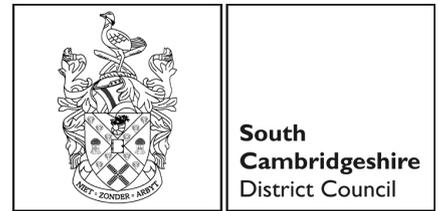


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29 January 2019

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

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **COUNCIL CHAMBER** at South Cambridgeshire Hall on **WEDNESDAY, 6 FEBRUARY 2019** at **9.30 a.m.**

Yours faithfully
Beverly Agass
Chief Executive

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

AGENDA
Part 1 of 2

PAGES

1. **Apologies for Absence**
To receive Apologies for Absence from Cabinet members.
2. **Declarations of Interest**
3. **Minutes of Previous Meeting** 1 - 6
To authorise the Leader to sign the Minutes of the meeting held on 9 January 2019 as a correct record.
4. **Announcements**
5. **Public Questions**

From Waterbeach Cycling Campaign

“Within the Waterbeach New Town SPD, there are currently no modal share targets for trips made within the development. What is the targeted modal share of cycling, walking and public transport for trips to be made within the new town? If there are no targets, can SCDC explain why not?”

The Environment Agency and Natural England have indicated that

they might wish to address Cabinet, subject to the Leader exercising her discretion to allow public speaking.

- 6. Issues arising from the Scrutiny and Overview Committee**
- 7. Waterbeach Supplementary Planning Documents Adoption (Key) 7 - 156**
- 8. Council Tax Empty Homes Premium (Key) 157 - 166**
- 9. Business Plan 2019-2024 (Key) 167 - 214**
- 10. Budget Report (Key) 215 - 498**

Appendices 1A and 6 contain restricted information as defined in paragraph 3 of Schedule 12A to the Local Government Act 1972 (As Amended). Paragraph 3 relates to

“Information relating to the financial or business affairs of any particular person (including the authority holding that information).”

If Members wish to discuss this restricted information, they should refer to the Confidential Supplement associated with the main agenda document.
- 11. Organisational Change Policy and Procedure 499 - 536**
- 12. Disability Confident Scheme 537 - 566**
- 13. 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 14 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 3 of Part 1 of Schedule 12A of the Act.”

Paragraph 3 relates to information relating to the financial or business affairs of any particular person (including the authority holding that information).

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.
- 14. Cambourne High Street 567 - 572**

15. **Date of next meeting**
Wednesday 6 March 2019 at 9.30am

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on
Wednesday, 9 January 2019 at 9.30 a.m.

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

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

Officers in attendance for all or part of the meeting:

Beverly Agass	Chief Executive
Susan Gardner Craig	Head of People and Organisational Development
Mike Hill	Director of Housing and Environmental Services
Caroline Hunt	Planning Policy Manager
Stephen Kelly	Joint Director of Planning and Economic Development
Rory McKenna	Deputy Head of Legal Practice
Ian Senior	Democratic Services Officer

Councillors Anna Bradnam, Dr. Claire Daunton, Dr. Douglas de Lacey, Sue Ellington, Brian Milnes and Peter Topping were in attendance, by invitation.

1. APOLOGIES FOR ABSENCE

There were no Apologies for Absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF PREVIOUS MEETING

Cabinet authorised the Chairman to sign, as a correct record, the minutes of the meeting held on 5 December 2018.

4. ANNOUNCEMENTS

There were no announcements.

5. PUBLIC QUESTIONS

There were no public questions.

6. ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE

Councillor Brian Milnes (Vice-Chairman, Scrutiny and Overview Committee) said that the recent ICT outage had been of grave concern to the Committee. Members were grateful

for the positive way in which officers had responded to that concern. The Committee was of the view that an ICT Shared Service Security Policy was long overdue, and had established a Scrutiny Task and Finish Group to examine ways of improving system resilience.

7. CAMBRIDGE NORTHERN FRINGE AREA ACTION PLAN - ISSUES AND OPTIONS 2

Cabinet considered a report seeking its agreement to the joint Cambridge Northern Fringe Area Action Plan (AAP) Issues and Options 2 and supporting documents being published for consultation.

The Leader expressed the view that the consultation exercise should be promoted specifically among stateholders. Councillor Dr. Tumi Hawkins requested that the questions in the consultation document be set out separately from the main text. Councillor Hazel Smith commended the document highly readable. She did point out however that the images needed to be at a higher resolution, and that Figure 3.3 (map of existing community facilities) should also indicate the presence of such facilities as Tesco and Milton Community Centre.

The Joint Director for Planning and Economic Development stressed the importance of the AAP being found to be sound. It must provide for the water treatment works being relocated.

Councillor Brian Milnes (Vice-Chairman, Scrutiny and Overview Committee) said that the Committee had identified, as significant, the issues of transport (including car-free areas), infrastructure, permeability through the site, and capacity at Cambridge North railway station.

After further discussion, including discussion about style and language, Cabinet

- (a) **Approved** the Cambridge Northern Fringe Issues and Options 2 for Regulation 18 public consultation in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012 for a period of six weeks jointly with Cambridge City Council (Appendix 1 to the agenda report);
- (b) **Approved** the Statement of Consultation (Appendix 2)
- (c) **Noted** the findings of the Interim Sustainability Appraisal and Equalities Impact Assessment (Appendices 3 and 4)
- (d) **Delegated** authority to the Deputy Leader to consider and agree, as is consistent with this Council's Corporate Objectives, any changes proposed by Cambridge City Council.
- (e) **Delegated** authority to the Joint Director of Planning and Economic Development in liaison with the Deputy Leader, to make editorial changes to the Issues and Options Report and supporting documents prior to the commencement of the consultation period (to comprise minor amendments and factual updates and clarifications).

8. STATEMENT OF COMMUNITY INVOLVEMENT

Cabinet considered a report seeking its agreement for the draft Statement of Community Involvement (SCI) to be published for consultation purposes. The SCI had been prepared jointly by South Cambridgeshire District Council and Cambridge City Council and set out the approach to community engagement in planning matters.

The Leader welcomed the clarity and accessibility of the SCI and noted that Parish Councils in South Cambridgeshire (and Neighbourhood Forums in Cambridge) would be consulted on all appropriate planning applications as statutory consultees.

After further discussion, Cabinet **agreed**

- (a) the draft Statement of Community Involvement (attached at Appendix 1) for consultation purposes;
- (b) that the consultation period will take place for six weeks between Monday 4 February and Monday 18 March 2019; and
- (c) that the Joint Director of Planning and Economic Development is granted delegated authority, in liaison with the Lead Cabinet Member for Planning, to make any editing changes identified prior to publication for consultation.

