Credits can be used alongside timebanking, or separately, and allow people to exchange an hour of their time for a Time Credit, which can be spent on a variety of activities.

Cambridgeshire County Council has supported a few communities set up timebanking and Time Credit schemes over the past few years, but has

limited resources to do so. Should the District Council want to promote either scheme it could do so alongside the County Council. The only timebank currently operating in South Cambridgeshire is in Cambourne and is coordinated by The CHS Group. Time Credits are currently only available in South Cambridgeshire via the Cambourne Timebank and can currently only be spent out of the district e.g. at entertainment venues and leisure facilities in Cambridge.

The Cambourne Timebank currently has 95 individual members (volunteers) and 17 organisations who are members.

Cost: £20,000 has been allocated towards timebanking in 2017/18. The funding will be used to commission a third party to support up to two parishes to establish new timebanks and evaluate the schemes. The Institute of Public Health has already provided some assistance regarding evaluation and other schemes have been evaluated nationally. A bid for a further £20,000 for 2018/19 has been submitted as part of the financial planning process.

(d) **Recommendation D: That the Council continues to support parishes to work in clusters where it makes sense to do so**

During discussions the group felt strongly that villages should work together in order to increase the sustainability of activities and increase social networks. It was agreed that clusters cannot be forced and need to grow organically, however, staff and members can encourage and support clustering where it is appropriate.

There are a number of examples of clustering in the district, and one village may choose to cluster with a variety of different villages depending on the initiative. Clustering with one group of villages for one project should not preclude working with others on another if it makes sense to do so.

Cost: Staff in the Sustainable Communities and Wellbeing service currently have time available to support parishes to cluster where it is appropriate to do so, and where they would like support. To date, staff have provide support by way of facilitation, and also through supporting parishes to formalise arrangements through drawing up clear agreements between parishes that set out roles and responsibilities.

The impact of this recommendation would be difficult to measure, however, anecdotal evidence from parishes regarding their ability to deliver initiatives would be sought.

(e) **Recommendation E: That the Council continues to promote community car schemes and works with partners to ensure greater community transport coverage for the north villages**

The district is very well covered with community car schemes, however, many villages are less well-served by community transport schemes that can accommodate wheelchair users and transport larger groups of people. As stated earlier, accessible transport is a gateway service that is essential to reducing social isolation through enabling the maintenance of existing relationships and building new relationships.

There is a particular gap around the north villages, which may be possible to plug through working with local parishes and/or the voluntary sector. However, the Council may need to directly fund or source funding toward the set up of a scheme and would also expect to receive an additional application for funding through the existing three-year service support grants if they are continued beyond the current three-year agreement that runs until 31 March 2019.

Cost: It is suggested that an initial meeting with parishes and the voluntary sector be hosted by the Council to discuss the gap, and potential solutions, to community transport within the north villages. Options would need to be costed and discussed again at a later date. The social impact of introducing a new scheme locally could also be looked at, however, there is national evidence to support community transport in reducing social isolation.

More information about the schemes currently operating in the district can be found in the Council's recently updated South Cambridgeshire Transport Directory: <https://www.scambs.gov.uk/community-transport>

- (f) **Recommendation F: That the Portfolio Holder uses existing budget to carry out a Faith Audit, in partnership with the Diocese of Ely, into Social Isolation Initiatives**

AGREED BY THE PORTFOLIO HOLDER

Following discussion within the group, and also with the Bishop of Huntingdon, it was agreed that faith groups contribute a vast amount to reducing social isolation in the district. The extent of the contribution is however unknown and the Diocese of Ely has agreed to work with the Council in order to gain a better understanding of this contribution so that we can better understand where gaps might exist. This piece of work would cover all faiths and Christian denominations.

The Diocese of Ely has nominally stated that it may be able to contribute up to £3,000 towards this piece of work, which would require a member of staff to commission an outside organisation to map and then visit all faith groups in the district to request information about how they are reducing social isolation and the role they feel they can play.

Cost: It is estimated that the total cost for this piece of work would be in the region of £6,000 (including any contribution from the Diocese), plus staff time to liaise with the Diocese of Ely and manage the contract. This can be funded in 2017/18.

This piece of research will help to guide where future resources are allocated because it will help the Council to have a more accurate picture of what provision is already in place. This information can also be better shared with residents.

