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25 September 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 **SWANSLEY ROOM A AND B - GROUND FLOOR** at South Cambridgeshire Hall on **WEDNESDAY, 3 OCTOBER 2018 at 9.30 a.m.**

Yours faithfully  
**Beverly Agass**  
Chief Executive

**The Council is committed to improving, for all members of the community, access to its agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you.**

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## AGENDA

## PAGES

- |    |  |                  |
|----|--|------------------|
| 1. | <b>Apologies for Absence</b><br>To receive Apologies for Absence from Cabinet members.   |                  |
| 2. | <b>Declarations of Interest</b>  |                  |
| 3. | <b>Minutes of Previous Meeting</b><br>To authorise the Leader to sign the Minutes of the meeting held on 5 September 2018 and the two Extraordinary meetings held on 24 September 2018 as correct records. | <b>To Follow</b> |
|    | To Follow  |                  |
| 4. | <b>Announcements</b>   |                  |
| 5. | <b>Public Questions</b>  |                  |
| 6. | <b>Issues arising from the Scrutiny and Overview Committee</b>   |                  |
| 7. | <b>2018-19 Q1 Position Statement: Performance, Finance and Risk</b>  | <b>1 - 44</b>    |
| 8. | <b>Local Development Scheme (Key)</b>  | <b>45 - 62</b>   |



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#### **Security**

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#### **First Aid**

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#### **Disturbance by Public**

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

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# Agenda Item 7



South  
Cambridgeshire  
District Council

**Report To:** Cabinet  
**Lead Officer:** Head of Finance

3 October 2018

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## 2018-19 Q1 Position Statement: Performance, Finance and Risk

### Purpose

1. To provide Cabinet with a budget forecast based on Q1 position with regard to its General Fund, Housing Revenue Account (HRA) and Capital budgets, plus Q1 performance indicator results (by exception as agreed by EMT at 18<sup>th</sup> July) and strategic risks, for consideration and approval. Integrated reporting in this way gives Officers and Members the opportunity to examine any areas of concern and decide on the appropriate action.
2. To invite Cabinet to approve the suite of Key Performance Indicators, previously agreed by EMT, as attached at **Appendix A**.
3. The Strategic Risk Register is currently under management review and will be reported to Cabinet in the near future, incorporating the priorities of the new Administration; the current version is attached to this report for information at **Appendix F**.

### Recommendations

4. Cabinet is requested to:
  - (a) Review the provisional forecast outturn position together with the key performance exceptions (as identified by CMT on 8<sup>th</sup> August 2018) and risk issues contained in this report and appendices **B-E attached**, determining, where appropriate, any actions, including redeployment of resources, required to address issues identified;
  - (b) Approve the suite of Key Performance Indicators, previously agreed by EMT, as attached at **Appendix A**;
  - (c) Note the Strategic Risk Register at **Appendix F attached**.

### Reasons for Recommendations

5. 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.
6. The Strategic Risk Register and Matrix form the record of corporate risks the Council currently faces in the achievement of strategic aims delivery of services, together with control measures to address / sources of assurance over the risks.

## Background

7. This is the first quarterly position statement for 2018/19, providing updates in respect of:
  - Monthly and quarterly Key Performance Indicator (KPIs) exceptions at 30 June 2018; with KPIs having been agreed by EMT on 18 July 2018 and quarter 1 exceptions identified by CMT (8<sup>th</sup> August 2018) (**Appendix B**); and
  - The Financial Position at 30 June 2018, showing variance between original budgets and actuals for the period (**Appendix C**).

## Key Performance Indicators (KPIs)

8. EMT has agreed a suite of 31 Key Performance Indicators (KPIs) (listed in full at **Appendix A**) to provide a strategic overview of organisational health. Performance against Key Performance Indicators, plus accompanying narrative, was reported in full to CMT on 8<sup>th</sup> August 2018.
9. Within their review of full KPI results, CMT identified exceptions for onward submission to EMT, Scrutiny and Overview Committee, and Cabinet. These exceptions are made up of all Red and Amber results (as defined in paragraph 10), plus Green results where CMT have identified that exceptional performance or circumstances have taken place.
10. The data in **Appendix B** shows actual performance against target and intervention levels. 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.

Report continues on following page.

## Finance

11. This position statement is reporting on the variance between the 2018/19 working budgets and the projected Outturn for the Q1 of the year – as at the end of June 2018.
12. The table below shows the adjusted provisional forecast outturn figures, as at 30 June 2018:

	Q1 Provisional Forecast variance	
	Compared to Working Budget	
	£'000	%
General Fund	202	1
Housing Revenue Expenditure	0	0
Housing Revenue Income	0	0
Capital	0	0

13. Position report for Q1 is set out at **Appendix C** attached. Variance explanations are provided in **Appendices C1-C3**.
14. In a change of format from prior years, this year the report is set out by Directorate, rather than by Portfolio.
15. The Q1 actual position as at June 2018 is positive due largely to the additional income in Development Control and service costs savings in Planning Policy.

## Enterprise Zones

16. South Cambridgeshire District Council receives 100% of the business rates income from businesses that locate onto the three Cambridge Compass Enterprise Zone sites located in South Cambridgeshire. As part of the agreement to establish the Enterprise Zone, until 2021, the Council has committed to pass 30% of this onto the Cambridgeshire and Peterborough Combined Authority (CPCA) (originally the commitment was payment to Greater Cambridge and Greater Peterborough Local Enterprise Partnership). From 2021 to 2041 South Cambridgeshire District Council will pass 50% onto CPCA.
17. During 2017/18 the Net Rates Payable by Ratepayers for the Enterprise Zones was £560,807. The figure to be paid to CPCA for 2017/18 is therefore £168,242.10.
18. The 30% payable to CPCA would also be applied to the S.31 grant received from Government which reflects the discount paid to eligible businesses locating on the Enterprise Zone. However, when it is received, the amount returned from Government is not differentiated from the other S.31 grant received by the Council. Therefore further work is required to understand how this Enterprise Zone S.31 income can be identified going forward.

## Income

19. With declining resources from Government funding, ensuring that income targets are met becomes more important. Itemised below is the current position on significant income sources.

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

No outturn income variances were projected by services in Q1.

<b>Key lines of income generating activities across the Council</b>	Budget	Budget	Actuals	Variance
	for full	to date	for year	for year
<i>(positive)/negative</i>	year		to date	to date
	£	£	£	£
Land Charges	(£254,360)	(£63,591)	(£96,916)	(£33,325)
Waste and Recycling*	(£3,853,000)	(£2,423,120)	(£2,430,679)	(£7,559)
Other Environmental Health charging services	(£1,210,680)	£0	(£13,922)	(£13,922)
Taxi Licensing Fees and Charges	(£7,700)	(£1,920)	(£4,872)	(£2,952)
Licences under Acts - Fees and Charges	(£96,150)	(£11,160)	(£12,638)	(£1,478)
Private sector leasing scheme	(£185,090)	(£46,280)	(£49,082)	(£2,802)
Travellers Sites Rents	(£117,990)	(£23,669)	(£25,234)	(£1,565)
Development Control Fees	(£58,010)	(£1,200)	£4,607	£5,807
Development Control Pre-App Fees	(£112,560)	(£28,110)	(£24,648)	£3,462
New Communities Charges for Services	(£1,285,650)	(£321,414)	(£641,520)	(£320,106)
New Communities Pre-App Fees	(£150,000)	(£37,500)	(£39,677)	(£2,177)
<b>Total</b>	<b>(£431,240)</b>	<b>(£107,811)</b>	<b>(£1,516)</b>	<b>£106,295</b>

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

## Consultation responses

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

## Effect on Strategic Aims

21. 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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## Appendix A 2018-19 Key Performance Indicators

Directorate	Service Area	PI	Reporting Frequency
Affordable Homes	Housing Advice	AH203 Number of households in temporary accommodation	Quarterly
		AH208 Number of households helped to prevent homelessness	Quarterly
		AH212 £s spent on Bed and Breakfast accommodation (cumulative)	Monthly
	Housing Management	AH211 Average days to re-let all housing stock	Monthly
Landlord Services	AH204 % tenants satisfied with responsive repairs	Quarterly	
Corporate Services	Benefits	FS112 Average number of days to process new HB/CTS claims	Monthly
		FS113 Average number of days to process HB/CTS change events	Monthly
		SF740 % Discretionary housing grant paid (cumulative)	Monthly
	Contact centre	CC303 % of calls to the Contact Centre that are handled (answered)	Monthly
		CC307 Average call answer time (seconds)	Monthly
	Communications	CC306 Number of completed e-forms received	Quarterly
	Corp. Services	CC305 % of formal complaint responses sent within timescale (all SCDC)	Quarterly
	Finance	FS109 % invoices paid in 30 days	Monthly
	HR	FS116 Staff sickness days per FTE (non-cumulative)	Quarterly
		FS117 Staff turnover (non-cumulative)	Quarterly
	Revenues	FS102 % Housing Rent collected	Monthly
		FS104 % NNDR collected (cumulative)	Monthly
FS105 % Council Tax collected (cumulative)		Monthly	
Health and Environmental Services	Environmental Health and Licensing	ES401 % business satisfaction with regulation service	Quarterly
		ES403 % satisfaction with local environmental quality	Yearly
		ES406 % major non-compliances resolved (in rolling year)	Quarterly
	Shared Waste Service	ES402 % satisfaction with waste services	Yearly
		ES408 % of bins collected on schedule (SSWS)	Monthly
ES418 % of household waste sent for reuse, recycling and composting (cumulative)	Monthly		
Planning & New Communities	Development Management	PN510 % of major applications determined within 13 weeks or agreed timeline (designation period cumulative)	Monthly
		PN511 % of non-major applications determined within 8 weeks or agreed timeline (desig. period cumulative)	Monthly
		PN512 % of appeals against major planning permissions refusal allowed (designation period cumulative)	Quarterly
		PN513 % of appeals against non-major planning permission refusal allowed (designation period cumulative)	Quarterly
	Land Charges	SX025 Average Land Charges search response days	Monthly
	Planning Policy	PN518 % of new homes permitted that are affordable homes (on developments requiring affordable housing provision)	Quarterly
	Directorate-wide	PN505 % customers satisfied with Planning and New Communities	Monthly

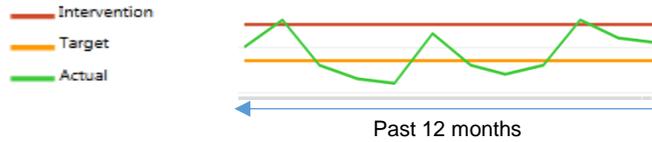
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PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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**Housing Management**

**AH211 Average days to re-let all housing stock**

Anita Goddard



Apr	26	17	25
May	22	17	25
Jun	21	17	25

We have investigated the causes of the increase in void time which has thrown up a number of areas we need to look more in depth at to reduce turnaround time, particularly in relation to refusals and some specific areas of processing where properties are adapted.

A re-focussing of resource for overseeing the process from termination to re-let will take effect from September.

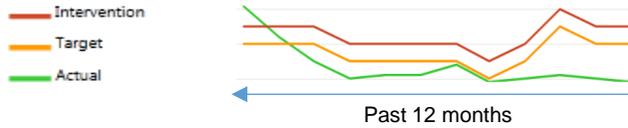
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PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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**Benefits**

**FS112 Average number of days to process new HB/CTS claims**

Dawn Graham



Apr	11	25	30
May	10	20	25
Jun	9	20	25

The Benefits team performance has improved following the introduction and bedding down of automation software during 2017/18; this is key to enable the team to be in the best possible position for the introduction of Universal Credit (Full Service) in October 2018.

**Contact Centre**

**CC303 % of calls to the Contact Centre that are handled (answered)**

Dawn Graham

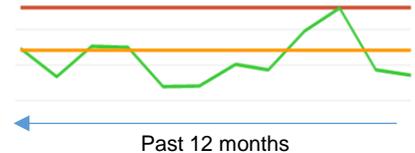


Apr	83.0	85.0	80.0
May	90.5	85.0	80.0
Jun	91.5	85.0	80.0

The performance of the team has improved from Apr, when annual billing resulted in high call numbers and reduced performance. It is expected that this improvement will continue for 2018/19. The performance targets will be adjusted to a 90% handling rate and 100 second average answer time by October, reflecting the implementation and consolidation of planned improvements into business as usual.

**CC307 Average call answer time (seconds)**

Dawn Graham



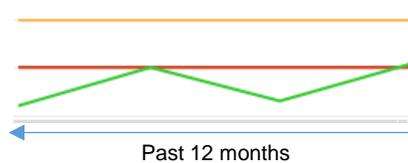
Apr	180	120	180
May	92	120	180
Jun	85	120	180

Complaints response breakdown by Directorate: AFH - 74% (20 of 27), COR - 75% (3 of 4), HES - 77% (17 of 22), PNC - 62% (18 of 29).

**Corporate Services**

**CC305 % of formal complaint responses sent within timescale (all SCDC)**

EMT



Mar	63	80	70
Jun	71	80	70

A discussion has taken place with complaints leads from each directorate. Key learning points have been identified, including the need to maintain contact to ensure that complainants are kept updated. In the case of complex complaints, where further time is required to obtain additional information, timescales should be agreed with complainants to ensure that sufficient information is gathered and expectations managed; however we continue to expect the majority of complaints will be responded to within 10 working days.

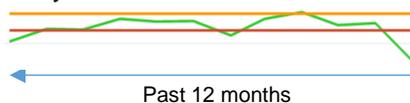
The Planning Service have invested in a new Customer Engagement Officer to improve monitoring and performance on Planning complaints responses and lessons learnt.

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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**Finance**

**FS109 % invoices paid in 30 days**

Caroline Ryba



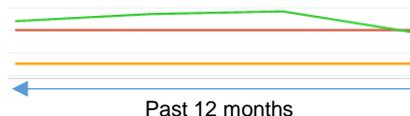
Apr	97.1	98.5	96.5
May	97.4	98.5	96.5
Jun	93.0	98.5	96.5

44 invoices have been identified as 'late' during June. A third of these were delayed at the depot before being presented to Finance for payment. Due to resource constraints no further investigation has been done on June late invoices, but this analysis will be undertaken for later months.

