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South Cambridgeshire District Council

27 November 2018

To: The Leader – Councillor Bridget Smith Deputy Leader – Councillor Aidan Van de Weyer Members of the Cabinet – Councillors Neil Gough, Philippa Hart, Dr. Tumi Hawkins, Hazel Smith and John Williams

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 **COUNCIL CHAMBER - SOUTH CAMBS HALL** at South Cambridgeshire Hall on **WEDNESDAY**, 5 **DECEMBER 2018** at **9.30** a.m.

Yours faithfully **Beverly Agass** Chief Executive

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	AGENDA	DAGEO
1.	<b>Apologies for Absence</b> To receive Apologies for Absence from Cabinet members.	PAGES
2.	Declarations of Interest	
3.	<b>Minutes of Previous Meeting</b> To authorise the Leader to sign the Minutes of the meeting held on 7 November 2018 as a correct record.	1 - 8
4.	Announcements	
5.	Public Questions	
6.	Issues arising from the Scrutiny and Overview Committee	
7.	2018-19 Q2 Position Statement: Performance, Finance and Risk	9 - 22
8.	Greater Cambridge Housing Strategy	23 - 26
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10.	Date of Next Meeting	

Democratic Services Contact Officer: Ian Senior 03450 450 500 democratic.services@scambs.gov.uk

To note that the next meeting of the Cabinet will be held on Wednesday, 9 January 2019 commencing at 9.30am.

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# Agenda Item 3

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on Wednesday, 7 November 2018 at 9.30 a.m.

PRESENT: Councillor Bridget Smith (Leader of Council) Councillor Aidan Van de Weyer (Deputy Leader of Council)

Councillors:	Neil Gough	Lead Cabinet member for Environmental Services and Licensing
	Philippa Hart	Lead Cabinet member for Customer Service and
	5 <del>7</del> ··· ··	Business Improvement
	Dr. Tumi Hawkins	Lead Cabinet member for Planning
	Hazel Smith	Lead Cabinet member for Housing
	John Williams	Lead Cabinet member for Finance

Officers in attendance for all or part of the meeting:

number of all of part of the f	neeting.
Beverly Agass	Chief Executive
Gemma Barron	Head of Sustainable Communities and Wellbeing
Gareth Bell	Communications Manager
Alex Colyer	Executive Director
Julie Fletcher	Head of Housing Strategy
Susan Gardner Craig	Head of People and Organisational Development
Mike Hill	Director of Housing and Environmental Services
Julia Hovells	Principal Accountant
Georgina Johnson	Democratic Services Officer
Stephen Kelly	Joint Director of Planning and Economic
	Development
Rory McKenna	Deputy Head of Legal Practice
Caroline Ryba	Head of Finance
Ian Senior	Democratic Services Officer

Councillors Sue Ellington, Peter Topping, Heather Williams and Nick Wright were in attendance, by invitation.

## 1. APOLOGIES FOR ABSENCE

There were no Apologies for Absence.

## 2. MINUTES OF PREVIOUS MEETING

Cabinet authorised the Leader to sign, as a correct record, the Minutes of the meeting held on 3 October 2018.

## 3. DECLARATIONS OF INTEREST

Regarding Minute 10 (Mobile Wardens Scheme Grants Criteria):

- Councillor Sue Ellington declared a non-pecuniary interest as a Trustee of the Mobile Warden Scheme in Swavesey.
- Councillor Hazel Smith declared a non-pecuniary interest as Chairman of the Milton Parish Council Community Care Committee which oversees the Mobile Warden Scheme in Milton.

## 4. ANNOUNCEMENTS

There were no announcements.

## 5. PUBLIC QUESTIONS

There were no public questions.

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

Councillors Grenville Chamberlain (Chairman of the Scrutiny and Overview Committee) and Brian Milnes (Vice-Chairman of the Scrutiny and Overview Committee) were in attendance for this item.

Councillor Milnes reiterated his concern about the timeliness of submitting papers for consideration by Committee members. The Leader responded by saying she was aware of the challenges faced and was hopeful that some positive action could be taken to address this issue. Councillor Chamberlain said that a dedicated Scrutiny Officer would ease the situation.

Scrutiny and Overview Committee comments specific to items on the current agenda would be conveyed during the consideration of those items.

## 7. NORTHSTOWE STARTER HOMES- STRATEGIC COLLABORATION AGREEMENT

Cabinet considered a report seeking approval of the Strategic Collaboration Agreement between Homes England and South Cambridgeshire District Council.

The Agreement (attached at Appendix A to the report) set out how the Council and Homes England (formerly known as the Homes and Communities Agency) would work together to reinvest receipts realised through 'stair-casing', whereby occupiers could buy additional shares in their Starter Homes. This followed the deed of variation of the Section 106 Agreement relating to Northstowe Phase 2, approved in December 2017.

The Leader explained that the Agreement sought to protect the Council's interests in the event of a change in legislation. Councillor Philippa Hart thanked officers for their input, and welcomed the Agreement as addressing unfairness.

Cabinet **approved** the Strategic Collaboration Agreement attached as Appendix A to the report from the Head of Housing Strategy.

## 8. IMPLEMENTATION AND ADOPTION OF COMPLETED SUPPLEMENTARY PLANNING DOCUMENTS (SPDS) (LAND NORTH OF CHERRY HINTON SPD & CAMBRIDGESHIRE FLOOD AND WATER SPD)

Cabinet considered a report seeking adoption the Cambridgeshire Flood and Water Supplementary Planning Document (SPD) and Land North of Cherry Hinton (LNCH) SPD following adoption of the South Cambridgeshire Local Plan in September 2018.

These two SPDs had been prepared in parallel with the South Cambridgeshire and Cambridge Local Plans, allowing further detail to be provided and assist with the implementation of specific proposals.

## Cabinet

(a) approved the adoption of the Cambridgeshire Flood and Water Supplementary Planning Document (with amendments listed in Appendix 1);

- (b) approved the adoption of the Land North of Cherry Hinton Supplementary Planning Document (with amendments listed in Appendix 1); and
- (c) delegated any subsequent minor amendments and editing of the SPDs to the Joint Director for Planning and Economic Development.

## 9. ADOPTION OF RECYCLING AND WASTE OPERATIONAL POLICIES

Cabinet considered a report seeking agreement of a single "Waste Collection Service Policies and Procedures" document setting out the service that Greater Cambridge Shared Waste Service (GCSWS) would deliver to the residents of both Cambridge and South Cambridgeshire.

Councillor Brian Milnes, Vice-Chairman of the Scrutiny and Overview Committee, said that that Committee had discussed home and community composting as a means of reducing the need for a second green bin.

In response to a question from Councillor Heather Williams, the Health and Environmental Services Director undertook to clarify the extent of administrative costs relating to the issue of additional green bins.

Councillor Peter Topping asked whether there was any evidence that the charge for a second green bin was likely to prompt existing beneficiaries of a second bin to return that bin to the relevant Council. In reply, the Lead Cabinet Member for Environmental Health and Licensing said that such residents were being encouraged to retain their additional green bins.