- (g) **Recommendation G: That the Council funds a two-year pilot of the Through the Door (social prescribing) Project with Granta Medical Practice**

AGREED BY THE PORTFOLIO HOLDER

The Council, with the Local Health Partnership, has been working with the Granta Medical Practice to set up a pilot social prescribing scheme. Through the Door is the working title of the pilot project, which will provide GPs with a non-medical referral option that can operate alongside existing treatments to improve health and wellbeing, thus linking patients in primary care with sources of support within the community and helping people to build social connections.

The project team has researched good practice from across the country, spent time understanding how social prescribing fits with other health and community initiatives and has got as far as drafting referral processes, a job description and person specification, and evaluation criteria. The next step is to secure pump-priming funds to enable the scheme to get off the ground, and hopefully to a point whereby it is self-sustaining through health budgets.

Cost: It is estimated that the project will cost £17,500 per annum, which includes salary, oncosts and travel expenses for a part-time worker. Officers are also investigating alternative funding sources to enable this initiative to begin, however, the process is likely to be lengthy and therefore should the Council wish to progress sooner a decision to under-write the project would be beneficial. Re-prioritising existing budgets, would result in the project being able to be funded for two years in total, but split across financial years.

This project will be fully evaluated using recognised evaluation methods.

(h) **Recommendation H: That the Council works with local hospitals and village groups to ensure that patients leaving hospital are supported locally when they get home**

Residents can be vulnerable to social isolation when they leave hospital if they do not have support in place to help them collect prescriptions and cook meal, for example. The group found that GPs often do not know when patients are being released from hospital and that more needs to be done to liaise between hospital services and support services in the villages. This will focus on supporting the community end of the process, adding value to the work of Adult Social Care rather than duplicating its work, and not on the clinical process.

Cost: It is suggested that this is fulfilled through elected members and staff harnessing existing relationships with hospitals, health professionals and local communities rather than initiating additional work.

(i) **Recommendation I: That the Council promotes opportunities for volunteering**

Evidence shows that volunteering increases social networks for those volunteering and can also serve to increase social networks for others. There are many opportunities for residents to volunteer in their own villages and more widely within the area, however, people do not always know what opportunities are available to them.

Cost: This can be done within existing resources, in the South Cambs Magazine and on the website, as and when appropriate to do so.

(j) **Recommendation J: That the Council encourages the use of the communal rooms in sheltered housing complexes**

The group understands that this recommendation is linked to a review of the communal rooms that is currently taking place. The group hopes that this will be considered as part of the review because the rooms are currently seen to be an underutilised Council asset that exists within villages.

(k) **Recommendation K: That the Council encourages retirement villages with appropriate housing design and activities**

The group heard from the Director of Affordable Homes regarding the positive impact that retirement villages can have in reducing social isolation. It was felt that retirement villages could benefit to South Cambridgeshire residents, and that it would give people more choice regarding where they live in older age. This would need to be considered within planning policy and planning processes.

(l) **Recommendation L: That the Council commits to working with partners to evaluate any of the initiatives that are implemented, along with the programme as a whole**

Whilst some of the recommendations will be easier to evaluate than others, it is important to ensure that the programme as a whole is also evaluated. The group feels strongly that the impact of the individual elements, as well as the whole, is evaluated so that resources can be focused in the future. Many of the recommendations are all based on evaluated practice from elsewhere, however, some are based on local knowledge and a desire to strengthen what local communities are already delivering.

Cost: This has been calculated into the costs of each recommendation where there is a framework for evaluation in existence, and partners have also indicated a willingness to work with the Council to evaluate the programme. The cost of an evaluation will depend on which elements are agreed by Cabinet.

19. The Task and Finish Group's full report can be found at Appendix B. A draft implementation schedule, based on all recommendations being agreed in their current form, can be found at Appendix C.

Options

20. Cabinet could:
- (a) consider the recommendations from the elected member Tackling Social Isolation Task and Finish Group and agree to adopt the final recommendations, with or without amendments, or
 - (b) consider the recommendations from the elected member Tackling Social Isolation Task and Finish Group and agree to adopt a selection of the final recommendations, with or without amendments, or
 - (c) consider the recommendations from the elected member Tackling Social Isolation Task and Finish Group and refuse to adopt the final recommendations.

Implications

21. 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

22. Some of the projects recommended within the report are currently budgeted within 2017/18. Estimated costs for each element are set out with the recommendation and funding would need to be sought via the Council's budgetary processes if they cannot be funded through re-prioritisation.