**HR**

**FS116 Staff sickness days per FTE (non-cumulative)**

Susan Gardner Craig



Mar	2.92	1.75	2.5
Jun	2.44	1.75	2.5

This quarter's performance has shown a 11.82% decrease on the previous quarter's figure (Q4 2017-18) in the number of sick days. The reduction is in part attributable to the resolution of a number of long term cases (reaching Ill Health retirement outcomes). There has been a decrease for viral infections, compared to Q4 2017-18. This was to be expected as we were moving out of the winter months.

Stress/depression related absence has decreased since Q4 2017-18. The Council has existing measures in place to support mental health in the workplace. This includes offering a free and confidential counselling service, Mental Health First Aider training and the use of stress risk assessments.

Report continues on following page

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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Dev. Management

PN512 % of appeals against major planning permissions refusal allowed (designation period cumulative)

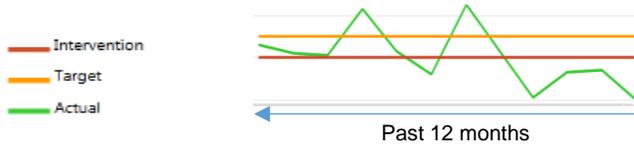
Line chart to be provided later in the year once additional results from current designation period are available.

Mar	9.77	5	10
Jun	10.34	5	10

Planning KPIs are to be reviewed by Assistant Directors to ensure that these are outcome focussed based on the new shared service objectives, and reflect metrics from both development management and policy/economic development.

Planning and New Communities (directorate-wide)

PN505 % customers satisfied with Planning and New Communities



Apr	53	70	60
May	54	70	60
Jun	40	70	60

Investment in a new customer engagement and monitoring resource is expected to result in a new customer satisfaction monitoring process (including a revised performance indicator).

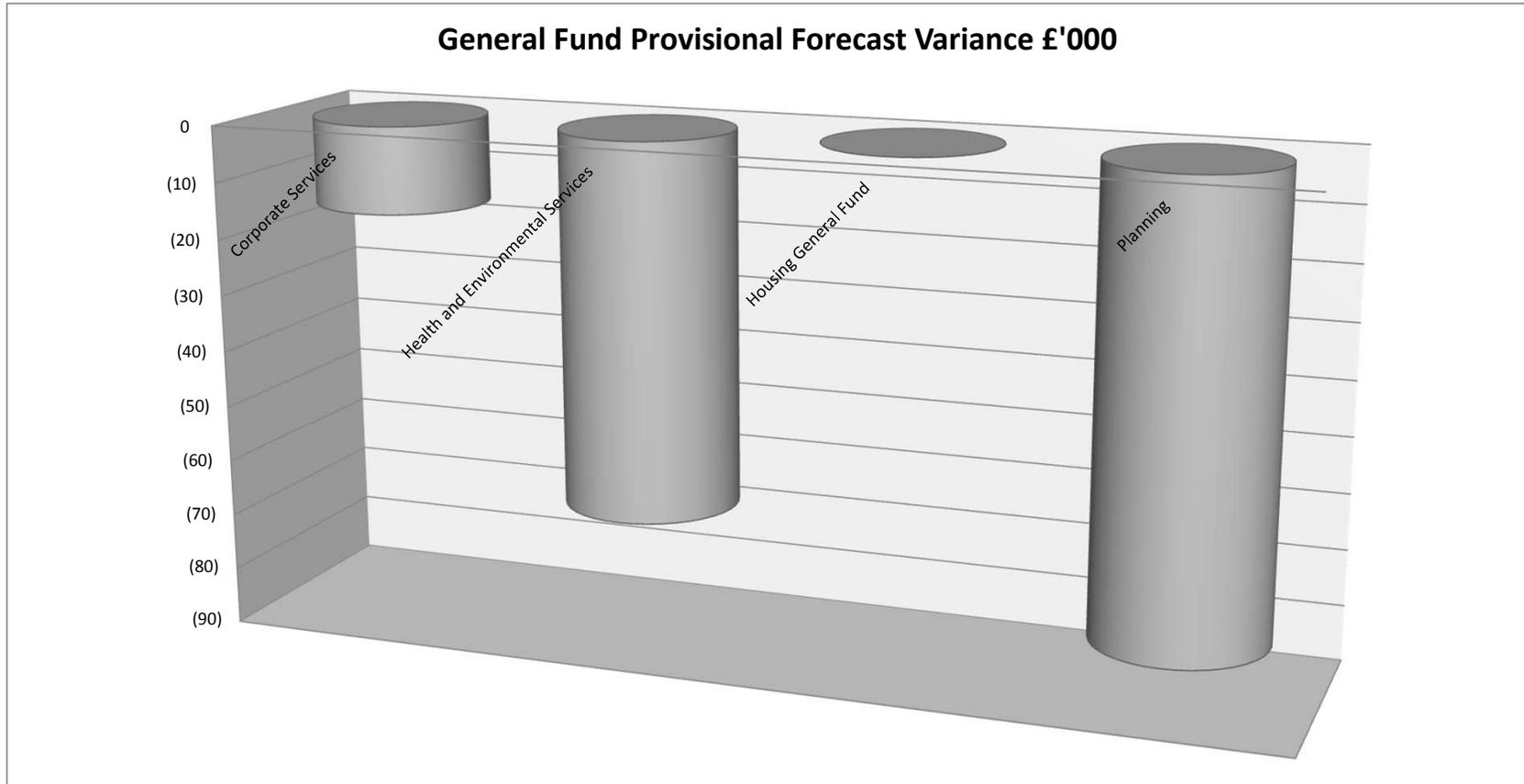
## Budget 2018/19 Q1 - Provisional Forecast Variance

Directorate	Full year Budget	Budget to date	Total expenditure	Variance to date	Variance to date	Budget Remaining	Projected (under)/Over Spending
	£'000	£'000	£'000	£'000	%	£'000	£'000
<b>General Fund</b>							
Corporate Services	6,403	8,172	8,095	(77)	-1%	(1,692)	(15)
Health and Environmental Services	6,639	606	540	(66)	-11%	6,099	(66)
Housing General Fund	1,373	185	123	(62)	-34%	1,250	0
Planning	4,723	1,181	595	(585)	-50%	4,128	(81)
<b>Net Service Costs</b>	<b>19,138</b>	<b>10,144</b>	<b>9,353</b>	<b>(791)</b>	<b>-8%</b>	<b>9,785</b>	<b>(162)</b>
<b>Overhead Costs</b>	<b>6,164</b>	<b>1,301</b>	<b>1,405</b>	<b>105</b>	<b>8%</b>	<b>4,758</b>	<b>(23)</b>
Unallocated savings and precautionary	578	31		31			578
Benefit derived from Negative RSG not charged							(191)
<b>General Fund variance to date</b>	<b>25,880</b>	<b>11,476</b>		<b>(655)</b>	<b>-6%</b>		<b>202</b>
<b>HRA</b>							
Housing Repairs - Revenue	4,134	883	662	(222)	-25%	3,472	0
Sheltered Housing	237	32	8	(24)	-77%	229	0
Administration	3,399	887	799	(87)	-10%	2,600	0
Other Alarm Systems	0	(12)	(18)	(6)	49%	18	0
Flats - Communal Areas	84	23	14	(9)	-40%	69	0
Outdoor Maintenance	116	58	56	(2)	-4%	60	0
Sewage	9	(17)	(17)	0	0%	27	0
Tenant Participation	252	65	45	(20)	-30%	206	0
Reprovision & New Homes Programme	195	49	105	57	116%	90	0
Other	122	2	1	(1)	-29%	121	0
Transfer to Reserves & Capital Charges and interest on loan	21,082	0	(59)	(59)	100%	21,142	
<b>Total HRA expenditure</b>	<b>29,630</b>	<b>1,970</b>	<b>1,596</b>	<b>(374)</b>	<b>-19%</b>	<b>28,034</b>	<b>0</b>
Income	(28,638)	(7,010)	(7,067)	(57)	1%	(21,571)	0
<b>Total HRA</b>	<b>991</b>	<b>(5,040)</b>	<b>(5,471)</b>	<b>(431)</b>	<b>9%</b>	<b>6,462</b>	<b>0</b>
<b>Net HRA Outturn forecast for the year</b>							<b>0</b>

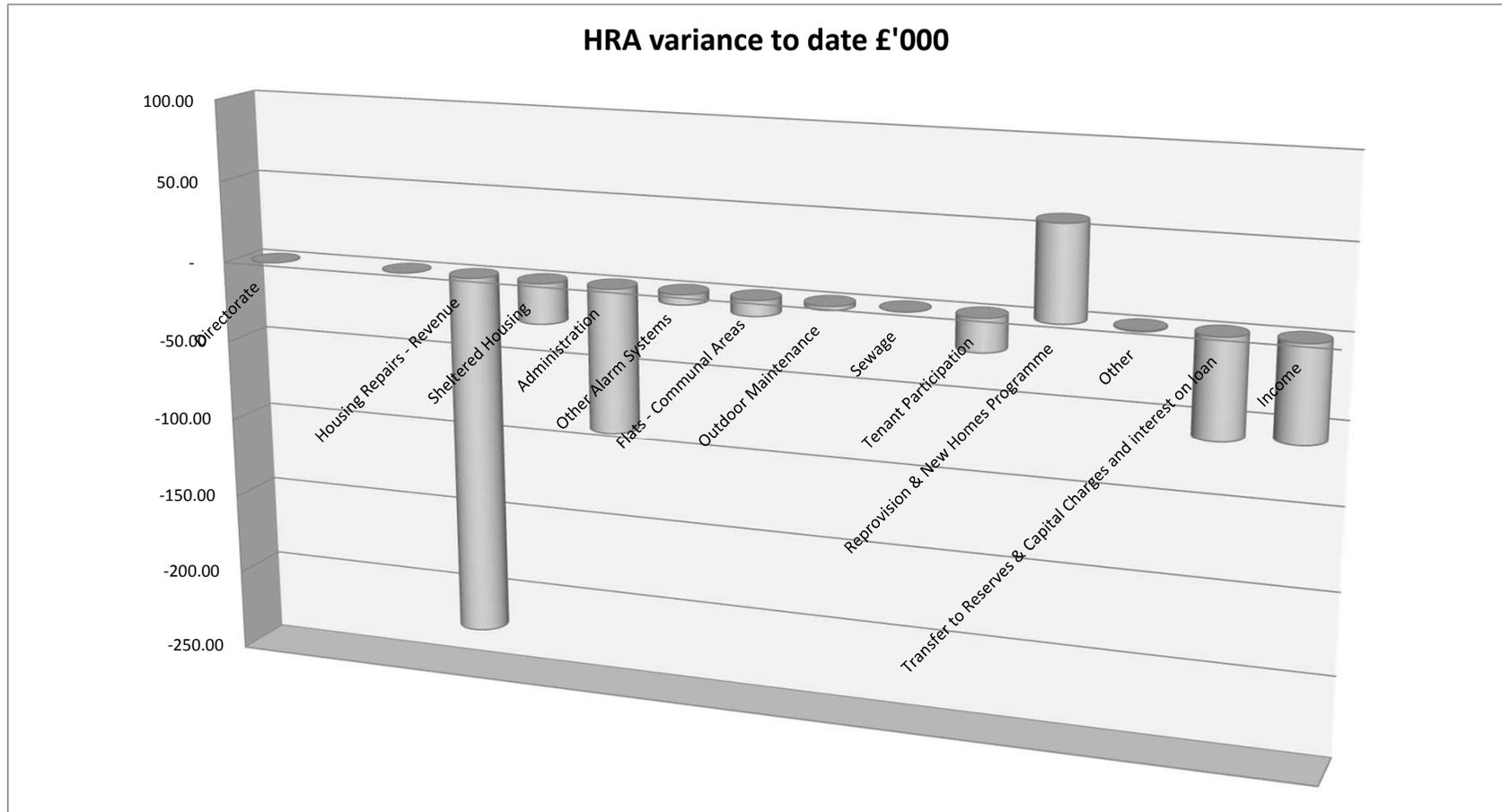
## Budget 2018/19 Q1 - Provisional Forecast Variance

Directorate	Full year Budget	Budget to date	Total expenditure	Variance to date	Variance to date	Budget Remaining	Projected (under)/Over Spending
	£'000	£'000	£'000	£'000	%	£'000	£'000
<b>GF Capital</b>							
Cambourne Offices	341	80	8	(71)	-89%	333	0
ICT Development	1,061	86	63	(23)	-26%	997	0
Waste Collection & Street Cleansing	1,198	165	644	479	291%	554	0
Awarded Watercourses and Air Quality	8	0	0	0	100%	8	0
Repurchase of GF Sheltered Properties	1,100	275	328	53	19%	772	0
Environmental Protection	16	0	0	0	100%	16	0
Improvement Grants	770	74	40	(34)	-46%	730	0
Grants-Provision of Social Hsg	716	0	0	0	100%	716	0
Refurbishment of GF Equity Share Properties	0	0	2	2	100%	(2)	0
Website Development	0	0	4	4	100%	(4)	0
Other (Mainly Capital Receipts)	10	0	0	0	100%	10	0
<b>Total GF Capital</b>	<b>5,219</b>	<b>679</b>	<b>1,090</b>	<b>410</b>	<b>60%</b>	<b>4,130</b>	<b>0</b>
<b>HRA Capital</b>							
Land	600	150	(16)	(166)	-110%	616	0
New Homes Programme	14,186	3,546	458	(3,088)	-87%	13,728	0
Reprovision of Existing Homes	450	450	436	(14)	-3%	14	0
Repurchase of HRA Shared Ownership Homes	300	75	54	(21)	-28%	246	0
Cash Incentive Grants	0	0	0	0	100%	0	0
Housing Repairs - Capital	7,337	1,820	1,116	(705)	-39%	6,221	0
<b>Total HRA Capital</b>	<b>22,873</b>	<b>6,042</b>	<b>2,049</b>	<b>(3,993)</b>	<b>-66%</b>	<b>20,824</b>	<b>0</b>
<b>Capital receipts</b>							
Right to Buy	(2,607)	(652)	(1,123)	(471)	72%	(1,484)	0
Equity Share-HRA	(294)	(73)	(1,034)	(960)	1307%	740	0
Equity Share - GF	(1,231)	(308)	(518)	(210)	68%	(714)	0
Other	(972)	0	4	4	100%	(976)	0
Grants & Contributions	(18,018)	(332)	(657)	(325)	98%	(17,360)	0
<b>Total Capital Receipts</b>	<b>(23,122)</b>	<b>(1,365)</b>	<b>(3,328)</b>	<b>(1,963)</b>	<b>144%</b>	<b>(19,794)</b>	<b>0</b>
<b>Capital Total</b>	<b>4,970</b>	<b>5,356</b>	<b>(189)</b>	<b>(5,546)</b>	<b>-104%</b>	<b>5,160</b>	<b>0</b>

