



# SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

COUNCIL MEETING  
THURSDAY, 24 APRIL 2014

AGENDA AND REPORTS

South Cambridgeshire Hall  
Cambourne Business Park  
Cambourne, Cambridge  
CB23 6EA

## **OUR LONG-TERM VISION**

South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.

The Council will be recognised as consistently innovative and a high performer with a track record of delivering value for money by focusing on the priorities, needs and aspirations of our residents, parishes and businesses.

## **OUR VALUES**

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

- Trust
- Mutual respect
- A commitment to improving services
- Customer service

## **EXCLUSION OF PRESS AND PUBLIC**

The law allows Councils to consider a limited range of issues in private session without members of the Press and public being present. Typically, such issues relate to personal details, financial and business affairs, legal privilege and so on. In every case, the public interest in excluding the Press and Public from the meeting room must outweigh the public interest in having the information disclosed to them. The following statement will be proposed, seconded and voted upon.

"I propose that the Press and public be excluded from the meeting during the consideration of the following item number(s) ..... in accordance with Section 100(A) (4) of the Local Government Act 1972 on the grounds that, if present, there would be disclosure to them of exempt information as defined in paragraph(s) ..... of Part 1 of Schedule 12A of the Act (as amended)."

If exempt (confidential) information has been provided as part of the agenda, the Press and public will not be able to view it. There will be an explanation on the website however as to why the information is exempt.

## **SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

TO: The Chairman and Members of the  
South Cambridgeshire District Council

**NOTICE IS HEREBY GIVEN** that the next meeting of the **COUNCIL** will be held in the **COUNCIL CHAMBER, FIRST FLOOR** at **2.30 P.M.** on

**THURSDAY, 24 APRIL 2014**

and I am, therefore to summon you to attend accordingly for the transaction of the business specified below.

**DATED** 14 April 2014

**JEAN HUNTER**  
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**

**Please note that a presentation on the introduction of the Community Infrastructure Levy (CIL) will be held for Councillors in the Chamber from 2pm to 2:30pm**

- 1. APOLOGIES**  
To receive any apologies for absence.
- 2. DECLARATIONS OF INTEREST**  
To receive any declarations of Members' interests for items on this agenda.
- 3. REGISTER OF INTERESTS**  
Members are requested to inform Democratic Services of any changes in their Register of Members' Financial and Other Interests form.
- 4. MINUTES OF PREVIOUS MEETING**  
To authorise the Chairman to sign the Minutes of the previous meeting held on 27 February 2014 as a correct record.  
**(Pages 1 - 14)**
- 5. MINUTES OF EXTRAORDINARY MEETING**  
To authorise the Chairman to sign the Minutes of the extraordinary meeting held on 13 March 2014 as a correct record.  
**(Pages 15 - 34)**

**6. ANNOUNCEMENTS**

To receive any announcements from the Chairman, Leader, the Executive or the Head of Paid Service.

**7. QUESTIONS FROM THE PUBLIC**

To note that no questions from the public have been received.

**8. PETITIONS**

To consider an e-petition in the name of Mr Clayton Hudson entitled "Upper Cambourne Bus Link / Emergency Access", which has received 118 signatures.

Mr Clayton Hudson has been invited to address the meeting.

**(Pages 35 - 36)**

**9. TO CONSIDER THE FOLLOWING RECOMMENDATIONS:**

**9 (a) Amendment to the Council's Standing Orders - Recorded Votes for budget decisions at Full Council (Civic Affairs Committee, 20 March 2014)**

The Civic Affairs Committee **RECOMMENDED** to Full Council the introduction of a new paragraph 16.6 headed 'Recorded vote on budget decisions' to the Council's Standing Orders, to read:

"If the Council is considering an item on the Council's budget or the setting of the Council Tax, the names for and against the motion or amendment, abstaining from voting or not voting will be taken down in writing and entered into the minutes".

**9 (b) CONSIDERATION OF THE GOVERNMENT'S CITY DEAL FOR GREATER CAMBRIDGE (Cabinet, 10 April 2014)**

Cabinet

**RECOMMENDED THAT COUNCIL** endorses the principles of the Greater Cambridge City Deal.

**10. REVIEW OF POLITICAL BALANCE AND THE ALLOCATION OF SEATS TO COMMITTEES**

It is **RECOMMENDED** that Council approves:

- (a) The allocation of seats, as set out in **Appendix A** of the report.
- (b) The nominations of the political groups to seats on committees, as set out in **Appendix B** of the report, subject to any amendments put forward at the meeting by political groups.

**(Pages 37 - 50)**

**11. APPOINTMENT TO CAMBRIDGESHIRE COUNTY COUNCIL'S HEALTH COMMITTEE**

To appoint a non-voting co-opted Member and Substitute to sit on Cambridgeshire County Council's Health Committee, which will be responsible for the Council's public health function, and for Overview and Scrutiny of the health service.

**(Pages 51 - 52)**

**12. RISK MANAGEMENT STRATEGY**

To note the Risk Management Strategy and the Strategic Risk Register as agreed by the Corporate Governance Committee on 21 March 2014.

**(Pages 53 - 90)**

**13. QUESTIONS ON JOINT MEETINGS**

To receive any questions on joint meetings.

**14. QUESTIONS FROM COUNCILLORS**

**14 (a) From Councillor John Williams**

Primary care has coped for years with a decreasing slice of the NHS cake. In 2005 GP services took 10.4% of the NHS budget and this had fallen to 8% last year. Indeed there are many GP services which are not funded by the NHS such as blood tests. Now the NHS is introducing changes which will reduce GP funding even further and many local GP practices now face having to reduce the level of services that can be offered at the local surgery to balance the books. Could I ask this council's representative on the Cambridgeshire Health and Wellbeing Board what action she is taking to ensure the Board is actively engaged with the NHS England East Anglia Area Team to stop them substantially reducing the value of the GP contract which threatens community GP surgery services, particularly the knock on effect to those facilities such as phlebotomy which are provided outside the NHS contract?

**14 (b) From Councillor Bridget Smith**

Can the portfolio holder please disclose to what extent the Council's Public Health role, including inspections of food premises, has been carried out in the past 12 months by people other than officers of this authority and what the cost of this has been to the Council?

**14 (c) From Councillor Jonathan Chatfield**

Could the Leader take this opportunity to welcome the engagement of local people in the planning process and could he confirm this Council's ongoing willingness to work with local communities and parish councils regarding future development within our villages?

**14 (d) From Councillor Susan van de Ven**

A resident of Meldreth, together with his neighbours, clears leaves and debris from gutters in the High Street, saving work for our street cleaners and also for County drainage services. Additionally, following the publication of the Meldreth Parish Plan some ten years ago, a pavement warden rota was set up, and around the village several people carry out a similar role. Some volunteers are able to dump the organic debris they collect in their home compost heaps, but others don't have the space for composting. They are concerned about the reduction in green bin collections in the months when they are still actively keeping gutters and drains clear.

The suggestion was made that extra green bins might be allocated by South Cambs District Council to assist volunteers with carrying out this task. This is the same kind of service that volunteer village litter picking parties receive - residents do the work and SCDC assists by providing bags, litter picking devices, and prompt collection. Would it be possible to organize practical support for voluntary collection of green

waste? Including parish councils in the arrangement would introduce unwanted fees, due to statutes that define parish council waste as commercial waste, so bypassing parish councils and making arrangements directly with village volunteers, perhaps liaising through district councillors, might be the best avenue.

**14 (e) From Councillor Ben Shelton**

Can the Leader ask the planning department if they would kindly let District Councillors know of ANY applications this authority receives, including any agricultural applications, even if there is no comment to be made or any approval needed, merely for information purposes?

**15. NOTICES OF MOTION**

**15 (a) Standing in the name of Councillor Kevin Cuffley**

South Cambridgeshire District Council has grave concerns about the proposed closure of Barclay's Bank in Sawston, which will have the effect of depriving one of the largest communities in the District of retail banking services and which appears to be part of a wider pattern of withdrawing banking services from rural areas.

The Council is particularly concerned about the impact of this closure on the viability of small businesses in Sawston and the surrounding villages and urgently requests Barclay's to reconsider this decision.

**15 (b) Standing in the name of Councillor Aidan Van de Weyer**

This Council notes that:

- the rebuilding of the A14 represents an excellent opportunity to restore the many connections between our communities which were thoughtlessly severed by previous road building;
- through its policies, the Council aims to encourage active modes of transport wherever possible;
- the Council has undertaken to contribute a significant part of our budget to this scheme of national importance;
- the information provided by the Highways Agency as part of the current consultation shows promising signs of good provision for non-motorised users (NMUs) on some parts of the route, although no details are given about widths of paths or crossing configurations;
- provision for NMUs that is segregated from motor traffic has not been proposed along the detrunked part of the A14 West of Swavesey;
- Cabinet, in its submission to the previous consultation, stressed the importance of provision for non-motorised users 'along the whole route'.

This Council recommends that:

- as soon as possible, Cabinet scrutinises in detail whether the proposals conform to the principles of local access that it previously expressed;
- Cabinet includes in its response minimum acceptable standards for widths and crossing treatments;
- Cabinet explores uses of the detrunked A14 other than keeping it as a dual carriageway.

**15 (c) Standing in the name of Cllr Tumi Hawkins**

The Council notes that

- The Localism Act gives councils an opportunity to choose the system of governance that they think is best suited to their area
- The existing "Leader and Cabinet" model leads to under-representation of the diverse viewpoints of this Council and the concentration of power with a handful of individuals where party and/or personal loyalty is rewarded above all else
- It is in the public interest to have an accountable and representative system of local government that is inclusive of all political viewpoints

This Council recommends that

- The system of governance should be changed to the committee system to increase visibility, accountability and inclusiveness in the decision making process within this authority.

*If this motion is agreed the Civic Affairs Committee will be tasked with drawing up the relevant recommendations to Council.*

**16. CHAIRMAN'S ENGAGEMENTS**

To note the Chairman's engagements since the Council meeting held on 27 February 2014:

<b>Date</b>	<b>Event</b>	<b>Attended by</b>
10 March 2014	South Cambridgeshire District Council – Fly a Flag for the Commonwealth	Chairman
21 March 2014	Opening of Primrose Lane, Impington housing development	Chairman
22 March 2014	Mayor of Godmanchester Charity Ball, Wood Green	Chairman
29 March 2014	Linton Granta Pavilion Opening	Chairman
4 April 2014	Chairman of North Hertfordshire District Council Civic Reception, Little Wymondley	Chairman
12 April 2014	Mayor of Huntingdon Civic Ball	Chairman

## **GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL**

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

While we try to make sure that you stay safe when visiting South Cambridgeshire Hall, you also have a responsibility for your own safety, and that of others.

#### **Security**

When attending meetings in non-public areas of the Council offices you must report to Reception, sign in, and at all times wear the Visitor badge issued. Before leaving the building, please sign out and return the Visitor badge to Reception.

Public seating in meeting rooms is limited. For further details contact Democratic Services on 03450 450 500 or e-mail [democratic.services@scambs.gov.uk](mailto:democratic.services@scambs.gov.uk)

#### **Emergency and Evacuation**

In the event of a fire, a continuous alarm will sound. Leave the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the assembly point at the far side of the staff car park opposite the staff entrance

- **Do not** use the lifts to leave the building. If you are unable to use stairs by yourself, the emergency staircase landings have fire refuge areas, which give protection for a minimum of 1.5 hours. Press the alarm button and wait for help from Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

#### **First Aid**

If you feel unwell or need first aid, please alert a member of staff.

#### **Access for People with Disabilities**

We are committed to improving, for all members of the community, access to our 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. All meeting rooms are accessible to wheelchair users. There are disabled toilet facilities on each floor of the building. Infra-red hearing assistance systems are available in the Council Chamber and viewing gallery. To use these, you must sit in sight of the infra-red transmitter and wear a 'neck loop', which can be used with a hearing aid switched to the 'T' position. If your hearing aid does not have the 'T' position facility then earphones are also available and can be used independently. You can get both neck loops and earphones from Reception.

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#### **Banners, Placards and similar items**

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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.

#### **Smoking**

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#### **Food and Drink**

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. You are not allowed to bring food or drink into the meeting room.



# Agenda Item 4

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Council held on  
Thursday, 27 February 2014 at 2.00 p.m.

PRESENT: Councillor David Bard – Chairman  
Councillor Sue Ellington – Vice-Chairman

Councillors: Richard Barrett, Francis Burkitt, Brian Burling, Nigel Cathcart,  
Jonathan Chatfield, Pippa Corney, Kevin Cuffley, Neil Davies, Simon Edwards,  
Alison Elcox, Andrew Fraser, Roger Hall, Lynda Harford, Tumi Hawkins,  
Roger Hickford, Clayton Hudson, Caroline Hunt, Sebastian Kindersley,  
Douglas de Lacey, Janet Lockwood, Mervyn Loynes, Ray Manning,  
Mick Martin, Raymond Matthews, David McCraith, Cicely Murfitt,  
Charles Nightingale, Tony Orgee, Deborah Roberts, Neil Scarr, Tim Scott,  
Ben Shelton, Bridget Smith, Hazel Smith, Jim Stewart, Edd Stonham,  
Peter Topping, Susan van de Ven, Bunty Waters, Aidan Van de Weyer,  
David Whiteman-Downes, John Williams, Tim Wotherspoon and Nick Wright

Officers:	Graham Aisthorpe-Watts	Democratic Services Team Leader
	Alex Colyer	Executive Director, Corporate Services
	Jean Hunter	Chief Executive
	Fiona McMillan	Legal & Democratic Services Manager and Monitoring Officer

Apologies for absence were received from Councillor Val Barrett, Trisha Bear, Tom Bygott, Jose Hales, Mark Hersom, James Hockney, Mark Howell, Peter Johnson, Robin Page, Alex Riley and Robert Turner.

### 81. DECLARATIONS OF INTEREST

Councillor Brian Burling declared a disclosable pecuniary interest in minute number 88 as a rate payer and indicated that he would leave the meeting upon consideration of this item.

Councillor Sue Ellington declared a non-pecuniary interest in minute number 88 as she was a member of the Swavesey Byeways Advisory Committee.

Councillor Roger Hickford declared a non-pecuniary interest in minute number 92(b) as a Governor of the University of Cambridge Addenbrooke's Trust.

Councillor Sebastian Kindersley declared a non-pecuniary interest in minute number 87(b) with regard to St Denis Church in East Hatley as he owned land in very close proximity to the building.

Councillor Nick Wright declared a non-pecuniary interest in minute number 92(b) as a representative on the Board of Governors at Papworth Hospital.

### 82. REGISTER OF INTERESTS

The Chairman reminded Members that they needed to update their register of interests whenever their circumstances changed.

**83. MINUTES**

The minutes of the meeting held on 23 January 2014 were confirmed and signed by the Chairman as a correct record.

**84. ANNOUNCEMENTS**

Councillor Simon Edwards, Deputy Leader and Portfolio Holder for Finance and Staffing, reported that a Government announcement had been made in relation to Government-funded Council Tax and Business Rate relief for those residents or businesses affected by the recent flooding. The announcement stated that residents and businesses could be entitled to a three month rebate of Council Tax or Business Rates if they had experienced flooding. Residents would also be given an opportunity to apply to the Council for grant funding to assist with any necessary repairs as a result of the floods. Councillor Edwards reported that the Council was in the process of working up a scheme to facilitate applications for this grant funding and details would soon be publicised on the Council's website.

**85. QUESTIONS FROM THE PUBLIC**

No questions from the public had been received.

**86. PETITIONS**

No petitions for consideration at this meeting of the Council had been received.

**87. TO CONSIDER THE FOLLOWING RECOMMENDATIONS:****87 (a) Corporate Plan Priorities 2014-2019 (Cabinet, 13 February 2014)**

Councillor David Whiteman-Downes proposed that approval be given to the revised Corporate Plan, which set out the authority's vision, objectives and actions for 2014 – 2019. It was noted that the document consisted of three key areas and set out the objectives for each, what would be done to achieve them and what success looked like.

Councillor Whiteman-Downes took this opportunity to thank officers, particularly the Council's Policy and Performance Manager, for their work in producing the latest version of the Council's Corporate Plan.

Councillor Ray Manning, Leader of the Council, seconded the proposal.

The following comments were noted during the debate:

- no key performance indicators had been added to the Corporate Plan, so it was unclear how the objectives and actions would be measured. It was noted that key performance indicators were currently being developed;
- rather than focussing on what success looked like, the Corporate Plan should make it clear what the implications of failure would be;
- a question was raised as to why affordable housing featured in the Corporate Plan as part of the following objective, when the property company was established to enter into the private housing rental market:
  - 'develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income'

Members were informed that the first houses the company would be bidding for were affordable homes and specific details surrounding this issue were discussed as part of an exempt item at the meeting of Cabinet on 13 February 2014;

- in respect of the objective entitled 'move to a commercial approach to service delivery', a suggestion was made to include the word 'more' so it read 'move to a more commercial approach to service delivery', recognising that some of the Council's services had to be delivered outside of a commercial attitude, with the emphasis focussing on the quality of the service;
- a suggestion was made to reflect the importance of safeguarding the most vulnerable people in the district as part of the objective entitled 'ensure the impacts of welfare reform are managed smoothly and effectively';
- the Corporate Plan was easy for people to understand due to it being written in plain English, and it was a SMART document in that it was Specific, Measurable, Achievable, Realistic and Time-scaled;
- the Corporate Plan had clear levels of accountability, from Portfolio Holders to lead Directors, who were responsible for the delivery of specific sections;
- it was important to acknowledge that South Cambridgeshire was a rural district with significant challenges ahead, such as improving health and delivering community transport initiatives;
- the Corporate Plan did not make any reference to the Green Deal, which could provide huge opportunities for the Council;
- there was no indication of a commitment in the Corporate Plan to deliver improvements to local infrastructure, which would help South Cambridgeshire continue to be one of the best places to live, work and study in the country. In terms of local infrastructure reference was made to the Greater Cambridgeshire City Deal, elements of which would deliver infrastructural improvements. It was anticipated that specific details around the City Deal would be considered at an extraordinary meeting of Full Council in due course.

Voting on the motion, with 33 votes in favour, 1 vote against and 12 abstentions, Council **APPROVED** the Corporate Plan, setting out the Council's vision, objectives and actions for 2014 – 2019.

**87 (b) Medium Term Financial Strategy (General Fund budget 2014/15 including Council Tax setting), Housing Revenue Account (including housing rents), Capital Programme 2014/15-2018/19 and Treasury Management (Revised 2013/14 and 2014/15) (Cabinet, 13 February 2014)**

Councillor Simon Edwards, Deputy Leader and Finance and Staffing Portfolio Holder, proposed the Medium Term Financial Strategy and associated elements as set out in the agenda. Putting forward the proposal, Councillor Edwards made the following points:

- further reductions in revenue support grant funding had been announced, the net result of which in the district equated to a reduction of £20 per Band D home. Councils were required to hold a referendum if their proposed Council Tax increases were higher than 2%, so it was therefore proposed for Council Tax to increase by 1.99%, equating to a £2.40 increase per Band D home;
- a 1.99% increase in Council Tax meant that the Council had to find £18 per Band D home in additional savings or income on top of the £5 million in efficiency savings that had already been achieved. This meant that the Council had a revised saving or additional income target of £300,000 this year and £1 million in 2015-16;

- an option detailed in the report was to freeze Council Tax and receive a grant equivalent from the Government for 2014-15. Indications were that this grant would be consolidated within the Council's future funding and consequently add to the savings or additional income target;
- the revenue support grant had been modelled within the Medium Term Financial Strategy to reduce to zero by 2019. However, good progress was being made with the housing company and by 2020 a new revenue stream for the Council should be provided, meaning South Cambridgeshire District Council would become self-sufficient. A £7m investment in South Cambs Ltd, the Council's housing company, was reflected in the proposed Capital Programme;
- the Capital Programme also made provision for an expected contribution towards the A14 Improvement Scheme, although the specific details around any such contribution was yet to be confirmed;
- the Housing Revenue Account indicated a proposed investment of £2.75 million to £3.3 million for the new build programme, with some houses having already been built;
- a proposed increase in rents for existing tenants was in line with Government guidance, meaning that 80% of tenants would see a maximum variation of £2 per week towards the phasing-in of rent restructuring, in addition to the 3.7% increase;
- the budget proposals were considered and supported by the Scrutiny and Overview Committee and Cabinet at their respective meetings earlier this month.

Councillor Edwards took this opportunity to thank officers for their excellent work in producing the budget and supportive information for this meeting.

Councillor Ray Manning, Leader of the Council, seconded the proposal.

A number of comments were made during the debate, as follows:

- the proposal to pay £60,000 to the Friends of Friendless Churches for St Denis Church in East Hatley was questionable when considering a proposed increase in Council Tax alongside the loss of key services such as the pest control service and reduced collection services for waste and recycling;
- St Denis Church was in a very poor state of disrepair and the payment of £60,000 would actually result in the Council saving in the region of £200,000 as it would no longer be responsible or liable for maintaining the building;
- the proposed budget was based on the assumption that the Council would not receive any grant funding by 2019, whereas this position could change should a new Government be elected in 2015;
- lessons had to be learnt from the Council's past and its former policy to reduce Council Tax. The authority was still burdened by that policy, which had done its residents no favours in the longer term;

*(Councillors Alison Elcox and Neil Davies left the meeting at this stage of proceedings.)*

- the Council should be proud of the fact that it had one of the lowest levels of Council Tax in the country;
- the Council should not be expected to put forward any contributions for the A14 following the recent announcement that the improvement scheme did not need to include tolling;
- communication with residents, together with education, was extremely important in respect of the changes to waste and recycling collections;
- it was much easier to undertake long term planning if the Council's financial

future was in its own hands, rather than relying upon Government grant funding that could be taken away at any opportunity. Modelling in this way also meant that the Council could be even more accountable.