Staffing

23. Through reallocating priorities during the current financial year, staff time should be able to be allocated to the projects as stated within the recommendations. These projects sit outside of the staff requirements that were allocated through the Business Planning process, which is why existing work would need to be reprioritised. Where additional resource is required it has been costed within the recommendations.

Equality and Diversity

24. An Equalities Impact Assessment may be required for new projects and initiatives. The Policy and Performance Team will be consulted.

Consultation responses

25. See paragraph 9 for the list of persons consulted as part of the work undertaken by the Task and Finish Group.
26. All of the recommendations were commented upon, and supported, by elected members in attendance at the Health and Wellbeing Portfolio Holder Meeting on 12 October.
27. All of the recommendations were commented upon, and supported, by members of the South Cambridgeshire Local Health Partnership on 17 October 2017.

Effect on Strategic Aims

LIVING WELL

28. The Council is committed to supporting communities to remain in good health through proactive intervention to improve mental health and emotional wellbeing for all as well as supporting residents to stay in good health as they grow older. The recommended actions to reduce social isolation link closely to the types of intervention specified at paragraphs 14 and 15 and therefore should have a positive impact on the Council's objectives.

CONNECTED COMMUNITIES

29. The Council is committed to working with partners to ensure new transport and digital infrastructure supports and strengthens communities. The recommended actions to reduce social isolation link closely to the types of intervention specified at paragraphs 14 and 15 and therefore should have a positive impact on the Council's objectives. Whilst there is no specific action suggested in relation to digital infrastructure the group is aware that the Council is continuing to work with partners on this priority.

Report Author: Gemma Barron – Head of Sustainable Communities and Wellbeing
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Social Isolation Member Task & Finish Group

Terms of Reference

Purpose

To investigate social isolation in South Cambridgeshire and make ambitious recommendations to Cabinet on how SCDC can improve social networks.

Outputs

1. A clear vision for what the South Cambridgeshire “socially networked” village of the future looks like.
2. Costed Recommendations to Cabinet on the changes to SCDC policies and actions required to support delivery of the “socially networked village” vision.
3. Case studies on the SCDC website celebrating best practice across South Cambs villages.
4. A clear evidence-base to support SCDC and Partner action.

Areas for Investigation

1. Where in South Cambs are the socially isolated residents, communities and villages? What is the social isolation profile of the District?
2. What works well to reduce and prevent social isolation?
3. What are the examples of best practice across SCDC villages and elsewhere?
4. What SCDC policies should be changed to help reduce social isolation and improve social networks?
5. Which Partners do we need to work better with and influence to drive improvements in social networks?

Membership of Member Task & Finish Group

Cllr Sue Ellington (Chair)
Cllr David Bard
Cllr Tim Scott
Cllr Neil Davies
Cllr Janet Lockwood
Cllr Graham Cone

Officer Support

This is a Member-led Task & Finish Group in which Members will undertake investigations and gather evidence in their local wards.

Officer support will be provided by the Director of Health & Environmental Services.

Governance & Decision-making

This Member Task & Finish Group has no decision-making powers. It will make recommendations to Cabinet.

Process

1. 6th March 2017 – Initial Task & Finish Group meeting to discuss purpose & scope.
2. The T&FG will meet fortnightly on 5 further occasions:

Monday 20th March 5pm

Monday 10th April 4pm

Monday 24th April 5pm

Monday 8th May 5pm

Monday 5th June 5pm

3. June – August 2017 – Members draft final report.
4. September 2017 – draft report presented to Member Task & Finish Group for agreement.
5. September 2017 – draft report to Cabinet for agreement.
6. November 2017 – Cabinet-agreed recommendations included in draft Corporate Plan and MTFS for 2018-19.

Draft report on Social Isolation in South Cambridgeshire District Council

1.1 South Cambridgeshire District Council is made up of 103 villages surrounding Cambridge, but these villages are all unique with a range of residents from 100 - 4000, different transport challenges, different sport and activity facilities and different village design. Most importantly these differences can lead to a wide range of social actions or inactions. The council has therefore recognised that social isolation is key to the wellbeing of many of its residents and has initiated a task and finish group to examine this issue and make recommendations to address it.