# Budget 2018/19 Q1 - Provisional Forecast Variance



## Budget 2018/19 Q1 - Provisional Forecast Variance



**Significant Items of Variance from Working Budget**  
**General Fund Budget 2018/19 Q1 - Major Variances from Budget**

Service Grouping	Reason for Outturn Variance	Cross reference to Performance report	Cross reference to Strategic Risk Register (4Risk)	Actual (Favourable) / Adverse Variance £	Outturn projection £	Outturn projection variance %
<b>Corporate Services</b>						
<b>Staffing Overheads Total</b>				<b>102,157</b>	<b>3,898,687</b>	<b>0%</b>
Accountancy	Overspend due to agency staff costs to cover closedown. These costs should begin to reduce during Q2 unless more resources are brought in to support Audit and T1 go live.			33,026	663,046	5%
HR	Underspend is due to a small underspend on staffing and awaiting the invoice for the Payroll Service provided by City. Expecting this in Q2			(22,256)	331,200	0%
Cashiers/Debtors	Small underspend on staffing while Team Leader vacancy was filled by secondment.			(3,118)	67,752	-4%
Internal Audit	Awaiting invoice from City			(26,207)	59,830	0%
Contact Centre	Underspend due to staff vacancies is £18k for the quarter, this is partly offset by £3k over budget telephone costs.			(16,301)	711,779	-2%
ICT Development	£110k is the overspend from 2017-18, which was not posted into the correct year due to the invoice from 3C ICT being received after the accounts were closed. The causes of this overspend is . microsoft licences and Progress Database support service which were needed to be bought in by 3C. A further £21k will be recharged to 3C later in the year as they are legacy costs which SCDC paid in Q1			137,811	1,739,970	0%
Legal	Variance not significant, therefore not investigated			(799)	325,110	0%
<b>Overhead Accounts Total - CS</b>				<b>25,718</b>	<b>1,844,521</b>	<b>-1%</b>
Cambourne Office	Underestimation of Business rates & NHS Furniture purchase, NHS will be paying back in instalments			36,951	1,146,220	0%
Waterbeach Depot	Timing difference: underspend on ICT/ Health & Safety Training to date, expected in Q2.			(6,517)	252,940	0%
Central Expenses	Timing difference: the spend on ICT/ Health & Safety Training budgeted for Q1 is expected in Q2.			(15,149)	245,281	-6%
Central Support Services	Increase on MFD Annual Rental & increase in salary for Tea/Coffee staff			10,433	200,080	0%
<b>Service accounts total - CS</b>				<b>(77,043)</b>	<b>6,387,798</b>	<b>0%</b>
Elections	The variance is due to the budget profiling not fully corresponding to expenditure profile, as all out elections were held in May 2018			46,463	358,733	15%
Register of Electors	Lower postage costs than profiled budget (£4,171)			(6,039)	267,921	-2%
Democratic Representation	Unbudgeted income from clerking for City Deal & members allowance underspend for the period.			(58,553)	1,155,577	-5%
Policy & Performance	Underspend is mainly salaries (vacant post) and no Renewable Energy loans have been made in Q1		STR1 - Consultation and Engagement	(28,127)	694,073	-4%
Street Naming & Numbering	Variance not significant, therefore not investigated			(578)	3,960	0%
Communications	The incorrect profiling of the budget for income in period 3, which is not expected until period 4 (£6,773)			7,050	335,590	0%
Council Tax Support				(67,782)	371,280	0%
Rent Allowances	Receipt of £97k local Council Tax Support Subsidy. This arrived in P2 was profiled to P12 so budget appears underspent. No expecting any change to Outturn		STR5 - Welfare Reform	0	302,760	0%
Rent Rebates				0	41,060	0%
Corporate Management	This underspend is due to a slight delay in receipt of invoices for Unfunded Pension Costs (approx £10k each month. In Q1 we only paid April. Not expecting any change to the outturn	CC303 - % total calls to the Contact Centre handled CC307 - Average call answer time (seconds) CC305 - % of formal complaint responses sent within timescale (all SCDC) FS116 - Staff sickness days per FTE FS117 - Staff turnover	STR11 - Business Improvement & Efficiency, Development Control Improvement, Working Smarter and Commercialisation Programmes STR13 - Recruitment & Retention	(17,142)	1,752,020	0%
Treasury Management	This overspend is the cost of our newly appointed Treasury Advisers - Link Asset Services. (£7,750 annually). Their appointment was agreed after the Bids process and Estimates were finalised	FS109 - % invoices paid in 30 days	STR4 - Medium Term Financial Strategy	7,736	32,304	2275%
CT and NNDR				36,670	0	100%
Hsg and CT Bens	Net position is £19k underspend. Underspend is partly down to staffing costs and we are still awaiting the invoice for Annual Billing (c.£5k) Recoding of some expenditure will take place in P4 due to data migration.			115	0	100%
Cost of NNDR Collection		FS104 - YTD % NNDR collected		(11,673)	177,780	0%
Discretionary NNDR Relief				0	0	100%
Cost of Council Tax Collection		FS105 - YTD % Council Tax collected		(43,986)	851,610	0%
3C SharedServicesProgramme Hub	The overspend is due to the invoice for Q1 not being raised in time for the report.		STR12 - Shared Services Initiatives with other authorities	59,304	40,560	0%
Miscellaneous	Variance not significant, therefore not investigated			(500)	2,570	0%
<b>Total variance for Directorate</b>				<b>50,832</b>	<b>12,131,006</b>	<b>0%</b>
<b>Health and Environmental Services</b>						
<b>Overhead Accounts Total - HES</b>				<b>(14,666)</b>	<b>115,430</b>	<b>0%</b>
Environmental Health	The variance is due to the budget profiling not fully corresponding to expenditure profile			(14,666)	115,430	0%
<b>Service Accounts Total - HES</b>				<b>(66,145)</b>	<b>6,572,995</b>	<b>-1%</b>
Awarded Watercourses	This favourable variance is caused by the vacant Drainage Manager post (£11k). The other driver of this variance is unbudgeted income received for Maintenance Watercourse (£10k).			(25,374)	330,476	-7%
Swavesey Byeways	Variance not significant, therefore not investigated			1,400	1,400	0%
Environmental Protection	Variance not significant, therefore not investigated			(100)	276,190	0%
Footway Lighting	Variance not significant, therefore not investigated			(1,080)	112,910	0%
Waste Management Policy	Variance not significant, therefore not investigated			1,096	0	100%
Street Cleansing	This favourable variance is mainly due to vacant posts (£17k) and lower fuel costs that budgeted (£4k)			(29,000)	789,620	-4%
Single Shared Waste Service	This variance is mainly due to lower fuel costs (£34k), than budgeted. This variance will require close monitoring due to changes in the cost of fuel	ES418 - YTD % of household waste sent for reuse, recycling and composting ES408 - % of bins collected on schedule		(35,633)	4,249,537	-1%
Shared Commercial Waste	Unbudgeted commercial Waste agreement with Amey Cespa for Mixed recyleables (£19k)			22,091	(1,015,909)	2%
HECA	Variance not significant, therefore not investigated			(246)	1,050	0%
Ageing Well - Mobile Warden S	Variance not significant, therefore not investigated			149	78,100	0%
Sustainability	This main driver of this variance is caused by vacant posts which are now filled (£3,072)			(4,828)	39,872	-11%
Transport Initiatives & Policy	Variance not significant, therefore not investigated			(1,775)	40,960	0%
Voluntary Sector Grants	Variance not significant, therefore not investigated			(810)	148,350	0%
Community Safety	Staff costs (£1,864) and budget profile variance (£2,370) are the main drivers of this variance			(4,288)	94,240	0%
Community Chest Grants	Variance not significant, therefore not investigated			(1,980)	69,500	0%
Northstowe - Healthy New Town	Variance not significant, therefore not investigated		STR14 - Access to Primary Care in Growth Areas	312	7,490	0%
Localism	This variance is mainly caused by £5k unbudgeted income and staff costs (£3,856) caused by a vacant post			(10,303)	186,867	-5%

Health and Wellbeing	This variance is driven by £12k staff saving due to staff vacancies which are now filled. More income (£4.5k) than budgeted has been received, while the remainder of this variance is driven by budget profiling of Misc costs (£11k).	STR6 - Demands on services from an ageing population		(27,179)	258,921	-13%
Environmental Health General	This adverse variance is due additional temporary staff (£29k) supporting the service, but no budget was set. These costs are covered by staff vacancies across the directorate.	ES406 - % major non-compliances resolved (in rolling eyar)		39,117	505,067	8%
Business Hub	Cancelled invoices from 2017/18 are the reason for this adverse variance. An invoice was raised incorrectly with VAT to Cambs County Council. This will be re-raised in this year.			7,618	(27,382)	-22%
Food Safety	This main driver of this variance is caused by vacant posts which are now filled (£2,023)			(1,876)	165,744	-1%
Envirocrime Enforcement	Unbudgeted legal costs (£1,838) are driving this adverse variance			2,540	65,710	4%
Action on Dogs	Variance not significant, therefore not investigated			547	20,560	0%
Miscellaneous HES	Unbudgeted burial costs (£3,593) are driving this variance. Unbudgeted bural costs are included in Precautionary items, for which £75k are included in the budget each year and will be used to cover this variance at year end.			3,277	4,897	202%
Licences	Variance not significant, therefore not investigated			1,435	76,960	0%
Taxi Licensing Service	Variance not significant, therefore not investigated			(1,374)	(940)	0%
Animal Licensing	Variance not significant, therefore not investigated			(956)	280	0%
Miscellaneous Licensing Provis	Variance not significant, therefore not investigated			(1,967)	49,790	0%
Emergency Planning	This adverse variance is due to the payment of invoices for CPLRF (£6,016), budgeted in Community Safety, which shows corresponding underspend.			4,295	14,375	43%
Children, YoungPeople&Families	Variance not significant, therefore not investigated			(576)	28,360	0%
<b>Total variance for Directorate</b>				<b>(80,811)</b>	<b>6,688,425</b>	<b>0%</b>
<b>Housing General Fund</b>						
<b>Overhead Accounts Total - H GF</b>				<b>12,619</b>	<b>30,690</b>	<b>0%</b>
Housing Man Service				12,619	30,690	0%
<b>Service Accounts Total - H GF</b>				<b>(62,175)</b>	<b>1,372,740</b>	<b>0%</b>
Loans for House Purchase etc				0	0	0%
Housing Association Support				3,363	73,730	0%
Homelessness	Q1 underspent due to i) Staffing vacancies - £21k ii) Combined affect of reducing use of King Street Housing for private renting & recovery of previous year costs - £16k iii) Homelessness Reduction Grant £26k	AH203 - Number of households in temporary accommodation, AH208 - Number of households helped to prevent homelessness, AH212 - YND £s spent on Bed and Breakfast accommodation	STR10 - Inrease in cost of managing homelessness	(70,394)	569,600	0%
Letting & Advisory Service				23,387	143,170	0%
Private Sector Leasing Scheme	Variance not significant, therefore not investigated			1,539	182,080	0%
Strategic Housing				(20,595)	117,860	0%
Sub-Regional Homelink Service				14,431	0	0%
Equality & Diversity				(2,980)	32,040	0%
Travellers Sites				(8,504)	22,240	0%
Improvement Grants	Variance not significant, therefore not investigated			(422)	60,700	0%
GF Sheltered Properties	Variance not significant, therefore not investigated			(2,000)	107,220	0%
Recharges from/to HRA				0	64,100	0%
<b>Total variance for Directorate</b>				<b>(49,556)</b>	<b>1,403,430</b>	<b>0%</b>
<b>Planning</b>						
<b>Overhead Accounts Total - PI</b>				<b>(21,148)</b>	<b>251,792</b>	<b>-8%</b>
Planning Admin	Q1 agency budget underspent (agency staff now being coded to Development Management).			(21,148)	251,792	-8%
Design Enabling				0	0	0%
<b>Service Accounts Total - PI</b>				<b>(585,339)</b>	<b>4,642,340</b>	<b>-2%</b>
Land Charges	Additional Land Charges & Searches income for Q1 (33k). In addition awaiting (19.5k) 2017-18 year end invoice.			(65,630)	(96,500)	-213%
Development Control	Over recovery on Fee Income for Q1.		STR25 - Risk of Designation as Poorly Performing Planning Authority	(261,910)	2,022,720	0%
Planning Policy	Q1 underspent due to i) 2017-18 accruals reversals (awaiting invoices) ii) expenditure budgets are currently underspent (need to investigate further with cost centre manager).		STR3 - Failure to meet Housing Need	(106,626)	1,002,820	0%
Building Control Service	Variance not significant, therefore not investigated			(1,364)	117,900	0%
Open Space Agreement	Variance not significant, therefore not investigated			(1,536)	10	0%
Conservation	Favourable variance arising from 130k DCLG Income received for 2018-19.			(84,315)	146,500	0%
Museums	Museum grant(s) not passed on at Q1.			(4,250)	8,670	0%
Enforcement Issues	Variance not significant, therefore not investigated		STR2 - Gypsy and Travellers and those not meeting new definition	(5,583)	156,637	-3%
Illegal Encampments	Variance not significant, therefore not investigated			(1,332)	5,490	0%
Economic Development	Salary recharge and little/no spend on expenditure budgets at Q1 contribute to the favourable variance.			(9,649)	187,111	-5%
Tourism Initiatives	Variance not significant, therefore not investigated			12	23,912	0%
Growth Agenda/Northstowe	Shortfall in income at Q1 is offset by underspends on employee related costs underspends (vacant posts) and the legal budget currently being underspent.			(41,809)	1,027,780	0%
Greater Cambridge City Deal	Variance not significant, therefore not investigated			(1,346)	39,290	0%
<b>Total variance for Directorate</b>				<b>(606,487)</b>	<b>4,894,132</b>	<b>-2%</b>