Cabinet

- (a) **approved** the 'Waste Collection Policies and Procedures' document as and, in particular, the following three major changes to policy:
  - (i) Introduction of chargeable additional garden waste (green) bins (South Cambridgeshire District Council only)
  - (ii) Change to monthly organic collection during December, January and February (Cambridge City Council only)
  - (iii) Change to 6am start time for domestic waste services (Cambridge City Council only)
- (b) **Delegated** to the Director for Health and Environmental Services, in consultation with the Lead Cabinet Member for Environmental Services and Licensing at South Cambridgeshire District Council, and their opposite numbers at Cambridge City Council, the responsibility for approving minor updates to the document to ensure operational efficiency and customer satisfaction.

## 10. MOBILE WARDEN SCHEME GRANTS CRITERIA

Cabinet considered a report on the Grants Advisory Committee's proposed amendments to the criteria and guidance notes for the Mobile and Community Warden Scheme Grants.

The Leader and Lead Cabinet Member for Finance emphasised their ambition that the Scheme should be made more widely available throughout the District to achieve greater fairness and more effective use of the available funds.

The Scrutiny and Overview Committee had not commented on this item.

In response to a question from Councillor Peter Topping, the Lead Cabinet Member for Finance clarified that the purpose of the Grants Advisory Committee's first review of the Scheme had been to consider the current situation.

## Cabinet

- (c) **approved** the proposed changes to the Mobile and Community Warden Scheme Grant criteria and guidance notes, as set out at Appendix A to the report from the Head of Sustainable Communities and Wellbeing; and
- (d) instructed the Grants Advisory Committee to carry out a further review of the Mobile and Community Warden Scheme, in consultation with the Lead Cabinet Member for Finance, to explore options for increasing access to the Scheme throughout South Cambridgeshire, and consider the implications for the Council's budget from 2020-21 onwards.

## 11. COMMUNITY ENERGY GRANTS CRITERIA

Cabinet considered a report detailing proposals from the Grants Advisory Committee and Climate Change and Environment Advisory Committee for amending the guidance notes and application form for the Community Energy Grant scheme, and proposing the re-opening of the scheme.

The Deputy Leader and Lead Cabinet Member for Finance both expressed reservations about the proposals, and suggested that the two Advisory Committees should give the review some further thought.

Cabinet **requested** that the Grants Advisory Committee and Climate Change and Environment Advisory Committee each explore options for the more effective expenditure of community energy funding, and consider implications for the Council's budget, and that the Chairmen of the two Committees should then jointly formulate a recommendation to Cabinet.

## 12. BUSINESS PLAN

Cabinet considered a report seeking agreement of emerging priorities that would form the basis of public consultation, and help to inform the development of a Business Plan for 2019-2024.

Councillor Sue Ellington spoke about the importance of health and wellbeing. In response, the Leader said that the priorities would be reviewed taking Councillor Ellington's comments into account.

## Cabinet

2. **agreed** that a public consultation be carried out about the following priorities for the 2019-2024 Business Plan

- Economic Development We will support businesses of all sizes, including rural enterprise and farming, to help create new jobs and opportunities near to where people live.
- Housing that is affordable for everyone to live in Our focus will be on building vibrant and healthy communities with a range of homes people can genuinely afford to live in. Our communities will have the right facilities and services and be places where people love to live, not just groups of houses.
- **Climate and Environment** We will put the environment at the centre of everything we do to create a cleaner, greener future for our communities.
- A 21st Century Council We will provide our customers with the high quality services that we would expect ourselves, always strive to reduce costs, build on what we are good at to generate our own income and make decisions in a transparent, open and inclusive way.

as detailed in Appendix 1 to the report from the Chief Executive. The document and public consultation responses would then inform the further development of a full Business Plan.

3. **Agreed** that the Chief Executive, in consultation with the Leader, be authorised to facilitate public consultation to last from Monday 19 November 2018 until Monday 7 January 2019, with the priorities being published on the Council's website and in the *South Cambs Magazine* for comment, and promoted through social media. Businesses receiving the Council's business newsletter would also be contacted, and Council staff would be briefed and engaged through the Council's intranet.

## 13. EXCLUSION OF PRESS AND PUBLIC

Cabinet noted that Item 14 (HRA MTFS) and Item 15 (General Fund MTFS) contained restricted Appendices. The press and public would be excluded from the meeting during any consideration of those Appendices 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). (iinformation relating to the financial or business affairs of any particular person (including the authority holding that information).

# 14. HOUSING REVENUE ACCOUNT MEDIUM TERM FINANCIAL STRATEGIES (MTFS) 2018-19

Cabinet considered a report providing it and, subsequently, Council, with an update in respect of the financial position and forecasts for the Housing Revenue Account, allowing review of financial assumptions, approval of any mid-year budgetary changes, approval of any future year business plan changes and agreement of the budgets strategies for 2019/20 and beyond.

Councillor Brian Milnes (Vice-Chairman, Scrutiny and Overview Committee) highlighted the potential impart on the long-term strategy, and of Universal Credit.

Cabinet **recommended that Council** approve the Housing Revenue Account (HRA) Medium Term Financial Strategy (MTFS) as set out in **Appendix 1** to the report from the Head of Finance, to include:

- noting 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, to include recognition of the virement of resource of £1,560,000 from the unallocated acquisition / new build budget for the acquisition of market dwellings, to ensure that right to buy receipts are appropriately reinvested in 2018/19.
- updates in the new build budget and the new build schemes included in the Housing Capital Investment Plan, incorporation of the latest budgetary figures in respect of approved new build schemes, inclusion of new pipeline schemes with associated budgetary provision and re-phasing of expenditure in line with anticipated build timetables.
- changes in anticipated receipt and use of capital resources for the HRA, as included in **Appendix H** to the HRA MTFS.
- noting the HRA budget strategy for 2019/20, to include the exemplification of efficiency savings of £142,000, to facilitate the creation of a corresponding strategic investment fund also of £142,000 for 2019/20, with both reducing to £95,000 per annum from 2020/21 onwards for a further 4 years.
- noting the early proposals for bids and savings in the HRA, as detailed in Appendix D (2) to the HRA MTFS in advance of formal consideration as part of the HRA Budget Setting Report in February 2019.

## 15. GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2019-20

Cabinet considered a report providing it with an update in respect of the financial position and forecasts for the General Fund (GF), allowing review of financial assumptions, approval of any bids and savings and agreement of the budgets strategies for 2019-20 and beyond.