1.2. Members

Cllr Sue Ellington (chairman)
Cllr David Bard
Cllr Nigel Cathcart
Cllr Graham Cone
Cllr Neil Davies
Cllr Janet Lockwood
Cllr Cicely Murfitt
Cllr Tim Scott
Cllr Hazel Smith

1.3 Definition of Social Isolation

Social Isolation is an objective state defined in terms of the quantity of social relationships and contacts as opposed to loneliness which is subjective, a negative experience associated with a perceived gap between the quantity of relationships that we have and those we want. (1)

1.4 Purpose

To investigate social isolation in South Cambridgeshire and make ambitious recommendations to cabinet on how SCDC can improve social networks for those affected

1.5 Terms Reference

1. A Clear vision for what the South Cambridgeshire “socially networked” village of the future looks like
2. A Clear evidence-base to support SCDC and partners’ actions
3. Costed recommendations to Cabinet on the changes to SCDC policies and actions required to support delivery of the “socially networked villages” vision
4. Case studies on the SCDC website celebrating best practice across South Cambs villages

1.6 Areas for investigation

1. Where in South Cambs are there socially isolated residents and communities? What is the social isolation profile of the District?
2. What works well to reduce and prevent social isolation?
3. What are the examples of best practice across SCDC villages and elsewhere?
4. What SCDC policies should be changed to help reduce social isolation and improve social networks?
5. Which partners do we need to work better with and influence to drive improvements in social networks?
6. What assets does SCDC have which could be used to reduce social isolation? e.g Communal rooms in sheltered housing schemes

1.7. Process

1. March 6th 2017 - Initial Task and Finish Group meeting to discuss purpose and scope
 2. March 20th-
 3. April 10th Speakers : Dr. Angelique Mavoridaris Community Public Health
Lynn Burn - Age UK
Sue Westwood-Bate - Healthwatch and Public Health
 4. April 24th Speakers: Sandie Smith - Healthwatch
Lynette Hurren - Care Network
 5. May 8th Speakers : Shaynie Harwood-Smith lead nurse for Gypsies and Travellers
Jason Clarke Development Officer SCDC re Timebanking
 6. June 5th - Speakers : Stephen Hills, Director of Housing SCDC re Affordable Housing/New Developments?
Helen Tunster - Public Health Research re Loneliness
Jane Green - re Planning New Communities
- 1.8 Individual interviews - Bishop David of Huntingdon with Gemma Barron and Sue Ellington
Wood Green Animal Centre with Sue Ellington
Mark Freeman - CVS with Sue Ellington
Caroline Lee - with Sue Ellington. Research associate of the Institute of Public health
- June - August - Members draft and agree report
September - draft report presented to Leaders group
October - draft report to Cabinet for agreement
November - Cabinet agrees recommendations included in draft corporate plan and MTFS for 2018-19

1.9 Member Experience

Task and Finish Group Members brought a wide range of experience and knowledge to the group:-

- a) The range of services available in Histon and Impington was recognised as a significant commitment by individuals and the Parish Council to develop social and physical activities for the older and mentally ill members of the villages. It was also recognised that there had to be a viable number of residents for such a scheme to be sustainable.
- b) The concept of cluster villages was raised - to share social activity opportunities, car share and build social networks.
- c) Several members identified the need for a key person to lead developments - somebody who was known by residents and had the enthusiasm and drive to draw them together.
- d) It was recognised that religious organisations in the village were often the leaders of social events.
- e) A link into social prescribing by the GPs was recognised as essential as they may be the first point of contact for some residents following bereavements or life changing events. However GPs often didn't know in time when patients were being released from hospital and more needs to be done to liaise between the hospital services and support services in the villages.
- f) Several Parish Councils publicise their activities during the annual parish meeting - inviting each organisation to have a display and talk to residents.
- g) Community and public transport were seen to be key to many events and groups.

h) It was felt that SCDC planning policies could be updated to develop more socially friendly environments. e.g buggy and mobility scooter friendly paths, front doors that overlook each other a little and well kept common areas where people can meet casually.

I) South Cambridgeshire District Council Corporate Plan 2016-2021

The District Corporate plan states -

(A) Support our communities to remain in good health whilst continuing to protect the natural and built environment

- Proactive intervention to improve mental health and emotional wellbeing for all
- support our residents to stay in good health as they grow older, with access to the services they need
- Ensure our new and established communities provide thriving, healthy, safe and attractive places to live. Including Northstowe Healthy town.