Voting on recommendations (a) – (j), as set out on the agenda, with 33 votes in favour, 1 vote against and 10 abstentions, Council **RESOLVED** that:

- (a) the Capital Programme and the associated funding up to the year ending 31 March 2019 be approved as submitted;
- (b) a contribution of £60,000 be paid to the Friends of Friendless Churches in respect of St Denis Church, East Hatley;
- (c) projected Local Plan expenditure be included in the revenue estimates and Medium Term Financial Strategy;
- (d) the revenue estimates for 2014-15 be approved as submitted in the General Fund summary;
- (e) the precautionary items for the General Fund be approved;
- (f) the Medium Term Financial Strategy for the General Fund be approved based on the assumptions set out in the report to Cabinet on 13 February 2014;
- (g) the fees and charges proposed for 2014-15 be approved;
- (h) Executive Management Team be instructed to identify additional income/savings of £300,000 in 2014-15 and further additional income/savings of £790,000 from 2015-16;
- (i) the Council Tax requirement for 2014-15 be £7,155,680;
- (j) the Council sets the amount of Council Tax for each of the relevant categories of dwelling in accordance with Section 30(2) of the Local Government Finance Act 1992 on the basis of a District Council Tax for general expenses on a Band D property of £122.86 plus the relevant amounts required by the precepts of Parish Councils, Cambridgeshire County Council, the Cambridgeshire Police and Crime Commissioner and the Cambridgeshire Fire Authority, details of those precepts and their effect as circulated with the formal resolution required at the Council meeting;

In addition to resolution (i) above, Council **AGREED** the following statutory resolution in respect of the Council Tax for 2014/15:

That the following amounts be now calculated by the Council for the year 2014-15 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992:

- |     |                    |  |
|-----|--------------------|--|
| (i) | <b>£84,933,596</b> | being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) (a) to (f) of the Act (gross expenditure including parish precepts, the Housing Revenue Account and additions to reserves) |
|-----|--------------------|--|

- (ii)        **£73,372,205**                    being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act (gross income including the Housing Revenue Account and use of reserves)
- (iii)        **£11,561,391**                    being the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above, calculated by the Council, in accordance with Section 31A (4) of the Act, as its Council Tax requirement for the year (net expenditure to be met from Council Tax) being the district amount of £7,155,680 and the parish precepts of £4,405,711
- (iv)        **£198.50**                            being the amount calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its council tax for the year (average council tax for a band D property for the District including parishes)
- (v)        **£4,405,711**                    being the aggregate amount of all special items referred to in Section 34(1) of the Act (parish precepts)
- (vi)        **£122.86**                            being the amount calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates (average Council Tax for a Band D property for the District excluding parishes), the amounts being for each of the categories of dwellings shown below in **Table 1**
- (vii)        in accordance with Section 34(3) of the Act, the basic amounts of Council Tax for the year for dwellings in those parts of its area to which a special item relates are shown by adding the amounts for band D for the District Council in **Table 1** and Appendix A of the report.
- (viii)        in accordance with Section 36(1) of the Act, the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands are shown by adding the amounts for each band in **Table 1** and Appendix A of the report.

That it be noted that for the year 2014-15 Cambridgeshire County Council, Cambridgeshire Police and Crime Commissioner and Cambridgeshire and Peterborough Fire Authority have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings as shown in **Table 1**:

<b>Table 1</b>	<b>Band A £</b>	<b>Band B £</b>	<b>Band C £</b>	<b>Band D £</b>	<b>Band E £</b>	<b>Band F £</b>	<b>Band G £</b>	<b>Band H £</b>
<b>County Council</b>	747.96	872.62	977.28	1,121.94	1,371.26	1620.58	1,869.90	2,243.88
<b>Police &amp; Crime Commissioner</b>	120.90	141.05	161.20	181.35	221.65	261.95	302.25	362.70
<b>District Council</b>	81.91	95.56	109.21	122.86	150.16	177.46	204.77	245.72
<b>Fire Authority</b>	42.84	49.98	57.12	64.26	78.54	92.82	107.10	128.52

and

- (ix) that the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the amounts set out in Appendix B of the report as the amounts of Council Tax for the year 2014-15 for each of the categories of dwellings shown in Appendix B of the report.

Council agreed to hold a recorded vote following correspondence received from the Department for Communities and Local Government ahead of the imminent introduction of the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014, requiring recorded votes at budget meetings. Votes were therefore cast on resolutions (a) to (j) above, as follows:

#### **For**

Councillors David Bard, Richard Barrett, Francis Burkitt, Brian Burling, Nigel Cathcart, Pippa Corney, Kevin Cuffley, Simon Edwards, Sue Ellington, Andrew Fraser, Roger Hall, Lynda Harford, Roger Hickford, Clayton Hudson, Caroline Hunt, Douglas de Lacey, Mervyn Loynes, Ray Manning, Mick Martin, Raymond Matthews, David McCraith, Cicely Murfitt, Charles Nightingale, Tony Orgee, Neil Scarr, Timothy Scott, Ben Shelton, Edd Stonham, Peter Topping, Bunty Waters, David Whiteman-Downes, Tim Wotherspoon and Nick Wright.

#### **Against**

Councillor Deborah Roberts.

#### **Abstention**

Councillors Jonathan Chatfield, Tumi Hawkins, Sebastian Kindersley, Janet Lockwood, Bridget Smith, Hazel Smith, Jim Stewart, Susan van de Ven, Aidan Van De Weyer and John Williams.

### **SUPPORTING INFORMATION IN RESPECT OF SETTING THE COUNCIL TAX**

*Including the precepts from the County Council, the Police and Crime Commissioner, Fire Authority and all of the parishes, the formal Council Resolution would produce a council tax for a band D property of:*

		£ p	%
District Council	General Expenses	122.86	+1.99%
	Special Expenses for Parish Precepts (average)	75.64	+2.85%
County Council		1,121.94	+1.99%
Police & Crime Commissioner		181.35	+1.92%
Fire Authority		64.26	+0%
<b>Total</b>		<b>1,566.05</b>	<b>+1.94%</b>

On these figures the Council Tax would range from £993.61 for Band A to £3,227.76 for Band H before any discounts or benefits.

Appendix C of the report showed the General Fund summary including Parish precepts and the final Formula Grant figure.

Voting on recommendations (k) – (p), as set out on the agenda, with 32 votes in favour and 12 abstentions, Council **RESOLVED** that:

- (k) the Housing Revenue Account estimates and the rent increase for the financial year ending 31 March 2015 be approved, the rent increase being in accordance with rent restructuring guidance from the Department for Communities and Local Government;
- (l) the service and other charges for housing services for the financial year ending 31 March 2015 be approved;
- (m) the Housing Revenue Account business plan summary for the next 30 years to 31 March 2044 be approved;
- (n) the borrowing and investment strategy for the year to 31 March 2015 be approved;
- (o) the prudential indicators required by the Prudential Code for Capital Finance in Local Authorities for the year to 31 March 2015 be approved;
- (p) the Executive Director, Corporate Services, be given delegated authority to issue the final version of the Estimates Book, incorporating any amendments required from Council's decisions.

Council agreed to hold a recorded vote on resolutions (k) to (p) above and votes were therefore cast as follows:



**For**

Councillors David Bard, Richard Barrett, Francis Burkitt, Brian Burling, Nigel Cathcart, Pippa Corney, Kevin Cuffley, Simon Edwards, Sue Ellington, Andrew Fraser, Roger Hall, Lynda Harford, Roger Hickford, Clayton Hudson, Caroline Hunt, Douglas de Lacey, Mervyn Loynes, Ray Manning, Mick Martin, Raymond Matthews, David McCraith, Cicely Murfitt, Charles Nightingale, Tony Orgee, Timothy Scott, Ben Shelton, Edd Stonham, Peter Topping, Bunty Waters, David Whiteman-Downes, Tim Wotherspoon and Nick Wright.

**Abstention**

Councillors Jonathan Chatfield, Tumi Hawkins, Sebastian Kindersley, Janet Lockwood, Deborah Roberts, Neil Scarr, Bridget Smith, Hazel Smith, Jim Stewart, Susan van de Ven, Aidan Van De Weyer and John Williams.

**88. SWAVESEY BYWAYS RATE 2014-15**

Having declared a disclosable pecuniary interest, as referred to in minute number 81, Councillor Brian Burling left the meeting for the consideration of this item.

Council considered a report following the annual meeting of the Swavesey Byeways Advisory Committee.

Councillor Sue Ellington, Vice-Chairman, proposed the recommendations of the Swavesey Byeways Advisory Committee as set out in the report. The proposal was seconded by Councillor Ray Manning, Leader of the Council.

*(Councillor Edd Stonham left the meeting at this stage of proceedings).*

Council unanimously **AGREED** to:

- (a) maintain the current level of byeway maintenance for the period 2014/15;
- (b) levy a rate at 90 pence to fund the required maintenance for the period 2014/15.

**89. REVIEW OF POLITICAL BALANCE AND THE ALLOCATION OF SEATS TO COMMITTEES**

Council considered a report setting out a review of the authority's political balance and the allocation of seats to committees.

Councillor Ray Manning, Leader of the Council, proposed that Council approved:

- (a) the allocation of seats, as set out in Appendix A of the report;
- (b) the nominations of the political groups to seats on committees, as set out in Appendix B of the report, subject to Councillor Alison Elcox being appointed as a substitute on the Planning Committee and the hierarchal substitutes list for the committee being revised as follows:

- 1) Charlie Nightingale
- 2) Richard Barrett
- 3) Raymond Matthews
- 4) Alex Riley
- 5) Alison Elcox

- (c) the addition of a paragraph in the Council's Standing Orders under the section entitled 'appointment of substitute members of committees, sub-committees and outside or joint bodies' to read:

**"Vacant positions**

Group Leaders can appoint a substitute to fill any vacancy that may arise on a committee, sub-committee, outside body or joint body, where those bodies allow, until a replacement has been appointed at a meeting of Council."

Councillor Simon Edwards, Deputy Leader and Portfolio Holder for Finance and Staffing, seconded the proposal.

Councillor Douglas de Lacey moved an amendment to add the word 'individual' to the opening sentence of the proposed additional paragraph to the Council's Standing Orders, making it clear that individual Group Leaders could appoint substitutes to fill vacancies. The proposer and seconder of the original motion accepted the proposed amendment.

Voting on the substantive motion, Council unanimously **APPROVED**:

- (a) the allocation of seats, as set out in Appendix A of the report;
- (b) the nominations of the political groups to seats on committees, as set out in Appendix B of the report, subject to Councillor Alison Elcox being appointed as a substitute on the Planning Committee and the hierarchal substitutes list for the committee being revised as follows:

- 1) Charlie Nightingale
- 2) Richard Barrett
- 3) Raymond Matthews
- 4) Alex Riley
- 5) Alison Elcox

- (c) the addition of a paragraph in the Council's Standing Orders under the section entitled 'appointment of substitute members of committees, sub-committees and outside or joint bodies' to read:

**"Vacant positions**

Individual Group Leaders can appoint a substitute to fill any vacancy that may arise on a committee, sub-committee, outside body or joint body, where those bodies allow, until a replacement has been appointed at a meeting of Council."

## 90. QUESTIONS ON JOINT MEETINGS

No questions on joint meetings were raised.

**91. QUESTIONS FROM COUNCILLORS****91 (a) From Councillor Tumi Hawkins**

Councillor Tumi Hawkins asked the Leader of the Council the following question:

“In preparing the Draft Local Development Plan, this authority has maintained that the basis for requiring the large scale developments proposed, including at Bourn Airfield, is that the SHMA identifies a need for 19,000 homes in South Cambridgeshire by 2031. Although this number has been questioned by a large number of residents and Members, the authority maintains that it is correct.

This stance has again been thrown into considerable doubt by the statement made by two Councillors at the Joint Strategic Transport and Spatial Planning Group Meeting of 6 February 2014. A Cambridge City Councillor said “we know that South Cambridgeshire is taking the bulk of the housing growth needs of Cambridge, and we would like to help them do that”. Further during the meeting, a County Councillor re-iterated this statement “as we have heard, South Cambridgeshire is taking the bulk of the housing needs of Cambridge”. There were two Cabinet Members at that meeting, and neither one of them denied this statement or even made any response to those comments.

Can the Leader and/or Portfolio Holder for Planning Policy and Localism please explain why Members have been seriously misled on this matter and what deal was done with the City to bring about this situation where South Cambridgeshire is taking the bulk of the housing needs of the City?”

Councillor Ray Manning, Leader of the Council, stated that this was not the case and that no such deals had been made between South Cambridgeshire District Council and Cambridge City Council on the issue of housing need. He emphasised that this issue was dealt with at the recent Planning Policy and Localism Portfolio Holder Meeting and reiterated that there had never been any agreement between the two authorities on this issue. Councillor Manning offered to request a letter from the Chief Executive or Leader of the City Council to confirm this point for Councillor Hawkins.

Calculating a shortfall between the modelling of required homes for the City Council's Local Development Plan against the jobs forecast, Councillor Hawkins asked the following question as a supplementary:

“Where will the extra 5,000 homes come from?”

Councillor Ray Manning reiterated that no deal had been made and stated that he would write to the City Council's Chief Executive on the matter.

**91 (b) From Councillor Charles Nightingale**

Councillor Charles Nightingale asked the Leader of the Council the following question:

“Will the Leader have the Portfolio Holder for Environmental Services, hold an enquiry into why it has taken Anglian Water so long (over two weeks) to solve the maintenance problem at the Great Shelford pumping station which caused the recent flooding. Residents have had tankers on 24 hour standby for the last fortnight and sandbags are still in place. A simple press release would have been nice. Will the Portfolio Holder also find a way around the 0800 number in emergencies?”

Councillor Mick Martin, Portfolio Holder for Environmental Services, answered this question and made it clear that it related solely to Anglian Water and was in no way a criticism of the Council's activities or processes in response to the recent floods. Councillor Martin had engaged with Anglian Water's Resilience Officer and now had a telephone number for the Duty Operations Manager, which he had lodged with the Council's Emergency Planning team. He added that a review of what happened was currently being undertaken but agreed to write to Anglian Water, expressing his concerns over the incident.

**91 (c) From Councillor Susan van de Ven**

Councillor Susan van de Ven asked the Portfolio Holder for Corporate and Customer Services the following question:

"As a local representative, I have been unable to get an officer response on two pieces of case work in my ward involving damage caused by trees on council properties, in spite of multiple attempts over several months. A key aspect of a councillor's role must surely be to facilitate communication for local residents seeking help or advice from the council. Given the acute pressures on staff and the understandable challenge of responding to high volumes of incoming queries, what systems are in place to ensure a reliable and reasonable response time to councillor queries?"

Councillor David-Whiteman Downes, Portfolio Holder for Corporate and Customer Services, responded by reporting that the Council did not have a rigid timetable or prescription about responding to such enquiries, but stated that he did expect timely responses from officers. He confirmed that the Council's Executive Management Team would be setting up an officer working group on the issue of customer services and that this question would be fed into that piece of work, with any outcomes being reported back to Members in due course.

**92. NOTICES OF MOTION**

**92 (a) Standing in the name of Councillor Aidan Van De Weyer**

Councillor Aidan Van De Weyer proposed the following motion:

"This council:

- a) requests that the Civic Affairs Committee considers and proposes amendments to the Council's Standing Orders so that all votes, except for those taken by affirmation and for appointments, are recorded in the manner described in Standing Order 16.5 (Recorded vote);
- b) will follow, until the Council Standing Orders have been so amended, the procedure described in Standing Order 16.5 (Recorded vote) for all votes, except for those taken by affirmation and for appointments."

Councillor Douglas de Lacey seconded the proposal.

Councillor Ray Manning, Leader of the Council, moved an amendment to delete paragraph (b). The amendment, having been seconded by Councillor Roger Hickford, was accepted by the mover and seconder of the original motion.

Voting on the substantive motion, Council unanimously **AGREED** the following:

“This Council requests that the Civic Affairs Committee considers and proposes amendments to the Council’s Standing Orders so that all votes, except for those taken by affirmation and for appointments, are recorded in the manner described in Standing Order 16.5 (Recorded Vote).”

**92 (b) Standing in the name of Councillor Janet Lockwood**

Councillor Janet Lockwood proposed the following motion:

“This Council is disturbed by reports suggesting that the Treasury is planning to move Papworth Hospital to Peterborough in an attempt to shore up the finances of Peterborough Hospital, and asks the Treasury and the Department of Health to avoid any further delays to the planned move to Addenbrooke’s.”

Councillor Lockwood sought the Council’s support on this motion as she felt it was so obviously in the interests of all residents in the district who became patients or knew people who were already patients at either Addenbrooke’s or Papworth Hospitals. She believed it was in the best interests of the country, as both hospitals were tertiary referral centres and, due to the research base, was also significant in terms of world medicine. Councillor Lockwood understood the concerns of the residents of Papworth in losing their hospital, but was of the view that this was inevitable and reminded Members that the purpose of a hospital was to treat patients and not support local communities. She closed by stating that the move to Addenbrooke’s was ready to go, with any delay being insensible and costly.

Councillor Aidan Van De Weyer seconded the proposal.

Councillor Ray Manning, Leader of the Council, proposed that this issue be referred to the Cambridgeshire Health and Wellbeing Board and the County Council’s Adults Health and Wellbeing Scrutiny Committee. In noting that both bodies were already considering this issue, with the Adults Health and Wellbeing Scrutiny Committee having sent formal representation on the issue, Councillor Manning withdrew his proposal.

Voting on the motion, with 37 votes in favour, 5 against and 1 abstention, Council **AGREED** the following:

“This Council is disturbed by reports suggesting that the Treasury is planning to move Papworth Hospital to Peterborough in an attempt to shore up the finances of Peterborough Hospital, and asks the Treasury and the Department of Health to avoid any further delays to the planned move to Addenbrooke’s.”

**93. CHAIRMAN'S ENGAGEMENTS**

Council noted those engagements attended by the Chairman and Vice-Chairman since the last Council meeting, as set out on the agenda.

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**The Meeting ended at 3.40 p.m.**

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# Agenda Item 5

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Council held on  
Thursday, 13 March 2014 at 10.00 a.m.

PRESENT: Councillor David Bard – Chairman  
Councillor Sue Ellington – Vice-Chairman

Councillors: Richard Barrett, Trisha Bear, Francis Burkitt, Brian Burling, Nigel Cathcart, Jonathan Chatfield, Pippa Corney, Kevin Cuffley, Neil Davies, Simon Edwards, Alison Elcox, Andrew Fraser, Jose Hales, Roger Hall, Lynda Harford, Tumi Hawkins, Mark Hersom, Roger Hickford, James Hockney, Mark Howell, Clayton Hudson, Caroline Hunt, Peter Johnson, Sebastian Kindersley, Douglas de Lacey, Janet Lockwood, Mervyn Loynes, Ray Manning, Mick Martin, Raymond Matthews, David McCraith, Cicely Murfitt, Charles Nightingale, Tony Orgee, Robin Page, Alex Riley, Deborah Roberts, Neil Scarr, Tim Scott, Ben Shelton, Bridget Smith, Hazel Smith, Jim Stewart, Edd Stonham, Peter Topping, Robert Turner, Susan van de Ven, Bunty Waters, Aidan Van de Weyer, David Whiteman-Downes, John Williams, Tim Wotherspoon and Nick Wright

Officers:	Graham Aisthorpe-Watts	Democratic Services Team Leader
	Alex Colyer	Executive Director, Corporate Services
	Jean Hunter	Chief Executive
	Fiona McMillan	Legal & Democratic Services Manager and Monitoring Officer

Apologies for absence were received from Councillors Val Barrett and Tom Bygott.

### 94. DECLARATIONS OF INTEREST

Councillor David Bard declared a disclosable pecuniary interest in Site H1/c in Sawston due to his wife being the Chair of Ward's Charity, which owned part of the proposed site. He was granted a dispensation to both speak and vote by the Monitoring Officer on 26 February 2014 and so could fully participate in the meeting. In addition, Councillor Bard declared a non-pecuniary interest as a member of Sawston Parish Council, due to the fact that the Parish Council had made representations during the Local Plan consultation process.

Councillor Nigel Cathcart declared a disclosable pecuniary interest in relation to Policy H/9 regarding the proposal to increase the number of homes on any one site requiring an affordable housing contribution from 2 to 3, as he was the owner of a potential site in Bassingbourn that would be affected by this change. He was granted a dispensation to both speak and vote by the Monitoring Officer on 5 March 2014 and so could fully participate in the meeting.

Councillor Kevin Cuffley declared a non-pecuniary interest due to personally making a representation to the Local Plan consultation. In addition, he declared a non-pecuniary interest as a member of Sawston Parish Council due to the Parish Council having also made representations to the consultation. Councillor Cuffley indicated that he would listen to and consider all options arising from the discussion and information presented at the meeting before making any personal decision on the Local Plan item.

Councillor Simon Edwards declared a non-pecuniary interest as a member of Oakington Parish Council due to the fact that the Parish Council had made representations as part of the Local Plan consultation process. He stated that he came to this meeting with a fresh and open mind.

Councillor Alison Elcox declared a non-pecuniary interest due to having personally made representations during the Local Plan consultation and was open to considering all options before making a personal decision on the Local Plan item. She also declared a non-pecuniary interest as a member of Arrington Parish Council due to the Parish Council having made representations to the consultation. Councillor Elcox would be considering all of the evidence presented at the meeting before reaching a final view.

Councillor Tumi Hawkins declared a non-pecuniary interest as she had made personal representations at all stages of the Local Plan consultation and had commented in the media to encourage local residents to engage in the process. Councillor Hawkins stated that she would consider all evidence presented before reaching a final view.