## Cabinet

- a) Considered and noted the General Fund forecast as set out in **Appendix A** to the report from the Head of Finance, and:
  - Noted the assumptions underpinning the forecast;
  - Noted the indicative revenue pressures and their impact on savings requirements as set out at **Appendix C**;
  - Noted the amendments to the indicative capital programme and their impact on savings requirements as set out at **Appendix D**;
  - Instructed 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
  - Instructed the Executive Management Team (EMT) to identify and develop other options for meeting the additional income / savings requirement.
- b) Considered and endorsed the amendment to the Ermine Street Housing

Business Plan attached at confidential **Appendix B** and, as a direct result, **recommended that Council** bring forward lending of £13 million to Ermine Street Housing into 2018/19 by re-phasing the Capital Programme, and bring forward budget from future years to enable the Company to continue the business expansion as agreed by Cabinet and Council in November 2015.

c) Approved delegation of the use of the Business Efficiency Reserve to the Chief Executive

The Meeting ended at 10.40 a.m.

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# Agenda Item 7



South Cambridgeshire District Council

Report To:CabinetLead Officer:Head of Finance

## 5 December 2018

## 2018-19 Q2 Position Statement: Performance, Finance and Risk

## Purpose

- 1. To provide Cabinet with a statement on the Council's Q2 position with regard to its General Fund, Housing Revenue Account (HRA) and Capital budgets and performance indicators (by exception), for consideration, comment and onward submission to Cabinet. Integrated reporting in this way gives Officers and Members the opportunity to examine any areas of concern and decide on the appropriate action.
- 2. The Strategic Risk Register is currently under management review. It will be reported to Cabinet in the near future, incorporating the new draft priorities of the new Administration as formulated in November Cabinet report.

## Recommendations

3. Cabinet is invited to review the provisional forecast outturn position together with the performance indicator results and comments in this report and appendices attached, recommending, where appropriate, any actions, including redeployment of resources, required to address issues identified.

## **Reasons for Recommendations**

- 4. These recommendations are required to enable Members to understand the organisation's financial position and performance. 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.
- 5. A workshop to set out the new Administration's vision of the Strategic Risk Register will be set up to follow on from the Risk training workshop provided on 13 November 2018. This will form the basis of the refreshed Strategic Risk Register, which will be then presented to Members.

## Background

- 6. This is the second quarterly position statement for 2018/19, providing updates in respect of:
  - Quarter 2 Key Performance Indicators exceptions, as identified by CMT (31<sup>st</sup> October 2018); and
  - The Financial Position at 30 September 2018, showing variance between original budgets and actuals for the period (**Appendix B**).

## Key Performance Indicators (KPIs)

- Cabinet has agreed a suite of 31 Key Performance Indicators (KPIs) to provide a strategic overview of organisational health. Performance against Key Performance Indicators, plus accompanying narrative, was reported in full to CMT on 31<sup>st</sup> October 2018.
- 8. Within their review of full KPI results, CMT identified exceptions for onward submission to Scrutiny and Overview Committee and Cabinet, as detailed in **Appendix A**. These exceptions are made up of all Red and Amber results (as defined in paragraph 9), plus Green results where CMT have identified that exceptional performance or circumstances have taken place.
- 9. The data in **Appendix A** 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.

## Finance

10. This position statement is reporting on the variance between the 2018/19 working budgets and the projected Outturn for the year as at Q2.

		to profiled to date	Forecast variance at year e		
	£'000	%	%	%	
General Fund	33	0.2	(352)	(1)	
Housing Revenue Expenditure	(614)	(20)	(216)	(1)	
Housing Revenue Income	(109)	1	(237)	(1)	
HRA Capital	(6,158)	(63)	(5,260)	(23)	
GF Capital	55	5	(491)	(10)	

11. The table below shows the adjusted provisional forecast outturn figures for the year 2018-19:

- 12. Position report for Q2 is set out at **Appendix b** attached. In a change of format from prior years, this year the report is set out by Directorate, rather than by Portfolio.
- 13. The Q2 actual position for the General Fund shows a small overspend, due to the variances to budget profile in the Corporate Services and, to lesser extent, to the

costs included in overheads, such as Accountancy and ICT Development. This is offset by the service costs savings in Planning as detailed below:

- Planning staffing For year to date there is an underspend of (£530k) on staff budgets, of which (£260k) related to Development Management. A continued underspend is anticipated to remain despite ongoing efforts to fill vacant posts as recruitment of senior staff is extremely challenging. Efforts to fill key roles will nevertheless continue and the figure may therefore reduce through the remainder of the year in the event these efforts are successful.
- Planning service costs (legal and compensation). The total underspend on legal budgets within Planning amounts to (£190k), of which (£159k) is within Development Management. The (£114k) underspend on compensation falls all within Development Management The budget for legal and compensation is not likely to be fully spent this year as a result of a reduction in 5 year land supply appeals and the slippage of the appeal timetable for a major public inquiry appeal in the south of the district which will require a roll over of the budget into next year. This cost was to be funded by withdrawal from a Planning Earmarked Reserve.
- Planning income Income for year to date is higher than budgeted. This is due to the local plan not being adopted in the financial year of 17/18 as expected. The budget for 18/19 was set with the expectation of the local plan being approved and adopted in 17/18. As this was not the case, planning were still receiving "5 year land supply applications" up to and include month 5 of this year. In October the local plan was adopted and it is anticipated that "5 year land supply" applications will now drop off and fee income decline in future months.
- 14. General Fund Capital showing a small overspend of 55k for the year to date based on expenditure from the Rolled over projects, however the Outturn projection is £500k underspend, most of which will be subject to Rollover requests due to the delays in the project implementation.
- 15. Projected General Fund Outturn is also positive and can be separated into £617k saving on salaries costs, £500k income in excess of budget and £377k overspend on Service cost, these include Agency staff where they are used to cover existing vacancies.
- 16. HRA underspend for the year to date is partly driven by timing variances and is expected to reduce for the Outturn.
- 17. HRA Capital budget is based on the original budget for the year, however, the New Build capital investment plan has been re-phased in the HRA MTFS with £4.8m removed from current year & re-allocated over the following four years

## Income

- 18. With declining resources from Government funding, ensuring that income targets are met becomes vital. Itemised below is the current position on significant income lines, showing actuals only.
- Key lines of projected additional income are: £114,366 in Development Control;
   £71,000 in Land Charges; £63,524 in SSWS; £37,730 in Democratic Representation. There is further unbudgeted grant income fully used to fund corresponding staff or

service expenditure, including £73,069 in Northstowe – Healthy New Town, £52,620 in Homelessness, £31,709 in Elections.

**Please note** that Council's income/savings/receipts are shown in brackets, therefore variances in brackets are positive / favourable and without brackets are negative / adverse, i.e. indicate shortfall of revenue for year to date.