(C) Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity

- support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community-led services and targeted support for the rural economy.

South Cambridgeshire is recognised as a great place to live but in order to maintain that reputation it is important to fulfil the corporate objectives for an ageing population. In addition the NHS Sustainability and Transformation Programme seeks to support more residents to remain independent in their own homes. The District has a significant partnership role in achieving that objective.

2.The Effects of social Isolation on Health and Wellbeing

2.1 The Prevention of Ill Health in Older People JSNA (9) states “Social and emotional wellbeing is impacted by participation and engagement with family, friends, civic organisations and services in the neighbourhood. It goes on to list :

2.2 Social Capital, - the collective value of a person’s social networks which are key aspects of mental wellbeing and social infrastructure - including community development work, community facilities, groups and organisations, grant funding , learning skills development, volunteering and other mutual support.

2.3 Research shows that social Isolation is harmful to health. The effect of a lack of social connections on mortality exceeds the impact of well known risk factors such as obesity and physical inactivity, and has an effect comparable to smoking 15 cigarettes a day. (2).

2.4 It contributes to physical as well as psychological ill health. High blood pressure, sleep problems, depression and cognitive decline are all associated with a feeling of loneliness. (12)

2.5 There is evidence to show that people who experience chronic social isolation have an increased risk of developing dementia by 64% (12)

2.6 Loneliness can increase the risk of premature death by 30% due to the vicious circle of poor health leading to social isolation which in turn leads to more poor health (11)

2.7 Loneliness is associated with increased use of health services, an increased risk of nursing home admission, and poorer outcomes of medical treatment (13)

2.8 Linked to a range of diseases:

- cardiovascular disease
- poor immune functioning and immune mediated inflammatory response

- increased risk of dementia
- depressive symptoms
- and higher levels of pain, fatigue and depression.(13)

2.9 There is a wealth of research around the needs of people with muscular skeletal problems who are unable to access facilities and activities due to their lack of mobility. This subsequently leads to social isolation and depression. - (10).

3. Methods of Identifying Those who are Socially Isolated

3.1 In South Cambridgeshire there are approximately 29,600 people over 65 who are lonely according to 2016 population forecast (Cambs County Council Research Group 2013 based on population forecasts)

3.2 Loneliness and social isolation are common - 17% of older people are in contact with family friends and neighbours less than once a week and 11% are in contact less than once a month.(2)

3.3 The National Campaign to End Loneliness has developed several methods of identifying people who are socially isolated. There are several approaches which can be implemented to raise the topic of loneliness with individuals and seek their permission to refer them appropriately

3.4 There are a range of public servants who visit individuals e.g South Cambs Council residents are visited by housing staff and Mears repair services; the Fire Service now visits many elderly people; the local GP and health services are becoming more prepared to socially prescribe and local knowledge is vital.

3.5 The Campaign to End Loneliness has placed an officer into the offices of Care Network for one day a week

3.6 But Social Isolation is not confined to the elderly. there are many physically disabled people who have problems with socialising due to mobility issues - It should be possible to identify some of those through Social Service and GP contacts.

3.7 The young are also not immune to social isolation due to poor transport links and rural environment. Here again we should be able to identify some of those through the educational service.

3.8 There are also many lonely people such as young mothers at home with children, home workers, and unemployed. Many of these may be accessed through other public services.