Councillor Roger Hickford declared a non-pecuniary interest as he was a member of Linton Parish Council at the time it made representations to the Local Plan consultation process. He stated that he came to this meeting with an open mind.

Councillor James Hockney declared a non-pecuniary interest due to having personally made representations during the Local Plan consultation process. Councillor Hockney would be considering all of the evidence presented at the meeting before reaching a final view.

Councillor Clayton Hudson, given that he had commented in the press and on the Cambourne Forum to encourage people mainly to participate in the Local Plan consultation, had declared a non-pecuniary interest and stated that any comments or opinions that he may have made previously were to help inform a balanced consideration of the District Council's position on the issue. He made it clear that he was still open to consider other views that may be put forward before coming to a final view.

Councillor Peter Johnson declared a non-pecuniary interest due to having personally made representations during the Local Plan consultation process. He also declared a non-pecuniary interest as a member of Waterbeach Parish Council due to the Parish Council having made representations to the consultation. Councillor Johnson would be considering all of the evidence presented at the meeting before reaching a final view.

Councillor Douglas de Lacey declared a non-pecuniary interest as he and his Parish Council, of which he was Chairman, had submitted responses to the Local Plan. He did not believe he was predetermined as a result and would vote on the basis of the evidence presented.

Councillor Sebastian Kindersley declared a non-pecuniary interest as he had made personal representations as part of the Local Plan consultation process. He also declared a non-pecuniary interest as a County Councillor and due to the fact that Parish Councils within his electoral ward had made representations to the Local Plan consultation. He stated that he came to this meeting with an open mind.

Councillor Janet Lockwood declared a non-pecuniary interest as she had made personal representations as part of the Local Plan consultation process. She stated that she came to this meeting with an open mind.



Councillor Mervyn Loynes declared a non-pecuniary interest due to having personally made representations during the Local Plan consultation and was open to considering all options before making a personal decision on the Local Plan item. He also declared a non-pecuniary interest as a member of Eltisley Parish Council due to the Parish Council having made representations to the consultation. Councillor Loynes stated that he would be considering all of the evidence presented at the meeting before reaching a final view.

Councillor Ray Manning declared a non-pecuniary interest as a County Councillor and as a member of Willingham Parish Council due to the Parish Council having made representations as part of the Local Plan consultation process. He stated that he came to this meeting with a fresh and open mind.

Councillor Mick Martin declared a non-pecuniary interest as a member of Duxford Parish Council due to the Parish Council having made representations as part of the Local Plan consultation process. He stated that he came to this meeting with an open mind.

Councillor Raymond Matthews declared a non-pecuniary interest as a member of Sawston Parish Council, due to the Parish Council having made representations as part of the Local Plan consultation process. He stated that he came to this meeting with an open mind.

Councillor Cicely Murfitt declared a non-pecuniary interest regarding Bourn Airfield, as she knew one of the landowners.

Councillor Charles Nightingale declared a non-pecuniary interest as a member of Great Shelford Parish Council and stated that he came to the meeting with a fresh and open mind.

Councillor Tony Orgee declared a non-pecuniary interest as a County Councillor, a member of Sawston Parish Council and due to him having made personal representations as part of the consultation process on the Local Plan. He stated that he would consider all evidence presented before reaching a final view.

Councillor Robin Page declared a non-pecuniary interest as a landowner and Chairman of the Countryside Restoration Trust, with land in Bourn Valley. He stated that he had a completely open mind.

Councillor Deborah Roberts declared a non-pecuniary interest as a member of Fowlmere Parish Council, which had made representations as part of the consultation process on the Local Plan. She stated that she had not made any individual representations and came to the meeting with a fresh and open mind.

Councillor Neil Scarr declared a non-pecuniary interest as a member Fulbourn Parish Council due to the Parish Council having made representations as part of the consultation process, but stated that he had an open mind.

Councillor Timothy Scott declared a non-pecuniary interest as a member of Comberton Parish Council due to the Parish Council having made representations as part of the Local Plan consultation process. He stated that he came to this meeting with an open mind.

Councillor Ben Shelton declared a non-pecuniary interest as a member of Stapleford Parish Council and Great Shelford Parish Council and also as he had made personal representations during the consultation process, but stated that he came to the meeting with an open mind.

Councillor Bridget Smith declared a non-pecuniary interest as she had made personal representations at every stage of the Local Plan. She stated that she came to this meeting with a fresh and open mind.

Councillor Hazel Smith declared a non-pecuniary interest as a member of Milton Parish Council, who had made representations and as she had also made personal representations but stated that she came to the meeting with an open mind.

Councillor Edd Stonham declared a non-pecuniary interest as he had made representations as part of the consultation process on the Local Plan. Any comments or opinions that he may have made previously were to help inform a balanced consideration of the District Council's position on the issue and he made it clear that he was still open to consider other views that may be put forward at this meeting before coming to a final view.

Councillor Neil Scarr declared a non-pecuniary interest as a member of Fulbourn Parish Council, due to the fact that the Parish Council had made representations during the Local Plan consultation process.

Councillor Jim Stewart declared a non-pecuniary interest as he had made personal representations as part of the Local Plan consultation process. In addition, he declared a non-pecuniary interest as a member of Hardwick Parish Council due to the fact that the Parish Council had also made representations as part of the Local Plan consultation process. Councillor Stewart stated that he came to this meeting with an open mind on the matter.

Councillor Peter Topping declared a non-pecuniary interest as a County Councillor and a member of a Parish Council. Councillor Topping also declared a non-pecuniary interest having personally made a representation to the Local Plan consultation and stated that he was willing to consider other options or possibilities and did not come to the Local Plan item with a closed mind.

Councillor Susan van de Ven declared a non-pecuniary interest as a County Councillor and due to the fact that she had made personal representations on aspects of the Transport Strategy. She stated that she came to this meeting with an open mind.

Councillor Aidan Van De Weyer declared a non-pecuniary interest due to having personally made representations during the Local Plan consultation and was open to considering all options before making a personal decision on the Local Plan item. He had also declared a non-pecuniary interest as a member of Barrington Parish Council due to the Parish Council having also made representations to the consultation. Councillor Van De Weyer stated that he would be considering all of the evidence presented at the meeting before reaching a final view.

Councillor John Williams declared a non-pecuniary interest due to having made personal responses objecting to certain aspects of the proposed Local Plan submission. He was also a member of Cambridgeshire County Council and Fulbourn Parish Council, both of which had also made representations. Councillor Williams indicated that he would consider all evidence presented before coming to a final decision on the matter.

Councillor Tim Wotherspoon declared a non-pecuniary interest as a member of Cottenham Parish Council and the Cottenham Village Design Group due to both organisations having made representations as part of the Local Plan consultation process. He stated that he came to this meeting with an open mind.

Councillor Nick Wright declared a non-pecuniary interest in the proposed sites at West Cambourne and Bourn Airfield due to personal associations with the site owners. He indicated that he would consider these sites objectively on the basis of the evidence in front of him at the meeting.

**95. SOUTH CAMBS LOCAL PLAN - CONSULTATION RESPONSES AND CONSIDERATION ON WHETHER TO SUBMIT FOR EXAMINATION**

Councillor David Bard, Chairman, introduced this item and stated that he intended to facilitate consideration of the South Cambridgeshire Local Plan in three parts as follows:

- 1) Development Targets, Strategy and Strategic Sites (Chapters 1 – 3);
- 2) Village Sites (Chapter 7 – Policies H/1 to H/4 and any site specific proposals in Chapters 4 – 10);
- 3) Development Management Policies (Chapters 4 – 10).

In order to accommodate this, Councillor Bard proposed that Standing Order 14.4 be suspended to allow for Members to speak once for up to three minutes on each of the three parts of this debate, other than the Portfolio Holder who would be entitled to respond to individual questions or points as they were made during debate of each part. It was noted that this motion did not require a seconder, but at least two thirds of those Members in attendance needed to vote in favour for it to be carried.

Councillor Sebastian Kindersley moved an amendment, that Standing Order 14.4 be suspended to allow for Members to speak on an unlimited basis, in terms of the time they could speak and the number of occasions they were entitled to speak for. Councillor John Williams seconded the amendment.

Upon being put to the vote, with 25 votes in favour, 28 votes against and 1 abstention, the amendment was lost.

Voting on the original motion, with 38 votes in favour, 11 votes against, 3 abstentions and 2 not voting, Council **AGREED** that Standing Order 14.4 be suspended to allow for Members to speak once for up to three minutes on each of the three parts of this debate, other than the Portfolio Holder who would be entitled to respond to individual questions or points as they were made during debate of each part.

In addition, Councillor Bard proposed that Standing Order 20.1 be suspended in order that Members did not have to stand to address the Chairman. This was **AGREED** by Council.

Details of petitions that had been received were set out in the agenda, and two petition organisers were invited to present their petitions prior to consideration of the report, as follows:

***E-petition by Mr Des O'Brien***

Mr O'Brien submitted an e-petition consisting of 200 signatures, which asked the Council to invalidate the recent Local Plan consultation as it had wilfully ignored over 1700 objections to the new settlement developments at Bourn Airfield and West Cambourne.

In making his presentation, Mr O'Brien stated that many lives over generations to come would be affected by the proposal for new settlement developments at Bourn Airfield and West Cambourne and pleaded that Members took the issue seriously for the sake of South Cambridgeshire's future. He said that the National Planning Policy Framework

made a great play about local community leadership, with an emphasis on enhancement and improvement. Focussing on the consultation process, Mr O'Brien said that the Council's Planning Policy Team claimed that it had gone to great lengths to consult with the public, but in truth he felt that there was far more interest in getting the Plan done rather than getting it right. He went on to say that in decades to come no one would say thank you for getting the Plan done on time, but they would ask 'what were you thinking?' and 'how is this good for the district?' Talking specifically about the proposed development at Bourn Airfield, Mr O'Brien was of the opinion that conviction had been ruled by expediency and that it was the perfect example of a lack of vision. He questioned why an area where employment opportunities were expected to fall and not rise had been chosen as the best location to build a new development and added that the roads were already too crowded.

### ***Petition by Jane Williams***

A petition consisting of 153 signatures was submitted by Mrs Williams entitled 'Waterbeach new town – a flawed proposal'.

Mrs Williams presented her petition and focussed on the consultation process and framework that residents had been consulted upon for Waterbeach. She stated that residents found out during the Area Action Plans that the train station would be moving, together with proposed locations for the waste water treatment works and balancing ponds on a Greenfield site, which was flood risk land. If these details had been made clear at the outset, the consultation responses would have been very different from Waterbeach residents. In terms of the proposed development at Waterbeach, Mrs Williams said that if it was built on the Brownfield site first it would bring the development closer to the village and A10 and keep the vibrancy and community of the village alive. She pleaded that Members considered future generations to come and the other options that were available and could be achieved.

*(Councillor Roger Hall attended the meeting at this stage of proceedings)*

Raising a point of information, Councillor Hockney reported that a number of other residents from Waterbeach had requested to speak at this meeting, but that these requests had been turned down.

### **Consideration of report**

#### ***Development Targets, Strategy and Strategic Sites (Chapters 1 – 3)***

Councillor Pippa Corney, Portfolio Holder for Planning Policy and Localism, introduced the report and reflected on the very long Portfolio Holder Meeting that she held on 11 February 2014 regarding the Local Plan, which had been attended by at least 40 of the 57 Members of the Council who were given unlimited opportunities to put forward comments on any aspects of the proposals. The draft minutes from that meeting were appended to the report and Members challenged a number of points as being inaccurate, as follows:

- Councillor Tony Orgee clarified that he was speaking on behalf of the Abington Ward under the section entitled 'Village Housing sites in the Plan' in respect of Sawston, which included the village of Babraham;
- Councillor David Bard challenged the same minute with regard to the section where it stated that it was 400 metres to the bus stop from the middle of the new site, which he thought was more likely to be 600m by the shortest pedestrian route;

- Councillor Jim Stewart should be included in the list of those Members present;
- Councillor Deborah Roberts said that she had not made the comments in the two bullet points under the heading 'where should it go';
- Councillor Tumi Hawkins said that none of the issues she raised regarding flooding had been included in the section entitled 'Bourn Airfield and Cambourne West';
- Councillor James Hockney was disappointed that his lengthy speech had been reduced to a couple of paragraphs in the minutes. He also made four legal challenges which he felt should have been recorded.

These points were noted and it was reported that Councillor Pippa Corney would consider the minutes as a correct record at her next Portfolio Holder Meeting.

At this stage of the meeting Councillor Ray Manning, Leader of the Council, made it clear that Members of his group had a completely free vote on this item and requested that a recorded vote be held. Council unanimously **AGREED** to hold a recorded vote for this item.

Councillor Pippa Corney proposed the recommendations contained within the report, which were seconded by Councillor Francis Burkitt.

In considering the sections entitled Development Targets, Strategy and Strategic Sites (Chapters 1 – 3), Members made the following points as part of the debate:

Councillor de Lacey referred to the Issues and Options report which proposed that the village of Girton should be upgraded to a Minor Rural Centre. Since the Issues and Options papers had been produced the village had lost one of three shops and the Post Office had been reduced to 15 hours per week, so he considered an upgrade now inappropriate. He also failed to see how, given the village's situation, it could be regarded as a centre for surrounding settlements and hoped that, should the Local Plan be submitted, the Inspector would give due consideration to this issue.

The Chairman informed Council that Councillor Tom Bygott, who was unable to attend the meeting today, agreed with Councillor de Lacey's comments in respect of the village of Girton.

Councillor Deborah Roberts felt that the Council was being put in a difficult position by the Government and the leadership of the authority in that, if the Local Plan was not agreed for submission at this meeting, the district would be open to attack by developers whose applications, if rejected by the Council, would go through on appeal. She questioned the way in which the proposed number of houses for specific areas had been generated and claimed that she was given three separate numbers as options for her area, rather than a plan of what was really necessary for South Cambridgeshire. Councillor Roberts argued that the Local Plan did not seek to contribute to the quality of life for residents of South Cambridgeshire, but provide housing for people working in the cities of Cambridge and London.

Councillor Pippa Corney reported that the figures of proposed housing allocation had been gathered following a lot of work and evidence gathering by experts on a regional basis with South Cambridgeshire District Council, Cambridge City Council and other districts in the surrounding area. She added that this evidence base was available for viewing.

Councillor John Williams referred to Policy S/6 in relation to strategic sites and the three new settlements, expressing his concern with their delivery by 2031, considering that a brick had not yet been laid at Northstowe. He felt that the evidence showed this was undeliverable and that the main aim for the Plan should be to develop existing settlements, rather than looking at building completely new settlements. In particular, Bourn Airfield on the A428 corridor would be dependent on the Transport Strategy and the City Deal, which had not yet been signed. He did not believe that the necessary infrastructure to support these new settlements would be delivered.

Councillor Pippa Corney responded by saying that Cambourne was a great place to live and a good example of a new development built via multiple agency delivery. She added that there was a 20 year plan in place for Northstowe which was progressing. In terms of the Transport Strategy, it was still very high level at this stage and she reported that more detail would become clear when the Plan moved forward.

Councillor Robin Page was of the opinion that the Council was being asked to support something unsustainable, un-green and undemocratic. He referred to the latest housing list figures in the district, which totalled 1710, when the Council was being asked to build 19,000 new homes. Questioning the real driver behind this, Councillor Page referred to the New Homes Bonus, which the Council received £2.72 million for in 2013/14, the amount for which would increase year on year.

Councillor Pippa Corney clarified that the housing list did not relate to the total number of homes the Council was required to provide. Those numbers were to support anticipated growth and demand in the area for future generations.

Councillor Simon Edwards, in his capacity as Portfolio Holder for Finance and Staffing, explained that the New Homes Bonus effectively replaced Government grant funding. He made it clear that the Council's budget did not rely on this funding and had been allocated as a separate infrastructure fund which, subject to it being signed-off, would be used to contribute towards the Greater Cambridge City Deal. Councillor Edwards said that should the City Deal not go ahead, the funding would be available to use for infrastructure investment. In terms of housing allocation, Councillor Edwards conceded that some housing would be developed for people who worked in Cambridge or London, but made it clear that houses were also required for a vast number of people in the district who experienced real problems housing their families. He reflected on the fact that this was a 20 year Plan and that the district's population would grow.

Councillor Susan van de Ven expressed her concern that millions of pounds of tax payers' money had been spent on sustainable transport infrastructure via the Guided Bus Way. She felt that the Bus Way should be utilised or exploited as part of proposed developments in the Local Plan. Councillor van de Ven was also of the view that the Plan ignored potential development north of Northstowe and she made the point that Waterbeach relied upon its train station in its current location.

Councillor Pippa Corney reported that Northstowe had already been allocated in excess of 5,500 additional homes as part of the Local Plan and felt that the area could not deliver any more houses in the Plan period.

Councillor Bridget Smith's opinion was that the Plan would create two urbanised corridors and that all three of the major sites were unsustainable. She questioned why the 5,500 homes at Northstowe could not be exceeded and suggested that this was due to the fact that developers would not be able to deliver that volume of development by the required time. Councillor Smith asked, in that case, why the Portfolio Holder had confidence in developers being able to deliver development elsewhere in the district.



Councillor Pippa Corney responded by saying that experience informed her that the development at Northstowe would not be able to be delivered any quicker, so if additional houses were added outside of the 5,500 and the development stalled for any reason, all of it would stall including any additional allocation.

Councillor Tumi Hawkins felt that there was a discrepancy between the housing allocation of the City Council and South Cambridgeshire District Council, with the City being required to provide 19,000 houses and South Cambridgeshire being required to provide 22,000 houses. She asked where the additional houses would come from. Councillor Hawkins said that the Local Plan was forcing houses onto the A428 corridor, whether or not the infrastructure needs could be delivered. Councillor Hawkins added that the highways report stated there was the potential for over 19,750 daily trips to occur between Bourn Airfield and Cambridge City, with the County Council providing nothing to support them. She referred to the proposal to include a dedicated bus lane, but asked who would pay for it or where the funding would come from. Councillor Hawkins also referred to a joint transport meeting that she attended recently, where there was unanimous concern regarding the large funding gap. She was of the view that infrastructure had to be in place before any development commenced. In closing she stated that the strategy behind the Local Plan was not correct and that it would damage a beautiful rural part of the South Cambridgeshire countryside.

Councillor Pippa Corney responded by saying that infrastructure would be delivered in phases, similar to the way in which Northstowe was being developed, but these phases would be dependent on the A14 improvements. Details would be made clearer at the Area Action Plan stage.

Councillor Aidan Van De Weyer agreed that there was a housing crisis in South Cambridgeshire, but felt that something had gone wrong in choosing the options and proposals set out in the Local Plan. Lots of choices were available following the number of public workshops and meetings that had been held and he cited north of Northstowe as an example. Councillor Van De Weyer conceded that if rejected at this meeting the current Plan would take another six to twelve months to re-submit. He was not sure how bad that situation would be, but stated that if the current Plan was accepted the consequences of its implementation would be irreversible.

Councillor Pippa Corney assured Council that she had gone through lots of options following all of the consultation events and processes that were put in place and that the proposals put forward in the Plan did come out of the responses received. She also warned Members that the timespan for the Plan coming back to Council for reconsideration if it was refused at this meeting would more likely be eighteen months to two years. In explaining the reasoning behind this, it was noted that any major changes to the Plan would require all or most of the relevant evidence to be undertaken again, together with further public consultation.

Councillor Neil Scarr emphasised the importance of affordable housing, but highlighted that South Cambridgeshire's close proximity to London with its road and rail links meant that it was obvious that some of the housing allocation would be provided for people working in the city. He went on to ask how the proposed development would actually be achieved.

Councillor Pippa Corney informed Council that part of the process for allocating sites consisted of ensuring that they were available and ready to be developed. She was confident that the majority of the sites included in the Local Plan would meet the criteria in this respect.

Councillor James Hockney outlined his opposition to the prospect of a town at Waterbeach due to its effect on villages and infrastructure in the area. He reminded Council that similar proposals had been rejected before, in 2001, 2004 and 2008 and said that there were existing major drainage issues in the area which the local Internal Drainage Board had raised as part of its objections. Councillor Hockney also made the point that the A10 was already busy and that there was no guarantee of the City Deal delivering the required infrastructural improvements. He added that the Cambridge Transport Study update report identified a funding gap of £40 million and asked where that would come from, together with the cost of relocating the train station which could cost millions of pounds. No costings had been identified for the required A10 improvements or the massive consequences of what was being proposed, including the re-siting of the station together with waste management drainage and sewerage issues. In view of this, he estimated that the true cost would be in the region of £500 million. Councillor Hockney accepted the need for additional housing in the area and proposed an amendment that the 1,400 houses be brought forward for building in the area of the barracks to help grow the local economy, but called for the community town proposal to be removed.

Councillor Pippa Corney informed Council that this proposal would constitute a 'major change' and could therefore not be added at this stage without refusing to accept the Plan as a sound document for referral to the Secretary of State.

Councillor Nick Wright said that the Local Plan was about need, and the need was there due to so many jobs being created in South Cambridgeshire, the numbers for which had grown year on year since the recession. He added that over the years the housing list had also been reducing and that this was being addressed well with exception sites.

Councillor Jonathan Chatfield was impressed that people were not necessarily ruling out the proposals in the Plan for Waterbeach and that they acknowledged that additional houses were necessary. He also recognised how much the area had suffered with the closure of the barracks but was of the opinion that the proposed development was far too much for one village. He was also concerned about the flood risk and the desperate need for transport infrastructure and lacked confidence in developers being able to deliver or contribute where necessary. He said the Local Plan at the moment was unworkable.