## Actuals for the year to date

Key lines of income generating activities across the Council	Budget	Budget	Actuals	Variance
	for full	to date	for year	for year
(positive)/negative	year		to date	to date
	£	£	£	£
Waste and Recycling*	(£5,071,380)	(£2,781,990)	(£2,789,282)	(£7,292)
Land Charges	(£254,360)	(£105,985)	(£153,586)	(£47,601)
Other Environmental Health charging services	(£96,150)	(£27,395)	(£26,252)	£1,143
Taxi Licensing Fees and Charges	(£185,090)	(£77,140)	(£86,499)	(£9,359)
Licences under Acts - Fees and Charges	(£117,990)	(£35,315)	(£41,728)	(£6,413)
Private sector leasing scheme	(£58,010)	(£1,200)	£672	£1,872
Travellers Sites Rents	(£112,560)	(£46,850)	(£50,212)	(£3,362)
Development Control Fees	(£3,027,900)	(£1,261,637)	(£1,258,525)	£3,112
Development Control Pre-App Fees	(£175,000)	(£72,910)	(£50,501)	£22,409
New Communities Charges for Services	(£431,240)	(£179,685)	(£154,769)	£24,916
New Communities Pre- App Fees	(£75,000)	(£31,250)	(£117,624)	(£86,374)
Total	(£9,604,680)	(£4,621,357)	(£4,728,306)	(£106,949)

\*Shared service with Cambridge City Council - figures represent total for the service.

## Request to amend the Capital Program for the current year 2018/19.

- 20. The capital program for 2018/19 includes £15m lending to Ermine Street Housing for the acquisition of properties.
- 21. Ermine Street Housing has accelerated acquisitions in the current year and will be requesting Board and Cabinet approval to amend the current business plan to include

additional borrowings for acquisition of a proposed 88 properties before 31 March 2019.

- 22. This will necessitate an increase to the Capital Program for funding to the housing company from £15m to £27m. The £27m lending will be financed by £9m from SCDC cash balances and £18m external borrowing.
- 23. This will be a re-phasing of the £100m capital program for on-lending to Ermine Street Housing. To date the Council has issued loans to Ermine Street Housing totalling £50.5m.

## Consultation responses

24. Council Performance Indicator updates have been prepared in liaison with lead officers in each directorate.

## Effect on Strategic Aims

25. Timely and robust consideration of the Council's budgets and corporate plan is vital to ensure corporate priorities are met.

## Background Papers: None

## Report Authors:

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Phil Bird – Corporate Programme Manager Telephone: (01954) 713309 Phil.bird@scambs.gov.uk

Kevin Ledger – Policy and Performance Officer Telephone: (01954) 713018 Kevin.ledger@scambs.gov.uk This page is left blank intentionally.

## Affordable Homes

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					
	Jul	22	17	25	
Target	Aug	16	17	25	Work is taking place to analyse the voids that were let during September to ascertain the caus of the increase that has occurred following August's improvement.
Actual	Sep	24	17	25	
Past 12 months					
Housing Advice					
AH203 Number of households in temporary accomr	nodation				
Susan Carter/Heather Wood					
	Jun		60	70	Figures are not currently available for AH203 and AH208 due to a new reporting process which
	Sep		60	70	sees raw data submitted to government and the result returned to us at a later date. For Q1, to return from government is not expected before December. We have not yet been notified whether
	·				we will receive Q2 figures.
					Interim recording measures are being considered. However, performance is generally expected
AH208 Number of households helped to prevent ho	melessness				be on target as the performance indicator monitoring Bed and Breakfast spend is a related
Susan Carter/Heather Wood					measure and remains comfortably within target (a decrease iun successful homeless preventio an/or increase in temporary accommodation numbers would be reflected in a higher than
ge	Jun		56	51	anticipated use of B&Bs.
→	Sep		56	51	
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Report continues on following page

# **Corporate Services**

I and PI owner and Month organised by Service Area		Actual T	arget	Int.	Comments
Contact Centre					
CC303 % of calls to the Contact Centre that are handle	ed (answere	ed)			
Dawn Graham					
$\frown$	Jul	88.6	87	80	
Intervention	Aug	86.2	87	80	August and September CC303 and CC307 results have been affected by staffing vacancies. Thes
Actual	Sep	81.5	87	80	have occurred largely as a result of staff moving within the organisation to take secondments,
Past 12 months					which are being used to fill vacancies in service areas. The Contact Centre provides those who
					want a career in Local Government an initial role, and as advisors develop their knowledge the natural progression is to look for a role within back office teams. The service has developed highl
CC307 Average call answer time (seconds)					skilled staff who are successful in progressing their careers at SCDC. Vacancies are currently
Dawn Graham					being covered by temporary staff who are completing their training and the service is actively
	Jul	108	110	180	recruiting to fill these roles.
	Aug	146	110	180	
	Sep	197	110	180	
Past 12 months Comporate Services	•				
C305 % of formal complaint responses sent within the	mescale (al	I SCDC)			
O EMT	·	,			A piece of work is being undertaken to align complaints processes, ensure consistency of data an
· · · · · · · · · · · · · · · · · · ·	Jun	71	80	70	gain learning from complaints. A detailed report has been prepared and presented to the Executiv
0	Sep	52	80	70	Management Team, and this will continue to identify trends and actions that need to be taken as a result of learning on quarterly basis. The Council is also delivering a series of customer care and
	1				complaints handling workshops for staff to improve confidence levels.
Past 12 months					
Finance					
FS109 % invoices paid in 30 days					
Caroline Ryba					
	Jul	95.94	98.5	96.5	The Purchase to Pay (P2P) process measured by FS109 will be changing with the implementation
	Aug	97.53	98.5	96.5	of the new FMS, 'T1'. The October KPI will be adversely affected by the go-live period, when no payments were made.
<b>*</b>	Sep	96.93	98.5	96.5	
Past 12 months			·	-	
HR					
FS116 Staff sickness days per FTE (non-cumulative)					
					Parformance improved in quarter 2 due to the resolution of a number of long term sickness access
FS116 Staff sickness days per FTE (non-cumulative)	Jun	2.44	1.75	2.5	
FS116 Staff sickness days per FTE (non-cumulative)	Jun Sep	2.44 2.26	1.75 1.75	2.5 2.5	Performance improved in quarter 2 due to the resolution of a number of long term sickness cases Work continues with service managers to ensure absence is managed appropriately . The recent staff wellbeing survey will inform initiatives to be rolled out.

## **Corporate Services**

PI and PI owner and Month organised by Service Area		Actual T	arget	Int.	Comments
FS117 Staff turnover (non-cumulative) Susan Gardner Craig Past 12 months	Jun Sep	2.67 3.90	3.25 3.25		The quarter 2 result of 3.9% was the first exceeding the 3.25% target since this was introduced at the beginning of the 2017/18 financial year, however remains lower than the 4% intervention level. This increase is currently under investigation and the quarterly turnover and retention report, which provides more detail around reasons for leaving, will be considered by the Corporate Management Team on 28th November. There is a programme of actions that we are working on to address issues caused by a difficult job market.