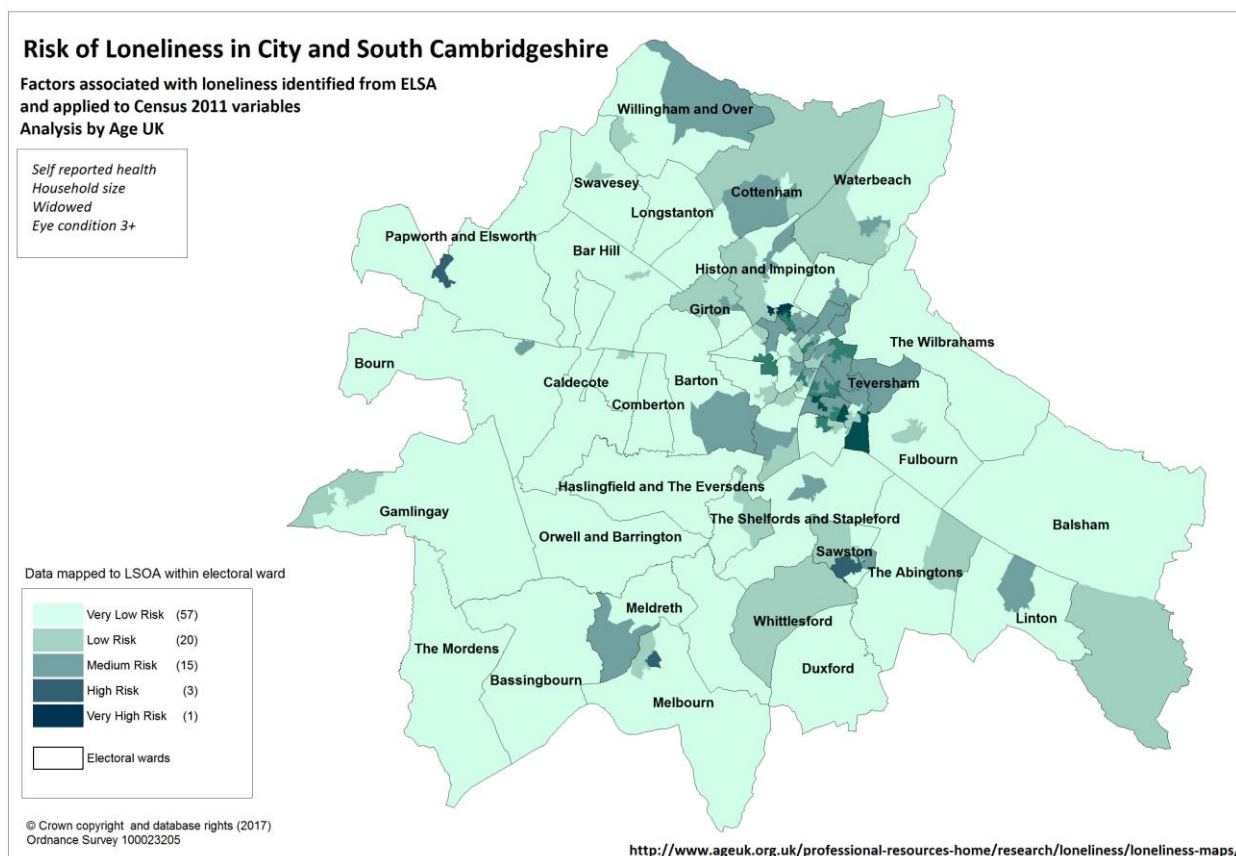
Population statistics (5)

South Cambridgeshire estimate for 2016 shows a total population of 154,900,

- 76,700 are male and 78,200 female

- The age profile shows 37,500 over 60 years of age currently but rising by 32.9% in the next 15 years.

3.6 Life expectancy is currently 83 for men and 85 for women but it is expected to rise with advancing health care.



4. Transport and Health JSNA (4)

4.1 “The availability and accessibility of means of transport is important as an enabler of access and travel to services and social opportunities. Expert opinion and local stakeholders argue that transport is a gateway to participation and a vital element in the prevention of isolation and loneliness.”

4.2 Community transport schemes are a good response but are usually only used to access medical appointments rather than social opportunities. The reliance on volunteers makes this a limited resource.

4.3 “Nonetheless, even when transport is available and accessible there may be other important access barriers that limit travel and mobility. The importance of transport locally is advocated by many Cambridgeshire residents. This includes participants within a focus group on transport drawn from across the County Council-funded partnership boards and facilitated by Cambridgeshire Alliance for Independent living “transport is an enabler or gateway to services and interventions.”

4.4 The absence of good public transport links between villages and to the towns is cited as a common problem for all age groups. The young are unable to join after hour groups at College and the last bus may be inappropriately timed if it exists.

5 Volunteers

5.1 Volunteering is seen as having a twofold association with loneliness. To volunteer increases social networks and serves to increase social networks for others,

5.2 27% of over 16 year olds take part in various regular volunteering activities. 42% engage in occasional volunteering activities

5.3 There are barriers due to different population groups and different activities. The need for DBS checks is often cited as a barrier because of the administration involved and the increasing need for risk assessments and procedures.