Councillor Alison Elcox praised the officers for doing a fantastic job in producing a Plan for submission to the Secretary of State, but questioned whether anyone had actually objectively looked at the proposals included within the document and considered their ramifications. She felt that this part of the process had been missed out completely and suggested that West Cambourne was only included because it was immediately deliverable, with Bourn Airfield being included to satisfy a requirement to redevelop a large brownfield site. She said that the A428 needed a serious upgrade which could not be paid for from developer contributions or the City Deal if it actually came into fruition. Local roads had trouble coping now and she reported recent incidences of local flooding in Bourn Valley that should also be taken into account. She did not think that the Plan would improve the quality of life for residents and was storing up real social problems for the future if West Cambourne in particular was allowed to go ahead. She added that this was all about control and becoming vulnerable to appeals from unwanted developments. The proposed Plan proposed 5,000 additional unwanted houses in an area with no real employment prospects, no railway line, no joined up transport and in an area miles from major local employment centres with no real answers to transport problems for the next 20 years.



Councillor Sebastian Kindersley agreed with Councillor Elcox's comments. He made the point that the Local Plan was not setting out proposals until 2031, it was actually until 2061 at the very least as made clear in Policy S/6. He was concerned that this decision would bind the existing Council and its successors, and their children, for years to come and claimed that the Local Plan was unsustainable in every way, believing the funding gap was more likely to total £1 billion. Councillor Kindersley said that the proposals would have no infrastructure and that it would never come as the economy did not work in that way. Referring to Cambourne as an example of a new development, he stated that Cambourne was built in a completely different time when more money was available and that those days were over. With regard to the Transport Strategy, he thought that 80% of it was undeliverable and that the City Deal would hardly dent the required funding even at Waterbeach let alone other sites in the Local Plan, meaning that there would be nothing for the A428 corridor or Bourn Airfield. He questioned how much worse it would be if developers came in with proposals instead of implementing the proposed Local Plan.

Councillor Hazel Smith felt that the Local Plan process had not been democratic and that local Members' views or those views put forward by residents at the workshops had not been taken into account, suggesting a lack of local accountability. She posed Waterbeach as an example of where the Plan had been driven through without any focus or consideration of what local people thought or wanted and added that the consultation in Waterbeach saw local people vote overwhelmingly for a moderate amount of development to help the village services to survive. Councillor Smith was concerned that the majority of land proposed for development in the Local Plan in Waterbeach was below the 5 metre contour, which was the lowest level of the built-up area of villages on the Great Ouse or on the River Cam. She explained that when developers put in plans for building at Whitmore Way in Waterbeach, the planners ignored the local Parish Council's advice due to the Environment Agency being unconcerned about any flood risk, but they had subsequently had to build flood protection after homes were flooded. Councillor Smith closed by saying that any development should start at the barracks, not on the greenfield land further east and that 1,400 houses at Waterbeach early in the Plan made sense but 8,000 to 10,000 from 2026 in her view made no sense at all.

Councillor Alex Riley agreed that this process was not democratic due to the fact that the Government had decreed capacity should be created, with failure to do so resulting in planning applications being allowed upon appeal as punishment. In terms of Northstowe, he felt that there was extra capacity but the transport infrastructure struggled to cope in busy periods as it was. Accelerating 1,500 homes in phase one would result in additional traffic on the B1050, which was already busy, and phase two could not proceed until the A14 improvements had taken place. It was therefore unrealistic to expect phase two to happen until 2020. He understood the anger and frustration from residents and representatives of Bourn and Waterbeach but added that Longstanton and Northstowe should have had 5,000 houses by now, whereas nothing had yet been delivered. He closed by saying that the Government could set its targets for housing allocation, but if the demand or infrastructure was not there they simply would not happen.

Councillor Peter Johnson claimed that the proposal set out in the Local Plan would be a disaster for Waterbeach and this Council would have to be prepared to deal with the consequences. He accepted that housing was needed, but not at the volume set out in the Plan, and suggested that Northstowe should be the area to concentrate on. He agreed that the Guided Bus Way should be utilised. In terms of water management at Waterbeach, Councillor Johnson was of the view that the problem of drainage and flooding would simply be moved somewhere else if nothing was done and more houses

were built. He said the station had been there since 1841 and there was no reason to move it as a new station would only serve commuters in a dormitory village. As a listening and caring Council, a message should be sent to Government saying no to the number of houses they require be allocated in South Cambridgeshire.

Councillor Clayton Hudson was concerned with the strategic sites section of the Local Plan, specifically with regard to their impact on the Bourn Ward. He was of the view that the Bourn Airfield proposal, consisting of 3,500 houses compared to the 3,300 houses of the original Cambourne master plan on a smaller footprint, was unviable, unsustainable and undeliverable. Councillor Hudson stated that a more sympathetic solution was required regarding the risk of flooding in Bourn Valley, together with mitigation of sewerage capacity issues at Uttons Drove and the transportation limitations of the A428.

*(Councillor Neil Davies left the meeting at this stage of proceedings)*

Councillor Roger Hall made the point that Bar Hill was now a viable community but that it had taken 21 years to complete. He said he would vote for the Plan rather than leave it to market forces, which would mean being at the whim of developers. He also highlighted that transport infrastructure improvements took a significant amount of time to complete.

Councillor Peter Topping stated that the economy was important and that young people should be able to have choices regarding their future careers. South Cambridgeshire had industries that were creating demand for housing and he stated that the choice was whether to leave the issue of housing to the market or plan for it via the proposal Local Plan.

Councillor Robin Page said he was very worried about the Bourn Valley and was concerned that the monitoring agreement for Cambourne was not being adhered to as no-one was managing the discharge rates to the Bourn Brook. This meant the Section 106 Agreement was being ignored by the Council, which had given the original planning approval. He complained that the Council did not appear to have up-to-date figures about the speed at which the brook rose.

Councillor Pippa Corney referred Councillor Page to page 8 of the report which stated that the Council was in a management agreement with MCA Developments with regard to the discharge of water at Cambourne.

Councillor Mervyn Loynes reported that Bourn Parish Council was against the proposal for Bourn Airfield and supported the petition by the 'Stop BAD' campaign which had consisted of 1728 signatures. Similarly, Caxton Parish Council was against the proposal for West Cambourne. With regard to the A428, Bourn, Croxton, Caxton and Eltisley Parish Councils had concerns regarding the extra traffic that would be generated by both proposals. He added that Huntingdonshire District Council on the A428 corridor had approved another 1,500 houses next to Loves Farm, which already had 1,500 houses, together with a further 7,000 houses on the fields opposite. In addition to this, 450 houses were already being built in Papworth, together with extra houses proposed along the A428 corridor, including 3,000 at Madingley Road, 3,500 at Bourn Airfield and 2,200 at Caxton as part of Cambourne West. Councillor Loynes said that this totalled 17,200 new houses on the A428 which altogether was more than the proposal for Northstowe. He asked what would happen to the single carriageway from Caxton Gibbet to the A1 when there were no plans to make it a dual carriageway for 15 or 20 years.

Concluding debate on that section of the report, Councillor David Bard asked whether a vote should be taken on Chapters 1 to 3 of the Plan to determine whether or not it was necessary to debate the remaining parts with the premise that if the Plan failed at this stage it would not be submitted to the Secretary of State.

With 30 votes in favour, 23 against and 1 abstention, it was **AGREED** that a vote would be held on Chapters 1 to 3 as described above.

Voting on the soundness of Chapters 1 – 3 of the Local Plan, with 32 votes in favour, 19 votes against and 3 abstentions, Council **AGREED** to continue considering the Local Plan at this meeting.

It was agreed that a recorded vote would be held for this item. Votes were therefore cast as follows:

#### **In favour**

Councillors David Bard, Richard Barrett, Francis Burkitt, Brian Burling, Nigel Cathcart, Pippa Corney, Kevin Cuffley, Simon Edwards, Sue Ellington, Andrew Fraser, Roger Hall, Lynda Harford, Roger Hickford, Mark Howell, Caroline Hunt, Mervyn Loynes, Ray Manning, Mick Martin, Raymond Matthews, David McCraith, Charles Nightingale, Tony Orgee, Alex Riley, Neil Scarr, Timothy Scott, Ben Shelton, Peter Topping, Robert Turner, Buntly Waters, David Whiteman-Downes, Tim Wotherspoon and Nick Wright.

#### **Against**

Councillors Trisha Bear, Jonathan Chatfield, Alison Elcox, Tumi Hawkins, Mark Hersom, James Hockney, Clayton Hudson, Peter Johnson, Sebastian Kindersley, Douglas de Lacey, Janet Lockwood, Robin Page, Deborah Roberts, Bridget Smith, Hazel Smith, Jim Stewart, Edd Stonham, Aidan Van De Weyer and John Williams.

#### **Abstention**

Councillors Jose Hales, Cicley Murfitt and Susan van de Ven.

#### ***Village Sites (Chapter 7 – Policies H/1 to H/4 and any site specific proposals in Chapters 4 – 10)***

Councillor Tony Orgee referred to Policy H/1 in relation to sites at Sawston and made reference to the fact that Ward's Charity owned part of the site and reported that he understood the charity would not allow access over land to the southern part of the site. He acknowledged the housing need and proposed that sites H/1:b and H/1:c be removed from the Plan, as they were outside of the village's framework and located within the greenbelt, and replace them with an increase in allocation at H/1:a from 200 to 230, which developers had indicated was possible. He also suggested including the housing allocation of 53 from the Great and Little Abingdon Parish Council proposals (proposals which he fully supported). He stated that the shortfall could be obtained from windfall sites over the life of the Plan, which equated to about 13 per year over the Plan period.

Councillor Pippa Corney informed Council that this proposal would constitute a 'major change' and could therefore not be added at this stage without refusing to accept the Plan as a sound document for referral to the Secretary of State.

Councillor Raymond Matthews agreed with Councillor Orgee's comments and stated that there were currently 3042 houses in the village, with 540 new houses proposed. There were three schools in Sawston, together with a village college and they were all at maximum capacity.

Councillor Kevin Cuffley agreed with Councillors Orgee and Matthews. He confirmed that Sawston Parish Council had never said it was totally against development and that it was supportive of H/1:a in respect of Dales Manor and supported development on brownfield sites, but not greenfield sites. He also highlighted the very good farming land in the area and the fact that the site locations were away from the village centre and would therefore encourage more traffic into the village. Councillor Cuffley added that Sawston already had problems with car parking so this would only add to the problem. He stated that schools and the sewerage works were up to capacity and that the health centre already struggled to cope with demand.

Councillor David Bard, speaking from the Chair as local Member for Sawston, questioned the sustainability and soundness of the Local Plan and agreed that additional traffic caused by the proposed developments would cause mayhem. He suggested that a major omission from the Plan was an assessment of capacity at the A505 and A1301 and the A505 and Pampisford Wych junctions. The County Council Transport Strategy envisaged development of an enhanced transport hub at Whittlesford Parkway and encouraged greater use of rail services, but this development would channel more traffic through these junctions which Councillor Bard thought was unacceptable. Councillor Bard also made reference to the minutes of the Portfolio Holder Meeting which stated that the nearest bus stop was 400 metres from the centre of any of the Sawston sites. He confirmed that this was incorrect and thought it was more likely to be 600m by the shortest pedestrian route.

Councillor Alison Elcox said that following the call for sites there were many development sites proposed in a number of South Cambridgeshire's villages, some with Parish Council backing and others without, as part of the first consultation. She felt that the consultation was based around a leading question which she thought was unacceptable and referred to a site proposed by Councillor Loynes that was rejected even though no one locally had objected to it. She also referred to a small development proposal in Bourn designed for active senior citizens, but this was rejected because there was not enough capacity at the school. Councillor Elcox was concerned that by placing large development proposals with only two developers, citing the Marshalls site and Northstowe as examples, developers would be able to maintain or increase house prices at their will. She was worried that they would control the market and called for this to stop.

Councillor Douglas de Lacey reflected on the debate so far and noted the many emphases on communications to Cambridge. Despite the several assurances from the Council's leadership that the Plan proposed building houses for South Cambridgeshire and not for the City, he found those assurances hard to understand or believe.

Councillor Pippa Corney responded by saying that lots of people did work in Cambridge whilst living in South Cambridgeshire and that the proposals in the Local Plan would give people that choice.

Councillor Peter Topping referred to the rural nature of the district and the fact that Sawston as a large village provided a lot of services that neighbouring areas depended upon. He accepted development on brownfield sites but objected to development on greenfield sites and said that it was disappointing that Councillor Orgee's sensible amendment could not be included.

Councillor Timothy Scott suggested a change in status for Comberton, which had been classified as a Minor Rural Centre due to the fact that it had a village college. The village college was actually located in Toft so he felt that the decision to assess Comberton as a Minor Rural Centre was wrong. He said a development of 90 houses represented a 10% growth of the village which he felt was too much and that the site would better lend itself to 60 houses. Councillor Scott also expressed his concerns that Anglian Water said it had capacity in the area, as the last two winters had seen sewerage coming up through the drains. In addition, he made it clear that congestion was already an issue for the village and the health centre was also up to capacity.

Councillor Susan van de Ven referred to the district's relationship with Cambridge and, whilst acknowledging that South Cambridgeshire was a rural area and Members were here to represent villages and their interests, it was unrealistic to not strategically plan for the lives of the people the Council represented without taking the City of Cambridge into account.

Councillor Tumi Hawkins followed up on Councillor Scott's comments and said that it would have been helpful if the number of dwellings could have been reduced to about 60 and clarified that affordable housing would be delivered to villages.

Councillor Kindersley took this opportunity to thank officers for producing the Local Plan and for all the work they had put into it, and the assistance they had provided to Members and parishes throughout the process.

Councillor Pippa Corney reported that Graveley Parish Council was still in the final stages of considering six extra houses as part of proposals for that area. This was classed as a 'minor change', so if the Parish Council agreed then these would be included, but if they disagreed the Plan would continue without them, subject to approval being granted at this meeting.

### ***Development Management Policies (Chapters 4 – 10)***

Councillor Alex Riley referred to pages 108 and 109 of the Proposed Submission document and quoted the section on 'protecting and enhancing landscape character' and 'protecting agricultural land'. He referred to paragraph 6.5 in respect of Northstowe where it said that it was designed to ensure the maintenance of the village character of Longstanton. He then quoted Policy NH/1 in terms of the conservation area and green separation at Longstanton and noted that the area would contain only open land users, such as playing fields, allotments and cemeteries. He thought that it would be more helpful if this sentence was deleted. Councillor Corney confirmed that this had been brought forward from the original Plan following an amendment by the Planning Inspector as part of the previous process.

Councillor John Williams referred to page 235 of the Proposed Submission document and Policy TI/9 regarding education facilities. He reflected on what he perceived as an education crisis in the county and said that there was dire need for a new secondary school to service not just East of Cambridge City but Cambridgeshire East. Councillor Williams was worried that there was no reference within this part of the Plan to the provision of additional secondary school places to service those areas and as a result questioned the soundness of the Local Plan.

Mr Keith Miles, Planning Policy Manager, reported that the County Council had taken time considering this provision, so officers were in the process of exploring ways of doing this outside of the Local Plan process. The submission of a planning application was cited as an appropriate way forward and clarity was given that the Plan could still



proceed as being sound due to the fact a planning application was an alternative vehicle for dealing with that specific proposal.

Councillor Tony Orgee referred to Policy H/12 regarding extensions to dwellings in the countryside on page 146 of the Proposed Submission document and thanked officers for the work they had done for the parishes he represented in this respect.

Councillor Bridget Smith referred to chapter 4 of the Proposed Submission document and would have liked to see more aspiration with regard to climate change. She supported Policy SC/5 regarding hospice provision but thought that Policy SC/2 was nonsensical relating to wind turbines and a 2 kilometre gap and assumed that the Planning Inspector would throw it out following recent challenges in court regarding other local authorities.

Councillor Ray Manning referred to Policy HQ/2 regarding public art and new development on page 102 of the Proposed Submission document and proposed an amendment to the second paragraph so that it meant that the provision of public art had to be agreed by the Parish Council. He provided an example where a piece of public art had been installed in a village he represented, which the Parish Council and wider community was opposed to, and felt that this amendment would help prevent such instances occurring in the future.

Councillor Pippa Corney confirmed that this would constitute a 'minor change' to the Plan so could be made if agreed.

Councillor Bridget Smith argued that Parish Councils should not have veto over public art proposals from the wider community. She felt that any amendment should include reference to the Parish Council being involved, but not include reference to public art having to be agreed by the Parish Council.

Councillor Douglas de Lacey agreed with Councillor Smith that there should be a specific reference to Parish Councils but not to having power of veto.

Councillor Mark Howell agreed that the Parish Council needed to be involved as sometimes there was no community in place where a public art installation was to be built.

Councillor Bard, recognising that the Council unanimously agreed to amend paragraph 2 of Policy HQ/2 to include reference to Parish Councils, asked Members to vote on two forms of words that had been proposed and seconded as follows:

Councillor Ray Manning and Councillor Alex Riley respectively proposed and seconded the following:

"The provision of public art must *be agreed by the relevant Parish Council* and the local community and could be community-led and have regard to the local circumstances of the site and/or local aspirations."

Councillor Bridget Smith and Councillor Douglas de Lacey respectively proposed and seconded the following:

"The provision of public art must involve *the relevant Parish Council* and the local community and could be community-led and have regard to the local circumstances of the site and/or local aspirations."

With 20 Members voting in favour of Councillor Manning's proposed amendment, 31 Members voting in favour of Councillor Smith's proposed amendment and there being 2 abstentions, Council **AGREED** Councillor Smith's amendment as outlined above.

### Closing statement

Councillor Francis Burkitt, as seconder to the original motion, took this opportunity to make a closing statement on the debate. He quoted the Cambridge News, saying that South Cambridgeshire was the ninth least affordable area to buy a house in the country and said that there was a housing need in the district with it being so economically active. He said a plan was needed to address this, and that the Council had a plan in the shape of the draft proposal that was before Members at this meeting, which had taken three years to come to fruition. He emphasised the work that had gone into producing it and said that all Members should praise Jo Mills, Director of Planning and New Communities, Keith Miles, Planning Policy Manager, Caroline Hunt, Local Development Framework Team Leader, and their respective teams for their enormous amount of work. Councillor Burkitt understood that some Members were unhappy with some aspects of the Local Plan but emphasised that this Council had produced it and was determining it, so it was the Council's Plan. He was of the opinion that development was not necessarily a bad thing and would be good for South Cambridgeshire's economic prosperity. He feared the alternative of not having an approved Local Plan, thinking it would bring chaos and a loss of control to the district, but sympathised enormously with those people who did not want development in their areas.

Voting on the substantive motion, consisting of the recommendations contained within the report and Councillor Bridget Smith's amendment in relation to Policy HQ/2, with 27 votes in favour, 21 against and 5 abstentions, Council **RESOLVED** that:

- (a) the South Cambridgeshire Local Plan: Proposed Submission document and Proposed Policies Map be 'submitted' for examination in accordance with Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations 2012, together with the sustainability appraisal and associated evidence documents in support of the Plan, with proposed Major Modifications (as contained in Appendix A of the Portfolio Holder Meeting report) and proposed Minor Changes (as contained in Appendix B of the Portfolio Holder Meeting report), subject to a minor amendment to paragraph 2 of Policy HQ/2: Public Art and New Development so that it reads:

"The provision of public art must involve the relevant Parish Council and the local community and could be community-led and have regard to the local circumstances of the site and/or local aspirations."

- (b) the following updated and additional evidence base documents be submitted with the South Cambridgeshire Local Plan (as appended to the Portfolio Holder Meeting report):

- Key Issues and Assessment (Update to the Audit Trail at Annex A of the Sustainability Appraisal Report);
- Statement of Consultation Update;
- Duty to Co-operate Statement Update;
- Great and Little Abington Parish Council Proposals: including consultation leaflet and results of consultation;
- Graveley Parish Council Proposals: including consultation leaflet;

- Sawston Transport Modelling;
  - Development Frameworks evidence paper update;
  - Sustainability Appraisal – update for Parish Council led proposals for The Abingtons;
  - Habitats Regulations Assessment update;
  - Cambourne Retail and Employment Study - Explores retail and employment development in the village and opportunities to support future development;
  - Strategic Spatial Priorities: Addressing the Duty to Co-operate across Cambridgeshire & Peterborough;
  - Services and Facilities Study Update – once finalised;
  - Transport Strategy for Cambridge and South Cambridgeshire.
- (c) delegated authority be given to the Director of Planning and New Communities to make further additions to the schedules of changes during the course of the examination (except where changes would be of such significance as to substantially alter the meaning of a policy or allocation) and that the exercise of this delegation be reported back to Planning Policy and Localism Portfolio Holder through the course of the examination process.
- (d) the Director of Planning and New Communities is authorised to prepare and submit reports, proofs of evidence, technical papers, statements of common ground and other such documents required in the presentation of the Local Plan through the examination process, reflecting the Council's agreed position on these matters and to take such other steps as are conducive or incidental to the submission and examination of the local plan.
- (e) supplementary changes be made to the Local Plan as contained in Appendix 2 of the report.
- (f) the following updated and additional evidence base documents be submitted with the South Cambridgeshire Local Plan:
- Key Issues and Assessment (Update to the Audit Trail at Annex A of the Sustainability Appraisal Report), as set out in Appendix C of the Portfolio Holder Meeting report and addendum to include four missing sites reported orally to the Portfolio Holder Meeting as reflected in Appendix 3 of the report;
  - the Graveley Parish Council Proposals: including the consultation leaflet, as set out in Appendix G of the Portfolio Holder Meeting report, be updated to include consultation results reflected in Appendix 4 of the report;
  - the Sustainability Appraisal – update for Parish Council led proposals, as set out in Appendix J of the Portfolio Holder Meeting report, be updated to include Graveley Parish Council proposals as reflected in Appendix 5 of the report;
  - the Habitats Regulations Assessment update, as set out in Appendix K of the Portfolio Holder Meeting report, be updated to include Graveley Parish Council proposals, and a supporting letter from Natural England as reflected in Appendix 6 of the report.