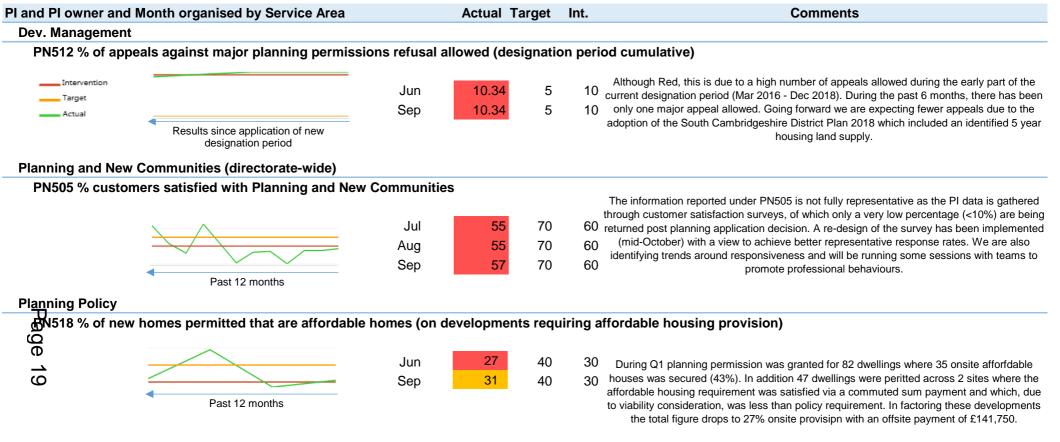
## Report continues on following page

## Health and Environmental Services

I and PI owner and Month organised by Service Area		Actual	<b>Farget</b>	Int.	
Waste Services					
ES408 % of bins collected on schedule (SSWS)					
Trevor Nicoll					This KPI result has been identified as an exception to highlight excellar
Intervention	Jul	99.33	99.5		performance. During July collections were effected by a period of extend
Target	Aug	99.67	99.5	99.25	high temperatures, making it difficult for staff to operate at their normal r thus resulting in some collection rounds not being completed on their
Actual	Sep	99.89	99.5	99.25	scheduled collection days.
Past 12 months	1				
Environ. Health & Licensing					
ES401 % business satisfaction with regulation service					
Rob Lewis					
	Jun	93.75	90	80	No comment has been received to date. For information, 27 of 32
	Sep	84.38	90	80	respondents to the business satisfaction survey indicated that they we either very satisfied or satisfied.
	·				
Past 12 months					
U					

## Report continues on following page

## **Planning and New Communities**



During Q2 planning permission was granted for 265 dwellings where 82 onsite affordable houses was secured (31%). One site did not secure any affordable housing on the basis of development viability (due to contamination and clear up costs on site).

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# Budget 2018/19 Q2 - Provisional Forecast Variance

Directorate	Full year Budget	Budget to date	Total expenditure	Variance to date	Variance to date	Budget Remaining	Projected (under)/Over
	Ŭ					Ŭ	Spending
	£'000	£'000	£'000	£'000	%	£'000	£'000
General Fund							
Corporate Services	6,403	13,178	13,946	768	6%	(7,543)	(1)
Health and Environmental Services	6,639	1,777	1,565	(211)	-12%	5,074	
Housing General Fund	1,373	463	288	(175)	-38%	1,085	(
Planning	4,689	1,740	1,098	(642)	-37%	3,591	(9
Net Service Costs	19,104	17,158	16,898	(261)	-2%	2,207	(1,1
Overhead Costs	6,145	2,261	2,502	241	11%	3,643	3
Unallocated savings and precautionary	578	52		52			5
Benefit derived from Negative RSG not charged							(1
General Fund variance to date	25,828	19,471		33	0.2%		(3
HRA							
HRA Housing Repairs - Revenue	4,134	1,472	1,129	(344)	-23%	3.005	
Sheltered Housing	237	39	(10)	(50)	-126%	247	(
Administration	3,399	1,294	1,130	(164)	-13%	2,269	(1
Other Alarm Systems	0	(49)	(41)	7	-15%	41	,
Flats - Communal Areas	84	37	27	(10)	-26%	56	
Outdoor Maintenance	116	109	101	(8)	-7%	14	
Sewage	9	26	24	(3)	-11%	(14)	
Tenant Participation	252	100	65	(34)	-35%	187	
Reprovision & New Homes Programme	195	94	145	<b>.</b> 51	54%	51	
Other	122	3	2	(1)	-40%	120	
Transfer to Reserves & Capital Charges and interest on	21,082	0					
loan			(59)	(59)	100%	21,142	
Total HRA expenditure	29,630	3,126	2,512	(614)	-20%	27,118	(2
Income	(28,638)	(11,863)	(11,973)	(109)	1%	(16,666)	(2
Total HRA	991	(8,737)	(9,461)	(724)	8%	10,452	(4

# Budget 2018/19 Q2 - Provisional Forecast Variance

Directorate	Full year Budget	Budget to date	Total expenditure	Variance to date	Variance to date	Budget Remaining	Projected (under)/Over
	£'000	£'000	£'000	£'000	%	£'000	Spending £'000
GF Capital	2000	2000	2000	2000	70	2000	~ 000
Cambourne Offices	341	128	11	(117)	-92%	330	129
ICT Development	1,061	283	75	(209)	-74%	986	(692
Waste Collection & Street Cleansing	718	0	508	508	100%	210	361
Awarded Watercourses and Air Quality	8	0	0	0	100%	8	(
Repurchase of GF Sheltered Properties	1,100	458	329	(129)	-28%	771	(
Environmental Protection	16	0	0	0 0	100%	16	50
Improvement Grants	770	177	169	(8)	-4%	601	(170
Grants-Provision of Social Hsg	716	0	0	0	100%	716	(214
Refurbishment of GF Equity Share Properties	0	0	2	2	100%	(2)	` (
Website Development	0	0	8	8	100%	(8)	45
Other (Mainly Capital Receipts)	10	0	0	0	100%	10	(
Total GF Capital	4,740	1,046	1,101	55	5%	3,639	(49
Land New Homes Programme	600 14 186	250 5 911	(13) 547	(263) (5 364)	-105% -91%	613 13 639	(40) (4 80)
New Homes Programme	14,186	5,911	547	(5,364)	-91%	13,639	(4,800
Reprovision of Existing Homes	450	450	652	202	45%	(202)	(
Repurchase of HRA Shared Ownership Homes	300	125	324	199	159%	(24)	(
Cash Incentive Grants	0	0	0	0	100%	0	(
Housing Repairs - Capital	7,337	3,033	2,102	(932)	-31%	5,235	(60
Total HRA Capital	22,873	9,769	3,612	(6,158)	-63%	19,261	(5,260
Capital receipts							
Right to Buy	0	(1,170)	(1,303)	(133)	11%	1,303	(
Equity Share-HRA	0	(1,030)	(1,357)	(327)	32%	1,357	
Equity Share - GF	0	(515)	(516)	(1)	0%	516	(
Other	0	0	4	4	100%	(4)	
Grants & Contributions	(17,301)	(7,195)	(671)	6,525	-91%	(16,631)	
Total Capital Receipts	(17,301)	(9,911)	(3,843)	6,067	-61%	(13,458)	
Capital Total	10,311	905	869	(35)	-4%	9,442	(5,260

# Agenda Item 8

**REPORT TO:**Cabinet5 December 2018**LEAD OFFICER:**Interim Housing & Environmental Health Director

## Greater Cambridge Housing Strategy

## Purpose

- 1. To seek agreement for the draft Greater Cambridge Housing Strategy to go out for consultation.
- 2. This is not a key decision because it is brought before Cabinet as part of the consultation process and will be presented back to Cabinet for final approval once all comments have been considered and fed into the Strategy where appropriate.