9. LOCAL PLAN AND HOUSING MONITORING UPDATE

Cabinet considered a report setting out the current processes for monitoring the Local Plan and housing delivery, and proposing a new approach to the decision-making processes for the preparation, consultation, publication and submission of monitoring documents, such as the Authority Monitoring Report and housing trajectory.

Councillor Dr. Tumi Hawkins invited Cabinet to bear in mind her concern about the length of time between issues arising and being reported. The ideal “time lag” would be one to three months, rather than 12 months.

The Planning Policy Manager summarised the new method of calculating five-year housing land supply and, in response to a query from Councillor Neil Gough, said the aim was to achieve more meaningful data as soon as possible by achieving increased joined-up working across the Council.

Councillor Philippa Hart observed that the Council would be judged on its deliverability of new housing, so better monitoring was essential. She reminded officers that local Members were ideally placed to provide up-to-date information in that regard.

Councillor Peter Topping referred to paragraph 3(e) of the report from the Joint Director for Planning and Economic Development, which indicated that the Ministry of Housing, Communities and Local Government (MHCLG) might agree that South Cambridgeshire District Council and Cambridge City Council should be considered together for the purposes of the Housing Delivery Test. The Planning Policy Manager commented that data would nevertheless still be acquired on a site-by-site basis.

Cabinet **agreed**

- (d) to publish the South Cambridgeshire Authority Monitoring Report 2017-2018 (included as Appendix 1), with any further minor editing changes delegated to the Joint Director for Planning and Economic Development where they relate to technical matters;
- (e) that, in future, a Greater Cambridge Authority Monitoring Report is produced, and that these future Greater Cambridge Authority Monitoring Reports will be agreed for publication by the Lead Member for Planning via a decision outside of a meeting (together with the Executive Member for Planning Policy and Transport at Cambridge City Council), unless the Authority Monitoring Report identifies any significant issue with the implementation of any Local Plan or Area Action Plan policy that requires more detailed consideration by Cabinet;
- (f) that a decision on whether to submit a Greater Cambridge Annual Position Statement (relating to five year housing land supply) to the Planning Inspectorate (PINS) for consideration will be made by the Lead Member for Planning via a decision outside of a meeting (together with the Executive Member for Planning Policy and Transport at Cambridge City Council) and that the decision will be made before 1 April each year as required by national planning guidance;
- (g) that, whether or not it is decided to prepare a Greater Cambridge Annual Position Statement, the housing trajectory and five year supply calculations will be agreed by the Lead Member for Planning via a decision outside of a meeting (together with the Executive Member for Planning Policy and Transport at Cambridge City Council);
- (h) to seek agreement from the Ministry of Housing, Communities and Local Government (MHCLG) that South Cambridgeshire and Cambridge should be considered together for the purposes of the Housing Delivery Test; and
- (i) that, if on publication of the annual Housing Delivery Test results, an Action Plan is necessary in this or future years, it will be agreed by the Lead Member for Planning via a decision outside of a meeting.

10. DATE OF NEXT MEETING

Cabinet noted that its next scheduled meeting would be on 6 February 2019, starting at 9.30am.

**The Meeting ended at 10.55
a.m.**

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Agenda Item 7



REPORT TO: Cabinet

6 February 2019

LEAD CABINET: Deputy Leader

MEMBER:

LEAD OFFICER: Joint Director Planning and Economic Development

Waterbeach New Town Draft Supplementary Planning Document (SPD)

Purpose

1. To summarise and respond to the representations made on the draft SPD during the public consultation held between 14th September and 26th October 2018, and to recommend that Cabinet adopt the SPD with a number of consequential proposed changes.
2. This is a key decision and was added to the Forward Plan on the 2nd November 2018.

Recommendations

3. That Cabinet:
 - (a) note the main issues raised in the public consultation, agree responses to the representations received and agree the consequential proposed changes to the SPD set out in the Consultation Statement (See Appendices A, B and C) ;
 - (b) adopt the amended Waterbeach New Town SPD; and
 - (c) delegates to the Joint Director of Planning and Economic Development in liaison with the Deputy Leader, the authority to make any editing changes prior to publication including to the figures and spatial framework diagram to ensure consistency with the agreed text of the SPD.

Reasons for Recommendations

4. To ensure that the SPD is modified to take account of the outcome of the recent consultation as appropriate and to ensure that the adopted SPD is available to assist the determination of planning applications for the site.

Executive Summary

5. The adopted South Cambridgeshire Local Plan allocates land between Waterbeach village and Denny Abbey for the development of a new town under Policy SS/6: 'Waterbeach New Town'. This policy requires the preparation of an SPD to provide further guidance and detail to supplement its provisions and requirements. The SPD will help guide the development of the area and will provide greater detail to support delivery of the site. It outlines the aspirations for the new town, as well as the key issues, constraints and opportunities that will influence how new development will take place.

6. The provisions and requirements of policy SS/6 have been found to be 'sound' through the Local Plan examination process and these cannot now be amended or changed by the SPD. Public consultation on the main Local Plan modifications needed to make the plan 'sound' (including modifications to policy SS/6 for the Waterbeach new town) took place between January and February 2018, and the responses to the consultation were considered by the Local Plan Planning Inspector.
7. A public consultation on the draft Waterbeach New Town SPD was held for 6 weeks between the 14th September 2018 and 26 October 2018. The proposed changes address issues raised by the consultation responses. Consultation on the SPD was undertaken in accordance with the Statement of Community Involvement adopted in 2010 and included a staffed public exhibition in the village on the 8th October 2018. The consultation undertaken is also consistent with the updated draft Greater Cambridge Statement of Community Involvement approved for consultation by Cabinet on the 9th January 2019.
8. The representations received have been considered and a number of changes are proposed to the SPD in response where this is consistent with the Local Plan. Amongst the proposed changes to the SPD are ones concerning the spatial layout of the new town, its guidance on flood risk and to making provision for equestrians. No substantive changes are proposed in regard to a number of other issues for reasons set out in the report and in the Consultation Statement (see Appendix A).
9. Subject to the proposed modifications to the SPD set out in Appendices A, B and C Cabinet is recommended to adopt the Waterbeach New Town SPD. Following adoption, the SPD will be a material consideration in planning decision making but will not form part of the development plan.

Background

10. The development of a new town between Waterbeach village and Denny Abbey has been promoted for well over 20 years. In 2011 the new town site was submitted to this Council in response to a 'call for sites' linked to the emerging Local Plan. In 2012 the site was included as a development option in the Local Plan Issues and Options consultation which took place between July and September 2012. In 2013 the last military units were relocated from the site and the new town site was included in the Proposed Submission Local Plan which was consulted upon between July and October 2013. At each of these stages of plan preparation the outcome of public consultation was considered and reported upon before member decisions were taken concerning the Local Plan and the ongoing inclusion of the Waterbeach New Town site within it.
11. The South Cambridgeshire Local Plan was submitted to the Secretary of State for public examination in March 2014. The Local Plan Inspectors took account of representations on the Proposed Submission Local Plan and held an examination hearing into the plan policy for the new town site in March 2017. In January and February 2018 public consultation took place on main modifications the Local Plan Inspectors considered likely to be necessary to make the Local Plan 'sound' (which included modifications to the policy for the new town), the responses to which consultation were submitted to the Local Plan Inspectors for their consideration. On the 27th August 2018 the Local Plan Inspectors in their report on the Local Plan found that it was 'sound' and an appropriate basis for the planning of South Cambridgeshire subject to the inclusion of specified main modifications, including to the Waterbeach

New Town policy SS/6. All of which main modifications were included in the Local Plan when it was adopted by this Council on the 27th September 2018.