## Significant Items of Variance from Working Budget

## Housing Revenue Account 2018/19 Q1 - Major Variances from Budget

Service Grouping	Reason for Outturn Variance	Cross reference to Performance report	Cross reference to Strategic Risk Register (4Risk)	Actual (Favourable) / Adverse Variance £	Outturn projection £
<b>Housing Repairs - Revenue</b>					
Revenue Maintenance	Favourable variance reported due to delayed invoicing of cyclical maintenance works and lower demand to date on our response maintenance budget.	AH204 - % tenants satisfied with responsive repairs		(221,761)	4,133,950
Other net variances					
<b>Total Variance for Service</b>				<b>(221,761)</b>	<b>4,133,950</b>
<b>Sheltered Housing</b>					
Sheltered Housing	Variance is due to late receipt of invoices that were expected. ie for Grass cutting contract. Deep Clean not commenced on Communal Rooms that originally planned for Qtr1.			(24,480)	236,730
Other net variances					
<b>Total Variance for Service</b>				<b>(24,480)</b>	<b>236,730</b>
<b>Administration</b>					
Administration	Favourable variance reported due to staffing vacancies (£48k) and budgeted expenditure on corporate subscriptions not being paid until the next quarter			(87,414)	3,398,990
Other net variances					
<b>Total Variance for Service</b>				<b>(87,414)</b>	<b>3,398,990</b>
<b>Other Alarm Systems</b>					
Alarms	Variance not significant, therefore not investigated			(5,984)	0
Other net variances					
<b>Total Variance for Service</b>				<b>(5,984)</b>	<b>0</b>
<b>Flats - Communal Areas</b>					
Flats	Variance not significant, therefore not investigated			(9,359)	83,550
Other net variances					
<b>Total Variance for Service</b>				<b>(9,359)</b>	<b>83,550</b>
<b>Outdoor Maintenance</b>					
Grounds Maintenance	Variance not significant, therefore not investigated			(2,349)	115,565
Other net variances					
<b>Total Variance for Service</b>				<b>(2,349)</b>	<b>115,565</b>
<b>Sewage</b>					
Sewage	Variance not significant, therefore not investigated			82	9,160
Other net variances					
<b>Total Variance for Service</b>				<b>82</b>	<b>9,160</b>
<b>Tenant Participation</b>					
Tenant Participation	No demand on Tenant led Estate works but expect budget to be spent by the end of the year.			(19,865)	251,840
Other net variances					
<b>Total Variance for Service</b>				<b>(19,865)</b>	<b>251,840</b>

<b>Reprovision &amp; New Homes Programme</b>					
Re-provision and New Homes	The variance is due to £34K of Yr 2017/18 recharges still to be invoiced to Cambs County Council and £25k of expenditure on self-build plots, which will be transferred to capital.			56,614	195,440
<b>Total Variance for Service</b>				<b>56,614</b>	<b>195,440</b>
<b>Other</b>					
Other	Variance not significant, therefore not investigated			(569)	121,950
Other net variances					
<b>Total Variance for Service</b>				<b>(569)</b>	<b>121,950</b>
<b>Transfer to Reserves &amp; Capital Charges and interest on loans</b>					
Interest on Self Financing Debt	Reversal of year end accrual for adjustment of annual PWLB loan interest		STR9 - HRA Business Plan	(59,119)	21,082,410
Other net variances					
<b>Total Variance for Service</b>				<b>(59,119)</b>	<b>21,082,410</b>
<b>Total HRA expenditure</b>					
<b>Total Variance for Service</b>				<b>(374,204)</b>	<b>29,629,585</b>
<b>Income</b>					
Rent and Other Income				(56,989)	(28,638,480)
HRA Interest		FS102 - % Housing Rent collected			
Other net variances					
<b>Total Variance for Service</b>				<b>(56,989)</b>	<b>(28,638,480)</b>
<b>Total for Housing Revenue Account</b>				<b>(805,397)</b>	<b>30,620,690</b>

## Significant Items of Variance from Working Budget

## HRA Capital Budget 2018/19 Q1 - Major Variances from Budget

Service Grouping	Reason for Variance	Actual (Favourable) / Adverse Variance £	Outturn projection £
<b>Housing Revenue Account - Land</b>			
HRA Land	Minimal expenditure in respect of the preparation of HRA land as self-build plots with £25k charged in Q1 to the revenue budget to be capitalised	(165,525)	600,000
Other net variances			
<b>Total variance for Capital Programme</b>		<b>(165,525)</b>	<b>600,000</b>
<b>Housing Revenue Account - New Homes Programme</b>			
New Homes Programme	Delays to work at High Street, Balsham whilst planning conditions were discharged (now back on site) and delayed starts on site at Highfields Caldecote and Gibson Close, Waterbeach have given rise to the large variance. However, there will be £1.5m expenditure in Q2 on 6 acquisitions and we will soon be on site at Grace Crescent, Hardwick where 27 new homes will be delivered	(3,088,043)	14,186,000
Other net variances			
<b>Total variance for Capital Programme</b>		<b>(3,088,043)</b>	<b>14,186,000</b>
<b>Housing Revenue Account - Reprovision of Existing Homes</b>			
Reprovision of Existing Homes	Variance not significant, therefore not investigated	(13,664)	450,000
Other net variances			
<b>Total variance for Capital Programme</b>		<b>(13,664)</b>	<b>450,000</b>
<b>Housing Revenue Account - Repurchase of Shared Ownership</b>			
Repurchase of Shared Ownership	This budget is reactive, and spend is dependent upon the number of homes which are re-presented to the Council in any year, and the value at which they are re-acquired.	(21,000)	300,000
Other net variances			
<b>Total variance for Capital Programme</b>		<b>(21,000)</b>	<b>300,000</b>
<b>Housing Revenue Account - Improvement of Housing Stock</b>			
Improvement to the Housing Stock	Favourable variances reported against Heating Installations, Energy Conservation, Kitchen and Bathroom Installations where orders are with contractors but not yet completed	(704,716)	7,337,000
Other net variances			
<b>Total variance for Capital Programme</b>		<b>(704,716)</b>	<b>7,337,000</b>
		Other Net Variations	0
<b>Total for Housing Revenue Account Capital</b>		<b>(3,992,948)</b>	<b>22,873,000</b>

**General Fund**

Cambourne Offices		(71,020)	341,000
ICT Development		(22,731)	1,060,500
Waste Collection & Street Cleansing	The variance is due to variance between the budget profiling and actual timing of purchases.	479,199	1,197,620
Awarded Watercourses		0	8,000
Repurchase of GF Sheltered Properties		53,322	1,100,000
Environmental Protection and Air Quality		0	16,000
Improvement Grants		(34,261)	770,000
Grants-Provision of Social Hsg		0	716,100
Refurbishment of GF Equity Share Properties		1,802	0
Website Development		3,800	0
Other (Mainly Capital Receipts)		0	10,000
	Other Net Variations	0	0
<b>Total for GF Capital expenditure</b>		<b>410,111</b>	<b>5,219,220</b>
<b>Capital Expenditure Total</b>		<b>(3,582,837)</b>	<b>28,092,220</b>

**Strategic Gross Risk Matrix  
June 2018**

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				5. Welfare Reform 13. Recruitment & Retention 28. Failure to produce / late certification / approval of accounts and/or to obtain unqualified audit opinion	10. Increase in cost of managing homelessness.
	Likely	4				26. Contract Failure 27. Mare Fen Bank Improvement Project (NEW)	
	Possible	3			6. Demands on services from an ageing population 7. Partnership working with Cambridgeshire County Council 12. Shared Services initiatives with other authorities 14. Access to Primary Care in Growth Areas	2. Gypsy and Travellers and those not meeting new definition <b>3. Failure to meet Housing Need</b> ← 9. HRA Business Plan 11. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes	4. Medium Term Financial Strategy
	Unlikely	2				1. Consultation and Engagement 30. Commercialisation	
	Rare	1					

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			IMPACT					
			Insignificant	Low	Medium	High	Extreme	
			1	2	3	4	5	
IKELIHOOD	Almost certain	5						
	Likely	4			5. Welfare Reform	28. Failure to produce / late certification / approval of accounts and/or to obtain unqualified audit opinion	10. Increase in cost of managing homelessness.	
	Possible	3			2. Gypsy and Travellers and those not meeting new definition 13. Recruitment & Retention	26. Contract Failure 27. Mare Fen Bank Improvement Project (NEW)		
	Unlikely	2		3. Failure to meet Housing Need	1. Consultation and Engagement 6. Demands on services from an ageing population 7. Partnership working with Cambridgeshire County Council 9. HRA Business Plan 12. Shared Services initiatives with other authorities 14. Access to Primary Care in Growth Areas 30. Commercialisation	11. Business Improvement & Efficiency, Development Control Improvement, and Commercialisation Programmes	4. Medium Term Financial Strategy	

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# SCDC Strategic Risk Report



## Appendix F

<b>Report Date</b>	21 Sep 2018
<b>Risk Status</b>	Open
<b>Council / Service</b>	Strategic (STR)
<b>Control Status</b>	Existing
<b>Action Status</b>	Outstanding



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 10	Increase in cost of managing homelessness - Cllr Hazel Smith <b>Head of Service:</b> Heather Wood <b>Risk Owner:</b> Susan Carter <b>Last Updated:</b> 04 Sep 2018	<b>Cause</b> (January 2013) Potential impacts from welfare benefit changes, more responsibilities under the Homeless Reduction Act and instability in the housing market, <b>Consequence</b> 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. 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) Failure to meet housing need (STR3) is also linked and will impact on the level of homelessness.	I = 5 L = 5 25 (25)	Successful Joint Trailblazer bid to introduce more joint working and initiatives around homeless prevention.	I = 5 L = 4 20 (20)	Referral system for other agencies to identify early risk of homelessness	01 Oct 2018
				Review of homelessness in the district.		Monitor impact of proposed funding system for supported housing.	31 Oct 2018
				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.		Produce a new Homeless Strategy and action plan	31 Oct 2018
				Staffing bid approved for 2018-19 budget 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.		Prepared for Universal Credit in the area - working with HB dept and CAB	30 Nov 2018
						The mitigation work will be closely monitored throughout the year.	31 Dec 2018
						Exit strategy for trailblazer project	28 Jun 2019



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 28	Failure to produce / late certification / approval of accounts and/or to obtain unqualified audit opinion - Cllr John Williams  <b>Head of Service:</b> Alex Colyer  <b>Risk Owner:</b> Caroline Ryba (SCDC)  <b>Last Updated:</b> 10 Sep 2018	<b>Cause</b> (January 2018) Significant changes in accounting requirements increasing the length and complexity of the Statement of Accounts, together with a reduction of a month for closure of accounts and, a 10 month hard close to facilitate audit demands, and incorporation of group accounts.  Recent changes in staff mean that it may be more difficult to complete some tasks on time as training and guidance will be required for tasks only occurring at year-end potentially, putting strain on other stages of the closedown programme,  <b>Consequence</b> leading to reputational loss and adverse publicity, uncertainty over the Council's financial position, resulting in increased stress and workload for the Accountancy Service and diversion from other accounting responsibilities such as budget monitoring.	I = 5 L = 4 20 (20)	Additional resources added to the team as required: an interim Chief Accountant was appointed to ensure efficient close down process until 31 July 2018	I = 4 L = 4 16 (16)	Prompt replies to audit queries.	30 Sep 2018
				Attendance at CIPFA/ external audit final accounts workshops.		Date extended from 31 July to 30 September, reflecting delayed audit timing.	
				Close liaison with the auditors to ensure all requests are fulfilled on time.		Additional technical resource being sought to be in place for 4 weeks from 17 September 2018, if available.	15 Oct 2018
				Meeting auditors' requirements with regard to the content and format of the final accounts working papers.		The audit has been postponed and will re-start on 24 September.	31 Oct 2018
				Plan of actions and close down timetable, including information for auditors, prepared and team members informed of the tasks.			
				Separate auditors appointed for the Company on a time-bound contract. Company audit completed and signed off.			