- (g) delegated authority be given to the Director of Planning and New Communities to make further minor revisions as necessary in preparing the submission documents in consultation with the Planning Policy and Localism Portfolio Holder.

It was agreed that a recorded vote would be held for this item. Votes were therefore cast as follows:

**In favour**

Councillors Richard Barrett, Francis Burkitt, Brian Burling, Nigel Cathcart, Pippa Corney, Simon Edwards, Sue Ellington, Andrew Fraser, Roger Hall, Lynda Harford, Roger Hickford, Mark Howell, Caroline Hunt, Ray Manning, Mick Martin, David McCraith, Charles Nightingale, Alex Riley, Neil Scarr, Timothy Scott, Ben Shelton, Peter Topping, Robert Turner, Bunty Waters, David Whiteman-Downes, Tim Wotherspoon and Nick Wright.

**Against**

Councillors Trisha Bear, Jonathan Chatfield, Kevin Cuffley, Alison Elcox, Tumi Hawkins, Mark Hersom, James Hockney, Clayton Hudson, Peter Johnson, Sebastian Kindersley, Janet Lockwood, Mervyn Loynes, Raymond Matthews, Tony Orgee, Robin Page, Deborah Roberts, Bridget Smith, Hazel Smith, Jim Stewart, Aidan Van De Weyer and John Williams.

**Abstention**

Councillors David Bard, Jose Hales, Douglas de Lacey, Cicely Murfitt and Susan van de Ven.

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**The Meeting ended at 2.30 p.m.**

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## Agenda Item 8

E-PETITION – “UPPER CAMBOURNE BUS LINK / EMERGENCY ACCESS”

An e-petition has been received by Mr Clayton Hudson entitled “Upper Cambourne Bus Link / Emergency Access”, consisting of 118 signatures. This meets the required number of signatures to trigger a debate at a meeting of Full Council.

The following statement and justification were received with the e-petition:

**Statement:**

We the undersigned petition the council to help facilitate the completion of a bus link / emergency access to/from Upper Cambourne to The Broadway by Cambridgeshire Highways / Cambourne Parish Council, McA Developments (Bovis and Taylor Wimpey) and interested landowners (William Topham and Nigel Pearson) using funds (£190k) set aside from section 4 Planning Obligations (Highways and Public Transport) in the S106 Agreement for the additional 950 homes in Cambourne (S/6438/07/O)

**Justification:**

We believe that completing the bus link / emergency access to/from Upper Cambourne to The Broadway would be of huge benefit to the local community of Cambourne and beyond. It would undoubtedly boost use of the public transport and promote a sustainable transport system making a positive contribution to the environmental, social and economic sustainability of the communities it would serve.

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# Agenda Item 10



South  
Cambridgeshire  
District Council

**REPORT TO:** Council

24 April 2014

**LEAD OFFICER:** Legal and Democratic Services Manager

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## Review of political balance and the allocation of seats to committees

### Purpose

1. To review the Council's political balance and reconsider the allocation of seats to committees following the resignation of Councillor Clayton Hudson as a District Councillor and confirmation that Councillor Peter Johnson has joined the Independent Group.
2. Councillor Johnson's decision to join the Independent Group has increased the Group's number of Members on the Council to seven, meaning that the Council's political balance and allocation of seats on committees must be reviewed.
3. This is not a key decision and only the Council can make a decision on this issue.

### Recommendations

4. That Council approves:
  - (a) The allocation of seats, as set out in **Appendix A**.
  - (b) The nominations of the political groups to seats on committees, as set out in **Appendix B**.

### Reasons for Recommendations

5. To ensure that the Council complies with the Local Government and Housing Act 1989 by reviewing its political balance and the allocation of seats on committees to political groups.

### Background

6. Political groups on the Council are formed in accordance with the Local Government (Committees and Political Groups) Regulations 1990 when two or more Councillors notify the Chief Executive, as Proper Officer, of their wish to be treated as a political group.
7. Section 15 of the Local Government and Housing Act 1989 imposes a duty on the local authority at its annual meeting, or as soon as possible after it, to review the allocation of seats on the committees of the Council between the political groups. The Council may carry out such a review at any other time and may do so if requested by a political group.

8. The following principles laid down in the Act apply to the allocation of seats:
- (a) that not all the seats on the body are allocated to the same political group;
  - (b) that the majority of the seats on the body are allocated to a particular political group if the number of persons belonging to that group is a majority of the authority's membership;
  - (c) subject to paragraphs (a) and (b) above, that the number of seats on the ordinary committees of a relevant authority which are allocated to each political group bears the same proportion to the total of all the seats on the ordinary committees of that authority as is borne by the number of members of that group to the membership of the authority;
  - (d) subject to paragraphs (a) to (c) above, that the number of seats on the body which are allocated to each political group bears the same proportion to the number of all the seats on the body as is borne by the number of members of that group on the membership of the authority.
9. These principles must be applied as far as practicable. Where adjustments are required to reflect rounding up and down of fractions, officers will make recommendations as to which figures best meet the principles, but the final decision rests with Council on the recommendation of political group leaders.
10. There is provision for non-group members to be offered seats on certain Council bodies, but this has no basis in legislation. It is a matter for the political groups to determine if they wish to offer seats from their allocation to non-group members.
11. Although the appointment of non-group members to any bodies technically upsets the political balance calculations, these appointments may be made by the Council so long as there is no dissent expressed by any councillor (a "no dissent alternative"). The Council is therefore not obliged to follow the proportionality rules and may make different arrangements, provided the following procedures set out in Section 17 of the Local Government and Housing Act 1989 are followed: -
- (i) due notice is given in the agenda for the meeting;
  - (ii) no Member of the Council votes against the proposal, although there may be abstentions.
12. The Local Government and Housing Act 1989 requires that, once the Council has determined the allocation of committee places between the political groups, the Council must then appoint the nominees of the political groups to the committees.

## **Considerations**

### ***Political Proportionality and Nominations***

13. Notice was received on 13 March 2014 of Councillor Clayton Hudson's resignation as a District Councillor. Due to Clayton Hudson being an independent Councillor not aligned to any of the Council's political groups, his resignation does not impact the political balance or allocation of seats to committees.
14. Notice was received on 21 March 2014 of Councillor Peter Johnson's wish to join the Independent Group. Political group leaders have considered the allocation of seats and political group nominations to seats on committees in view of this. The recommendations of Group Leaders are set out in paragraph 4 above and the appendices attached to this report.

15. The current political makeup of the Council's 57 seats is as follows:

Conservative – 34		
Liberal Democrat – 13		
Independent Group – 7		
No political affiliation – 1	}	
Labour – 1	}	Non-group
Vacancy – 1		

16. This equates to 54 Councillors in political groups who are entitled to committee seats. The political balance of the Council for those Councillors can be calculated by using the formula below (to one decimal place):

$$\frac{\text{Number of Councillors in a specific political group}}{\text{Number of Councillors in all political groups (54)}} \times 100$$

17. The breakdown of each political group is therefore as follows:

Conservative	62.96%
Liberal Democrat	24.08%
Independent Group	<u>12.96%</u>
	100%

18. Each of the political groups (formed when two or more Councillors notify the Chief Executive, as Proper Officer, of their wish to be treated as a group) is entitled to a certain number of seats on committees. This is based upon their group's percentage representation, as detailed above.

19. The Council's current committee structure comprises of 75 seats. The calculation to determine the entitlement of political groups to seats on committees is as follows:

$$\frac{\% \text{ for each political group (para. 17 above)} \times \text{number of committee seats (75)}}{100}$$

20. The notional entitlement to committee seats for each political group is therefore as follows:

Conservative	47.22 = <b>47 seats</b>
Liberal Democrat	18.06 = <b>18 seats</b>
Independent Group	<u>9.72</u> = <b>10 seats</b>
	75 = <b>75 seats</b>

### ***Joint Committees***

21. Unlike a Council's ordinary committees, the proportionality for joint committees or outside bodies cannot be aggregated. There are therefore six seats available for each joint committee (the Joint Development Control Committee – Cambridge Fringes and the Northstowe Joint Development Control Committee).

22. The calculation to determine the entitlement of political groups to seats on each joint committee is as follows:

$$\frac{\% \text{ for each political group (para. 16 above)} \times \text{number of joint committee seats (6)}}{100}$$

23. The notional entitlement to joint committee seats for each political group is therefore as follows per committee:

Conservative	3.78 = <b>4 seats</b>
Liberal Democrat	1.44 = <b>1 seat</b>
Independent Group	<u>0.78 = <b>1 seat</b></u>
	<b>6 = 6 seats</b>

24. **Appendix A** shows a rounded allocation of seats to each political group, compared to the committee structure, as recommended by political group leaders.

#### ***Nominations and Substitutes***

25. Council is required to appoint up to five substitutes per committee from each political group in a hierarchical list to all Council committees. Council may also appoint substitutes to any bodies where provisions for substitutes exist in that body's terms of reference. The Constitution, in Section A of Part 5, requires that the nominations of the groups be accepted by Council. The nominations of political groups to seats on committees, including substitute members, as attached as **Appendix B**.

#### ***Mandatory Training Requirements***

26. Political group leaders have been reminded that members and substitute members of the Planning Committee, Licensing Committee and Employment Committee may only serve on these bodies once they have received the necessary training.

#### **Options**

27. The requirement to allocate seats according to political groups' proportionate strengths can be overridden by some other arrangement, either in relation to all committees, sub-committees and other bodies or in relation to any individual committee, sub-committee or other body, provided that no councillor votes against the alternative arrangement when it is proposed (a "no dissent" alternative). Paragraph 11 of the report should be noted when considering this option.

#### **Implications**

28. 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, there are no significant implications.

#### **Consultation responses (including from the Youth Council)**

29. The Council's political group leaders have been consulted on the contents of this report and their recommendations are set out in paragraph 4. No other consultation has been undertaken.

#### **Effect on Strategic Aims**

30. Appointing councillors to committees, in accordance with the political balance of the Council, and the associated allocation of seats on committees, will enable the Council to properly discharge its functions.



## **Background Papers**

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

- South Cambridgeshire District Council's Constitution
- The Local Government and Housing Act 1989
- The Local Government (Committees and Political Groups) Regulations 1990

**Report Author:** Graham Aisthorpe-Watts – Democratic Services Team Leader  
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**Table 1**

Proposed committee seat allocation:

	No. of seats	Conservatives	Liberal Democrats	Independents
Civic Affairs	13	8	3	2
Corporate Governance	8	5	2	1
Employment	8	5	2	1
Licensing	15	9	4	2
Planning	13	<b>8</b>	3	<b>2</b>
Partnerships Review	9	6	2	1
Scrutiny and Overview	9	6	2	1
<b>Total</b>	<b>75</b>	<b>47</b>	<b>18</b>	<b>10</b>

(Figures in **BOLD** denote a change)**Table 2**

Proposed joint committee seat allocation (unchanged):

	No. of seats	Conservatives	Liberal Democrats	Independents
Joint Development Control – Cambridge Fringes	6	4	1	1
Northstowe Joint Development Control	6	4	1	1

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## South Cambridgeshire District Council committee membership, as proposed by political group leaders

Body	Notes	Conservatives	Liberal Democrats	Independent Group	Non-Group <sup>1</sup>
Civic Affairs Committee	<p>13 members 8 Conservative 3 Liberal Democrat 2 Independent Group</p> <p>Membership <b>must</b> include the Chairman of the Council, the Leader, the Deputy Leader and the Leader of the Major Opposition Group.</p> <p>(Note that the Council will be appointing an independent person and deputy who aren't on the Committee)</p>	<p>David Bard Kevin Cuffley Simon Edwards Alison Elcox Ray Manning Raymond Matthews Robert Turner Bunty Waters</p> <p>Substitutes 1) James Hockney 2) Roger Hall 3) Richard Barrett 4) Charlie Nightingale 5) Tony Orgee</p>	<p>Jose Hales Sebastian Kindersley Jim Stewart</p> <p>Substitutes 1) Janet Lockwood 2) Susan van de Ven 3) Hazel Smith 4) 5)</p>	<p>Douglas de Lacey Deborah Roberts</p> <p>Substitutes 1) Neil Davies 2) Edd Stonham 3) Neil Scarr 4) Robin Page 5)</p>	
Corporate Governance	<p>8 members 5 Conservative 2 Liberal Democrat 1 Independent Group</p> <p>Cabinet members <b>may</b> serve as substitutes but not as committee members. Scrutiny and Overview Committee Chairman may be a member, but may not be Chairman.</p>	<p>Richard Barrett Francis Burkitt Andrew Fraser David McCraith Peter Topping</p> <p>Substitutes: 1) Charlie Nightingale 2) Ben Shelton 3) 4) 5)</p>	<p>Bridget Smith John Williams</p> <p>Substitutes: 1) Hazel Smith 2) 3) 4) 5)</p>	<p>Douglas de Lacey</p> <p>Substitutes: 1) <i>See Non-Group</i> 2) Edd Stonham 3) Neil Davies 4) Neil Scarr 5) Deborah Roberts</p>	<p>Substitute: 1) Nigel Cathcart <i>(substitute seat accepted from Independent Group)</i></p>

<sup>1</sup> Seats offered by political groups to non-group members come from the political group's initial allocation.

Body	Notes	Conservatives	Liberal Democrats	Independent Group	Non-Group <sup>1</sup>
Employment	8 members 5 Conservative 2 Liberal Democrat 1 Independent Group  Membership <b>must</b> include the Portfolio Holder with responsibility for staffing and no other member of Cabinet.	Val Barrett Simon Edwards Linda Harford Caroline Hunt Alex Riley  Substitutes: 1) Peter Topping 2) Charlie Nightingale 3) 4) 5)	Sebastian Kindersley Jim Stewart  Substitutes: 1) Bridget Smith 2) 3) 4) 5)	Edd Stonham  Substitutes: 1) Neil Scarr 2) Neil Davies 3) Douglas de Lacey 4) Deborah Roberts 5)	
Licensing [15-member size is statutory]	15 members 9 Conservative 4 Liberal Democrat 2 Independent Group  The Portfolio Holder with responsibility for licensing <b>may</b> serve on this committee.	Richard Barrett Val Barrett Andrew Fraser Roger Hall Mervyn Loynes Raymond Matthews Charlie Nightingale Alex Riley & See Non-Group  Substitutes: 1) Alison Elcox 2) Mick Martin 3) 4) 5)	Trisha Bear Jose Hales Janet Lockwood & see non-group  Substitutes: 1) Hazel Smith 2) 3) 4) 5)	Deborah Roberts Neil Scarr  Substitutes: 1) Douglas de Lacey 2) Neil Davies 3) Edd Stonham 4) Robin Page 5)	Nigel Cathcart ( <i>seat accepted from Conservative Group</i> )  Cicely Murfitt ( <i>seat accepted from Liberal Democrat Group</i> )

Body	Notes	Conservatives	Liberal Democrats	Independent Group	Non-Group <sup>1</sup>
Planning	<p>13 members  <b>8</b> Conservative  3 Liberal Democrat  <b>2</b> Independent Group</p> <p>The Portfolio Holder with responsibility for Development Control <b>may</b> serve on this committee.</p>	<p>David Bard  Val Barrett  Brian Burling  Lynda Harford  Caroline Hunt  David McCraith  Ben Shelton  Robert Turner  Nick Wright  <b>(1 Member too many)</b></p> <p>Substitutes:  1) Charlie Nightingale  2) Richard Barrett  3) Ray Matthews  4) Alex Riley  5) Alison Elcox</p>	<p>Tumi Hawkins  Sebastian Kindersley  Hazel Smith</p> <p>Substitutes:  1) Trisha Bear  2) Aidan Van De Weyer  3) Jose Hales  4) Janet Lockwood  5)</p>	<p>Robin Page  Deborah Roberts</p> <p>Substitutes:  1) Neil Scarr  2) Douglas de Lacey  3) <i>See Non-Group</i>  4) Neil Davies  5) Edd Stonham</p>	<p>Substitute:  3) Nigel Cathcart  <i>(substitute seat accepted from Independent Group)</i></p>
Partnerships Review	<p>9 members  6 Conservative  2 Liberal Democrat  1 Independent Group</p> <p>No members of Cabinet can serve on this committee.</p>	<p>Alison Elcox  Andrew Fraser  Roger Hall  James Hockney  Tim Scott  Ben Shelton</p> <p>Substitutes:  1) Bunty Waters  2) David Bard  3)  4)  5)</p>	<p>Jose Hales  Janet Lockwood</p> <p>Substitutes:  1) Aidan Van De Weyer  2) Susan van de Ven  3) Tumi Hawkins  4)  5)</p>	<p>Neil Scarr</p> <p>Substitutes:  1) Deborah Roberts  2) Douglas de Lacey  3) Neil Davies  4) Edd Stonham  5)</p>	

Scrutiny and Overview	<p>9 members  6 Conservative  2 Liberal Democrat  1 Independent Group</p> <p>No members of Cabinet can serve on this committee.</p>	<p>David Bard  Alison Elcox  Sue Ellington  Lynda Harford  Roger Hickford  Bunty Waters</p> <p>Substitutes:  1) Andrew Fraser  2) Roger Hall  3) Kevin Cuffley  4)  5)</p>	<p>Jose Hales  Bridget Smith</p> <p>Substitutes:  1) Tumi Hawkins  2) Aidan Van De Weyer  3)  4)  5)</p>	<p>Douglas de Lacey</p> <p>Substitutes:  1) Edd Stonham  2) Neil Scarr  3) Neil Davies  4) Deborah Roberts  5) Robin Page</p>	
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## Joint committees and working groups

Body	Notes	Conservatives	Liberal Democrats	Independent Group	Non-Group
Northstowe Joint Development Control Committee	6 members 4 Conservatives 1 Liberal Democrat 1 Independent Group  1 spokesman from amongst total membership.	Brian Burling Lynda Harford Alex Riley Tim Wotherspoon  Spokesman: Tim Wotherspoon  Substitutes: 1) Simon Edwards 2) Pippa Corney	Trisha Bear   Substitutes: 1) Hazel Smith 2)	Edd Stonham   Substitutes: 1) Neil Davies 2) Douglas de Lacey	
Joint Development Control Cambridge Fringes	6 members 4 Conservative 1 Liberal Democrat 1 Independent Group  1 spokesman from amongst total membership.	David Bard Pippa Corney Charlie Nightingale Ben Shelton  Spokesman: Pippa Corney  Substitutes 1) Tim Wotherspoon 2) Tom Bygott	Aidan Van De Weyer   Substitutes 1) Janet Lockwood 2) Jim Stewart	Douglas de Lacey   Substitute 1) Edd Stonham 2) Neil Davies	
Northstowe Transport Working Group: Member Appointments	3 Members not proportionate.	Ray Manning Alex Riley  Substitutes 1) Tim Wotherspoon 2) Lynda Harford	Hazel Smith  Substitute 1) Trisha Bear 2) Tumi Hawkins		

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# Agenda Item 11

## CAMBRIDGESHIRE COUNTY COUNCIL

### HEALTH COMMITTEE TERMS OF REFERENCE

#### Membership

Seventeen members of the Council. The Chairman/woman and Vice-Chairman/woman of the Committee shall be appointed by Full Council.

Five non-voting co-opted District Councillors, one from each District Council in Cambridgeshire. District Councils shall be invited to nominate one member and one substitute. The usual rules for substitution as set out in the Council Procedure Rules shall apply.

#### Overview of Functions

This committee has delegated authority to exercise the County Council's functions in respect of the following:

- The County Council's public health duty including health improvement, individual and community wellbeing, and reduction of health inequalities
- Responding as appropriate to central government consultation relating to policy or legislation falling within the remit of the Committee
- the review and scrutiny of any matter relating to the planning, provision and operation of the health services in Cambridgeshire
- to report to the Secretary of State for Health on any proposals for substantial change to any part of the NHS's services within Cambridgeshire.

#### Delegated Authority

##### Delegation/ Condition

Authority to exercise the powers conferred by Section 21 of the Local Government Act 2000 and Section 7 of the Health and Social Care Act 2001 as amended by the Health and Social Care Act 2012, and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 (SI 2013/218) to review and scrutinise any matter relating to the planning provision and operation of the health service in its area.

Authority to exercise the power under Section 23 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 to report on a proposal for a substantial health service development or variation to the Secretary of State for Health

Authority to delegate its functions under Section 7 of the Health and Social Care Act 2001 as amended by the Health and Social Care Act 2012 to a joint overview and scrutiny committee when this is required by the Direction issued by the Secretary of State for Health in July 2003 or is conducive to the efficient scrutiny of proposals affecting more than one Social Services local authority area.

Authority to appoint members to a joint overview and scrutiny committee established under the paragraph above. In this case the political balance requirements will apply to such appointments.

Authority to assist the Director of Public Health in the exercise of the Public Health statutory duties set out in:

- . the Health and Social Care Act 2012
- . the NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012
- . NHS Act 2006
- . Criminal Justice Act 2003
- . Licensing Act 2003
- . Water Industry Act 1991
- . Water Industry Act 1988
- . Mental Health Act 1983
- . Mental Capacity Act 2005

Authority to oversee and undertake the Council's functions relating to the public health duty of the Council including health improvement, individual and community wellbeing, and the reduction of health inequalities

Authority for approving all strategies associated with the committee portfolio area not reserved for approval by Full Council  
Authority to respond, as appropriate, on behalf of the Council to Government consultation in respect of policy and/or legislation affecting any of the responsibilities falling with the remit of the Health Committee.

# Agenda Item 12



South  
Cambridgeshire  
District Council

**REPORT TO:** Council  
**LEAD OFFICER:** Head of Finance, Policy & Performance

24 April 2014

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## RISK MANAGEMENT

### Purpose

1. The purpose of this report is to enable Council to note the Risk Management Strategy and the Strategic Risk Register.
2. This is not a key decision but it has been brought before Council because risk management best practice includes the reporting of the Risk Management Strategy and the Strategic Risk Register once a year to Council.