12. Local Plan Policy SS/6 'Waterbeach New Town' allocates the site for the development of '*approximately 8,000 to 9,000 dwellings*'. The final number of dwellings is to be determined through a design-led approach and spatial framework diagram. The new town is to have its own distinct identity and be developed to maintain the identity of Waterbeach as a village close to a new town, and maintain an appropriate setting for Denny Abbey complex of listed buildings and scheduled monument. The policy addresses a large number of matters including the site, phasing and delivery, measures to address landscape, townscape and the setting of heritage assets, design quality, green infrastructure, the creation of a comprehensive movement network, sustainable design and construction, infrastructure requirements, community development, site preparation, and phasing and delivery. The policy also requires the preparation of a supplementary planning document (SPD) to provide further guidance and detail on the implementation of policy SS/6.
13. A draft Waterbeach New Town Supplementary Planning Document was agreed for consultation by Cabinet on 5 September 2018. At that meeting, Cabinet was made aware of the outcome of consultation with the three statutory bodies on the Strategic Environmental Appraisal (SEA) Screening and the Habitats Regulation Screening of the SPD, in which they raised concerns about the results of the screening processes. Officers carefully considered the responses from the consultation bodies and considered that they did not necessitate a change to the main conclusions of the SA and HRA screening reports and that no further SA/SEA or Appropriate Assessment of the SPD was necessary. This consideration was set out in the Cabinet report. Nevertheless the responses flagged up the need to refine some of the wording of the SPD SA screening report and to make a clarificatory amendment to the draft SPD itself, before consultation on the SPD could begin and this was agreed by Cabinet. Links to the 5 September Cabinet report, the consultation draft SPD and the adopted Local Plan are provided in the 'Background Papers' section of this report.
14. In considering the outcome of public consultation on the SPD it is important that the planning status of SPDs and their purpose and place in the planning journey which takes a site from allocation in a Local Plan to development on the ground, is clear. In this regard planning law and national policy states that SPDs must supplement Local Plan policy and whilst they can add further detail and guidance to it they cannot make new policy or allocate sites for development. Were an SPD to seek to do so it would be at risk of legal challenge and may not be accorded weight in planning decision making. The National Planning Policy Framework (NPPF) is clear that applications for planning permission must be decided in accordance with the development plan (our new Local Plan), unless material considerations indicate otherwise. It states in this regard that 'SPD are capable of being a material consideration in planning decisions but are not part of the development plan'.
15. A Draft Final Sustainability Appraisal and Habitats Regulations Assessment Screening Report were completed and consulted upon for the emerging South Cambridgeshire Local Plan 2014 which proposed the allocation of the new town site for development. This consultation took place between 19 July and 14 October 2013. These documents, along with other supporting documents were also made available to view during this consultation.
16. The outcome of the consultation on the SPD and consequential proposed changes to it were reported to Scrutiny and Overview Committee on the 22nd January 2019 who also heard presentations about it from Waterbeach Parish Council and the

Waterbeach Cycling Campaign. Committee agreed to recommend the SPD as proposed to be changed to Cabinet for adoption.

Results of consultation

17. The outcomes of the consultation are set out in the Consultation Statement in Appendix A. The consultation statement has been prepared in accordance with the Town and Country Planning (Local Plan) (England) Regulations 2012. Regulation 12 requires that SCDC prepare a consultation statement setting out the persons consulted when preparing the SPD, a summary of the main issues raised by those persons and how these have been addressed in the SPD.
18. During the consultation, 361 representations were received, made by 96 respondents. Of the representations 58% were objections, 37% were comments and 5% were supports. 4 comments were also received to the SA and HRA Screening Documents. All of the SPD representations are available to be read on our online consultation system at <https://scambs.jdi-consult.net/localplan/>
19. After the close of the consultation the responses made were published on the online consultation system for the public to view in early November. Note that due to an IT issue full details of a very small number of representations (c1%) have not been previously available to view on-line (being scans of paper submissions), and in addition copies of any supporting documents that were submitted with online submissions would not successfully open on request, again this involved a very small number of representations. This issue has now been resolved and all representations are now available to view in full on the Council's website. Paper copies of the representations which could not be accessed would have been made available on request if such a request had been made.
20. The main issues raised included:
 - the spatial layout of the new town
 - building heights and dwelling capacity
 - the relocated railway station
 - ransom and delivery issues
 - flood risk
 - schools and air pollution
 - water recycling
 - village separation
 - equestrian issues
 - SPD process
 - SA and HRA Screening Documents

Considerations

21. The SPD is considered to be consistent with Local Plan policy SS/6, subject to the proposed changes that are recommended to be made in response to representations as set out in the Consultation Statement; the main ones of which are discussed below. Scrutiny and Overview Committee is recommended to recommend to Cabinet that it can be adopted to provide appropriate further guidance and detail on the implementation of policy SS/6 for the Waterbeach New Town.
22. The Consultation Statement includes a detailed summary of the representations made to the SPD, presents a Council response to each issue and where appropriate includes proposed changes to the SPD to address the main issues raised in the

consultation. To better understand some of the main issues raised, officers have met with the Waterbeach Cycling Campaign regarding spatial layout, the Waterbeach and District Bridleways Group regarding equestrian matters and with the Environment Agency and Cambridgeshire County Council as the local lead flood authority regarding wastewater recycling and residual flood risk matters. The meetings have influenced a number of proposed changes.

23. The main issues raised are summarised below together with a proposed response which identifies where changes to the SPD are proposed in the Consultation Statement. For convenience Appendix B brings all the proposed changes together in a composite schedule. Where page numbers are given below these relate to the consultation draft SPD unless otherwise indicated.

The spatial layout of the new town

24. Multiple representations advocate a cycle – centric vision for the new town with vehicle traffic restricted to a ring road with radial roads giving access to each quarter of the new town. This is described as a ‘people-first’ vision.