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 John Williams</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Dawn Graham</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (December 2010) (Update Jan 2017) Radical changes to benefits, including localised council tax support scheme and introduction of a universal credit system,</p> <p><b>Consequence</b> leading to possible:</p> <ul style="list-style-type: none"> <li>•increased IT cost due to required system changes;</li> <li>•implementation costs not fully reimbursed by Government grant;</li> <li>•increased workload for Benefits and Homelessness teams, resulting in potential for:</li> <li>•adverse effect on service provision due to the number of changes;</li> <li>•increased dissatisfaction with the service due to reduced amounts of benefit payable;</li> <li>•impact on Medium Term Financial Strategy;</li> <li>•devastating effect on people with mental health problems; and</li> <li>•dislocation of private sector housing market.</li> </ul>	<p>I = 4 L = 5 20 (20)</p>	<p>Local Council Tax Support (LCTS) and welfare reform workshop to take place with regard to proposed LCTS scheme 2018/19 and possible welfare changes.</p> <p>Bid for additional funding approved in 2018-19 budget, to cover the case that grants currently provided for housing benefit assessment work are reduced. late implementation of Universal Credit has meant that grant reduction is less than anticipated for 2018/19. The implementation of UC needs to be constantly reviewed during 2018/19 to assess impact for 2019/20</p> <p>Delay in roll out for Cambridge. Continuing to monitor roll out of Universal Credit (UC) in other LA's 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> <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>I = 3 L = 4 12 (12)</p>		

# 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 13	<p>Recruitment &amp; Retention - Cllr Philippa Hart</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Susan Gardner Craig</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (September 2015)</p> <p>(Update Jan 2018) Reduced staffing capacity due to fluctuations in the job market and difficulties in recruitment and retention, especially in some professions,</p> <p><b>Consequence</b> 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>	<p>I = 4 L = 5 20 (20)</p>	<p>Variety of actions in place, appropriate to service areas, including:</p> <ul style="list-style-type: none"> <li>•Internal development opportunities</li> <li>•Funded professional development &amp; qualifications</li> <li>•Secondments, both internally and with partnering authorities</li> <li>•Shared services with partnering authorities</li> <li>•Market supplements on a fixed term basis</li> <li>•Use of temporary workers</li> <li>•Changes to recruitment approaches, new jobs page on website, use of different media</li> <li>•Keep under review marketplace pay levels using e-paycheck and other means</li> <li>•Increase in the number of apprenticeships across all service areas of the council.</li> <li>•Participation in national apprenticeship Trailblazer programmes</li> <li>•Developing a career progression scheme, particularly in Planning</li> <li>•Offering trainee LGV Driver places</li> </ul>	<p>I = 3 L = 3 9 (9)</p>	Ongoing: Additional actions being considered in some service areas.	30 Jun 2019
STR 26	<p>Contract failure - Cllr Neil Gough</p> <p><b>Head of Service:</b> Trevor Nicoll</p> <p><b>Risk Owner:</b> Rebecca Weymouth-Wood</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (September 2017) Supplier failure including contractual arrangements - Major contract concern is the MRF contract.</p> <p><b>Consequence</b> 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>	<p>I = 4 L = 4 16 (16)</p>	<p>Management of the potential contract dispute is in progress and meeting happening with Amey at senior officer level. 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>	<p>I = 4 L = 3 12 (12)</p>		

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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 27	Mare Fen Bank Improvement Project - Cllr Neil Gough <b>Head of Service:</b> Mike Hill <b>Risk Owner:</b> Paul Quigley <b>Last Updated:</b> 26 Jul 2018	<b>Cause</b> (November 2017) Failure to find funding, gain regulatory approval or commission suitable contractor for Mare Fen Bank Improvement project  <b>Consequence</b> leading to delay in progressing Northstowe phase 2 (planning condition requires completion prior to first occupation), leading to potential legal challenge by developer (Homes England), and/or Internal Drainage Board, financial and reputational loss to the council	I = 4 L = 4 16 (16)	£750k funding for works secured from CA. Funding agreement between CA and H.E. under development, enabling grant to be paid direct to H.E. Consent for works submitted to EA. Following EA consent H.E. will pass the design onto their contractor to produce construction drawings and obtain necessary permissions etc. to undertake the works. Works due to commence, depending on above, Autumn 2018 or Spring 2019.	I = 4 L = 3 12 (12)	Chase EA for update on sign-off of final design and issuing of consent for works, which will enable project to proceed.	03 Sep 2018
				Liaison group formed between SCDC, Developer (Homes England) and EA. Negotiated HE providing project management and C&D skills to help design and deliver scheme, EA waiving permit fees and providing staff capacity and experience. HE to source build material. HE to use own site contractor to carry out works, compliant with SCDC procurement Regs.		Chase CA for update on development of funding agreement between CA and HE, enabling grant payment to be made direct to HE.	07 Sep 2018
				Regular updates to PFH, Director, Communications Manager			
				Service risk EC7 elevated to Strategic Risk Register.			

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 John Williams</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Caroline Ryba (SCDC)</p> <p><b>Last Updated:</b> 21 Sep 2018</p>	<p><b>Cause</b> (June 2007) Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> <li>•not achieving delivery of additional income / savings to meet targets, including from Business Improvement &amp; Efficiency and Commercialisation Programmes projects (and see STR26), shared services initiatives and the housing company;</li> <li>•inflation exceeds assumptions;</li> <li>•interest rates do not meet forecasts;</li> <li>•employer's pension contributions increases exceed projections;</li> <li>•changes in demand for some service areas could lead to pressures in the related budgets, especially Housing;</li> <li>•unforeseen restructuring costs;</li> <li>•retained business rates scheme – volatility of outstanding valuation appeals, made worse by the 2017 revaluation;</li> <li>•retained business rates scheme tariff adjustments continue from 2020/21;</li> <li>•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;</li> <li>•major developments do not meet housing trajectory forecast;</li> <li>•impact of welfare reform (and see STR15);</li> <li>•availability of budget for Cabinet priorities;</li> <li>•material error or omission in MTFS forecasts;</li> <li>•increased uncertainty in budget setting due to commercial activities, exposure to market competition and commodity price trends, leads to reduced income / increased costs above those forecast in MTFS,</li> </ul> <p><b>Consequence</b> leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</p>	<p>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>	Quarterly reports on commercial projects and market price trends to Cabinet.	28 Oct 2018
				Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates.		Separately identify commercial income in the Council's reports and projections.	28 Oct 2018
				Implement bids and savings process to evaluate demands on the Council's financial resources going forward.		Implement plans to deliver Council's programme in line with latest General Fund income and savings targets, review use of reserves.	23 Feb 2019
				Monitor inflation factors, effect of current economic climate on demand led services and budgets.		Identify further opportunities for commercial income and assess the risks associated with each commercial project.	23 Feb 2019
				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.							

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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 2	Gypsy and Travellers and those not meeting new definition - Cllr Tumi Hawkins <b>Head of Service:</b> Stephen Kelly <b>Risk Owner:</b> Caroline Hunt <b>Last Updated:</b> 18 Sep 2018	<p><b>Cause</b> Changes in the planning definition of Gypsies and Travellers and resulting change in planning situation for those that do not meet the new definition. Issue addressed at Local Plan examination and Inspectors' report says it is an issue to be addressed in Local Plan review.</p> <p><b>Consequence</b> Potential to result in possible increase in unauthorised sites and planning appeals with some uncertainty pending consideration of the issue through the Local Plan review due to start in 2019.</p>	I = 4 L = 3 12 (12)	The Local Plan Inspectors concluded that this is an issue to be addressed through the early Local Plan review. The Local Plan for adoption will provide the statutory basis for decision making pending the consideration through the Local Plan review..	I = 3 L = 3 9 (9)	Consider through Local Plan review, due to start in 2019, including further updated evidence of needs. Monitor applications relating to caravan accommodation for those not meeting the planning definition and any appeals and decisions to inform the next Local Plan. Also ongoing role for Council as local housing authority under Housing Act 2015 as part of role in relation to wider housing needs including those living in caravans.	31 Dec 2019

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 &amp; Efficiency Programme - Cllr Philippa Hart</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Phil Bird</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> The Business Improvement Efficiency Programme (BIEP), and any subsequent 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"> <li>•inadequate stakeholder engagement,</li> <li>•conflicting operational, programme and project priorities, or</li> <li>•long term unavailability of relevant and crucial staff,</li> </ul> <p><b>Consequence</b> 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"> <li>•Delivery of Commercial skills training</li> <li>•Leadership Training</li> <li>•Project Management/Project Sponsor Training</li> </ul> <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 Progress Reports to EMT from the Programme Manager. These show a RAG rating. Regular update meetings with Project Managers &amp; 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. 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 increased score of 12 reflects the fact that there have..</p>	<p>I = 4 L = 2 8 (8)</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 Hazel Smith</p> <p><b>Head of Service:</b> Stephen Hills</p> <p><b>Risk Owner:</b> Julia Hovells (SCDC)</p> <p><b>Last Updated:</b> 07 Sep 2018</p>	<p><b>Cause</b> (March 2012) The HRA Business Plan has its own associated risk register.</p> <p><b>Consequence</b> The score of the risk in this Strategic Risk Register is a composite score from the HRA Business Plan risk register, and reflects changes in national housing and welfare policy and associated impacts:                      •1% rent reduction for 4 years from April 2016,                      •Potential impact of Welfare Reform changes,                      . Ability to top up RTB receipts and spend within required timescales</p>	<p>I = 4 L = 3 12 (12)</p>	<ul style="list-style-type: none"> <li>•Confirmation in Green Paper of August 2018 of intention to repeal sale of higher value voids legislation.</li> <li>•Cuts successfully identified to HRA during 2017/18 allowing a balanced budget to be set for 30 year business plan period from 2018/19.</li> <li>•Further detailed review of HRA business plan part of 2018/19 HRA Medium Term Financial Strategy.</li> <li>•Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing and respond to formal consultations.</li> <li>•November 2017 Budget announced return to CPI+1% rent rises after 2019</li> <li>•Revised HRA Business Plan was approved in February 2018.</li> <li>•SoS Dec 17 announcement that sale of high value council houses to be postponed for at least 12 months from April 18. Further supported by intention to repeal legislation in consultation of August 2018.</li> <li>•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.</li> </ul>	<p>I = 3 L = 2 6 (6)</p>		

# 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 29	Transition to shared services - Cllr Bridget Smith <b>Head of Service:</b> Alex Colyer <b>Risk Owner:</b> Mike Hill <b>Last Updated:</b> 08 Jun 2018	<b>Cause</b> Reduced capacity in teams, both those subject to transition to shared services and those supporting the transition, arising from involvement in consultation activities, general/ operational preparation and resolving of unforeseen issues, <b>Consequence</b> leading to reduced engagement levels; resulting in reduced discretionary effort, increased stress levels among colleagues, 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.	I = 4 L = 3 12 (12)	Ongoing regular communication via the Shared Services newsletter to staff and stakeholders.	I = 2 L = 3 6 (6)	With departure of the Head of 3CICT, recruitment process for a suitable replacement.	31 Dec 2018
				Regular communications with individuals in 1-2-1 meetings etc. Close liaison with our partners to ensure all issues are addressed as effectively as possible.		-Improve communication between programme office, shared service leads, affected teams and stakeholders -Improved communication of implementation plans -Recruitment of permanent shared services managers and other vacant posts	31 Mar 2019
				Regular monitoring and reports to the Shared Services Board			
				Support for employees from HR policies in all councils.			
				Support from the Shared Services Programme Hub.			
				User of external consultants.			

Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 3	Failure to meet Housing Need - Cllr Dr. Tumi Hawkins  <b>Head of Service:</b> Stephen Kelly  <b>Risk Owner:</b> Sharon Brown  <b>Last Updated:</b> 19 Sep 2018	<p><b>Cause</b>                      The Local Plan Inspectors' Report published on 3 September 2018 considered housing requirement and housing supply. The Inspectors concluded that the Council had demonstrated an adequate supply of land for housing both over the plan period 2011-2031 and in terms of the five year period 2018-2023. They endorsed a joint housing trajectory and the Liverpool method of calculating five year housing land supply reflecting the joint strategy that includes major sites and new settlements with longer lead in periods.</p> <p>A risk remains moving forward of delivery of housing provision falling below levels necessary to achieve:                      - the Local Plan target for housing 2011-2031                      - a five-year supply of housing                      - City Deal 1,000 additional homes on rural exception sites.</p> <p>Economic uncertainty following Brexit and potential slow down in planning application submissions and house building 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.                      Nevertheless, the Council is in a much stronger position than it has been during the local plan examination process where it was not able to demonstrate a five year supply of housing land and the risk is reduced accordingly.                      The NPPF has introduced a new Housing Delivery Test which assesses past delivery against housing requirements and this will be a further risk..</p> <p><b>Consequence</b></p>	I = 4 L = 3 12 (12)	- Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR) - Tracking of outline planning permissions through to implementation - Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff. - Neighbourhood Planning Toolkit to enable parishes to develop local housing and design polices reflecting local circumstances	I = 2 L = 2 4 (4)	Effective programme management and regular liaison with developers.	31 Mar 2019
				Local Plan for adoption to include joint housing trajectory with Cambridge and method of 5 year supply calculation based on Liverpool method		Work with Housing to maximise self-build opportunities.	31 Mar 2019
				Tracking of delivery against Housing Delivery test		Engagement with house builders aiding housing delivery	30 Nov 2019

# SCDC Strategic Risk Report



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
		If the Council were in future unable to demonstrate a five year supply or meet the housing delivery test, the NPPF provides a tilted balance in favour of development applications.					
STR 6	<p>Demands on services from an ageing population - Cllr Neil Gough</p> <p><b>Head of Service:</b> Mike Hill</p> <p><b>Risk Owner:</b> Stephen Hills</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (September 2011) Service planning fails to adjust to the districts demographic changes showing a significant growth in the proportion of over 65s,</p> <p><b>Consequence</b> leading to inability to meet additional demands on health and social care services, including to the Council's sheltered housing and benefits services, resulting in an impact on the quality of life of many older people in the district, 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 &amp; 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 &amp; 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 = 2 6 (6)		
STR 7	<p>Partnership with Cambridgeshire County Council - Cllr Aidan Van de Weyer</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Mike Hill</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (September 2011) The failure of partnership arrangements (e.g. health &amp; wellbeing, economic development, transport, City Deal) with the County Council,</p> <p><b>Consequence</b> 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 &amp; Young People's Area Partnership, New Communities Project Board, Older People's Accommodation Strategy.</p>	I = 3 L = 2 6 (6)	<p>Timescale to progress: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.</p>	31 Oct 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 12	<p>Shared Services initiatives with other authorities - Cllr Bridget Smith</p> <p><b>Head of Service:</b> Alex Colyer</p> <p><b>Risk Owner:</b> Phil Bird</p> <p><b>Last Updated:</b> 24 Jul 2018</p>	<p><b>Cause</b> (November 2014) Shared services initiatives are not completed in a timely fashion due to</p> <ul style="list-style-type: none"> <li>•inadequate stakeholder engagement,</li> <li>•conflicting priorities,</li> <li>•unavailability of key staff, or</li> <li>•Councils not adapting how they work to new arrangements</li> </ul> <p>A further risk is that established partnership delivers worse than before in terms of:</p> <ul style="list-style-type: none"> <li>•outputs;</li> <li>•cost of service;</li> <li>•reputation (in particular among residents);</li> <li>•lack of agreed objectives.</li> </ul> <p><b>Consequence</b> 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>	I = 3 L = 3 9 (9)	<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.</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. 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>	I = 3 L = 2 6 (6)	<p>Timescale to progress: Work underway to align governance and financial management arrangements. Partnership agreement being reviewed and MOU for services in draft for completion by Summer 2018. Shared Services Management Board reviewing Partnership Agreement</p>	31 Aug 2018