### Recommendations

3. It is recommended that Council notes the Risk Management Strategy and the Strategic Risk Register.

### Reasons for Recommendations

4. The Risk Management Strategy applies best practice to the Council's risk management arrangements. Executive and governance roles are appropriately allocated between the Corporate & Customer Services Portfolio Holder, as the designated lead executive Member for risk management, and Corporate Governance Committee. The committee retains the key role of providing independent assurance that the Council's Risk Management Strategy and process are relevant, adequate and effective.
5. The Strategic Risk Register forms the record of corporate risks the Council faces in the delivery of services and the achievement of strategic aims, together with control measures to address / sources of assurance over the risks. Review of the Strategic Risk Register throughout the year enables the Council to manage its strategic risks to an acceptable level.

### Background

6. Risk management best practice is that the executive and governance roles should be carried out separately. These roles were therefore allocated between the Executive and Corporate Governance Committee in February 2010, as follows:
  - (a) agreement and ownership of the strategic risks facing the Council - the executive role - to the Executive, led by the appropriate portfolio holder;
  - (b) approval of the risk management strategy; advice and assurance regarding the adequacy and effectiveness of risk management - the governance role - to Corporate Governance Committee.
7. The Council's Risk Management Strategy was first adopted in January 2004 and has since been updated several times.

8. Also since January 2004, the authority has maintained a Strategic Risk Register, which is reviewed by Executive Management Team (EMT) and the Corporate and Customer Services Portfolio Holder (as the executive Member responsible for risk management) throughout the year.

### **Considerations**

9. Corporate Governance Committee approved the revised Risk Management Strategy, attached as **Appendix A**, at its meeting on 21 March 2014.
10. Cabinet reviewed and approved the Strategic Risk Register, attached as **Appendix B**, at its meeting on 13 February 2014, as part of the Position Statement report on Finance, Performance and Risk.

### **Implications**

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

#### ***Financial, Legal, Staffing***

12. There are no immediate financial, legal or staffing implications resulting from this report. Some control measures in the Strategic Risk Register may have financial, legal or staffing implications; if so, these will be considered separately.

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

13. The Risk Management Strategy ensures the authority has an effective risk management process, reflecting the Council's Aims, and providing appropriate ownership and assurance. The Strategic Risk Register is reviewed quarterly in order to minimise the possibility of the Council being adversely affected should either an unforeseen risk arise or an assessed risk not be properly planned for.

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

14. The Risk Management Strategy and the authority's risk management processes have no inherent equality and diversity implications; however, Equalities is included as a risk area on the Strategic Risk Register.

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

15. The Risk Management Strategy and process has no inherent climate change implications; however, 'Safeguarding the Council's services against climate change' is included as a risk on the Strategic Risk Register.

### **Consultation responses (including from the Youth Council)**

16. The review of the Risk Management Strategy took into account recommendations from Internal Audit's risk management review. There were no consultation responses from the Corporate & Customer Services Portfolio Holder, members of EMT or members of Corporate Governance Committee that required changes to the Risk Management Strategy.
17. Risk owners and members of EMT were consulted regarding the review of the Strategic Risk Register. EMT considered the proposed updated risk register in January 2014 and its approval, which Cabinet did at its meeting on 13 February 2014.

## Effect on Strategic Aims

### **Aim 1 – Engagement: Engage with residents, parishes and business to ensure we deliver first class services and value for money**

18. The Risk Management Strategy contributes to the Council's corporate governance responsibilities. The Strategic Risk Register ensures that risks involved in the delivery of the Council's Corporate Plan and in meeting its strategic Aims are identified and managed adequately and effectively.

## 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 unpublished

**Report Author:** John Garnham – Head of Finance, Policy & Performance  
Telephone: (01954) 713101

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# Risk Management Strategy

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Annex A	The scope of risk; areas to consider
Annex B	Some of the risks to consider when making strategic decisions
Annex C	Strategic Risk Register CorVu report template
Annex D	Service Area Risk Register template
Annex E	Likelihood Assessment guidelines
Annex F	Impact Assessment guidelines
Annex G	Prioritisation matrix template
Annex H	Chart summarising the Council's arrangements for risk management

## 1. Purpose

- 1.1 South Cambridgeshire District Council's primary role is to fulfil its statutory obligations. The Council also has a Long Term Vision that South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.
- 1.2 Supporting the Vision is a Corporate Plan with three strategic Aims, which have associated Objectives and Actions:
- (a) Engagement – Engage with residents, parishes and businesses to ensure we deliver first class services and value for money;
  - (b) Partnerships – Work with partners to create opportunities for employment, enterprise, education and world-leading innovation;
  - (c) Wellbeing – Ensure that South Cambridgeshire continues to offer an outstanding quality of life for our residents.
- 1.3 The Council has a responsibility to consider risks involved in providing or enabling service delivery, both in fulfilment of its statutory obligations and in achieving its strategic aims. This strategy is a key part of strategic planning and an integral part of service planning and performance management. It sets out the arrangements for the identification, assessment, management and review of risks that may adversely affect the Council's services or the achievement of its aims and objectives.

## 2. Objectives

- 2.1 The Council's concern is to manage risk effectively, eliminating or controlling risk to an acceptable level. This is done by identification, assessment and management of potential risks, rather than reaction and remedy to past events.
- 2.2 The objectives of the strategy are to:
- (a) Integrate risk management into the culture of the Council, including a process to identify and report upon existing and emerging risks to the Council.
  - (b) Anticipate and respond to changing social, environmental, legislative and other requirements, as set out in **Annex A**.
  - (c) Manage risks in accordance with best practice, so that they are eliminated or controlled to an acceptable level.
  - (d) Raise awareness of the need for managers responsible for the Council's delivery of services to undertake risk management.
  - (e) Seek to improve the delivery of Council services and ensure that risks to the Council's reputation and public image are considered.
- 2.3 It will not always be feasible completely to eliminate risk. Indeed, calculated risk-taking may be required in certain circumstances to achieve innovative or creative solutions that will help to improve services to customers. However, reckless or unplanned risk-taking would never be acceptable.

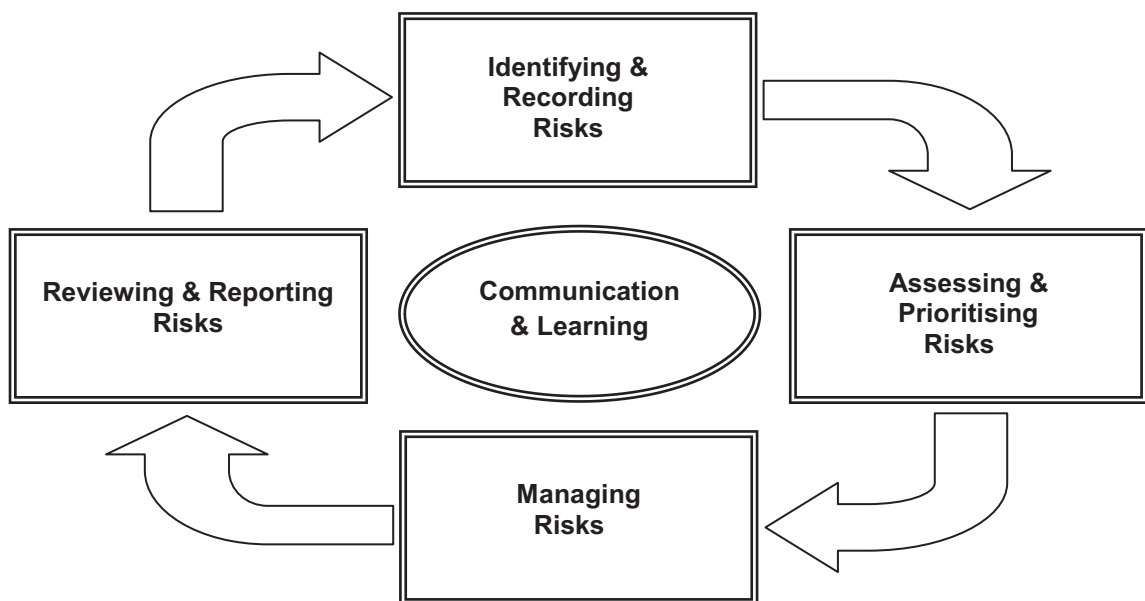
## 3. Guiding principles

- 3.1 To fulfil its risk management objectives, the Council shall:
- (a) Develop a culture that involves the participation of all appropriate staff in risk management.
  - (b) Secure the commitment of Members and management at all levels to promote risk management and provide leadership and direction, by endorsing the allocation of executive and governance roles between:

- the Corporate & Customer Services Portfolio Holder – the executive role – agreement and ownership of the Council’s strategic risk register, i.e. the strategic risks facing the Council;
  - the Corporate Governance Committee – the governance role – advice and assurance regarding the adequacy and effectiveness of the Council’s risk management strategy and process.
- (c) Adopt agreed standards of risk management that are monitored at corporate and service level and ensure that further action is taken where necessary.
- (d) Ensure that regular identification, assessment and management of significant risks is integral to all corporate and service planning.
- (e) Ensure that effective processes are in place to facilitate prompt remedial action on adverse events and their identification and reporting and to enable near misses to inform future action.
- (f) Have effective communication to make sure everyone is sufficiently informed about risk management.
- (g) Provide information, training, guidance and advice, as appropriate, to meet these objectives.

#### 4. Approach to risk management

4.1 The Council employs a simple four step process to manage its risks:



4.2 These steps are outlined in the sections below.

4.3 In accordance with best practice, risk management at the Council incorporates the identification and management of strategic risks, service area risks, project, partnership and shared service risks. The process is thus embedded throughout the Council.

#### 5. Identifying and recording risks

##### 5.1 *Identifying risks*

5.1.1 A risk is an event that may occur, which will have an impact on the Council’s services, or the achievement of its objectives and priorities. This strategy requires

the Council to identify strategic, service area (i.e. operational), project, partnership and shared service risks.

5.1.2 Types of risks are listed in **Annex A**. While not exhaustive, the list provides a starting point for identifying potential risks, including reputational risks, at both strategic and service area levels, as well as for projects, partnerships and shared services.

5.1.3 Further illustrations of some of the risks that should be considered when taking strategic decisions are suggested in **Annex B** (again, the categories are neither prescriptive nor exhaustive).

## 5.2 **Recording risks**

5.2.1 Identified risks shall be recorded in the relevant strategic or service area risk register, project, partnership or shared service risk register, as set out in paragraphs 5.2.2 to 5.2.10 below, with risks described in terms of: the risk event (i.e. what could happen), the consequence that it might lead to for service(s)/ Aim(s)/ Action(s), and the possible outcome(s) that could result.

### Strategic Risk Register

5.2.2 The strategic risk register CorVu report template is attached at **Annex C**. The Head of Finance, Policy & Performance (HFPP), on behalf of the Executive Director Corporate Services, shall record in the strategic risk register the top risks facing the Council from a corporate perspective, noting for each risk:

- relevant Objectives in the current Corporate Plan;
- the person nominated as the responsible “Risk Owner”;
- “Target” and “Actual” Risk Scores resulting from assessed Impact and Likelihood scores (see 6.1.1 below);
- Control measures to address / sources of assurance over the risk;
- for risks assessed above the Council’s risk tolerance line (see 6.2.2 below), the “Timescale to progress”, i.e. the Month/ Year by which it is planned to mitigate the risk to below the line.

(Note: “Target” risk scores are only for CorVu to measure whether risk scores have increased, decreased, or stayed the same and apply a Red / Amber / Green colour coding accordingly – see 5.2.6 below.)

5.2.3 Control measures are defined as actions to reduce either the likelihood of the risk occurring, or the potential impact of it materialising. Control measures may be either already in place, or additional ones considered necessary to manage the risk.

5.2.4 Sources of assurance are defined as evidence that control measures in place to mitigate a risk are operating effectively. Sources of assurance can include documents, reports, performance indicators or other methods of verification; independent and substantiated evidence provides the strongest assurance.

5.2.5 The “Timescale to Progress” shall also note control measures / sources of assurance that are not yet in place, with expected dates where appropriate.

5.2.6 The CorVu report enables monitoring of movement in strategic risk scores, where Red / Amber / Green means:

	<u>for risks previously above the Council's risk tolerance line</u>	<u>for risks previously below the Council's risk tolerance line</u>
Red:	<ul style="list-style-type: none"> <li>the score has increased</li> </ul>	<ul style="list-style-type: none"> <li>the score has increased to above the line</li> </ul>
Amber:	<ul style="list-style-type: none"> <li>the score has not changed, or has decreased but stays above the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has increased but stays below the line</li> </ul>
Green:	<ul style="list-style-type: none"> <li>the score has decreased to below the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has not changed, or has decreased</li> </ul>

#### Service area risk registers

- 5.2.7 The service area risk register template is attached at **Annex D**. Directors shall record in their service area risk registers potential operational risks affecting the services for which they are responsible, noting for each risk:
- relevant Objectives in the current Corporate Plan;
  - Control measures to address / sources of assurance over the risk, already in place;
  - the assessed Impact and Likelihood scores and resulting Total scores (see 6.1.1 below);
  - the Direction of Travel of the risk (i.e. whether the risk is “new” or the Impact and Likelihood assessments have stayed the same, reduced or increased);
  - the person nominated as the responsible “Risk Owner”;
  - the Review Frequency, i.e. the frequency at which the control measures/ sources of assurance are reviewed;
  - Additional control measures / sources of assurance considered necessary to manage the risk;
  - Additional resources/cost required to manage the risk;
  - any Adjusted risk score resulting from re-evaluation of the Impact and Likelihood taking the additional control measures / sources of assurance into account;
  - for risks assessed above the the Council's risk tolerance line, the “Timescale to progress”, i.e. the Month/ Year by which it is planned to mitigate the risk to below the line.

#### Project risk registers

- 5.2.8 The Council shall require projects (see section 8.2 below) to use the same format as the service area risk register template. The Project Management Toolkit reflects this and guidance is available within the Toolkit.

#### Partnership risk registers

- 5.2.9 The Council shall encourage partnerships (see section 8.3 below) to use the same format as the service area risk register template; however, the Council acknowledges that a partnership may choose to use another format appropriate to its needs. If a partnership chooses not to use the same format, the Council's lead officer for that partnership shall liaise with the HFPP for guidance on how to structure the risk register/log. Guidance is also available in the Partnership Toolkit.

## Shared Service risk registers

5.2.10 The Council shall encourage shared service projects to use the same format as the service area risk register template, both while the project is being developed and when it becomes operational; however, the Council acknowledges that a shared service project/arrangement may choose to use another format. If a shared service project/arrangement chooses not to use the same format, the Council's lead officer for that project shall liaise with the HFPP for guidance on how to structure the risk register/log. Guidance is also available in the Project Management and Partnership Toolkits.

## **6. Assessing and prioritising risks**

### **6.1 Assessing risks**

6.1.1 At both strategic and service area levels and for projects, partnerships and shared services, nominated risk owners shall assess each of the identified risks in terms of the likelihood of the risk occurring and the potential impact of it materialising, according to the guidelines in **Annex E** and **Annex F**, respectively.

### **6.2 Prioritising risks**

6.2.1 Directors, project managers, partnership lead officers and shared service project managers / lead officers shall use a matrix of these assessments to rank risks in order (see **Annex G**), enabling the Council to make decisions about their significance and prioritise action. The numbers in the matrix boxes represent Total risk scores, obtained by multiplying the Impact score by the Likelihood score. The Total risk scores indicate the order of priority of assessed risks. Directors, project managers, partnership lead officers and shared service project managers / lead officers shall re-schedule the risk registers in line with the order resulting from the prioritisation matrix. (Where the same Total risk score can be obtained in more than one area of the matrix, the Impact score shall take priority over the Likelihood score.)

6.2.2 The dotted line running through the matrix (- - - - -) shows the Council's risk tolerance line, between the level of risk the Council is prepared to accept without putting in place additional control measures / sources of assurance and the level at which risks are considered to require further action.

6.2.3 The Council's risk appetite is defined thus: "The Council shall ensure that all risks identified are appropriately managed; however, it shall require further attention to be given to:

- risks having an Extreme or High impact, with a likelihood of Possible or higher; and
- risks having a Medium impact, with a likelihood of Likely or higher."

6.2.4 Those assessed risks that fall above the Council's risk tolerance line are considered to require further action to reduce either the likelihood of the risk occurring or its impact if and when it does occur; nominated risk owners shall identify and record additional control measures / sources of assurance for these risks (see 7.1 below).

## **7. Managing risks**

7.1 Risks above the Council's risk tolerance line (i.e. with a Total risk score of 12 or higher) require additional control measures / sources of assurance to be put in place to manage them, e.g.:

- active management (including considering terminating the activity or project);
  - contingency plans – robust plans in place to detect any variation from expectations; and/or
  - mitigation to reduce likelihood (if cost effective).
- 7.2 At the strategic level, risk owners (i.e. the officers named in the strategic risk register) shall work with the HFPP to develop and implement additional control measures / sources of assurance for managing risks assessed above the Council’s risk tolerance line. Where additional control measures / sources of assurance affect other Aims and/or Objectives, services, projects or partnerships, require additional resources or will incur additional costs, risk owners shall agree these with the managers/officers concerned.
- 7.3 At the service area level, service managers shall develop and implement additional control measures / sources of assurance for managing risks assessed above the Council’s risk tolerance line. Managers shall re-evaluate the Impact and Likelihood scores taking the additional control measures / sources of assurance into account, recording any changes to the scores in the ‘Adjusted risk score’ column. Where additional control measures / sources of assurance affect other Aims and/or Objectives, services, projects or partnerships, require additional resources or will incur additional costs, service managers shall discuss these with the managers/officers concerned.
- 7.4 Project managers and partnership lead officers shall manage project and partnership risks in accordance with their project/partnership governance arrangements. Shared service project managers / lead officers shall manage shared service project/ arrangement risks in accordance with the governance arrangements.
- 7.5 Directors, project managers, partnership lead officers and shared service project managers / lead officers shall reassess risks below the Council’s risk tolerance line (i.e. with a Total risk score of 10 or lower) quarterly to ensure there is no change to the underlying risk or control measures / sources of assurance.
- 7.6 When an appropriate review meeting (see 8.1.2 below) considers that a risk has been “managed”, i.e. it either no longer exists, or it is now an integral part of day to day management of the service area concerned, the meeting shall agree to remove the risk from the relevant risk register.

## **8. Reviewing and reporting risks**

### **8.1 *Reviewing risks***

- 8.1.1 Reviews of risk registers shall include consideration of any new risks. Approval of risk registers shall include both the acceptance of new risks and also the removal of risks considered to be “managed”.
- 8.1.2 Risks are reviewed at service planning, corporate management teams, Executive Management Team (EMT), Corporate & Customer Services Portfolio Holder, project management, partnership and shared service meetings, as appropriate:
- EMT shall review the strategic risk register quarterly, including consideration of the impact and likelihood assessments and the control measures / sources of assurance in place to address risks, recommending its approval to the Corporate & Customer Services Portfolio Holder.



- The Corporate & Customer Services Portfolio Holder shall similarly review and approve the strategic risk register quarterly.
- Directors shall review and approve their service areas' risk registers, collated to give a comprehensive set of risks coming under their responsibility and to enable moderation of impact and likelihood assessments, as part of the annual preparation of service plans. Service area risk registers shall be on departmental management team meeting agendas for review at least quarterly. The Executive Director (Corporate Services) shall similarly review and approve the collated risk registers for service areas reporting direct to him.
- Project managers, partnership lead officers and shared service project managers / lead officers shall facilitate the review and approval of the risk logs/registers for which they are responsible, at frequencies set out in their project, partnership plans or shared service arrangements.

8.1.3 Should a significant risk arise between reviews, the relevant director, manager or officer shall consider it with the HFPP for inclusion on the appropriate risk register and the HFPP shall inform the relevant director accordingly.

## 8.2 ***Project risks***

8.2.1 Projects, such as those of a corporate or significant service nature, major ICT related projects, shared services, etc, are required to have their own risk registers, using the same format as the service area risk register template (see paragraph 5.2.7 above). Project managers shall review project risk registers in accordance with their project management arrangements.

## 8.3 ***Partnership risks***

8.3.1 This strategy covers the way that the Council manages the risks facing it in the delivery of its services and the achievement of its objectives and priorities. Where these are delivered in partnership with other organisations, the application of this strategy may extend outside the Council's direct control.

8.3.2 The Council has an understanding of its involvement with the partnerships in which it participates and the implications of that involvement in each partnership. Equally, each partnership has an understanding of the Council's role in the partnership.

8.3.3 Lead officers of partnerships shall adopt a two stage approach to risk management:

- (a) Identify and assess, from the Council's perspective, the risks that face the Council from participating in the partnership. This analysis shall identify the controls and contingency plans (including an appropriate exit strategy) that are or should be in place. This will be informed by the extent to which the partnership has effective controls and risk management procedures in place and whether it is able to provide the Council with the relevant assurances in this regard.
- (b) Champion effective risk and performance management procedures within the partnership (including the risk of fraud and corruption), so that the threats to the achievement of the partnership's objectives are properly identified, assessed and managed.

8.3.4 Partnership lead officers shall review partnership risk registers in accordance with the partnerships' governance arrangements. Similarly, shared service lead officers shall review shared service arrangements risk registers in accordance with the shared services' governance arrangements.