5.4 Many services for older people in villages are run by charitable organisations e.g:

- dementia choir in Landbeach (Care Network)
- dementia choir in Histon (Church)
- lunch clubs once a week in many villages
- village mobile warden schemes (Age UK)
- Visiting Schemes (Care Network)
- Help at Home (Care Network)
- Stroke Club (Histon)
- Care for Carers (Carers Trust)

6. Cambridgeshire County Council response to FOI on Social Isolation (6)

6.1 The County Council has developed services which all impact on the lives of some socially isolated residents;

- Visiting Service
- Community Warden Service
- Community Navigators
- 3 year time credits programme - supporting skills, employment, older people and strengthening families
- Cambridgeshire Adult Learning Fund
- Digital inclusion work
- Reaching out to potentially lonely and isolated individuals as part of Adult Social care.

6.2 Relevant strategies

- Cambridgeshire Public Mental Health Strategy
- Transforming Lives strategy
- Social Care strategy for Adults with Mental Health Needs
- Older Peoples' Integration Strategy
- Older Peoples' Accommodation Strategy
- Cambridgeshire Health and Wellbeing strategy 2012-2017

6.3 In addition the county runs a drop-in session for Gypsies and Travellers at Cottenham

7. Stakeholder Partners

7.1 Cambridgeshire Acre undertook a survey of Town and Parish Clerks to determine their day to day activities, their needs and their challenges. (14) Their conclusions include the need for villages to network, to share their activities and experience, and to increase their capacity. They feel they need training and support in various aspects of their new evolving role.

7.2 The Institute of Public Health which is based on the Addenbrookes Site has undertaken a review of the literature around Timebanking and are about to publish their report. Talking to Caroline Lee who is one of the research Officers they had difficulty in finding

quantitative evidence to support Timebanking but there was a wealth of qualitative evidence with many case studies which clearly showed the value to wellbeing

7.3 The Institute of Health Research are keen to undertake research looking at changing risk behaviours and promoting cognitive health in older adults.

8. Conclusions

8.1 The Task and Finish Group heard a wealth of evidence and information - too much to record but references are listed. We believe that there is a significant need to invest in community developments which will enable and encourage increased social and physical activity to improve the health and wellbeing of our residents. We will seek to work in partnership with a range of public, voluntary and 3rd sector providers to achieve the following :

8.2 Our recommendations are:

A. A Social Network Village of the Future :-

- A Village “Hub” /centre where residents of all ages feel comfortable to play cards, drink coffee, eat cake, socialise and plan activities
- A wide range of social activities within 10 miles of their homes
- People looking out for each other
- Individuals making choices about activities which are free from transport concerns
- Shared knowledge of activities/opportunities
- Transport schemes to cover regular and irregular trips
 - bus services
 - Mini-bus services (including links with day centres, clubs, cubs, scouts football etc)
 - Time banking arrangements, car share and community transport
 - “A get you there service”
- Small and medium size villages working together - cluster villages

B. A Parish Toolkit including:-

A Pick and Mix approach to specific activities and Groups to include advice on the what , where and how of each . e.g. what it involves, where it is running well, who will give you advice and support, and where to get grants if necessary.

Help with establishing clusters/links with other villages

Help with advertising and communications events and activities

C. Timebanking schemes across the District

Establish a pilot scheme of 2 centres for Timebanking in 2017/8 with the view to expanding the scheme to x cluster villages in 2018/9

D. Village clusters

Promote Village clusters to increase sustainable activities and social networks

E. Transport links

Promote car share schemes and community transport scheme for the Northern villages

F. Faith Audit

Work with Diocese of Ely to carry out a Faith Audit into social isolation initiatives in South Cambridgeshire

G. “Through the Door “

Establish the “Through the Door “ project with the Granta Practice to set up a social prescribing scheme.

H. “Home from Hospital Support”

Work with the local hospitals and village groups to ensure patients leaving hospital are supported locally when they get home.

I. “Promote Volunteering”

South Cambs to publicise the opportunities for volunteering through the South Cambs Magazine and the website.