Response

25. Local Plan policy SS/6 requires the new town to be served by a comprehensive movement network that connects key locations including the town centre and railway station to encourage the use of sustainable modes of travel. Provision is required to include: significant improvements in public transport including a relocated railway station, measures to promote cycling and walking including a network of attractive, direct, safe and convenient walking and cycling routes within the new town and externally linking to Cambridge, surrounding villages and the Cambridge Research Park, and necessary highway improvements. Note that there is no policy requirement to provide recreational cycle links to sites such as Wicken Fen or to provide a new bridge across the river Cam close to the new town. It follows that the SPD is considered to be consistent with these policy requirements.
26. To this end, the SPD is clear that development proposals must emphasise and prioritise sustainable patterns of movement across the new town (pages 45 and 46). In particular the SPD already seeks to limit and constrain vehicular access to the Town Centre (at page 46) and at page 87 states that streets which have a limited role to play in the movement network should be laid out to discourage through-traffic.
27. A meeting has been held with Waterbeach Cycling Campaign to explore their proposals further. The alternative spatial solution advanced by local cycling organisations and others, of a movement network formed by a perimeter road containing the built development of the new town with radial spokes to allow a cycle-centric form of development inside it has merit and could also fulfil the sustainable movement objectives of policy SS/6. However this spatial solution does have a number of disadvantages. Historic England’s views on this alternative have been sought and they identified a number of concerns as follows: " Such a road and layout would be harmful to the significance of Denny Abbey (*a scheduled monument and complex of listed buildings*) in terms the impact upon its setting including visual impact, lighting and noise etc. It would also sever the links between the new town and the Abbey, which have been a key factor in considering the spatial layout and master planning of the site to date. It would serve to form a much harder edge to the development, rather than a feathered, transitional zone as has been previously agreed. In addition, it would go against the concept of the development reflecting the historic grain of the landscape and drawing on historical features such as the airstrip,

barrack and drives. Moreover the proposal seems contrary to many of the principles of good urban design and planning. To that end, Historic England would be unlikely to support such a proposal.”

28. Our own urban design officers have also expressed concerns that such a spatial solution could have major implications for the legibility of the place, and the severance effect of the ring road both to the existing village and Denny Abbey.
29. Notwithstanding these concerns discussions with the Transport Assessment Team of Cambridgeshire County Council have concluded that many of the benefits of the alternative spatial solution could be secured by:
 - Amending the primary route network shown on the Spatial Framework Diagram and other figures such as Figure 18, to show a primary movement route running in a loop about 100 metres to 400 metres within the outer edge of built development.
 - Indicating that the northern arm of the town centre ‘crossroads’ should only be available for all-vehicle movements during the early stages of the development of the new town, after which it would be restricted to public transport, cycle and pedestrian movements.
 - Strengthening the textual guidance in the SPD to make it clear that the secondary routes shown on Figure 18 and on the Spatial Framework Diagram should not all enable cross-town traffic as an alternative to the primary routes and that in all cases their nature should serve to discourage such traffic.
30. These changes would reinforce the importance of sustainable movement modes within the new town and avoid the potential for negative heritage and severance impacts on the existing village and Denny Abbey. Such an approach to the secondary routes would also reinforce their attractiveness for cycling and need for all such routes to include segregated cycle route provision although some segregated routes on secondary roads may still be required where they are likely to perform a key function in the overall cycle network.
31. The proposed changes to the SPD included in the Consultation Statement propose detailed wording changes to the SPD text and figures. A revised Spatial Framework Diagram is included in the Appendix B to illustrate the proposed changes to the movement network. A number of other figures included in the SPD will need to be amended for consistency and these will either be included in the report to Cabinet or fall to be considered under delegated authority as set out in recommendation 3 c).

Building heights and dwelling capacity

32. Multiple representations say that the proposed building heights are too high and inappropriate in the context of a new fen-edge ‘market town’. They say capacity should be restricted to a maximum of 9,000 dwellings.

Response

33. Local Plan 2018 policy SS/6 states that the new town will provide approximately 8,000-9,000 dwellings with the final capacity to be determined through a design-led approach and spatial framework diagram having regard to the quantum, location and distribution of development and maintaining an appropriate setting for Denny Abbey.
34. The SPD at page 66 is clear that it does not endorse a particular dwelling capacity figure. What it does is to consider the implications of a range of levels of housing development in terms of their infrastructure requirements and dwelling mix to inform

decisions on planning applications, being mindful that there are live applications that would result in a higher number of dwellings and so that the infrastructure implications of different levels of development is clear to help inform the decision making process. In table 2 at page 63 it demonstrates that over such a large site relatively small changes in density assumptions can generate different amounts of housing, and over a 25 year plus build out period it can be expected that best urban design practice will continue to evolve as will the demand for different dwelling types and sizes, all of which considerations will affect site capacity and urban form. Furthermore the National Planning Policy Framework requires the efficient use of land and states that residential development densities should be significantly uplifted in areas that are (or will be) well served by public transport.

35. In regard to the height of buildings, the SPD states at page 68 that building scale and massing in the new town should respect and respond to the character of the surrounding area whilst also recognising that when developing a new town it will be appropriate to create a denser urban character in appropriate locations such as the town centre and near the railway station. It would not however be appropriate to allow for taller buildings in all locations except the settlement edges. Density and building height must be related to relative accessibility and urban design best practice so that densities and building heights should be higher in the town centre, around the station and around the Lake. It would not be appropriate for all of the eastern part of the site to have a higher blanket density away from the station and town centre. The higher density around the station accords with NPPF policy to concentrate development in the most sustainable locations.
36. Local Plan 2018 policy SS/6 refers to the new town being a place with its own distinctive local identity founded on best practice urban design principles, drawing on the traditions of fen-edge market towns. The proposed densities and buildings heights are considered to be consistent with this policy approach. The importance of providing an appropriate setting for Denny Abbey was considered through the examination of the Local Plan and the northern limit of built development agreed with Historic England. The SPD requires both for a landscaped transition and the feathering down of building heights towards the northern fringe of the new town and the existing village.
37. It is not considered necessary or more appropriate for the SPD to keep most building heights to 4-5 storeys with tall punctuating buildings being limited to 6 storeys. Given the scale of the site and in order to make best use of land in accordance with national planning policy a slightly more flexible approach is considered to be justified. The SPD considers scale and massing at pages 68 and 70 stating that: "The scale and massing of buildings in the new town should respect and respond to the character of the surrounding area...the proposal is for a new town, not a village, and must therefore create denser urban character in appropriate locations, such as at the station district, the town centre and the lakeside. This denser urban character is not just achieved by having all the buildings closer together. It is also achieved by increasing the storey heights of buildings in appropriate locations such variety in density and height helps to create the idea of what makes a town". Only two individual buildings of up to 8 storeys in height are indicated in the SPD (page 68), one in the town centre and the other in the station area with a height equivalent to the existing water tower on site.
38. No proposed changes are proposed to be included in the SPD regarding building heights and capacity.

The relocated railway station

39. Multiple representations say that the railway station should remain in place until a large number of houses are occupied or that both stations should be retained/provided. Concerns are also expressed about the arrangements for vehicular access to the station.