## 8.4 **Links**

- 8.4.1 When reviewing the strategic risk register, EMT may cascade a strategic risk to an appropriate service area, project, partnership or shared service risk register, so that the relevant service manager, project manager, partnership lead officer or shared service project manager / lead officer can take a corporate lead on managing it.
- 8.4.2 When reviewing their service area risk registers, service managers and directors / the Executive Director (Corporate Services), may escalate a service area risk for EMT to consider including in the strategic risk register, if the risk is significant (i.e. has a score of 12 or more, and especially if it is a new risk) or has a corporate nature. The HFPP may similarly escalate a risk if it, or a similar one, is being recorded in more than one service area risk register.
- 8.4.3 The strategic risk register may also include project, partnership and shared service risks, if these are of a corporate or significant nature. The project / partnership / shared service risk registers shall record the detailed risks and control measures / sources of assurance relating to the particular project / partnership / shared service.
- 8.4.4 The HFPP shall facilitate these links. The HFPP shall also keep a record of the risks included in the strategic risk register and the impact and likelihood assessments of them, so that the priority of identified strategic risks can be tracked over time.

## 8.5 **Reporting risks**

- 8.5.1 The HFPP shall report the draft strategic risk register to EMT quarterly, for review and recommendation to the Corporate & Customer Services Portfolio Holder. These reports shall show only risks with a total score of 5 or more (risks scoring 4 or less will still be on the strategic risk register, just not included in the reports). (Corporate Governance Committee shall review the adequacy of this as part of its annual review of the risk management strategy and process, as described in 8.5.11 below. Corporate Governance Committee may report to full Council, if the Committee considers it necessary to ensure that strategic risks are appropriately managed.)
- 8.5.2 Directors / the Executive Director (Corporate Services) shall record service area risks above the Council's risk tolerance line in the Overview section of their service plans published annually. They shall update their service area risk registers and control measures / sources of assurance to the HFPP quarterly, for EMT to consider in its quarterly review of the strategic risk register.
- 8.5.3 In addition, EMT shall review service area risk registers, collated by corporate area/direct reports, on a rolling programme throughout the year. These reports shall show only risks with a total score of 5 or more (risks scoring 4 or less will still be on the service area risk registers, just not included in the reports). EMT shall review the HRA Business Plan risk register alongside the Affordable Homes risk register. As part of these reviews, EMT shall consider whether to include risks scoring 12 or more in the strategic risk register. (It shall be assumed not, unless minuted otherwise.)
- 8.5.4 Relevant director(s) / the Executive Director (Corporate Services) shall provide on request from a portfolio holder a briefing/update on the service area risk register(s) appropriate to that portfolio.
- 8.5.5 Project managers, partnership lead officers and shared service project managers / lead officers shall report project, partnership and shared service risk registers in accordance with their project management/governance arrangements and reporting

frequencies. Project managers, partnership lead officers and shared service project managers / lead officers shall update their risk registers, including control measures / sources of assurance, to the HFPP quarterly, for EMT to consider in its quarterly review of the strategic risk register.

- 8.5.6 The HFPP shall provide updates of risk registers to the Council's insurance officer, to facilitate discussion of insurance cover and negotiation of any premium discounts or reductions with the Council's insurers.
- 8.5.7 If a risk materialises, it shall be reported as follows:
- strategic: a report to the next meeting of EMT by the risk owner, in conjunction with the HFPP, outlining the event that occurred, the consequence for the service, objective or priority and the outcome that resulted, together with recommendations for the application of any lessons to be learnt;
  - service area: a similar report to the service manager by the risk owner;
  - EMT or the service manager, as appropriate, shall decide how to implement any recommendations regarding lessons to be learnt;
  - project, partnership or shared service: a similar report by the project manager partnership lead officer or shared service project manager / lead officer; decisions about implementing any recommendations regarding lessons to be learnt shall be taken in accordance with the project management partnership or shared service governance arrangements.
- 8.5.8 Reports to Members contain as standard a Risk Management Implications section. Report writers use this section to describe risks associated with the report's proposals, possible consequences, the likelihood and potential impact of the risk occurring. Where the risk is assessed above the Council's risk tolerance line, report writers also outline the additional actions that shall be taken to mitigate the risk and copy the report to the HFPP, so that the risk can be incorporated in the strategic risk register, relevant service area risk register, project, partnership or shared service risk register, as appropriate. Directors/report writers shall fully brief Members on risks identified in the report.
- 8.5.9 Reports to Members also include as standard, Options and Financial Implications sections. Where reports relate to major options appraisal or capital investment decisions, report writers shall also review relevant risk registers, to identify any risks for inclusion in the report.
- 8.5.10 Positive aspects of the matter under consideration are generally described in the body of the report to Members, alongside the various "Implications" sections (Financial, Legal, Staffing, Equality & Diversity, Climate Change). Report writers may also use the Risk Management Implications section to highlight any positive risks (opportunities) not mentioned elsewhere in the report.
- 8.5.11 The HFPP shall report to EMT on the risk management strategy and process (including staffing resources) annually, or if there is a material change during the year, for EMT to review the strategy and process and make any recommendations regarding them to Corporate Governance Committee. (The HFPP shall similarly invite the Corporate & Customer Services Portfolio Holder to review the risk management strategy and process and recommend changes.) Corporate Governance Committee shall review and approve changes to the risk management strategy and process annually, or if there is a material change during the year.

## **9. Communication and learning**

### **9.1 Communication**

9.1.1 The HFPP shall give relevant staff and Members timely guidance and advice relating to their risk management responsibilities, including particular aspects such as review of risk registers.

9.1.2 The HFPP shall also keep staff and Members informed through a risk management page on In-Site, the Council's intranet, which shall include the following:

- the risk management strategy,
- the latest version of the strategic risk register,
- the latest versions of service area risk registers;
- guidance and advice concerning risk management, including assessment criteria for the potential impact and likelihood of risks occurring;
- risk management templates.

### **9.2 Learning**

9.2.1 The Council shall keep its risk management strategy and processes up to date by learning from a variety of sources:

- applying best practice from other local authorities and organisations, as appropriate;
- ascertaining whether risk management matters identified in one service area also apply elsewhere across the Council;
- learning from any mistakes;
- providing relevant training for appropriate staff and Members (including at least a refresher session annually), facilitated by external specialists if necessary:
  - EMT shall decide the risk management training for staff, following a recommendation by the HFPP;
  - The Chairman of the Corporate Governance Committee and the Corporate & Customer Services Portfolio Holder (the portfolio holder responsible for both risk management and for Member development), shall decide the risk management training for Members, following a recommendation from EMT;
  - The HFPP shall keep a record of risk management training attended by staff and Members;
  - Corporate Governance Committee shall review risk management training and the attendance records annually, to ensure that capabilities remain adequate.

(Note: Funding for external training is currently available under the Council's insurance contract.)

## **10. Organisational arrangements**

10.1 All staff, at every level, have a role to play in risk management, since they are often best placed to identify many of the risks faced by the Council. All staff therefore have a responsibility to identify and minimise risk. This includes taking prompt remedial action on adverse events and near misses, when necessary, and the reporting of these to their line managers and/or through the relevant form. Staff also have a responsibility to follow Council policies and procedures designed to manage risk and maintain a general level of risk awareness.

- 10.2 The prompt alerting of something going wrong can help prevent a situation from becoming worse. Staff are therefore encouraged to alert their line manager to potential risks at the earliest opportunity, without the fear of blame being attributed as a result. This will enable action to be taken as soon as possible to reduce either the likelihood of the risk occurring or the possible effects of it doing so and also promote a culture of openness, transparency and support.
- 10.3 A chart summarising the Council's arrangements for risk management is shown in ***Annex H***.

## **Annex A**

### **The scope of risk; areas to consider**

Political / Reputation

Partnership

Governance

Economic

Social

Technological

Legislative / Regulatory

Environmental

Competitive

Customer / Citizen

Managerial / Professional

Fraud / Corruption

Financial

Legal / Contractual

Physical

Health & Safety

Performance

## Annex B

### Some of the risks to consider when making strategic decisions

The following categories are neither prescriptive nor exhaustive, but illustrate some of the risks Members should consider when taking strategic decisions.

**Strategic political risks** - associated with failure to deliver either local or central government policy, or to meet the Council's commitments. Includes things such as:

- Wrong strategic priorities
- Not meeting the government's agenda
- Decisions based on faulty or incomplete information
- Too slow to innovate/modernise
- Unfulfilled promises to electorate
- Community planning oversights/errors

**Strategic economic risks** - affecting the ability of the Council to meet its financial commitments. Includes things such as:

- Internal budgetary pressures
- Inadequate insurance cover
- External macro level economic changes (e.g. interest rates, inflation)
- The consequences of proposed investment decisions
- General/regional economic problems
- High cost of capital
- Treasury risk
- Missed business and service opportunities
- Failure to meet efficiency targets

**Strategic social risks** - relating to the effects of changes in demographic, residential or socio-economic trends on the Council's ability to deliver its objectives. Includes things such as:

- Failing to meet the needs of a disadvantaged community
- Impact of demographic change
- Failures in partnership working
- Problems in delivering life-long learning
- Crime and disorder

**Strategic technological risks** - associated with the capacity of the Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demand. They may also include the consequences of internal technological failures on the Council's ability to deliver its objectives. Includes things such as:

- Obsolescence of technology
- Hacking or corruption of data
- Breach of confidentiality associated with technology / systems
- Failure in communications

**Strategic legislative risks** - associated with current or potential changes in national or European law. Includes things such as:

- Inadequate response to new legislation

- Intervention by regulatory bodies and inspectorates
- Judicial review
- Human Rights Act, Disability Discrimination Act etc. breaches

**Strategic environmental risks** - relating to the environmental consequences of progressing the Council's corporate objectives or service priorities (e.g. in terms of energy, efficiency, pollution, recycling, landfill requirements, emissions etc). Includes things such as:

- Noise, contamination and pollution
- Impact of planning and transport policies
- Climate change
- Flood defences

**Strategic competitive risks** - affecting the competitiveness of the service (in terms of cost or quality) and/or its ability to deliver best value. Includes things such as:

- Takeover of services by government/agencies
- Failure to show best value and/or value for money
- Failure of bids for government funds
- Inadequate expertise to write tight tender documents and contracts

**Strategic customer/citizen risks** - associated with failure to meet the current and changing needs and expectations of customers and citizens. Includes things such as:

- Lack of appropriate consultation
- Bad public and media relations
- Breach of confidentiality



Annex C Strategic Risk Register CorVu report template

Strategic Risk Register

[Date] (Month Year)

[changes highlighted]

[Note: Strategic Risk Registers reported to EMT or PFH only show risks with a total score of 5 or more (risks scoring 4 or less are still on the Strategic Risk Register, but are not included in the reports).]  
Risks removed since the last time EMT reviewed the risk register are shown greyed out at the end.



Risk Reference, Title and Description, plus associated Objectives The risk event, leading to consequence for service/ Aim(s)/ Action(s), resulting in possible outcome(s). Plus associated 3 A's. [and see Note 1]	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Actual [3]	
<b>Reference - Title</b> The risk event, leading to consequence for service/ Aim(s)/Action(s), resulting in possible outcome(s). Associated Objectives	Risk owner			IMPACT SCORE: X. LIKELIHOOD SCORE: Y. CONTROL MEASURES / SOURCES OF ASSURANCE: Detail. TIMESCALE TO PROGRESS: Detail.
<b>Reference - Title</b> The risk event, leading to consequence for service/ Aim(s)/Action(s), resulting in possible outcome(s). Associated Objectives	Risk owner			IMPACT SCORE: X. LIKELIHOOD SCORE: Y. CONTROL MEASURES / SOURCES OF ASSURANCE: Detail. TIMESCALE TO PROGRESS: Detail.
<b>Reference - Title</b> The risk event, leading to consequence for service/ Aim(s)/Action(s), resulting in possible outcome(s). Associated Objectives	Risk owner			IMPACT SCORE: X. LIKELIHOOD SCORE: Y. CONTROL MEASURES / SOURCES OF ASSURANCE: Detail. TIMESCALE TO PROGRESS: Detail.
<b>Reference - Title</b> The risk event, leading to consequence for service/ Aim(s)/Action(s), resulting in possible outcome(s). Associated Objectives	Risk owner			IMPACT SCORE: X. LIKELIHOOD SCORE: Y. CONTROL MEASURES / SOURCES OF ASSURANCE: Detail. TIMESCALE TO PROGRESS: Detail.

Corporate Plan Aims and Objectives

Impact

Likelihood

Notes

Risks are cross referenced to the relevant Corporate Plan Objectives adopted by Council on 27 February 2014 with effect from 1 April 2014, e.g. (1), (3) etc. Where risks relate to previous objectives since embedded, the cross-referencing is to the relevant 2014/15 Corporate Plan Aim.

5 Extreme  
4 High  
3 Medium  
2 Low  
1 Insignificant

5 Almost certain  
4 Likely  
3 Possible  
2 Unlikely  
1 Rare

1. The "Reference" is a unique risk reference, retained by the risk throughout the period of its inclusion in the risk register.  
2. Criteria and guidelines for assessing "Impact" and "Likelihood" are available on In-Site.  
3. The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.  
4. The dotted line (- - - - -) shows the Council's risk tolerance line.  
5. The "Timescale to progress" is the date (Month Year) by which it is planned to mitigate the risk to below the line.

Red / Amber / Green shading in the Actual Column indicates the following movement in risk scores:

	Red	Amber	Green
for risks previously above the line:	the score has increased	the score has not changed, or has decreased but stays above the line	the score has decreased to below the line
for risks previously below the line:	the score has increased to above the line	the score has increased but stays below the line	the score has not changed, or has decreased

Annex D Service Area Risk Register template

[Name of Service Area] Risk Register

[Date] (Month Year)

[Numbers in header rows refer to Notes at the end of the document]

**EMT shall consider whether any risks scoring 12 or more should be included in the Strategic Risk Register.**

Service area risk registers reported to EMT only show risks with a total score of 5 or more.

Changes to previous wording are shown as highlighted text.

Risks removed since the last time EMT reviewed the risk register are shown greyed out at the end.



Ref. [1]	Title and Description of risk for service/ Aim(s)/ Action(s), resulting in possible outcome(s).	3 A's [2]	Control measures/ sources of assurance in place	Risk score [3, 4]	Direction of travel	Risk owner / Review frequency	Additional control measures/sources of assurance	Additional cost resources required	Adjusted risk score (where relevant) [5]	Timescale to progress [7]
	<b>Title</b> The risk event, leading to consequence for service/ Aim(s)/Action(s), resulting in possible outcome(s).			Impact Likelihood Total	→ ( ) new	Risk owner / Review frequency			5	7
	<b>Title</b> The risk event, leading to consequence for service/ Aim(s)/Action(s), resulting in possible outcome(s).			Impact Likelihood Total	→ ( ) new	Risk owner / Review frequency			Impact Likelihood Total	
	<b>Title</b> The risk event, leading to consequence for service/ Aim(s)/Action(s), resulting in possible outcome(s).			Impact Likelihood Total	→ ( ) new	Risk owner / Review frequency			Impact Likelihood Total	
	<b>Title</b> The risk event, leading to consequence for service/ Aim(s)/Action(s), resulting in possible outcome(s).			Impact Likelihood Total	→ ( ) new	Risk owner / Review frequency			Impact Likelihood Total	

Notes

- The "Ref." is a unique risk reference, retained by the risk throughout the period of its inclusion in the risk register.
- Risks are cross referenced to the relevant Corporate Plan Objectives adopted by Council on 27 February 2014 with effect from 1 April 2014, e.g. (1), (3) etc. Where risks relate to previous objectives since embedded, the cross-referencing is to the relevant 2014/15 Corporate Plan Aim.
- Criteria and guidelines for assessing Impact and Likelihood are available on In-Site.
- The "Total" risk score is obtained by multiplying the Impact score by the Likelihood score.
- The "Adjusted risk score" would result from re-evaluation of the Impact and Likelihood taking the additional control measures / sources of assurance into account.
- The dotted line (-----) shows the Council's risk tolerance line.
- The "Timescale to progress" is the date (usually Month Year) by which it is planned to mitigate the risk to below the line.

Direction of Travel

- Impact
- 5 Extreme
  - 4 High
  - 3 Medium
  - 2 Low
  - 1 Insignificant
- Likelihood
- 5 Almost certain
  - 4 Likely
  - 3 Possible
  - 2 Unlikely
  - 1 Rare
- Priority reduced from last review  
(give the previous Total score in the brackets)
- Priority increased from last review  
(give the previous Total score in the brackets)
- Risk included in the risk register for the first time

## Annex E Likelihood assessment guidelines

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

**Annex F Impact assessment guidelines**

<b>Impact</b>	<b>Giving rise to one or more of the following:</b>										<b>Score</b>
	<b>Service disruption</b>	<b>People</b>	<b>Financial loss (including claim or fine)</b>	<b>Environment</b>	<b>Statutory service/ legal obligations</b>	<b>Management</b>	<b>Reputation</b>				
Extreme	Serious disruption to services (loss of services for more than 7 days)	Loss of life	Financial loss over £500k	Major regional / national environmental damage	Central government intervention; or Multiple civil or criminal suits	Could lead to resignation of Leader or Chief Executive	Extensive adverse coverage in national press and/or television	5			
High	Major disruption to services (loss of services for up to 7 days)	Extensive multiple injuries	Financial loss between £251k - £500k	Major local environmental damage	Strong regulatory sanctions; or Litigation	Could lead to resignation of Member or Executive Director	Adverse coverage in national press and/or television	4			
Medium	Noticeable disruption to services (loss of services for up to 48 hours)	Serious injury (medical treatment required)	Financial loss between £51k - £250k	Moderate environmental damage	Regulatory sanctions, interventions, public interest reports; or Litigation	Disciplinary / capability procedures invoked	Extensive adverse front page local press coverage	3			
Low	Some disruption to internal services; no impact on customers	Minor injury (first aid)	Financial loss of between £6k - £50k	Minor environmental damage	Minor regulatory consequences; or Litigation	Formal HR procedure invoked	Some local press coverage; or, adverse internal comment	2			
Insignificant	Insignificant disruption to internal services; no impact on customers	No injuries	Financial loss of up to £5k	Insignificant environmental damage	No regulatory consequences; or Litigation	Informal HR procedure invoked	No reputational damage	1			

**Annex G      Prioritisation Matrix template**

			IMPACT				
			Insignificant	Low	Medium	High	Extreme
			1	2	3	4	5
LIKELIHOOD	Almost certain	5	5	10	15	20	25
	Likely	4	4	8	12	16	20
	Possible	3	3	6	9	12	15
	Unlikely	2	2	4	6	8	10
	Rare	1	1	2	3	4	5

----- Risk Tolerance Line

**Managing the risk**

[Note: The score is obtained by multiplying the Impact by the Likelihood (e.g. Impact: High; Likelihood: Possible, would result in a score of 12 - i.e. 4 x 3).]

Above the Council's risk tolerance line (i.e. a score of 12 – 25):

Requires active management (consider termination of the activity or project)

Contingency plans – robust plan in place to detect any deviation from expectations

May require some mitigation to reduce likelihood (if cost effective)

Below the Council's risk tolerance line (i.e. a score of 1 – 10):

Reassess quarterly to ensure no change to underlying risk or control measures / sources of assurance

**Annex H      Chart summarising the Council's arrangements for risk management**

***Corporate Governance Committee***

The general functions that come under the responsibility of the Committee include:

- To review and advise the Council on the embedding and maintenance of an effective system of corporate governance, risk management and internal control.
- To give assurance to the Council that there is a sufficient and systematic review of the corporate governance, risk management and internal control arrangements within the Council.

With regard to risk management, the Committee:

- Reviews and approves the risk management strategy and process annually, updating them if necessary.
- This annual review shall include considering the adequacy of the quarterly reviews of the strategic risk register by the Corporate & Customer Services Portfolio Holder.
- Receives relevant training, as and when appropriate.
- The Committee may report to full Council, if considered necessary to ensure that strategic risks are appropriately managed.

***Executive***

- The Corporate & Customer Services Portfolio Holder is the lead Member for risk management.
- The Corporate & Customer Services Portfolio Holder reviews the risk management strategy and process annually, recommending changes to Corporate Governance Committee if necessary.
- The Corporate & Customer Services Portfolio Holder reviews and approves the strategic risk register quarterly.
- A portfolio holder may request a briefing/update from relevant director(s) / the Executive Director (Corporate Services) on the service area risk register(s) appropriate to their portfolio.
- Receives relevant training, as and when appropriate.

***Notes:***

- The Chairman of the Corporate Governance Committee and the Corporate & Customer Services Portfolio Holder decide the risk management training for Members, following a recommendation from EMT.

### ***Executive Management Team (EMT)***

- Reviews the risk management strategy and process annually, recommending changes to Corporate Governance Committee if necessary.
- Reviews the strategic risk register quarterly; recommends the strategic risk register to the Corporate & Customer Services Portfolio Holder.
- May cascade a strategic risk to an appropriate service area risk register.
- Reviews service area risk registers, collated by corporate area/direct reports, on a rolling programme throughout the year.
- Considers reports on strategic risks that occur and decides how to implement lessons learnt.
- Promotes and champions risk management.
- Decides risk management training for staff, following a recommendation from the Head of Finance, Policy and Performance (HFPP); recommends training to Corporate Governance Committee.
- The Executive Director (Corporate Services) is the senior manager responsible for risk management.

### ***“Risk owners”***

(Note: The “risk owner” is the person nominated as the lead officer responsible for risks identified in risk registers.)

At the strategic level:

- Work with the HFPP to develop and implement control measures / sources of assurance for managing strategic risks, including additional control measures / sources of assurance for risks assessed above the Council’s risk tolerance line.
- Report strategic risks materialising, in conjunction with the HFPP, to the next meeting of EMT, recommending the application of any lessons to be learnt.

At the service area level:

- Work with the service manager to develop and implement control measures / sources of assurance for managing service area risks, including additional control measures / sources of assurance for risks assessed above the Council’s risk tolerance line.
- Report service area risks materialising to the service manager.