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 Neil Gough</p> <p><b>Head of Service:</b> Mike Hill</p> <p><b>Risk Owner:</b> Mike Hill</p> <p><b>Last Updated:</b> 08 Jun 2018</p>	<p><b>Cause</b> (May 2016) Failure of health partners to provide increased capacity for primary care and mental health services for new and expanding communities,</p> <p><b>Consequence</b> leading to inability of residents to access quality local health care increasing pressure on existing services, increased public health costs through higher A&amp;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>	<p>I = 3 L = 3 9 (9)</p>	<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. Delivery of Corporate Plan Living Well objectives around ill-health prevention.</p>	<p>I = 3 L = 2 6 (6)</p>	<p>Engage with NHS England re s106 money required to provide healthcare in growth areas confirmed by the approved Local Plan</p>	<p>30 Jun 2019</p>



Risk Ref	Risk Title	Cause & Effect	Gross Risk Score	Risk Control	Net Risk Score	Action Required	To be implemented by
STR 1	Consultation and Engagement - Cllr Philippa Hart <b>Head of Service:</b> Caroline Ryba (SCDC) <b>Risk Owner:</b> <b>Last Updated:</b> 01 Aug 2018	<b>Cause</b> (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, <b>Consequence</b> 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.	I = 4 L = 2 8 (8)	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. 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 has 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. CMT considered a report setting out Equalities Issues at its meeting in November 2017, following which a Leadership Development Action Learning Group has begun a project to review the Council's activities in this area and make recommendations for a new 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. ALS made its recommendation to EMT on 13 March 2018; awaiting next steps to be agreed and communicated.	I = 3 L = 2 6 (6)	Report ALS recommendations to EMT.	31 Jul 2018
				Projects on hold following loss of Policy Development Officer in August 2017. Review of Community Engagement Toolkit identified as an action in the draft Corporate Plan 2018-19.		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.	31 Mar 2019

# 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 30	Commercialisaion - Cllr John Williams <b>Head of Service:</b> Alex Colyer <b>Risk Owner:</b> Alex Colyer <b>Last Updated:</b> 29 Aug 2018	<p><b>Cause</b> Moving towards commercialisation of the Council activities undertaken by the staff not used to having an entrepreneurial approach and without a background in commerce, Lack of business analysis skills and business finance knowledge</p> <p><b>Consequence</b> leading to 1. Activities undertaken do not generate profits; 2. Commercial services are not performed well; 3. Reputational damage caused; 4. Legal implications.</p>	I = 4 L = 2 8 (8)	1. Consider formation of a corporate programme hub with key business analysis and commercial skills. Recruitment of team members with experience in commercial organisations; 2. Scrutiny of new revenue-generating projects; 3. Monitoring of revenue-generating activities. 4. Identified in the OD strategy	I = 3 L = 2 6 (6)		

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# Agenda Item 8

**REPORT TO:** Scrutiny and Overview Committee  
Cabinet

**LEAD OFFICER:** Stephen Kelly, Joint Director for Planning and Economic Development  
Cambridge and South Cambridgeshire

18 September 2018  
3 October 2018

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## Local Development Scheme

### Purpose

1. The purpose of this report is to agree a new Local Development Scheme (LDS) for Greater Cambridge, as it applies to South Cambridgeshire, to guide the preparation of a new jointly prepared Local Plan for Greater Cambridge and a jointly prepared Cambridge Northern Fringe Area Action Plan.
2. This is a key decision because it is significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority. It was first published in the August 2018 Forward Plan.

### Recommendations

3. That Cabinet resolves that following the adoption of the South Cambridgeshire Local Plan:
  - (a) the new Local Development Scheme for Greater Cambridge, prepared jointly with Cambridge City Council, is adopted, which confirms the intention to prepare:
    - (i) a joint Local Plan for Greater Cambridge, comprising the administrative areas of both Councils,
    - (ii) a joint Cambridge Northern Fringe Area Action Plan, for the area shown in the Local Development Scheme which when adopted, will form part of the development plan for Greater Cambridge;both prepared under section 28 of the Planning and Compulsory Purchase Act with separate democratic processes to agree both plans, informed by a joint member advisory group;
  - (b) the Joint Director of Planning and Economic Development is granted delegated authority, in liaison with the Deputy Leader, to make any editing changes identified prior to publication.

### Reasons for Recommendations

4. The Planning and Compulsory Purchase Act 2004 (as amended) requires that Local Planning Authorities must prepare and maintain a Local Development Scheme (LDS). The new LDS provides information on the documents that the Councils intend to produce to form their planning policy framework and sets out the timetable for their production.
5. In the context of the Greater Cambridge area, the new Local Development Scheme sets out the broad timetable for the preparation of a new joint Local Plan for Greater Cambridge and a Cambridge Northern Fringe Area Action Plan (CNF AAP). This will

replace the adopted LDS of Cambridge City Council (November 2015) and South Cambridgeshire District Council (December 2016). Overall the LDS is designed to help the local community and all our partners interested in development and the use of land and buildings in Greater Cambridge to understand what plans the Councils have and intend to produce.

6. The views of Scrutiny and Overview committee (18 September 2018) have been taken into account in bringing this report to Cabinet.

### **Joint Greater Cambridge Local Plan**

7. The Councils have previously committed to start work on a joint Local Plan in 2019 as part of the City Deal agreement with Government established in 2013. The Councils' new Local Plans both include a policy which makes a commitment to an early review of those Plans. The policies are for a new Local Plan to be prepared jointly by Cambridge and South Cambridgeshire Councils for their combined districts (Greater Cambridge) and include a timetable for this review, to commence before the end of 2019 and with submission to the Secretary of State for examination anticipated by the end of summer 2022.
8. A programme for all key stages in the preparation of the joint Greater Cambridge Local Plan is included in the LDS to meet this timetable. Early scoping of the issues and approach, including the preparation of evidence will commence in the coming months. This will include responding to the newly published National Planning Policy Framework (24 July 2018), and emerging strategic planning and economic work, for example the Cambridgeshire and Peterborough Independent Economic Review (CPIER), the Mayor's Non-Statutory Spatial Strategy, continued requirements around housing and employment growth delivery, and protection of the special character of Cambridge and the surrounding rural areas.

### *Governance*

9. The Councils need to decide the governance arrangements for agreeing the joint Local Plan. If a joint committee were to be proposed, this would need to be stated in the LDS, however this is not the preferred approach to preparing these plans (see Options section of this report). The proposed approach is the same as that taken in the past for joint Area Action Plans for the Cambridge fringe sites whereby the Councils agreed, utilising section 28 of the Planning and Compulsory Purchase Act, to prepare joint plans but using separate democratic processes to agree the plans, including respective Full Council meetings. This process was informed and coordinated by use of a non-decision making Member group, the Joint Strategic Transport and Spatial Planning Group, comprising three members of each local planning authority and also the County Council as transport authority. This approach has proved effective in preparing a number of joint statutory plans over recent rounds of plan making. It is also essentially the approach taken by the Councils in preparing the separate but aligned new Local Plans recently found sound. It has the advantage of engaging the wider membership of the Council in plan making, as key decisions on preparing a statutory plan lie with full Council. Whilst this approach has an inherent risk that the Councils could seek to prepare a joint plan but fail to reach agreement through separate Member processes, this has not proved to be a significant barrier to joint plan making in the past.

## **Cambridge Northern Fringe Area Action Plan (CNF AAP)**

10. The new Local Plans both include a policy allocating an area of land on the northern fringe of Cambridge to enable the creation of a revitalised, employment focussed area centred on the new transport interchange created by Cambridge North Station. Policy SS/4 of the new South Cambridgeshire Local Plan says that “the amount of development, site capacity, viability, timescales and phasing of development will be established through the preparation of an Area Action Plan (AAP) for the site. The AAP will be developed jointly between South Cambridgeshire District Council and Cambridge City Council, and will involve close collaborative working with Cambridgeshire County Council, Anglian Water and other stakeholders in the area. The final boundaries of land that the joint AAP will consider will be determined by the AAP”.
11. Since the start of the Local Plan examinations, the Combined Authority submitted a Housing Infrastructure Fund (HIF) bid for funding, working with Cambridge City Council, Anglian Water and other partners for the relocation of the Cambridge Water Recycling Centre, to enable comprehensive redevelopment of the vacated site. In March 2018, the Government announced that the bid had been shortlisted and work is currently in progress to further develop the bid. A decision is expected early in the new-year. A successful HIF bid would facilitate relocation of the Water Treatment Works and create a significant regeneration opportunity to redevelop this major brownfield site and would be a key part of demonstrating delivery of the Local Plan allocations. In turn, an advanced AAP will have an important role in parallel with the HIF bid in shaping development on this site.
12. A timetable for the AAP has been prepared, with a programme that reflects the timetable and subsequent planning process that would result from the HIF bid. Note that there would be a hiatus between the Councils agreeing the Proposed Submission AAP for consultation and actually undertaking the consultation. It would only be appropriate for consultation to proceed following a successful granting of permission for relocation of the Water Recycling Centre, which would be necessary to demonstrate deliverability of the AAP proposals. The relocation of the Water Recycling Centre would follow a process separate from preparation of the AAP.
13. The preparation of a new Local Development Scheme requires the area to be covered by the AAP to be confirmed. The Local Development Schemes of each Council have included an intention to prepare an Area Action Plan for Cambridge Northern Fringe East since 2014. The earlier Issues and Options consultation for the AAP in 2014 consulted on extending the boundary to include Cambridge Science Park. A decision was made to pause work on the AAP following that consultation and no decision was made on the appropriate boundary. New evidence now available in the Ely to Cambridge A10 Transport Study identifies significant capacity issues in the road network in the vicinity of Cambridge Northern Fringe East such that it will be necessary that a comprehensive approach to managing the future of the Cambridge Science Park together with the CNF area identified in the Local Plans is followed to ensure best use is made of land in this area having regard to the constraints of the current transport network. It is therefore proposed that the Area Action Plan will be prepared for both the CNF area and the Cambridge Science Park (see Annex 1 of the LDS at Appendix 1 of this report. It is proposed that the proposed extent of the AAP forms part of the proposed Issues and Options consultation and the Councils make a decision in the light of comments received.
14. In order to make clear that the Area Action Plan comprises a wider area than the Cambridge Northern Fringe East policies in the Local Plans, and to simplify the title, it

is proposed to update the name of the Area Action Plan to Cambridge Northern Fringe.

#### *Governance*

15. It is proposed that similar governance issues apply to the AAP, and a similar approach to preparation of the joint Local Plan is proposed, with separate Member processes, informed by a non-decision making joint Member group.

#### **Considerations**

16. The proposed new Local Development Scheme is attached at Appendix A.
17. The Local Development Scheme includes the proposed timetable for the preparation of the Greater Cambridge Local Plan, and the Cambridge Northern Fringe Area Action Plan, both to be jointly prepared with Cambridge City Council. Before the LDS can be adopted by Cabinet, there needs to be a decision of full Council to agree to prepare a joint Local Plan and joint Cambridge Northern Fringe Area Action Plan, which will be achieved by the anticipated adoption of the Local Plan at the full Council meeting on 27 September, by virtue of the policies contained within the Plan. Following adoption of the Local Plan, the LDS can include provision for the preparation of those joint plans.
18. The South Cambridgeshire Local Plan 2018 identifies a number of Supplementary Planning Documents to be prepared to guide the implementation of new policies. It is not required that the timetables for SPD are included within the LDS. Detailed information on these matters will be published on the Council's website as it becomes available.
19. The list of Neighbourhood Areas and Forums designated in the Greater Cambridge Area has been updated.

#### **Options**

20. **To agree the proposed Local Development Scheme as drafted** – this option is recommended, as it will meet the requirement to undertake an early review of the new Local Plans in South Cambridgeshire and Cambridge in accordance with the Inspectors' Report, and ensure progress in the delivery of the Cambridge Northern Fringe Area Action Plan.
21. **To agree the proposed Local Development Scheme with amendments** – Possible amendments could include an alternative approach to governance of either or both proposed DPDs would be the creation of a joint committee to be the local planning authority for plan making purposes under section 29 of the Planning and Compulsory Purchase Act 2004. The specific purpose of a Joint Committee set up under Section 29 of the 2004 Act is to bring the County Council into plan making at the local level. District Councils can formally agree to produce joint plans under the provisions of Section 28 of the Act without the need for County Council involvement. A section 29 committee must be made by order by the Secretary of State (and would only be dissolved by the SOS) and would specify the area covered by the committee and the matters it would cover. In making such an order the Secretary of State has a wide discretion to include in the order any additional provisions which he considers necessary or expedient to facilitate the joint committee exercising its functions. The Councils established a section 29 committee for plan making (with the County Council) around ten years ago at the request of DCLG as part of an arrangement

whereby funding was provided to Cambridgeshire Horizons, but in the event did not use it and it was subsequently dissolved. A section 29 committee would have the advantage of ensuring an agreed joint plan is prepared. However, it could result in the wider membership not feeling engaged in plan making and would share responsibility for agreeing the Local Plan with others. Depending how it was established, a S29 committee could mean that an individual council may not retain control over the joint plan prepared, and the parent authorities may therefore only be able to make representations on the plans prepared by the Section 29 Committee rather than directly control the plan prepared. This option is not recommended.

22. **To reject the proposed Local Development Scheme** – this option is not recommended as it would introduce delay in bringing forward a jointly prepared Local Plan for Greater Cambridge, to which the Council has committed and in the preparation of the Cambridge Northern Fringe Area Action Plan.

### **Implications**

23. 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***

24. The preparation of the joint Local Plan and Cambridge Northern Fringe AAP, including preparation of evidence documents, have been included in planned budgets.

#### ***Legal***

25. The legal implications of preparing these statutory plans has been considered in the writing of this report.

#### ***Staffing***

26. Currently anticipated to be within current budgets. This will be kept under review alongside other work priorities and as part of the Greater Cambridge Shared Planning Service Phase 2.

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

27. These plans identified in the LDS are key corporate priorities and will be monitored against the timetable set out in the LDS.

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

28. These plans identified in the LDS will each require an Equalities Assessment to be undertaken as part of their preparation.

#### ***Climate Change***

29. These plans will each need to ensure they plan for climate compatible development.

### **Consultation responses**

30. None.

### **Effect on Strategic Aims**

**A. LIVING WELL Support our communities to remain in good health whilst continuing to protect the natural and built environment**

31. The commitment by the Council to prepare plans for the district is a good means of ensuring that the quality of life of its residents and their environs is protected and enhanced into future years.