Response

40. Primary access to the relocated railway station will be through the new town, a secondary access will be provided to enable existing residents of the village and the small number of passengers from Horningsea to be able to access the station without having to go out onto the A10 and accessing it through the new town (see SPD references at pages 41, 60 and 85). This 'cul-de-sac' secondary access will not provide a through route for rat running. The SPD at page 82 already makes clear in the 4th bullet point that otherwise vehicle movement between the village and new town will be restricted by all vehicles except for buses. The SPD also seeks the provision of a new community bus service between the Cambridge Research Park and the relocated station.
41. The SPD is clear that the new and relocated railway station should be delivered in the early stages of the development of the new town to help ensure the availability of sustainable travel choices. These provisions of the SPD are consistent with Local Plan 2018 policy SS/6 which requires the new town to deliver high quality public transport links to Cambridge, including a relocated railway station. The station is the subject of a separate planning process and has now received planning permission.
42. No proposed changes are proposed to be included in the SPD regarding the railway station.

Ransom and delivery issues

43. RLW raise issues of 'ransom¹' and others raise issues of delivery, including that the SPD lacks appropriate measures to achieve comprehensive and collaborative development and that ransom issues could impact on delivery of fixes. They argue that the Council can and should act through the SPD to neutralise any ransom position which either U&C or RLW might seek to apply to the principle of movement across land ownership boundaries within the strategic site boundary. It is said that the SPD should require that any ransom position be considered through the viability assessments of all planning applications submitted in pursuance of the Local Plan allocation.

Response

44. As the site is in multiple land ownerships, the draft SPD has been prepared to guide a comprehensive approach to development and infrastructure across the whole site consistent with Local Plan policy SS/6 for the Waterbeach New Town. This is to ensure the new settlement is delivered as a single unified development. Chapter 6 sets out an approach to delivery that requires engagement, collaboration and co-ordination between the site promoters / landowners. It seeks to enable this through s106 agreements and planning conditions, and that delivery and review groups be

¹ Ransom relates to land or permissions needed to access an adjacent property from the public highway, to which the owner is denied access until a payment is received.

established that include the developers as well as South Cambridgeshire and Cambridgeshire County Council. In this regard it can be noted that the SPD already provides considerably more detail than would normally be provided on issues of delivery in a site development SPD.

45. The Council has received consistent advice on this matter from its legal advisors. Further legal advice has been received since Scrutiny and Overview Committee on the 22nd January which confirms that there would appear to be no planning justification for the SPD to seek to go further than it does on this issue. There will be further consideration through the planning application process as appropriate to any further measures that could be considered in determining the planning applications that would seek to ensure comprehensive delivery of the new town.

Flood risk

46. The Environment Agency representations state that areas at residual flood risk east of Bannold Drove are identified for development in the SPD. They consider that this approach is not consistent with national planning policy or with the Cambridgeshire Flood and Water SPD both of which require a sequential approach to such land use allocations. It can be noted that the Environment Agency did not object to the allocation if the Waterbeach New Town through the Local Plan preparation and examination process.

Response

47. The significant majority of the new town site is not in the flood plain or at flood risk and it is mostly located in the lowest risk flood zone 1. Notwithstanding, hazard modelling has shown that land east of Bannold Drove could be at what is known as residual flood risk if a breach of the existing flood defences on the River Cam were to occur. This residual risk was set out in the Water Cycle Study of 2014 which set out ways in which this residual risk could be effectively mitigated such as new bunding, with maintenance secured through the development or by raising land levels. Nevertheless it is agreed that the SPD could usefully provide additional guidance to assist the future planning of the new town. The wording of the additional guidance to be included in the SPD has been agreed with the Environment Agency and Cambridgeshire County Council as the local lead flood authority following a meeting to discuss their concerns.
48. The proposed changes to be included in the SPD consist of additional text to be added to section 5.8 of the SPD at the end of page 106 entitled 'Managing Flood Risk, and the addition of a note on the Spatial Framework Diagram stating that the location of vulnerable land uses in areas of residual flood risk will be subject to the findings of site specific flood risk assessments.

Schools and air pollution

49. A number of respondents state that schools should not be positioned close to the A10 due to the potential health impacts on pupils of airborne pollution. Schools should be located away from main roads.

Response

50. The SPD requires that facilities used by sensitive members of the population e.g. the elderly and schoolchildren, are located in a way which reduces exposure to pollution sources including to small airborne particles known to be a health risk. Specifically it

states that such uses should avoid locations near to the A10 to the west of the site and rail line to the east (page 111). The SPD includes criteria for school locations which make specific reference to health, environmental and safety risks at page 43. It follows that the school 'locations' shown on Figure 17 at page 42 of the SPD and on the Spatial Framework Diagram are indicative general locations and are not, and cannot be in an SPD, site allocations.

51. The acceptability of actual school locations in terms of air quality is assessed at the planning application stage through the Environmental Impact Assessment process and detailed air quality assessments.
52. Concerns have been raised about the location of the two schools located closest to the west of the site in terms of air quality both in regard to this SPD and in regard to the planning application from Urban and Civic for the west of the site. A technical note on air quality has been provided by the applicant in relation to the north-western primary school location. Whilst primarily of relevance for the consideration of that planning application it is also material to the Waterbeach New Town SPD. The technical note summarises the predicted air quality impacts at the boundary of the school site, closest to the A10. It provides modelled effects and takes account of a dualled A10 scenario. The assessment demonstrates that air quality concentrations at the school boundary will be well within both UK objectives and WHO (World Health Organisation) guideline values for NO₂ (Nitrous oxide), and for coarse and fine particulate matter (PM₁₀, and PM_{2.5} particles) which are significantly stricter than UK national air quality objectives. The technical note finds that the vast majority of the PM_{2.5} concentrations at the school boundary come from background levels and not from the A10, so much so that the relocation of the school towards the centre of the new town would not significantly change concentration levels.
53. It can be noted in regard to air quality that Local Plan policy SC/12 'Air Quality' requires developments to comply with the most up to date national guidance on air quality. The draft UK Air Quality Strategy published for consultation in 2018 included an aim at working towards the WHO guideline value for PM_{2.5} particles which indicates a likely direction of travel for national guidance on air quality.
54. Without prejudice to the consideration of this issue through the planning application process, there is no current evidence that the indicative school locations shown in the SPD are not consistent with Local Plan policy SC/12 and if that is confirmed through the planning application process they would also be acceptable if in future national guidance on air quality were to be changed to follow the WHO guideline values. The SPD provides appropriate wording for this issue to be considered in detail in the planning application process.
55. No changes are proposed to be included in the SPD regarding schools and air pollution.