***Service managers***

- Review service area risk registers alongside service plans annually, reporting risks above the Council's risk tolerance line in published service plans, and at quarterly intervals.
- Respond to portfolio holder requests for briefings/updates on service area risk register(s).
- Where strategic risks are cascaded to a service area risk register, take a corporate lead on managing the risk.
- May escalate a service area risk for EMT to consider including in the strategic risk register.
- Implement control measures / sources of assurance to manage service area risks.
- Update the HFPP quarterly regarding service area risk registers and control measures / sources of assurance.
- Consider reports on service area risks that occur and decide how to implement lessons learnt.
- Have primary responsibility for managing risks in their service areas, since they are best-placed to determine the appropriate actions to minimise risks to their customers, staff, services or budgets.

***Project managers***

- Review project risk registers at frequencies set out in project plans, reporting these in line with project management arrangements.
- Update the HFPP quarterly regarding project risk registers, including control measures / sources of assurance.
- Report project risks materialising, in accordance with project management arrangements.

***Partnership lead officers***

- Review partnership risk registers at frequencies set out in partnership plans, reporting these in line with governance arrangements.
- Update the HFPP quarterly regarding partnership risk registers, including control measures / sources of assurance.
- Report partnership risks materialising, in accordance with governance arrangements.

***Shared service project managers / lead officers***

- Review shared service risk registers at frequencies set out in shared service project plans / operational arrangements, reporting these in line with governance arrangements.
- Update the HFPP quarterly regarding shared service risk registers, including control measures / sources of assurance.
- Report shared service risks materialising, in accordance with governance arrangements.



**Head of Finance, Policy and Performance (HFPP)**

- Coordinates EMT's annual review of the risk management strategy and the resulting reports to the Corporate Governance Committee.
- Coordinates EMT's quarterly review of the strategic risk register, and the resulting reports to the Corporate & Customer Services Portfolio Holder.
- Assists nominated risk owners to develop and implement control measures / sources of assurance to manage strategic risks, including additional control measures / sources of assurance for risks assessed above the Council's risk tolerance line.
- Keeps a record tracking the priority of identified strategic risks.
- Assists risk owners to report on strategic risks that occur, together with recommendations regarding any lessons to be learnt.
- Coordinates directors' reviews of collated service area risk registers, quarterly.
- Reviews service area risk registers to identify risks of a significant, corporate or common nature.
- Facilitates cascade of strategic risks to relevant service area risk registers and escalation of significant, corporate or common service area risks for EMT to consider including in the strategic risk register.
- Links project, partnership and shared service risk registers to the strategic risk register and/or service area risk registers, as appropriate.
- Facilitates inclusion of risks identified in reports to Members, in the appropriate risk register
- Recommends training for staff and Members to EMT.
- Facilitates relevant training, guidance and advice on risk management.
- Communicates risk management matters to staff.

**Notes:**

- Relevant officers' job descriptions shall include responsibility in respect of risk and risk management.
- The management competency framework incorporates risk management.

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**Appendix B  
Strategic Risk Register  
February 2014**



Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR08 - Medium Term Financial Strategy (MTFS)</b> Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> <li>not achieving delivery of savings to meet targets, including from Business Improvement and Efficiency Programme projects (and see STR26 below);</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;</li> <li>unforeseen restructuring costs;</li> <li>retained business rates scheme – volatility of outstanding valuation appeals;</li> <li>major developments do not meet housing trajectory forecast; uncertainty re formula grant from 2015/16 on;</li> <li>cost of supporting development and meeting demand from growth;</li> <li>impact of welfare reform (and see STR15 below);</li> <li>availability of budget for Cabinet priorities;</li> <li>council tax strategy;</li> <li>national Government responds to the downturn in the economy by cutting local government expenditure faster than anticipated;</li> <li>material error in MTFS forecasts,</li> </ul> <p><i>leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</i></p> <p><b>Aims, Approaches, Actions:</b> A2, A3, A9</p>	Alex Colyer	10	20	<p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p><b>CONTROL MEASURES / SOURCES OF ASSURANCE:</b> Revised MTFS incorporates updated assumptions; approved by Council in February 2013; update provided to Cabinet in November 2013. Implement plans to deliver Council's programme in line with latest General Fund savings targets. Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates. Monitor inflation factors, effect of current economic climate on demand led services and budgets. Monthly financial report to Executive Management Team (EMT); EMT reviews progress in achieving budget targets. Council Health Dashboard. Treasury management reports to Finance &amp; Staffing PFH.</p> <p><b>TIMESCALE TO PROGRESS:</b> Local Government spending review announced June 2013. Autumn Statement and Local Government Finance Settlement announced December 2013: provisional 2014/15; indicative 2015/16. Explore opportunities for further savings beyond those in the MTFS. Explore shared service opportunities. Updated MTFS to Cabinet in February 2014.</p> <p><b>Relevant PI(s):</b> SF 772 - The amount (£) of Overspend - General Fund SF 773 - The amount (£) of Overspend - Capital Programme SF 774 - The amount (£) of Overspend - Housing Revenue Account SF 707 - General Fund Budget Variation SF 749 - Capital Budget SF 748 - HRA Budget Variation</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR15 - Welfare Reform</b>  Proposed radical changes to benefits, including possibility of localised council tax benefits and introduction of a universal credit system,  <i>leading to possible:</i></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,</li> </ul> <p><i>resulting in potential for:</i></p> <ul style="list-style-type: none"> <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><b>Aims, Approaches, Actions:</b> A9, B3</p> <p><b>Relevant PI(s):</b> BV 078a - HB/CTB claims days  BV 078b - HB/CTB changes days  BV 079b i - Recoverable overpayments %  BV 079b ii - HB Overpayments recovered %  BV 079b iii - Overpayments written off %</p>	Alex Colyer	10	20	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  DCLG provided an initial grant of £84k towards costs.  Cabinet approved revised Discretionary Housing Payments (DHP) policy in September 2013 and application for funding of additional help for SCDC residents via HRA top up for DHP, has now been agreed By DCLG.  South Cambs Magazine Article for next 2014 magazine.  DWP have confirmed increased DHP budget for 2014/15 and 2015/16 although SCDC allocation unknown.  Cabinet also approved in September 2013, continuation of current Localised Council Tax Support Scheme for 2014/15, final sign off by Council now needed in January 2014 due to small legislation changes.  Software suppliers have now provided details of enhanced software for localised Council Tax Support which provides alternative options for LCTS for 2015/16.  Valuation Tribunal have in January 2014 dismissed the only appeal case against our LCTS scheme from resident as out of jurisdiction.  Monthly monitoring of Localised Council Tax: each Parish, and Total amounts. Monitoring of those who have received 8.5% reduction in support with regard to payments, summons and under-occupation following first summons issue.  Under occupation exercise updated monthly; all tenants affected written to, to ensure information held is correct. Monthly meetings with Housing re under occupancy etc.  Landlord Forum held with RSL's and other District Councils, CAB and local Credit Union, January 2013.  Tribunal Service identified a loophole in legislation which means some cases are exempt from reduction due to under occupation. We are currently identifying these cases and expect the number to be less than 10 cases.  Benefits Manager and Housing Options and Homeless Manager part of Countywide (District Council and County) Welfare Reform Strategy Group  Signpost residents who are in difficulty, advice / counselling / financial help / medical assistance etc. Housing Advice and Homelessness, and Revenues and Benefits working with Citizens Advice to provide additional budgeting advice for those adversely affected by changes to welfare benefits.  Impact assessment with regard to financial impact of outstanding work at end of 2012/13 financial year.  Monthly monitoring of the project by Executive Director, Benefit Manager and Revenues Manager, as part of the regular one to one process.  South Cambs internal Welfare Reform Group formed and first meeting held in May to consider impact of Universal Credit for residents and SCDC.</p> <p>TIMESCALE TO PROGRESS:  Members training session arranged for November 2013 to provide Members with details of how the welfare reform has impacted South Cambridgeshire residents and what is current position with Universal Credit.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR05 - Lack of land supply</b> While there is good progress on the Cambridge fringe sites, at Cambourne and on a refreshed planning application for Northstowe despite uncertainty about improvements to the A14, development is below target, <i>leading to</i> the authority being unable to deliver its housing needs, <i>resulting in</i> the Council having to meet the shortfall in the short term from developments in existing villages and head off speculative major planning applications outside the strategy.</p> <p><b>Aims, Approaches, Actions:</b> B6, B7</p> <p><b>Relevant PI(s):</b> BV 106 - % new homes on brown field sites NI 154 - Net additional homes provided, NI 159 - Supply of ready to develop housing sites</p>	Jo Mills	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: A14 - Task Group set up with Department for Transport. Government announcement of funding for 'interim measures' on A14, pinch point scheme. Funding package for the major scheme is progressing and first phase of public consultation by Highways Agency completed, with formal consultation on new scheme due March 2014. Phase 1 planning application approved March 2013, and decision will be issued February 2014 with start on site due in the summer. Northstowe included in Government's Major Sites Initiative funding programme, with HCA investment agreed with formal announcement due summer 2014. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels), annually review the Local Development Scheme (can address any shortfall). Planning applications submitted for Ida Darwin hospital site and Wing (land north of Newmarket Road, Cambridge). Pre-application discussions continuing on NIAB 2. Construction for Cambourne 950 underway. Cabinet meeting in June approved draft Local Plan for consultation that ended 14 October 2013. Over 6000 representations analysed. Outcome will be reported to PFH on 11 February 2014 and Full Council on 13 March. A key planning appeal at Over was unsuccessful, but application at Cottenham approved, partially on grounds of land supply.</p> <p>TIMESCALE TO PROGRESS: Timetable for new Local Development Scheme agreed by the New Communities Portfolio Holder in March 2011 with new plan at examination in 2014. Detail of timetable has been revised to fit more closely with the City Council's programme, but overall timetable unchanged.</p>
<p><b>STR03 - Illegal Traveller encampments or developments</b> Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, <i>leading to</i> illegal encampments or developments in the district, <i>resulting in</i> community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.</p> <p><b>Aims, Approaches, Actions:</b> C4</p>	Jo Mills	8	12	<p>SCORES - IMPACT: 4; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Ongoing routine monitoring of all district development. Government guidance issued, county wide needs assessment endorsed by PFH. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy &amp; Traveller Plan included in draft Local Plan. Planning Committee resolved to approve applications for 55 pitches in April 2013. Over the last six months there have been five planning appeals relating to Traveller sites. Three were allowed, one dismissed and one is outstanding. Work is taking place with relevant parties regarding the planning consents.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2014.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR25 - Increase in numbers in Bed &amp; Breakfast accommodation</b></p> <p>Potential impacts from current economic downturn and instability in the housing market and changes to the benefits system, <i>leading to</i> not enough temporary accommodation available, leading to an increase in B&amp;B use, <i>resulting in</i> applicants not moved into permanent accommodation quickly enough and increased cost to the Council.</p> <p><b>Aims, Approaches, Actions:</b> A6, A9</p>	Stephen Hills	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Close working partnership with King Street Housing who provide private sector leasing options; use of Rent Deposit Scheme, Empty Homes Initiative and New Build Programme.</p> <p>TIMESCALE TO PROGRESS: Project underway to target new TA sources to reduced B&amp;B. Monitor during 2013/14.</p>
<p><b>STR26 – Business Improvement &amp; Efficiency Programme</b></p> <p>The Business Improvement &amp; Efficiency Programme (BIEP) has its own associated risk register. Of the risks included, it is considered that only two need to be included in the Strategic Risk Register:</p> <p>1. Conflicting operational priorities, <i>leading to</i> inadequate programme and project resources, <i>resulting in</i> a delay or failure to deliver the outputs and associated benefits.</p> <p>2. Inadequate stakeholder engagement, <i>leading to</i> a lack of support at all organisational levels, <i>resulting in</i> delay or failure to deliver the outputs and associated benefits.</p> <p><b>Aims, Approaches, Actions:</b> A4</p>	Alex Colyer	9	9	<p>SCORES, CONTROL MEASURES / SOURCES OF ASSURANCE:</p> <p>1. IMPACT: 3; LIKELIHOOD: 3</p> <p>The Programme Manager has identified programme and project resource requirements before the start of the tranches. Capacity has been made available for project managers and team members and the programme maintains a high priority for EMT. A number of existing projects are now providing EMT with recommendations for implementation. New projects are being added to the programme.</p> <p>2. IMPACT: 3; LIKELIHOOD: 3</p> <p>A Stakeholder Engagement Strategy and detailed stakeholder analysis has been developed. Stakeholder engagement activities will take place regularly throughout the programme. Levels of engagement from staff continue to be high with regular briefings and corporate communications. A 6 month update report was taken to the Scrutiny &amp; Overview Committee in November 2013.</p> <p>TIMESCALE TO PROGRESS: Throughout 2012-14.</p>
<p><b>STR20 – Partnership working with Cambridgeshire County Council</b></p> <p>The failure of partnership arrangements (e.g. health &amp; wellbeing, economic development, transport) with the County Council, <i>leading to</i> the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, <i>resulting in</i> adverse effects on the district's residents and businesses.</p> <p><b>Aims, Approaches, Actions:</b> B1, B5, B6</p>	Jean Hunter	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>TIMESCALE TO PROGRESS: Progress being monitored via Corporate Plan. Dependent on the timeframe/milestones for each partnership.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR19 - Demands on services from an ageing population</b>  The district's demography changes, with significant growth in the over 65 year old population, <i>leading to</i> additional demands on health and social care services, including to the Council's sheltered housing and benefits services, <i>resulting in</i> adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p><b>Aims, Approaches, Actions:</b> B8, C2</p>	Mike Hill	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  Establishment of 'Ageing Well' workshops to build relations with statutory and voluntary partner agencies, and promote community based preventative measures.  Multi agency working group established September 2011, to meet bi monthly.  Demographic data to inform new South Cambridgeshire Local Plan – timetable agreed in March 2011.  Housing for older people Task &amp; Finish review reported to Scrutiny &amp; Overview Committee, 6 February 2012.  Participation in county wide Ageing Well project – initial meeting held November 2011.  County wide workshop held on 16 March 2012.</p> <p>TIMESCALE TO PROGRESS:  Action in 2012/17 corporate plan to 'Work with older people to improve their independence and quality of life'.  South Cambridgeshire Ageing Well action plan in preparation.  Take account of demographic change in the corporate and financial planning cycle.  Redesign services to address demands.</p>
<p><b>STR24 - HRA Business Plan</b>  The HRA Business Plan has its own associated risk register. Of the risks included, it is considered that only one needs to be included in the Strategic Risk Register:  The Government decides to reopen the debt settlement, <i>leading to</i> increased debt requirement, <i>resulting in</i> reduced housing programme.</p> <p><b>Aims, Approaches, Actions:</b> A2, A6, B8, B9, B10, C2, C9</p>	Stephen Hills	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2 (from 3)</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  Capacity has been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they are required.</p> <p>TIMESCALE TO PROGRESS:  Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing.  Annual review of business plan, programme and resources.</p>
<p><b>STR22 - Safeguarding the Council's services against climate change</b>  The Council fails to develop measures to safeguard its services against climate change, <i>leading to</i> unacceptable vulnerability to the impact of climate shifts and other weather-related events, <i>resulting in</i> a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation.</p> <p><b>Aims, Approaches, Actions:</b> C5</p>	Jo Mills	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE:  The Council adopted the Climate Change Action Plan (CCAP) 2011-2013 on 22 September 2011. Specific actions in place within CCAP and Planning and New Communities Service Plan.  Regular EMT reporting and quarterly performance reports to PFH meetings.  Effective drainage plans required for planning consents. Range of measures being carried out on council housing stock.</p> <p>TIMESCALE TO PROGRESS:  CCAP actions undertaken over the period 2011 to 2013.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR02 – Equalities</b> The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to</i> possible Commission for Human Rights and Equalities inspection, <i>resulting in</i> reduction in reserves available to support balanced MTFS, adverse publicity and effect on reputation.</p> <p><b>Aims, Approaches, Actions:</b> A1, A2</p> <p><b>Relevant PI(s):</b> SX063 – Equality Framework Level 2</p>	Alex Colyer	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council has met its legal requirements to publish equality information and equality objectives. This information is incorporated into a new Single Equality Scheme (SES), which was adopted by the portfolio holder on 21 March 2012. An updated SES will be presented to the portfolio holder for adoption during 2014. The adoption of a corporate approach to EQIAs is based on identification of revised assessments via forward plans and a focus on changed outcomes as a result of assessment, supported by the development of a simplified series of templates and the introduction of a 'screening tool' which is in the process of being rolled out to services. Quarterly performance reports to EMT and PFH meetings.</p> <p>TIMESCALE TO PROGRESS: A project plan detailing how the Council could attain the 'Excellent' level of the Equality Framework for Local Government (EFLG) was presented to EMT on 27 February 2013. The Equality and Diversity Steering Group has been re-established as a project team and Stephen Hills has been designated as EMT Equalities Champion to act as Project Sponsor for the future accreditation work and chair project/steering group meetings. The Council has prepared an interim self-assessment against the 'Excellence' level of the EFLG, which was considered by EMT on 27 November 2013. Following review, all baselines on the self-assessment are now scored as 3 (in place, but needs improving) or 4 (in place and effective). EMT welcomed the positive evidence from the self-assessment which demonstrated that equalities issues were well-understood and embedded across service areas and endorsed the suggested development areas of further work. However, a decision of whether to proceed to formal accreditation should await the outcome of discussions with Members around a possible corporate Peer Review by the Local Government Association.</p>
<p><b>STR21 – Keeping up with technology development</b> The authority fails to maintain an awareness of technology opportunities and does not implement appropriate technology enhancements, <i>leading to</i> inability to appropriately manage the handling of data and sensitive information, IT and communications systems not having capability / capacity to meet emerging standards and unable to deal with service requirements and improvements and deliver efficiencies, <i>resulting in</i> diminished standard of service, customer dissatisfaction, tarnished reputation and uncontrolled costs.</p> <p><b>Aims, Approaches, Actions:</b> B1</p>	Alex Colyer	4	4	<p>SCORES - IMPACT: 2; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: ICT Strategy, ICT Security Policy and Usage Guidelines, Information Governance project. EMT, Corporate and Customer Services Portfolio, Information Governance Working Group, Website Officers Working Group. Assessment of service area needs in conjunction with the annual budget planning and Service Planning process. Externally – The exchange of information, ideas and opportunities via county wide and national user groups including the County and Districts ICT Group, Cambridgeshire Public Sector Network Partnership Board, Connecting Cambridgeshire, Information Management Technology Partnership Board, ICT Shared Services Group and County Data Sharing Group. Membership of the Society of IT Managers (SocITM) and British Computer Society. Regular monthly or bi-monthly engagement with officers, Members and public sector partners.</p> <p>TIMESCALE TO PROGRESS: Dependent on the timeframe/milestones for each major project. Draft approval of revised ICT Strategy, March 2014.</p>



**Red** / **Amber** / **Green** shading in the Actual Column indicates the following movement in risk scores:

	Red	Amber	Green
for risks previously above the line:	<ul style="list-style-type: none"> <li>the score has increased</li> </ul>	<ul style="list-style-type: none"> <li>the score has not changed, or has decreased but stays above the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has decreased to below the line</li> </ul>
for risks previously below the line:	<ul style="list-style-type: none"> <li>the score has increased to above the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has increased but stays below the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has not changed, or has decreased</li> </ul>

**Notes**

1. The "Reference" is unique and retained by the risk throughout the period of its inclusion in the risk register.
2. Risks are cross referenced to the relevant 2013/14 Aims, Approaches and/or Actions adopted by Council on 28 February 2013.
3. Criteria and guidelines for assessing "Impact" and "Likelihood" are shown on below.
4. The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.
5. The dotted line (- - - - -) shows the Council's risk tolerance line.
6. The "Timescale to progress" is the date by which it is planned that the risk will be mitigated to below the line.

**Impact** Giving rise to one or more of the following:

	<b>Service disruption</b>	<b>People</b>	<b>Financial loss *</b>	<b>Environment</b>	<b>Statutory service/ legal obligations</b>	<b>Management</b>	<b>Reputation</b>	<b>Score</b>
Extreme	Serious disruption to services (loss of services for more than 7 days)	Loss of life	Financial loss over £500k	Major regional / national environmental damage	<ul style="list-style-type: none"> <li>• Central government intervention; or</li> <li>• Multiple civil or criminal suits</li> </ul>	Could lead to resignation of Leader or Chief Executive	Extensive adverse coverage in national press and/or television	5
High	Major disruption to services (loss of services for up to 7 days)	Extensive multiple injuries	Financial loss between £251k - £500k	Major local environmental damage	<ul style="list-style-type: none"> <li>• Strong regulatory sanctions; or</li> <li>• Litigation</li> </ul>	Could lead to resignation of Member or Executive Director	Adverse coverage in national press and/or television	4
Medium	Noticeable disruption to services (loss of services for up to 48 hours)	Serious injury (medical treatment required)	Financial loss between £51k - £250k	Moderate environmental damage	<ul style="list-style-type: none"> <li>• Regulatory sanctions, interventions, public interest reports; or</li> <li>• Litigation</li> </ul>	Disciplinary / capability procedures invoked	Extensive adverse front page local press coverage	3
Low	Some disruption to internal services; no impact on customers	Minor injury (first aid)	Financial loss of between £6k - £50k	Minor environmental damage	<ul style="list-style-type: none"> <li>• Minor regulatory consequences; or</li> <li>• Litigation</li> </ul>	Formal HR procedure invoked	Some local press coverage; or, adverse internal comment	2
Insignificant	Insignificant disruption to internal services; no impact on customers	No injuries	Financial loss of up to £5k	Insignificant environmental damage	<ul style="list-style-type: none"> <li>• No regulatory consequences; or</li> <li>• Litigation</li> </ul>	Informal HR procedure invoked	No reputational damage	1

\* including claim or fine

**Likelihood**

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