## Recommendations

3. Cabinet is asked to agree the draft Greater Cambridge Housing Strategy (Appendix A) to go out to wider public consultation.

## **Reasons for Recommendations**

4. This will enable the draft Strategy to go out for wider public consultation.

## Background

5. Following the publication of an interim Housing Strategy Statement on 15 March 2017, a joined up Strategy with Cambridge City Council has been developed. The rationale for a joined up 'Greater Cambridge' Housing Strategy was due to the closer working relationships with Cambridge City, such as the commitment for a joint Local Plan, and the key challenges and opportunities that both Councils face, specifically in terms of housing affordability and economic growth.

## Considerations

- 6. In developing the draft Greater Cambridge Housing Strategy, a series of workshops have been held with staff and tenant & leaseholder reps, as well as a SCDC Cabinet briefing held on 30 August 2018 and a subsequent SCDC Members' workshop held on 22 October 2018. This has helped to shape the draft Strategy, with the main points outlined below:
  - In terms of affordable housing, having more choice, especially for the squeezed middle income households.
  - Increasing the number of council new homes we are building, as well as delivering more exception sites that provide a range of homes.
  - Focus on affordable living, acknowledging the impacts of other housing costs as well as the cost of rents/mortgages.
  - Supporting the economy, working with businesses to help meet the housing needs of their workforce.

- Supporting the development of homes for people as they age
- Good design and future proofing of homes, supporting new technologies and raising building standards.
- 7. Taking into account feedback from the Cabinet briefing and Members' workshop, a complete rewrite of the draft Strategy has been undertaken.
- 8. The Strategy is a high level evidenced based document, setting out a strategic overview of the key issues, challenges and opportunities facing the area, with a specific focus on housing affordability and supply. The document brings together the different strands of housing, such as older people's accommodation, 'essential local worker' housing, existing homes, homelessness and links to health and wellbeing.
- 9. A detailed Action Plan will be developed as part of the consultation process.
- 10. The expectation is that the draft Greater Cambridge Housing Strategy will go out to consultation week commencing 10 December 2018 for seven weeks. As part of the consultation process, feedback sessions will be held with developers and housing associations, as well as a separate session with South Cambridgeshire District Council's Scrutiny Members.
- 11. Following consideration of all feedback, it is anticipated that the Strategy will be approved by Cabinet by the end of March 2019.

## Options

- 12. Cabinet is asked to agree the draft Greater Cambridge Housing Strategy (Appendix A) to go out to wider public consultation.
- 13. If it is considered that the draft Strategy is not ready to go out to consultation on 10 December, it is likely to delay approval of the Strategy until at least Summer 2019, due to the need to align with Cambridge City's approval process and taking into account their purdah period. This may also impact on the delivery of the Housing SPD.

## Implications

14. There are no significant implications.

## **Consultation responses**

15. Initial consultation has been carried out with staff and tenant & leaseholder reps from both councils, as well as wider consultation with South Cambridgeshire District Council Members and Cabinet.

## Effect on Strategic Aims

- 16. The Greater Cambridge Housing Strategy is important for all four of the Council's main strategic aims:
  - (A) Living Well
  - (B) Homes for our Future
  - (C) Connected Communities
  - (D) An Innovative and Dynamic Organisation

## Background Papers

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

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

**Report Author:** Julie Fletcher – Head of Housing Strategy Telephone: (01954) 713352

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# Agenda Item 9

<b>REPORT TO:</b>	Cabinet
LEAD OFFICER:	Executive Director

5 December 2018

## Localised Council Tax Support Scheme 2019-2020

### Purpose

- To consider the responses to the consultation on Localised Council Tax Support Scheme (LCTS) proposals for 2019-20 and recommend to Council a scheme for 2019-2020
- 2. This is not a key decision as the financial commitments are within existing budget.

## Recommendations

3. That Cabinet recommend to Council at its meeting in February 2019 the Income Bands Discount Localised Council Tax Support Scheme (Option2) for 2019-2020.

## **Reasons for Recommendations**

- 4. The proposed scheme will enable residents to have more certainty in respect of the amount of Council Tax they have to pay. The Banded scheme would result in fewer amendments to Council Tax Support and as a result less amendments to the amount of Council Tax payable.
- 5. The recommended scheme will be designed so that those claiming LCTS should not be worse off as the main principles of the current scheme will remain, as the changes relate in the main to more administration aspects.
- 6. The current LCTS scheme currently in place, which has broadly replicated the former Council Tax Benefit scheme, is considered not be fit for purpose going forward as the rollout of Universal Credit (UC) continues.
- 7. The resulting increased workload with continuation of the current scheme cannot be delivered within the current staffing structure.
- 8. The introduction of Universal Credit (UC) will mean significant changes for residents. The design of UC and its direct links to HMRC earnings data mean that residents in receipt of UC will see a significant number of changes to their LCTS entitlement over the year. If the current scheme remains in place some residents will have changes in their entitlement and payments from month to month.
- 9. The option recommended has been implemented successfully by other Local Authorities where UC has been in place for a longer period.

## Background

- 10. A report was presented to Cabinet on 5 September 2018 with regards to several options for LCTS for 2019-2020, and the decision was taken to consult on the two options presented.
- 11. The option supported by members was a banded discount scheme as this was a longerterm option and a further change to the design of the scheme would not be needed.

- 12. The current LCTS scheme has been in operation since April 2013. The amount of Council Tax support has reduced year on year and has been consistently less than the amount estimated. The number of households receiving LCTS is decreasing despite an increase in the number of properties in South Cambridgeshire.
- 13. The consultation lasted 6 weeks, ending on the 11 November 2018, with 379 responses received; this is significantly more than previous LCTS consultations where responses have on each occasion been less than100. The results can be found in APPENDIX A
- 14. The Universal Credit (UC) Full Service rollout for the majority of South Cambridgeshire commenced on 17 October 2018; it is estimated that by the end of 2018/19, 15% of residents, who would have previously received Housing Benefit, will be receiving their housing costs as part of a UC Award.
- 15. The introduction of UC will change the landscape for LCTS as changes to UC are more frequent. UC is calculated monthly by the DWP and where the customer is working is assessed using HMRC earnings data.
- 16. The initial modelling undertaken would suggest that there could be in the region of 1800 cases on UC by the end of 2019/20. This could increase the number of notified changes the team has to process to between 16,000 and 42,000 based on initial predictions of the number of notified DWP changes