Water recycling

56. The Environment Agency representations seek the inclusion of an additional section in the SPD to recognise, assess and define the provision of needed Water Recycling infrastructure. They say a large new off-site waste water recycling facility will be required. The SPD should give guidance on how wastewater might be addressed and the necessary new infrastructure delivered and phased.
57. Since the Scrutiny and Overview Committee, the Environment Agency has made further comments on this issue to officers, as follows. They say that the fact that the

existing SPD boundary does not include a new wastewater works is, in the EA's view, not a valid reason for excluding it from the SPD or SEA. They comment that the SPD encourages and relies upon the removal of the existing Wastewater works, with its large buffer which is mutually exclusive of the indicative masterplan and related guidance. They point to National Planning Policy Guidance requiring that wastewater infrastructure is planned for and phased accordingly – however this is not done in any of SCDC's or the County Council's development plans. They comment that due to an accident in the consultation process the Environment Agency was not afforded the opportunity to input into the emerging draft SPD.

58. The EA advises it a new wastewater works is envisaged by Anglian Water to be 10-15 hectares, and that the Water Cycle Study (WCS) forming part of SCDC's evidence base asserted that a new wastewater works would be located east of the Railway, in an area 95% in flood zone 3 (high risk) and is adjacent to a SSSI. The WCS advised that that further planning work should be done on site selection and mitigation to progress the allocation. This work has not yet been done so Members are unsighted on the impacts and spatial implications of the SPD promoting the removal of the existing wastewater works. We advise that this matter is not addressed in any other part of the local plan.
59. Leaving aside site selection and impacts of moving the existing wastewater works, the Environment Agency also advises that the phasing of wastewater needs to be addressed. The Environment Agency has advised that there is a close link between the timing of the New Town, and the sustainability of the wastewater options available to Anglian Water. The EA comments that they recommended wording be included in the SPD but that this has not been supported by officers.
60. The Environment Agency has advised that the SPD needs to promote and guide a clear phasing approach to ensure that limited temporary capacity in the existing wastewater works is coordinated between developers. The EA comments that they recommended wording be included in the SPD but that this has not been supported by officers.
61. The Environment Agency has advised that development relying on a new wastewater works should be phased to allow the site selection and development process to proceed in a sustainable manner, and this is possible. The EA has also advised that developing a wastewater works in high flood risk areas may not be possible in NPPF policy terms.

Response

62. The Environment Agency's representation and subsequent comments concern the potential of an off-site new Water Recycling Centre (WRC), the process by which a suitable site is identified and delivered and the timing of that delivery in relation to phasing of the new town. However the form of upgrading the existing foul water network to serve the new town and what form this may take is not prescribed by nor is it within the scope of the Waterbeach SPD. The Infrastructure Delivery Plan of the SPD acknowledges that there is an existing facility within the new town site, unlike many other strategic allocations, but that there is only limited capacity remaining in the Waterbeach Water Recycling Centre (WRC). Local Plan policy for the new town policy SS/5, requires appropriate arrangements for foul drainage and sewage disposal but does not prescribe how this should be achieved. It is not the purpose, or within the scope of, the SPD to identify a solution to serving the new town and is a matter for a separate process. It remains envisaged that this will be the subject of continued discussions between the promoters of the site, the Council and Anglian

Water through the planning applications process and consideration of the environmental effects of the solution arrived at will be considered, as appropriate, along with the implications of the proposed development through the planning application process.

63. The SPD is clear that the issue has not yet been finalised and the SPD is not seeking to introduce a decision or position on how the upgrade to the existing foul water network will be achieved. The planning process for the future location of the Water Recycling Centre is outside the scope of this SPD. It will allow interested parties to engage in the Water Recycling Centre's relocation. The County Council is the Local Planning Authority for waste matters. This could involve a new water recycling centre.
64. Notwithstanding, it is noted that the Water Cycle Study 2014 (WCS) referred to by the Environment Agency and forming part of the evidence supporting the Local Plan was endorsed by the Environment Agency and commented to be a very good example of what a WCS should be and that the waste water section was generally well written and comprehensive and that the data presented and conclusions drawn were robust and well considered. The WCS identified a preferred option of locating a new WRC east of the site, which recognised its location in flood zone 3. Nevertheless, there will need to be a full and evidenced separate planning process undertaken, having regard to national planning policy at the time of a decision, to consider how additional capacity is provided to serve the new town, but to reiterate, this is a process separate from the SPD.
65. The importance of providing adequate capacity for waste water treatment will be an important consideration in the phasing and delivery of the new town, and is recognised in the SPD.
66. The Environment Agency has raised concerns about the SPD pre-consultation process. The 'accident' referred to by the Environment Agency dates back to 2017 when Arup, our consultants wrote to them for information regarding flood risk infrastructure and the considerations that prospective developers should be taking into account to ensure the new town development is sustainable. The reply from the Environment Agency was that our enquiry had been passed to their Sustainable Places team at Brampton for reply by the 18th August 2017. But no such reply was sent to us (substantive replies were received from the Waterbeach Internal Drainage Board and the County Council as the Lead Local Flood Authority). The Environment Agency did respond to the formal SPD consultation process as set out in this report.
67. No proposed changes are proposed to be included in the SPD regarding water recycling.

Village separation

68. Multiple representations state that the development will attach a very urban development to a rural village with almost no transition zone. They say that the height and density of buildings especially near the existing village and the interface with the village, and the spatial arrangement of the masterplan and the relationship to Waterbeach village does not meet the needs of current Waterbeach residents.

Response

69. The issue of village separation was considered through the examination of the Local Plan 2018 and the plan has been found to be sound without a policy requirement for such provision in Policy SS/6. . The Local Plan requires that the new town will be

developed to maintain the character of Waterbeach as a village close to the new town and that the town will have its own distinctive identity. Within this context the SPD makes provision for an effective transition between the village and new town. At page 60 the SPD states that this will be made up of the South Park a strategic landscaped open space, by the existing landscaped barracks entrance, and through the rear gardens of new development of an appropriate scale backing onto the existing former military dwellings along Capper Road and Abbey Place. East of Capper Road, the southern edge of the car park serving the proposed relocated rail station will comprise a landscaped space that will also include a drainage pond. The limited number of movement links between the village and the new town to the east of Cody Road along the eastern side of the boundary between the two also provides for a zone of urban transition of former military family dwellings between the village and the new town.

70. No proposed changes are proposed to be included in the SPD regarding village separation.

Equestrian issues

71. A number of respondents state that insufficient attention is given in the SPD to the needs of equestrians and the provision and retention of bridleways.

Response

72. The Council has met with the British Horse Society to discuss how best to address the needs of equestrians and having considered the issues raised in a range of representations on this issue, agrees that the reasonable needs of equestrians in relation to routes within the new town and external linkages should be set out in the SPD. This is in keeping with provision for non motorised users that has been made in other new settlements such as at Cambourne.
73. The proposed changes to be included in the SPD propose detailed wording changes to the SPD text and figures.