#### **B. HOMES FOR OUR FUTURE**

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

32. The Local Plan aims to support delivery of new homes to meet identified needs. The CNF AAP will give consideration to the potential for accelerating delivery of housing on a major regeneration site within the urban area of Cambridge within both districts.

#### **C. CONNECTED COMMUNITIES**

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

33. Preparing development plans for the district means transport and digital infrastructure can be appropriately planned to accommodate growth.

#### **D. AN INNOVATIVE AND DYNAMIC ORGANISATION**

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

The LDS provides clear information about future plan making.

### **Appendices**

**Appendix A:** Greater Cambridge Local Development Scheme (2018)

**Report Author:** Caroline Hunt – Planning Policy Manager  
Telephone: (01954) 713196

# Appendix A

## Greater Cambridge

(Cambridge

and

South Cambridgeshire)

## Local Development Scheme

October 2018



This LDS was approved by:

*(To be completed)*

## Introduction

1. The Planning and Compulsory Purchase Act 2004 (as amended) requires that Local Planning Authorities must prepare and maintain a Local Development Scheme (LDS). This LDS provides information on the documents that the Councils intend to produce to form their planning policy framework and sets out the timetable for their production.
2. The LDS is designed to help the local community and all our partners interested in development and the use of land and buildings in Greater Cambridge to understand what plans the Councils have and intend to produce.
3. Cambridge City Council and South Cambridgeshire District Council (“the Councils”) have committed to work together to prepared a new Local Plan for Greater Cambridge. They have also committed to prepare jointly an Area Action Plan for Cambridge Northern Fringe. This LDS is therefore prepared and agreed jointly by both Local Planning Authorities.

### What are the current adopted Development Plan Documents?

*(Note : This section is drafted on the basis that the Councils will each adopt the Local Plans recently found sound following independent examination. The Cambridge Local Plan will be considered at Planning and Transport Scrutiny on 2 October and a full Council meeting on 18 October. The South Cambridgeshire Local Plan will be considered at a Special Cabinet meeting on 24 September and a full Council meeting on 27 September.)*

4. The Councils have prepared a number of Development Plan Documents (DPDs) jointly or in parallel in recent years. The Development Plan for both authorities currently consists of the documents set out in the table below:

<b>Cambridge City Council</b>	<b>South Cambridgeshire District Council</b>
Cambridge Local Plan (October 2018)	South Cambridgeshire Local Plan (September 2018)
	The Northstowe Area Action Plan (2007) (excluding Policy NS/3 (1g))
	Cambridge Southern Fringe Area Action Plan (2008)
<b>Jointly prepared Area Action Plans</b>	
Cambridge East Area Action Plan (February 2008) (excluding Policies CE/3 and CE/35)	
North West Cambridge Area Action Plan (October 2009)	
<b>Documents prepared by Cambridgeshire County Council which apply to the Greater Cambridge area</b>	
Cambridgeshire and Peterborough Minerals and Waste Core Strategy & Proposals Map C (July 2011)	
Site Specific Proposals Plan, Proposals Map A: Minerals Transport Zones and Proposals Map B: Waste (February 2012)	

5. Decisions on planning applications are to be taken in line with the policies of the above development plan documents unless there are significant matters (‘material considerations’) that indicate otherwise.

## **What new Development Plan Documents are to be prepared?**

### ***Greater Cambridge Local Plan***

6. The Councils have previously committed to start work on a joint Local Plan in 2019 as part of the City Deal agreement with Government established in 2013. The Councils' new Local Plans both include a policy which makes a commitment to an early review of those Plans. The policies are for a new Local Plan to be prepared jointly by Cambridge and South Cambridgeshire Councils for their combined districts (Greater Cambridge) and include a timetable for this review, to commence before the end of 2019 and with submission to the Secretary of State for examination anticipated by the end of summer 2022. A timetable for all key stages in the preparation of the joint Greater Cambridge Local Plan is included below.
7. The National Planning Policy Framework (NPPF) was published in July 2018 and continues to include a strong expectation that Local Authorities will prepare plans which positively seek opportunities to meet the development needs of their area, and that are sufficiently flexible to adapt to rapid change. Strategic policies should set out an overall strategy for the pattern, scale and quality of development, and make sufficient provision for a number of key land uses. These are housing (including affordable housing), employment, retail, leisure and other commercial development, infrastructure for transport and other key utilities, community facilities, and the conservation and enhancement of the natural, built and historic environment.

### ***Cambridge Northern Fringe Area Action Plan***

8. The new Local Plans both include a policy allocating an area of land on the northern fringe of Cambridge to enable the creation of a revitalised, employment focussed area centred on the new transport interchange created by Cambridge North Station. The policies say that "the amount of development, site capacity, viability, timescales and phasing of development will be established through the preparation of an Area Action Plan (AAP) for the site. The AAP will be developed jointly between South Cambridgeshire District Council and Cambridge City Council, and will involve close collaborative working with Cambridgeshire County Council, Anglian Water and other stakeholders in the area. The final boundaries of land that the joint AAP will consider will be determined by the AAP".
9. Since the start of the Local Plan examinations, the Combined Authority submitted a Housing Infrastructure Fund (HIF) bid for funding, working with Cambridge City Council, Anglian Water and other partners for the relocation of the Cambridge Water Recycling Centre, to enable comprehensive redevelopment of the site. In March 2018, the Government announced that the bid had been shortlisted and work is currently in progress to further develop the bid. A decision is expected early in the new year. A successful HIF bid would facilitate relocation of the Water Treatment Works and a significant regeneration opportunity to redevelop this major brownfield site and would be a key part of demonstrating delivery of the Local Plan allocations.
10. A timetable for the AAP has been prepared, with a programme that reflects the timetable and subsequent planning process that would result from the HIF bid. Note that there would be a hiatus between the Councils agreeing the Proposed Submission AAP for consultation and actually undertaking the consultation. It would

only be appropriate for consultation to proceed following a successful granting of permission for relocation of the Water Recycling Centre, which would be necessary to demonstrate deliverability of the AAP proposals.

11. The preparation of a new Local Development Scheme requires the area to be covered by the AAP to be confirmed. The Local Development Schemes of each Council have included an intention to prepare an Area Action Plan for Cambridge Northern Fringe East since 2014. The earlier Issues and Options consultation for the AAP in 2014 consulted on extending the boundary to include Cambridge Science Park. A decision was made to pause work on the AAP following that consultation and no decision was made on the appropriate boundary. New evidence now available in the Ely to Cambridge A10 Transport Study identifies significant capacity issues in the network in the vicinity of Cambridge Northern Fringe East such that it will be necessary to consider such that a comprehensive approach to managing the future of the Cambridge Science Park together with the CNF area identified in the Local Plans is required to ensure best use is made of land in this area having regard to the constraints of the current transport network. It is therefore proposed that the Area Action Plan will be prepared which includes both the CNF area and the Cambridge Science Park (see Annex 1). This approach will form part of the proposed Issues and Options consultation and the Councils will reach a decision as to the extent of the AAP area in light of that consultation process.
12. In order to make clear that the Area Action Plan comprises a wider area than the Cambridge Northern Fringe East policies in the Local Plans, and to simplify the title, it is proposed to update the name of the Area Action Plan to Cambridge Northern Fringe.

## Development Plan Documents to be produced

Document title	Subject matter and geographical area	Chain of Conformity	Consultation	Publication of Proposed Submission DPD and public consultation	Submission and Examination of DPD	Adoption and publication of DPD	Policies it will Replace*
Greater Cambridge Local Plan	<p>Includes the Vision, Objectives and Spatial Development Strategy and policies for Greater Cambridge</p> <p>Prepared for the whole of the administrative areas covered by Cambridge City Council and South Cambridgeshire District Council.</p>	Conformity with the NPPF	<p>Issues and Options (Reg 18) <b>Autumn 2019</b></p> <p>Draft Plan Consultation (Reg 18) <b>Autumn 2020</b></p>	<p>Proposed Submission Consultation (Reg 19) <b>Autumn 2021</b></p>	<p>Submission to Secretary of State for independent Examination (Reg 22) <b>Summer 2022</b></p>	<p><b>Subject to progress of independent Examination</b></p> <p>Adoption <b>Summer 2023</b></p>	<p>Policies contained within the Cambridge Local Plan (2018) and the South Cambridgeshire Local Plan (2018)</p>

Document title	Subject matter and geographical area	Chain of Conformity	Consultation	Publication of Proposed Submission DPD and public consultation	Submission and Examination of DPD	Adoption and publication of DPD	Policies it will Replace*
Cambridge Northern Fringe Area Action Plan	Vision and planning framework to ensure the coordination of development in the Cambridge Northern Fringe East development site and the Cambridge Science Park (see map at Appendix 1)	Conformity with the NPPF  Compatibility with the adopted Cambridgeshire and Peterborough Minerals and Waste Core Strategy (July 2011) and Site Specific Proposals Plan (February 2012) Development Plan Documents	Issues and Options 2 (Reg 18) <b>Spring 2019</b>  Draft Area Action Plan (Reg 18) <b>Spring 2020</b>	Proposed Submission Consultation (Reg 19) <b>Spring 2021</b>	Submission to Secretary of State for independent Examination (Reg 22) <b>Summer 2021</b>	<b>Subject to progress of independent Examination</b>  Adoption <b>Summer 2022</b>	Policy 15 of the Cambridge Local Plan (2018)  Policy SS/4 of the South Cambridgeshire Local Plan (2018)

\* Note: The policy numbers quoted are from the new Local Plans as submitted and will be updated as necessary once the Local Plans are adopted.

## Neighbourhood Planning

13. Local communities have the power to influence the future of the places they live and work by preparing neighbourhood plans. Neighbourhood plans are led and prepared by the community, not the Council, although the Council has a statutory role to provide advice and support to those producing a plan. When a neighbourhood plan is passed by an independent examiner and a local referendum, the Council must adopt it as part of its development plan framework and take it into account when it makes decisions on planning applications in the area, alongside other adopted development plan documents.
14. As neighbourhood plans are not prepared by the Council and their timetables are dependent on the progress made by the community, it is not appropriate to include them in the list of documents in this LDS.
15. The following neighbourhood forums and areas have been approved as at end of August 2018.

### Cambridge

16. Within Cambridge City there is one designated neighbourhood area and its associated neighbourhood forum:
  - South Newnham – approved in March 2017.
17. There is a neighbourhood planning page on the Cambridge City website - <https://www.cambridge.gov.uk/neighbourhood-planning>

### South Cambridgeshire

18. There are eighteen designated neighbourhood areas in South Cambridgeshire as at the end of August 2018. In chronological order these are:
  - Linton and Hildersham (designated jointly) – these two parishes have joined together to form a single neighbourhood area that was approved in May 2014
  - Histon and Impington (part of the parish excluded) – this covers the area of the two parishes to the north of the A14 and was approved in September 2014
  - Gamlingay – this covers the parish and was approved in February 2015
  - Waterbeach – this covers the parish and was approved in August 2015
  - Cottenham - this covers the parish and was approved in November 2015
  - Foxton - this covers the parish and was approved in November 2015.
  - West Wickham - this covers the parish and was approved in November 2015
  - Melbourn – this covers the parish and was approved in May 2016
  - Whittlesford – this covers the parish and was approved in August 2016
  - Great Abington Former Land Settlement Association Estate – this covers the former Land Settlement Association estate, which only forms part of the parish of Great Abington and was approved in September 2016
  - Stapleford and Great Shelford – this two parishes have joined together to form a single neighbourhood area that was approved in November 2016
  - Swavesey – this covers the parish and was approved in November 2016
  - Thriplow – this covers the parish and was approved in August 2017
  - Bassingbourn-cum-Kneesworth – this covers the parish and was approved in December 2017
  - Pampisford – this covers the parish and was approved in March 2018
  - Sawston – this covers the parish and was approved in June 2018

- Babraham – this covers the parish and was approved in June 2018
  - Fulbourn – this covers the parish and was approved in August 2018.
19. There were no Neighbourhood Plans ‘made’ within South Cambridgeshire as of end of August 2018.
20. The Great Abington Former Land Settlement Association Neighbourhood Plan was being considered at independent examination as of August 2018.
21. For further information on Neighbourhood Planning, including the current status of the neighbourhood forums and plans being prepared, there are Neighbourhood Planning pages on the South Cambridgeshire District Council’s website which provide more information about the progress of each neighbourhood plan - [www.scambs.gov.uk/neighbourhood-plans](http://www.scambs.gov.uk/neighbourhood-plans).

### **Supporting evidence and other planning documents**

22. Whilst not forming part of the Local Plan, the councils have produced other supporting documents to aid in the preparation or implementation of Local Plan policies:
- A detailed evidence base
  - Statement of Community Involvement
  - Sustainability Appraisal & Strategic Environmental Assessment
  - Local Plan Policies Map
  - Supplementary Planning Documents and Guidance
  - Annual Monitoring Reports

### ***Evidence Base***

23. In order to carry out the preparation of the new joint Greater Cambridge Local Plan, the councils will develop and maintain a sound evidence base. Necessary research and studies will be conducted and will be supplemented by research undertaken by others as appropriate. Providing a sound and comprehensive evidence base is fundamental to developing sound planning documents. The key evidence base documents will be made available to view and download from the relevant Local Plan webpage as plan preparation progresses.

### ***Statement of Community Involvement (SCI)***

24. A significant concern of planning is to improve community and stakeholder engagement from the outset, ensuring people’s views can be taken into account. This commitment is reinforced by the requirement for all LPAs to produce a Statement of Community Involvement (SCI).
25. The existing SCI for the City was adopted in 2013 and for South Cambridge was adopted in 2010, with a short addendum inserted in both SCIs in summer 2018 to make clear the support offer in place for communities preparing a Neighbourhood Plan. They detail how the community and stakeholders will be involved in the preparation, alteration and review of all local plan documents as well as the consideration of minor and major planning applications.

26. The SCI is not a DPD, and the requirement for SCIs to be subject to public examination has been removed. However, to ensure the SCI remains relevant and has regard to new methods of engagement, the councils will produce a new joint SCI and will keep this under review, updating it as necessary.