## Considerations

- 17. The outcome of the consultation on the question of how South Cambridgeshire should change Council Tax Support for working age people was just over half of all those who responded (51%) support continuing with the current scheme
- 18. The current LCTS scheme has been in place since April 2013 with relatively few amendments and is well understood by residents.
- 19. The consultation outcome also confirms that of those who did not support continuing with the current scheme (182); 70% (127) supported a change to an Income Band Discount scheme rather than the alternative Fixed Period scheme.
- 20. The introduction of Full-Service UC in October 2018 means most working age residents who would have claimed housing costs as part of a Housing Benefit now have to make a claim for UC and a separate claim for LCTS with the Council.
- 21. Under the current LCTS scheme any change in income or circumstances requires the LCTS to be reassessed. The resident then receives a new Council Tax bill after the reassessment confirming a resulting change to the amount of Council Tax payable.
- 22. The opportunity has been taken to review the learning, experience and current best practice from Local Authorities where full service UC has already been implemented. It is apparent that there are a limited number of options which are considered viable on a medium to long term basis for LCTS.
- 23. The consultation reflected on those options which were considered as viable as well as the current scheme in place.
- 24. Those Local Authorities with similar LCTS scheme to South Cambridgeshire where Full-Service UC has been in place for a longer period have encountered significant issues

- 25. The issues which have been highlighted are shown below: -
  - Residents receiving multiple bills and are confused as to what do they need to pay
  - Increased number of residents receiving LCTS who are subject to recovery action
  - Increased contact from residents via telephone and in person
  - Increased administration for Revenues and Benefits team
  - Reduction in collection rates for Council tax for those in receipt of UC and LCTS
- 26. The issues highlighted are a consequence of LCTS changing each time UC is amended.
- 27. The recommend option is on the basis that not changing scheme would be detrimental to residents and the Council; and the consideration of the issues which other Local Authorities have encountered
- 28. It is considered that the current LCTS will not be fit for purpose going forward as the rollout of UC continues
- 29. The recommended option is therefore option 2 Income Bands Discount scheme despite resident's preference of continuing with the current LCTS scheme.
- 30. The administration of LCTS will still result in changes to income being processed; although a proportion of these changes the processing will be automated. A new Council Tax bill will only be issued when a change would result in a move of income band or cancellation of entitlement.
- 31. The option of Banded Discount Scheme (Option2) is preferred by residents and only minor amendments will be required annually. The Fixed Benefit period scheme (option1) may be a shorter-term option and could in the future require significant amendments so that the administration could be sustained.

## **Options for Localised Council Tax Support Scheme**

- Option 1:
  - Amended the scheme based on Fixed Benefit periods based on risk for UC Claimants and harmonise the rules within LCTS to match those currently within Housing Benefit to enable the scheme administration to be simplified.
  - Working age Scheme to harmonise the rules with those in Housing Benefit to enable the administration of the scheme to be simplified
- Option 2: Amended scheme based on Income Bands Discount Scheme for LCTS for working age claimants.
- Option 3 Continue with the current LCTS scheme

## Implications

## Financial

- 32. Based on the options detailed within this report, either LCTS scheme as modelled should be affordable in the context of the Council's Medium-Term Financial Strategy (MTFS) but full costing cannot be assessed as the numbers of claimant and claims for UC cannot be confirmed.
- 33. The modelled cost of the agreed scheme is a key component in setting the Council Tax base. This is required to be set by the 31 December 2018, following initial consultations with parish councils.
- 34. The introduction of UC is likely to result in further reductions in the grant the Council receives towards the cost of the administration of Housing Benefit. The notification of any reduction is likely to be received at the end of 2018; modelling has been undertaken to estimate the likely reduction to enable this to be included in the MTFS.

## Legal

35. The Scheme must be agreed by Council before the end of February 2019 following consultation with residents on any proposed changes to the LCTS scheme.

## Staffing

- 36. The implementation of a major change to the LCTS scheme could require a large amount of extra resource within the Customer Contact Centre. The proposed option (2) is expected to limit any extra resource requirement.
- 37. Option 1 Would see a significantly smaller number of residents affected at the start of the 2019/20 financial year with those numbers increasing gradually as new claims for Housing Benefit are replaced with claims for UC.
- 38. Option 2 Would result in all working age claimants of LCTS being affected at the start of 2019/20 financial year. As the design of the scheme will not result in residents being worse off this is unlikely to result in an increase in contact with the council regarding the change in LCTS and the amount they pay towards their Council Tax.
- 39. The cost of LCTS is shared between the major preceptors but this excludes the costs of administering the scheme; any increases to staffing costs fall directly to this Council.

## **Risk Management**

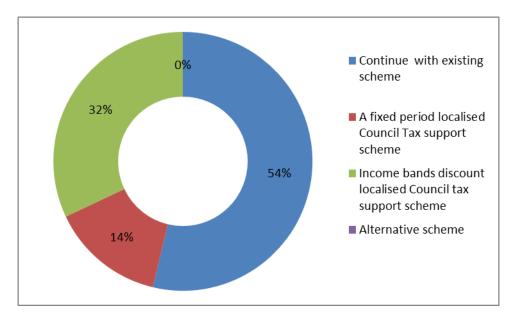
- 40. A significant economic downturn could result in an increase in demand for Council Tax Support the cost of which would be borne by all the major preceptors and in excess of budget framework.
- 41. As already noted in this report the introduction of UC may result in a further reduction in the administration grant payment from the DWP, this has been modelled and an estimated reduction provided which will enable it to be included within the MTFS proposed.

## **Background Papers**

None identified by the report author

Report Author:	Dawn Graham – Benefits Manager	
	Telephone: (01954) 713085	

# Consultation on proposed changes to Council Tax Support



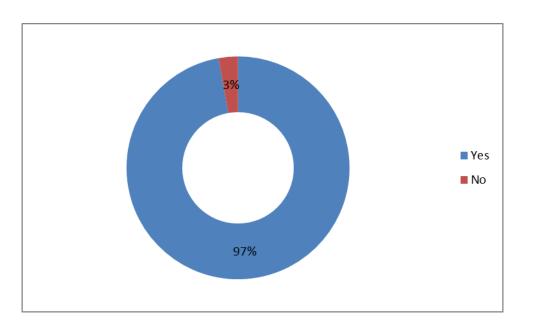
# 1. How should South Cambridgeshire change the Council Tax support for working age people?

## **Answer Choices**

		Responses	
•	Continue with existing scheme (Option 1)	54%	151
•	A fixed period localised Council Tax support scheme (Option2)	14%	40
•	Income bands discount localised Council tax support scheme (Option3)	32%	90
•	If you have any further comments or alternative options or suggestions to make on the		
	Council Tax support scheme please use the space below to register them.		
	(* no alternatives offered by comments made only)	0%	38

278

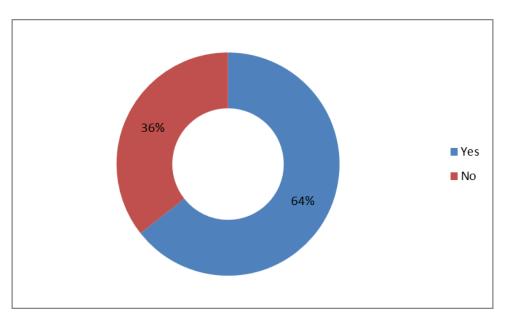
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# 2. Do you live in South Cambridgeshire?