SPD process

74. A number of concerns have been expressed regarding the process followed in the preparation of the SPD. Some say that all affected residents should have been individually notified.

Response

75. Consultation on the SPD followed the Council's adopted 'Statement of Community Involvement' and so conformed to our standard practice. This involved written notifications to stakeholders and known individuals, media releases and a well attended local exhibition in the village. 96 respondents have made 361 representations on the SPD. The SPD records engagement with the Neighbourhood Planning Group at page 10. Preparation of the Neighbourhood Plan is proceeding but no draft plan has yet been shared with this Council. Consultation on the SPD commenced after the receipt of the Local Plan Inspector's Report which concluded that the Local Plan was 'sound' subject to modifications, all of which modifications have been included in the Local Plan and into policy SS/6 for Waterbeach New Town. The SPD guidance is in conformity with policy SS/6 and the Local Plan which was adopted on the 27th September 2018. Officers considered that the risk of the Local Plan not being adopted was low and understood that the Local Plan could not be

further modified. In these circumstances it was appropriate and reasonable to commence a 6 week SPD consultation on the 14th September.

76. No proposed changes are proposed to be included in the SPD regarding the SPD process.

Sustainability Appraisal (SA) Screening

77. Natural England comments that they consider that uncertainties remain in regard to possible effects on Wicken Fen due to increased recreational pressure which should be addressed in the SPD. Historic England comment that this is a large scale development with potential impacts on assets of high significance. Both bodies say the SA screening conclusion is contrary to advice of all statutory environmental consultees and advise that the Council reviews its decision and prepares an SA.

Response

78. Section 19 of the Planning and Compulsory Purchase Act 2004 requires a local planning authority to carry out a sustainability appraisal of each of the proposals in a Local Plan during its preparation. More generally, section 39 of the Act requires that the authority preparing a Local Plan must do so “with the objective of contributing to the achievement of sustainable development”. Sustainability appraisal ensures that potential environmental effects are given full consideration alongside social and economic issues.
79. Supplementary planning documents do not require a sustainability appraisal but may in exceptional circumstances require a Strategic Environmental Assessment (SEA) for example if they are likely to have significant environmental effects that have not already have been assessed during the preparation of the Local Plan.
80. The first stage in deciding whether an SPD also requires preparation of an SEA or an Appropriate Assessment (part of Habitats Regulations Assessment (HRA), see below) is the preparation of screening reports. Such reports have been prepared in respect of the Waterbeach New Town Draft Supplementary Planning Document (SPD). The Council is required to consult specified consultation bodies on such reports - Historic England, Natural England and the Environment Agency, but it remains the responsible authority for ensuring that the potential effects of the new town have been considered appropriately.
81. The responses of the consultation bodies to the Sustainability Appraisal and Habitats Regulations Assessment Screening Reports were received on the 22nd and 24th August 2018 and were taken into consideration by Cabinet on the 5th September 2018 in agreeing the SPD for consultation, including refining some of the wording of the SPD SA screening report and to making an amendment to the draft SPD itself for clarification in response to the earlier responses.
82. The consultation bodies have made representations to the SPD consultation along similar lines to the views previously received.
83. Historic England considers that a Strategic Environmental Assessment (SEA) of the SPD is required because of the scale of the new town development. However the principle of the new town development and the parameters of the development in terms of scale have been considered through the SA and HRA Assessment of the Local Plan and the role of the SPD is to provide a framework to assist the implementation of the Local Plan. The SPD does not prescribe or change the scale

parameters of the development which is set out in the Local Plan policy SS/5 as approximately 8,000 to 9,000 dwellings. The SPD at pages 65-66 considers the issue of dwelling capacity and explicitly does not endorse or otherwise comment on the acceptability of the 11,000 dwelling capacity that is provided within the two major planning applications for the development of the site from U&C and RLW. The SPD stating that *'It will be for the planning application process to test specific proposals contained in the planning applications in the context of the Local Plan policy, and this will determine the number of dwellings that can appropriately be accommodated on the site whilst achieving a high quality sustainable new community that makes best use of land'*. It follows that in terms of scale the SPD does not give rise to any significant matters that were not considered through the Local Plan SA and HRA process.

84. In regard to the natural environment, the potential effects of the new town have been considered through the HRA and SA of the Local Plan in which both reports conclude there would be no likely significant effects. The response from Natural England acknowledges this but comments that *'in light of new evidence becoming available since the preparation of the Local Plan SA, uncertainties may remain with regard to the effects of recreational pressure at Wicken Fen and the Cam Washes'*.
85. Natural England do not specify the 'new evidence' but these may relate to detailed information contained within and arising from the two major planning applications for the site from U&C and RLW, where comments by Natural England are seeking additional information from the applicants for planning permission and an agreed approach to off-site mitigation measures to address any long-term residual impacts of additional recreational pressure. These are a matter directed and for consideration as part of the planning application process and it is possible as a matter of principle that this more detailed stage in the planning process could identify impacts that were not identified at the plan making stage. These specific comments made to the planning applications by Natural England will be for consideration through the determination process.
86. The Local Plan SA and its HRA provide an appropriate level of assessment for a strategic policy document. In this regard it can be noted that Natural England supported the allocation of the new town site at pre-submission Local Plan stage and made no objections to the SA or HRA of the plan so played no part in the Local Plan examination hearings into the soundness of the Local Plan.
87. The evidence underpinning the Local Plan policy SS/5 for the new town did not identify any such impacts requiring mitigation and so the policy makes no reference to such mitigation being necessary. The SA and HRA of the Local Plan took account of potential recreational impacts arising from the new town proposal and did not identify any likely significant effects either alone or in combination. The SPD provides further guidance to the Local Plan and it is considered that it does not in itself identify or give rise to any new proposals or impacts on either European Protected sites or other designated nature conservation interests such as to requiring SEA or Appropriate Assessment. It follows that the issues raised by Natural England in response to the SPD screenings are appropriately addressed through the planning application process and the Environmental Impact Assessments (EIA) of the U&C and RLW planning applications.
88. Having given careful consideration to the comments received through the SPD consultation, the conclusions of the SA Screening remain sound.