### ***Sustainability Appraisal (SA)***

27. Sustainability Appraisal (SA) is required for all DPDs. It is an integral component of all stages of plan-making. The purpose of the SA is to promote sustainable development through better integration of sustainability considerations into the preparation and adoption of plans. The SA embraces economic, environmental and social objectives, including equalities and health impacts, the therefore has a wider scope than Strategic Environment Assessment (SEA) which is a requirement of an EU Directive and is primarily concerned with environmental impacts.
28. Work on producing a DPD cannot proceed without corresponding work on the SA. Therefore, each DPD will be accompanied by a supporting SA. Both the draft document and the SA will be made available for consultation at the same time and comments invited on both. The findings of the SA, will inform the DPD and will be a material consideration in determining soundness of the document at the examination in public.

### ***Local Plans Policies Map***

29. The Policies Map identifies sites allocations and areas of planning constraint, such as Green Belt and other local and national designations. The policies map is updated as new DPDs are prepared or revised so as to provide a clear visual illustration of the application of policies across the area.

### ***Supplementary Planning Documents***

30. Supplementary Planning Documents (SPDs) provide further information and guidance on the implementation of Local Plan policies and can be given substantial weight in planning decisions. A list of adopted SPDs, as well as those the councils are intending to review or prepare, are set out on the councils' websites.

### ***Authority Monitoring Reports (AMR)***

31. The AMR is a 'state of the environment' report published at least annually. It assesses the effectiveness of the Local Plan policies in managing development and achieving the outcomes and strategic objectives of the planning framework. It also monitors the implementation of the LDS, highlighting whether revisions to the scheme are necessary.
32. AMRs are particularly useful in identifying development trends, patterns of land use, as well as reporting on transport, housing and population/socio-economic trends in order to provide a 'baseline' context for reviewing and amending existing policies.
33. The latest versions of the AMRs are available to view on the Councils' websites.

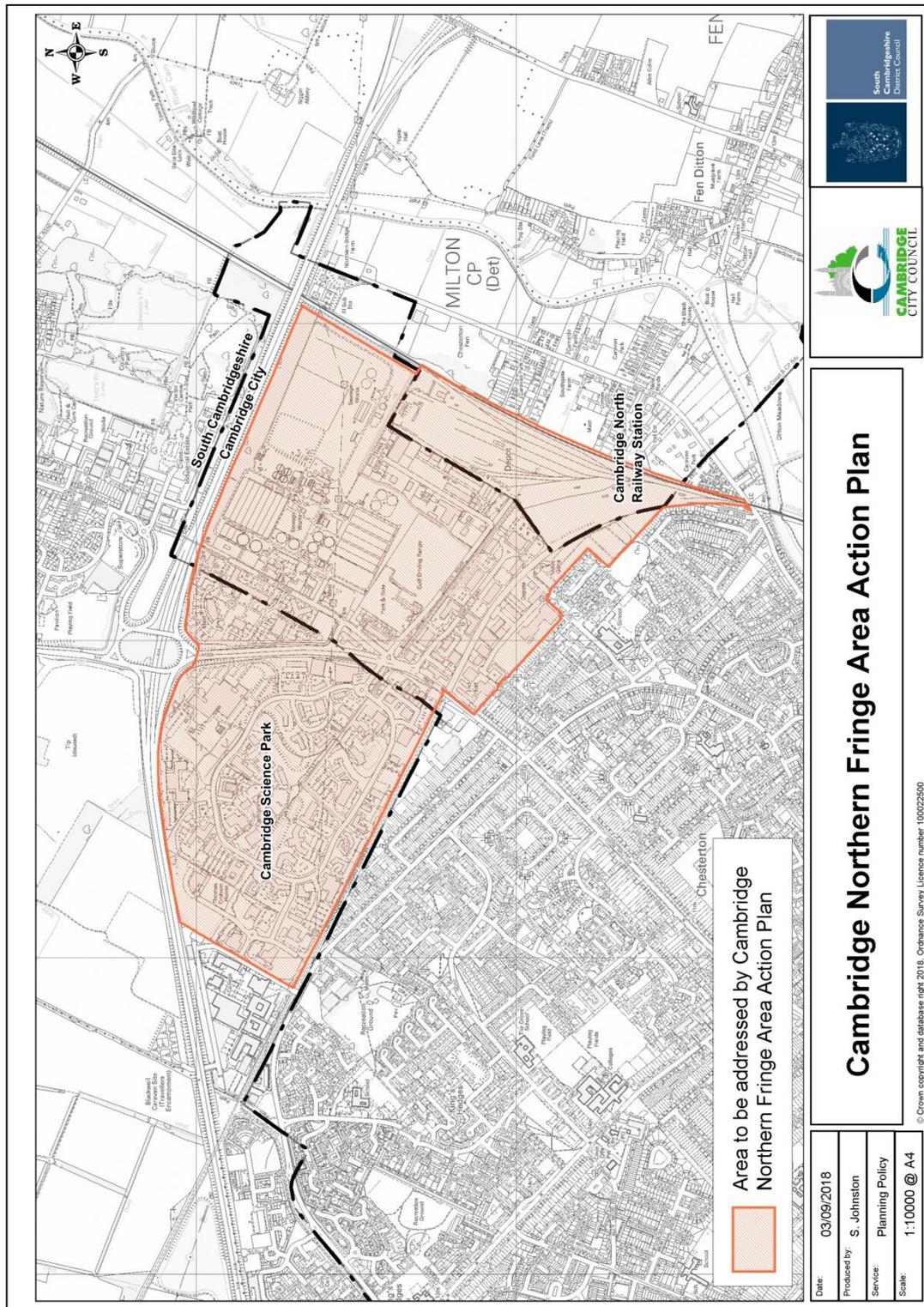
### ***Community Infrastructure Levy***

34. The Community Infrastructure Levy (CIL) is a tax on new development, which helps fund a wide range of strategic infrastructure, such as public transport, parks and community facilities, needed to support growth. Both councils had previously sought to introduce a CIL and had submitted draft charging schedules for examination in 2014. The intention was for these to be examined following the conclusion of the examinations into the Local Plans. The councils each agreed to withdraw their CIL draft charging schedules in 2017 reflecting a number of changes in circumstances and to jointly reassess the position. In spring 2018, the government held a consultation on the future of developer contributions which, amongst other things, proposed changes to how CIL rates are calculated and proposed the removal pooling restrictions for section 106 receipts where a CIL is in place. The intention is to await further announcements - anticipated to be in the Autumn Budget 2018 - on when and how these beneficial measures are to be taken forward before consideration of commencing work on a joint Greater Cambridge CIL.

### ***Monitoring and Review***

35. The councils will monitor the progress of the work set out in this LDS and will publish the results as part of the annual AMR.
36. The LDS will be updated or reviewed where the need to do so is identified.

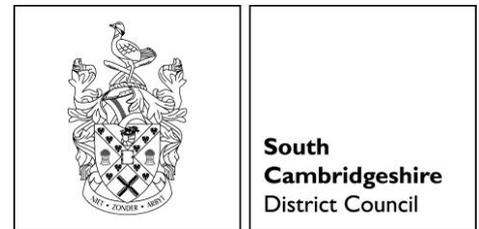
**Appendix 1:  
 Geographic extent of Cambridge Northern Fringe Area Action Plan**



**Cambridge Northern Fringe Area Action Plan**

Date: 03/09/2018  
 Produced by: S. Johnston  
 Service: Planning Policy  
 Scale: 1:10000 @ A4

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**REPORT TO:** Cabinet  
**LEAD OFFICER:** Executive Director

3 October 2018

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## **Brexit Advisory Group – Terms of Reference**

### **Purpose**

1. This report invites Cabinet to approve the terms of reference of the Brexit Advisory Group following consideration by the Group at its meeting held on 19 September 2018.
2. This is not a key decision.

### **Recommendations**

3. It is recommended that:
  - (a) Cabinet approve the terms of reference of the Brexit Advisory Group, as set out at Appendix A.
  - (b) Cambridge City Council be invited to appoint three representatives to serve as co-opted members of the Advisory Group.

### **Reasons for Recommendations**

4. To enable Cabinet to approve the terms of reference of the Advisory Group and the co-optation of non-members of the Council as required by Rule 4 of the Executive Procedure Rules.

### **Background**

5. At its meeting held on 26 July 2018, Cabinet agreed to set up an Advisory Group to review and report on the potential impacts of Brexit on South Cambridgeshire and to recommend actions to mitigate those impacts where relevant and appropriate.
6. This report now updates Cabinet on the membership and proposed terms of reference following the first meeting on 19 September 2018.

### **Considerations**

7. Cabinet approved the establishment of the Brexit Advisory Group at its meeting held on 26 July 2018. In so doing, it agreed that the Advisory Group should comprise 5 Liberal Democrats; 2 Conservative and 1 Labour or Independent Member, together with the Leader as an additional Member. The Chief Executive was authorised, after consultation with the Leader, to appoint Members on the basis of nominations from Group Leaders.
8. The following Members have been nominated to serve upon the Group:-

Councillors Philip Allen, Ruth Betson, Dr. Martin Cahn, Nigel Cathcart, Sue Ellington, Peter Fane, Geoff Harvey and Peter McDonald, together with Councillor Bridget Smith as Leader.

9. Given the close relationship between the economies of South Cambridgeshire and Cambridge City, it was also suggested that the Advisory Group consider whether an invitation should be extended to Cambridge City Council Members to become co-opted members of the Group. In that context, Cabinet was advised that Cambridge City Council at its Council meeting held on 19 July 2019 had passed a motion in support of the City Council participating in the work of the Advisory Group to assess the impact of Brexit on our shared economy. Cabinet accordingly agreed to request the Advisory Group to consider the involvement of City Council Members in its work.
10. The first meeting of the Advisory Group was held on 19 September 2018. Councillor Geoff Harvey was elected as Chairman of the Advisory Group.
11. The terms of reference of the Advisory Group were discussed and these are now attached at Appendix A for the approval of Cabinet.
12. The terms of reference that the Advisory Group recommend that three Members of Cambridge City Council should be co-opted to serve on the Group. Cabinet is requested to endorse this proposal in order that Cambridge City can now be formally invited to appoint 3 Councillors to serve as co-opted members of the Advisory Group.

### **Options**

13. Cabinet could make amendments to the proposed terms of reference and the proposal for co-option of non-council members.

### **Implications**

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

### ***Financial***

15. As indicated in the previous report, there are resource implications in providing support to the advisory Group. Professional officer support will be needed to advise the Group, together with secretariat support services.

### **Effect on Strategic Aims**

#### **Aim (c) – Connected Communities**

16. The above strategic aim provides that the Council's approach to growth will sustain prosperity. Areas of focus to support the aim include supporting existing businesses and working with local small and medium-sized enterprises to help them grow and expand and to enable South Cambridgeshire to continue to be a key location for new business investment. The Brexit Advisory Group will support the aim by enabling a review of the impacts of the UK exiting the EU on businesses and the local economy and considering actions the Council can take to mitigate those impacts.

## Background Papers

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

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

None

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### Cambridge and South Cambridgeshire Brexit Advisory Group

#### Terms of Reference

The decision to establish a Brexit Advisory Group was taken at South Cambridgeshire District Council's Cabinet meeting on 26<sup>th</sup> July 2018. Cambridge City Council passed a motion in support of its involvement in the Group on 19th July 2018.

#### Remit

The Group will seek to:

- Understand what Brexit would mean for the economies of Cambridge and South Cambridgeshire.
- Assess potential risks, challenges and opportunities for local businesses, key business sectors and the 'Cambridge' brand.
- Develop and recommend actions to address the risks to sustainable social and economic wellbeing identified by the Group.
- Identify the most effective methods of representing Cambridge and South Cambridgeshire's economic interests to the Combined Authority, UK Government and the EU during a Brexit process.
- Identify any other opportunities for ensuring that (a) the area's needs are reflected in developing local and national policy and (b) that local businesses benefit fully from any replacement funding schemes that the UK may develop/participate in post Brexit.
- Examine and make recommendations to plan and mitigate against the adverse affects of Brexit on South Cambridgeshire District Council and other local authorities in the Greater Cambridge area.
- Disseminate the outcomes of the Advisory Group to increase awareness and understanding.

#### Membership

The Advisory Group will comprise:

- Nine South Cambridgeshire Members (five Liberal Democrats; two Conservative and one Labour or Independent Member, together with the Leader of the Council).
- Three co-opted Members from Cambridge City Council.

Officers from the Planning team as appropriate – the Head of Planning and Economic Development, Strategy and Economy Manager and Economic Development Officer will be in attendance to advise the Group.

The Executive may co-opt non-members of the Council on the recommendation of the Advisory Group.

Any Member who is unable to attend a particular meeting may appoint a substitute from the same political group. Substitutions must be notified to Democratic Services before the meeting starts.

The Advisory Group will elect a Chairman and optionally, Vice-Chairman at the first meeting.

### **Attendance at meetings**

All members of the Council may attend and (with the agreement of the Chairman) speak at Advisory Group meetings. The Chairman may invite any other person or body to attend a meeting of the Group to inform discussion on any matter within its terms of reference.

Specialists and representatives from local business will be invited to attend specific meetings to provide information on the potential implications of Brexit.

Meetings of the Advisory Group will not be open to members of the public.

### **Timescale**

The Advisory Group will be time limited with meetings taking place during October/November/December 2018 to allow recommendations from the Group to feed into the Councils' budget planning processes.

It is expected that there will be four meetings in total, each lasting for approximately 2 hours 30 mins. Additional meetings may be convened within the existing timescale, with the agreement of the Chairman, to facilitate completion of the work of the Advisory Group.

The continuation of the Group and its remit beyond the December timescale may be approved by Cabinet on the recommendation of the Chairman of the Advisory Group.

### **Authority and Purpose**

The Group's purpose is to advise without any decision making powers. Any recommendations arising from the work of the Group will be referred by report to the Leader and Cabinet (South Cambridgeshire) and to their appropriate equivalents (Cambridge) on the issues that would be presented by Brexit and to make recommendations on any actions the councils can take to mitigate the impacts, such as lobbying or undertaking local projects.

### **Administration**

The Group will be administered by the Greater Cambridge Shared Planning Service. Secretariat support will be provided by Democratic Services at South Cambridgeshire.

Notes of the meeting will be produced and sent to all members of the Advisory Group.