Answer choices	
• Yes	97%
• No	3%

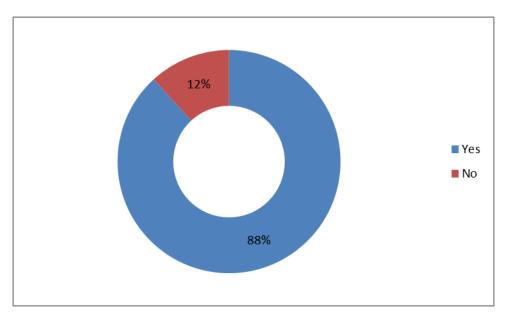
## 3. Do you pay Council Tax?



Answer choices Respon		S
• Yes	64%	177
• No	36%	98



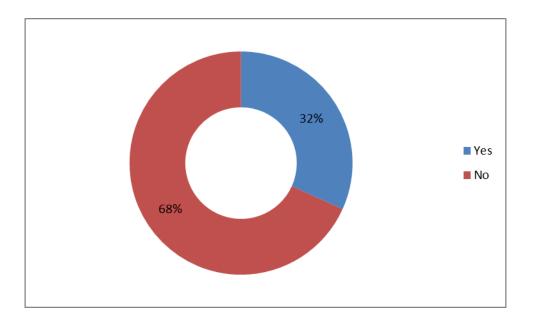
Answer choices



Responses

•	• Yes	88%	246
•	• No	12%	33

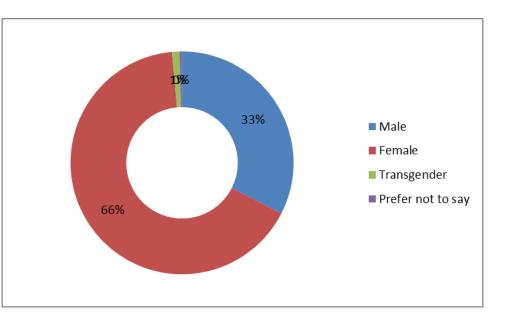
5. Do you work full or part-time?



# Page 36 Answer choices

- Yes
- No

Responses		
32%	88	
68%	189	

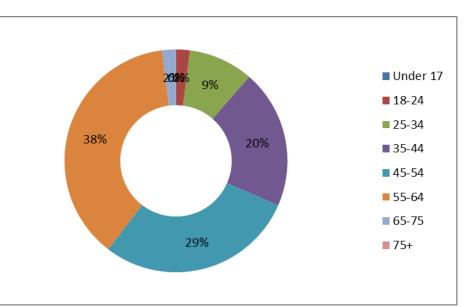


### 6. What's your gender?

Answer choices	Responses
Male	33%
Female	66%
Transgender	1%
Prefer not to say	0%

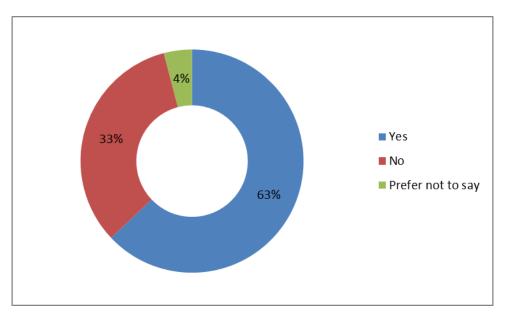
7. What is your age group?





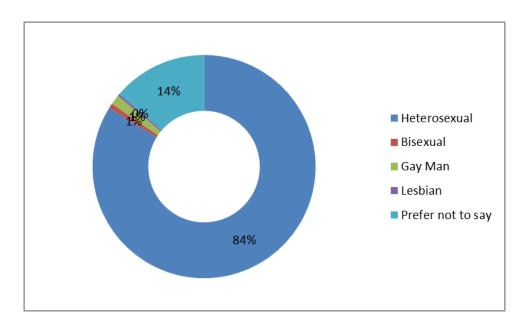
•	35-44	20%	60
•	45-54	29%	86
•	55-64	38%	112
•	65-75	2%	6
•	75+	0%	0

8. Do you consider yourself as having a disability or long term physical or mental health condition?



Answer choices		Responses	
• Yes	63%	185	
• No	33%	97	
Prefer not to say	4%	12	

9. What do you consider your sexual orientation to be?



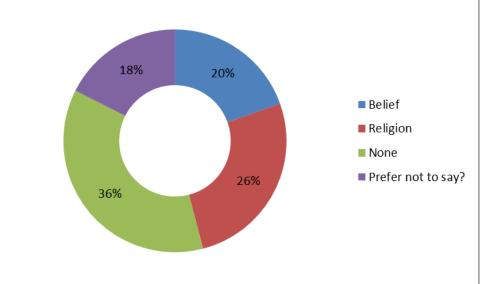
Answer choices

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Responses

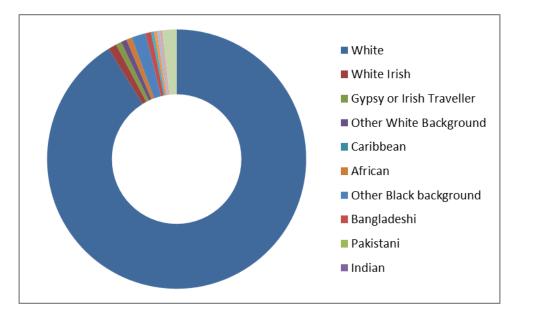
•	Heterosexual	84%	238
•	Bisexual	1%	2
•	Gay Man	1%	4
•	Lesbian	0%	1
•	Prefer not to say	14%	39

# 10.Do you consider yourself to have a religion/belief?



Answ	er choices	Response	S
•	Belief	20%	58
•	Religion	26%	78
٠	None	36%	108
•	Prefer not to say?	18%	52

11. In which of the ethnic groups below do you feel that you belong?



Responses

# Page Answer choices 43 • White • White Irish

٠	White	91%	259
٠	White Irish	1%	3
٠	Gypsy or Irish Traveller	1%	2
٠	Other White Background	1%	2
٠	Caribbean	0%	0
٠	African	1%	2
٠	Other Black background	2%	5
٠	Bangladeshi	1%	2
٠	Pakistani	0%	0
٠	Indian	0%	0
٠	Chinese	0%	1
٠	Other Asian Background	0%	1
٠	Arab	0%	1
•	Other ethnic group	0%	1
•	Prefer not to say	2%	5

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Appendix A