J. “Communal rooms”

Encourage the use of communal rooms in sheltered housing complexes

K. “Design Retirement Villages”

Encourage retirement village planning to include appropriate housing design and activities

L. Review and Evaluate the programme

Seek partners to undertake a research project to evaluate some or all the interventions included in this paper

References

(1).Promising Approaches - to reduce loneliness and Isolation in later life - Age UK Jan 2015

(comprehensive review of approaches as part of Campaign to End Loneliness)

(2) The Missing Million - In search of the loneliest in our communities - Campaign to End Loneliness 2015

(3) Volunteering , Inequalities & Public Health: Barriers to Volunteering Summary Report. Volunteering Matters - Leeds Beckett University 2017

- (4) Access to Transport - Cambridgeshire Transport and Health JSNA 2015**
- (5) South Cambridgeshire Area Profile Key Statistics October 2016**
- (6) Response to Request for Information - Cambridgeshire County Council July 2015**
- (7) Primary Prevention of Ill Health in Older People 2014 - Cambridgeshire and Peterborough Clinical Commissioning Group - CCC** *(This document focuses almost entirely on Physical and Mental illness and does not cover social Isolation)*
- (8) Prevention of Ill Health in Older People - Full Report 2014 - Cambridgeshire county Council JSNA**
- (9) Primary Prevention of Ill Health in Older People - Cambridgeshire Joint Strategic Needs Assessment 2014_**
- (10) Providing physical activity interventions for people with musculoskeletal conditions. Dept.of Health 2016**
- (11) Health and Wellbeing in Rural Areas - LGA and Public Health England 2017**
- (12) Hidden Citizens - Campaign to End loneliness 2016.**
- (13) Dr Helen Tungsten Public Health Research - Lecture notes 2017**
- (14) Cambridgeshire town and Parish clerks survey 2017 - Cambridgeshire Acre**
- (15) Cambridgeshire Health and Wellbeing strategy 2012-2017**

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Social Isolation Recommendations: Draft Implementation Schedule

Recommendation	Start date	End date	Resources	Lead officer
1. Adopt a Vision for a Social Network Village of the Future	N/a	N/a (with evaluation reporting between 1 Jan and 31 Mar 2019)	N/a	N/a
2. Develop a Parish Toolkit on Reducing Social Isolation	1 January 2018	30 June 2018 (with evaluation reporting between 1 Jan and 31 Mar 2019)	Staff time	Siobhan Mellon, Development Officer
3. Support Timebanking in the district (two projects)	1 November 2017	31 March 2019 (with evaluation reporting during final 3-months)	£20,000 budgeted in 2017/18 £20,000 bid for 2018/19	Jay Clarke, Development Officer
4. Support parish clusters where it makes sense to do so	1 April 2018	31 March 2019 (with evaluation reporting during final 3-months)	Staff time	Jason Clarke, Development Officer Kirstin Donaldson, Development Officer Siobhan Mellon, Development Officer
5. (a) Promote community car schemes and (b) work with partners to ensure greater community transport coverage in the	(a) 1 November 2017 (b) 1 June 2018	(a) 31 March 2019 (with evaluation reporting during final 3-months) (b) 31 March 2019 (with evaluation reporting during	(a) Staff time Promotion materials (budgeted)	(a) Jay Clarke, Development Officer (promotion of car schemes) (b) (development of

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north villages		final 3-months)	(b) Staff time £ (to be costed) for pump-priming new CT scheme	community transport scheme for north villages)
6. Carry out faith audit into Social Isolation Initiatives	1 November 2017	31 March 2018	£3,000 budgeted in 2017/18 £3,000 match funding (unsecured)	Gemma Barron, Head of Sustainable Communities and Wellbeing
7. Two year pilot of the Through the Door (social prescribing) Project with Granta Medical Practice	1 January 2018	31 December 2019 (with evaluation reporting during final 3-months)	£35,000 budgeted across 2017/18 and 2018/19 for a part-time worker	Siobhan Mellon, Development Officer
8. Work with local hospitals and village groups to ensure that patients leaving hospital are supported locally when they get home	1 April 2018	31 March 2019 (with evaluation reporting during final 3-months)	Staff time Existing grant funding schemes	TBC
9. Promote opportunities for volunteering	1 April 2018	31 March 2019 (with evaluation reporting during final 3-months)	Staff time Space in South Cambs Magazine Distribution of information of website and via social media	TBC

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10. Encourage the use of communal rooms in sheltered housing complexes	Subject to review results			TBC
11. Encourage retirement villages with appropriate housing design and activities	From decision	31 March 2019 (with evaluation reporting during final 3-months)		TBC
12. Work with partners to evaluate individual initiatives and the programme as a whole	1 November 2017	31 March 2019	£ cost to be agreed with partners	Gemma Barron, Head of Sustainable Communities and Wellbeing

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