Habitats Regulation (HRA) Screening

89. Natural England comments that they are generally satisfied with the HRA but outline areas of mitigation to address effects of increased recreational pressures on Wicken Fen. They consider that under precautionary principle HRA should conclude significant effect likely and proceed to Appropriate Assessment. They refer to planning applications being for 11,000 homes, many more than the Local Plan allocation for 8,000-9,000 homes. They advise that section 3.4.3 is not correct in noting that access to Wicken Fen is by permit only. Access via PROW is possible and continues to grow such that the National Trust is having to commit additional resources to site management. The Wildlife Trust also have concerns over potential impacts on Wicken Fen due to increased recreational pressures and comment that the National Trust who manage the site also has these concerns. They query assumptions made in the HRA. They say that the Local Plan HRA was prepared with reference to the local plan allocation for 8-9000 homes, and not the 11,000 homes being put forward by the two submitted planning applications

Response

90. There is a requirement under the Habitats Directive that the potential effects of “plans or projects” on designated European sites (Special Areas of Conservation / Special Protection Areas/RAMSAR site), alone or in combination with other proposals, are also considered, and where necessary are subject to Appropriate Assessment. Note the correction concerning access by PROW to the Wicken Fen site.
91. The response to this issue is otherwise covered under the Sustainability Appraisal (SA) issue. Having given careful consideration to the comments received through the SPD consultation, the conclusions of the HRA Screening remain sound.

Conclusion and next steps

92. The SPD as proposed to be changed in response to consultation is consistent with policy SS/6 of the Local Plan 2018 which it supplements and adds further detail and guidance to. The guidance it provides will help to ensure that the new town will be a vibrant and sustainable new community that will maintain the identity of Waterbeach as a village close to the new town and which provides an appropriate setting for Denny Abbey. The adoption of the SPD will assist the Council when it makes planning decisions in future for the new town development site.
93. Subject to approval by Cabinet, the Consultation Statement will be published on the Council’s website.
94. If the SPD is adopted, officers will prepare an adoption statement and carry out various other actions laid down by regulation including actions to publicise the adoption of the SPD and make it available for reference.

Options

95. Members may decide to:
- Approve the Consultation Statement including the proposed modifications to the SPD;
 - Approve the Consultation Statement including the proposed modifications to the SPD with amendments;
 - Not approve the Consultation Statement including the proposed modifications to the SPD;

- Not delegate to the Joint Director of Planning and Economic Development in liaison with the Deputy Leader, the authority to make any editing changes prior to publication including to the figures and spatial framework diagram to ensure consistency with the agreed text of the SPD.

Implications

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

Risk Management

97. Following adoption of the SPD planning decisions will be able to be made which take its guidance into account.

Equality and Diversity

98. The SPD has been subject to an Equalities Impact Assessment, as was the Local Plan 2018 which allocates the site for development. The EqIA will be updated as part of the adoption process.

Climate Change

99. The SPD responds to climate change consistent with the provisions of the Local Plan 2018 including policy SS/6.

Effect on Strategic Aims

100. The SPD will provide the opportunity to guide development to provide a high quality built and natural environment and the potential to pursue healthy towns objectives.
101. Waterbeach New Town has the potential to make a significant contribution to the delivery of a wide variety of new homes including affordable housing.
102. Waterbeach New Town will deliver services, facilities and employment within the town, and will benefit from high quality sustainable transport links to Cambridge.

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.

Background documents:

South Cambridgeshire Local Plan 2018 -
<http://www.scambs.gov.uk/planning/local-plan-and-neighbourhood-planning/the-adopted-development-plan/south-cambridgeshire-local-plan-2018/>

The Consultation Draft Waterbeach New Town SPD -
<http://www.scams.gov.uk/planning/local-plan-and-neighbourhood-planning/emerging-local-plans-and-guidance/waterbeach-new-town-spd/>

Report to the 5th September 2018 Cabinet on the Waterbeach SPD –
<http://scams.moderngov.co.uk/ieListDocuments.aspx?CId=293&MId=7344&Ver=4>

Appendices

- Appendix A – Consultation Statement (Summary of main issues and SPD changes)
- Appendix B – Schedule of SPD changes (text)
- Appendix C – Schedule of SPD changes (maps and figures)

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APPENDIX A

Draft Waterbeach New Town Supplementary Planning Document (SPD)

Consultation Statement and Proposed Changes

Background

South Cambridgeshire District Council (SCDC) as the Local Planning Authority has been developing a draft SPD in consultation with the local community and other stakeholders since mid-2017. The purpose the document is to assist in delivering the objectives of policy SS/6 (Waterbeach New Town) of the South Cambridgeshire Local Plan which was adopted on the 27th September 2018. Section 17 of the policy states that an SPD will be prepared for the site to provide further detailed guidance on the implementation of policy SS/6.

The draft SPD is structured in six chapters:

1. Introduction
2. Site Context
3. Vision
4. Spatial Framework
5. Guiding Principles
6. Delivering the Place

This consultation statement has been prepared in accordance with the Town and Country Planning (Local Plan) (England) Regulations 2012. Regulation 12 requires that SCDC prepare a consultation statement setting out the persons consulted when preparing the SPD, a summary of the main issues raised by those persons and how these have been addressed in the SPD.

Preparation of the draft SPD

The site is located between Waterbeach village to the south, Denny Abbey to the north, the A10 to the west and the railway line to the east. The western part of the site constitutes a former military airfield and barracks whilst the eastern part of the site is in agricultural use.

The District Council as the Local Planning Authority has been working in partnership with Cambridgeshire County Council, the landowners and local interest groups to consider ways to deliver development on site in a successful manner. In preparing the draft SPD, a workshop took place in July 2017, and the comments provided at this workshop proved valuable in helping shape the document prior to subsequent discussion with representatives of the Waterbeach Neighbourhood Planning Group.

Comments from these discussions have informed the development of the SPD. A summary of these comments and how they have been addressed in the development of the SPD are set out below. In addition four meetings have been held with SCDC officers and representatives of the surrounding parish councils (15 August, 11 October and 21 December 2017) as well as the Waterbeach Community Forum on 14 March 2018 to which residents from all the villages were invited.

WORKSHOP COMMENTS	SCDC RESPONSE
PLACE / VISION / DESIGN	
Need to maximise the potential of the site to	The SPD explores the constraints and

foster a sense of identity and ownership.	opportunities of the site, and provides guidance to support the creation of a vibrant, high quality new settlement.
Retain some existing barracks buildings to contribute to a sense of place and create distinct neighbourhoods based on the existing landscape and historical context.	Most of the barracks buildings will be removed. It is intended to retain the sports centre building and possibly the control tower.
Integration between the new town and the village is important, alongside calls for consideration of a soft buffer between the built environments.	<p>Linkages between the village and the proposed new town will be very important to the overall success of the place, and these linkages will primarily take the form of pedestrian and cycle connections. Other than for a small area accessed off Cody Road and Abbey Place to enable access to the relocated railway station, all motor vehicular traffic, other than for public transport, will be restricted between the village and the town.</p> <p>A soft buffer is proposed along the south western edge of the development, as well the retention of the landscaped entrance to the existing barracks site.</p>
Mixed views on a range of densities – with particular concerns about over development and the height of potential buildings due to a lack of precedent for tall buildings in Cambridgeshire. However, some welcomed the provision of more green space and legibility that tall buildings could bring.	A range of housing densities will be appropriate at the proposed new town. It will have a population broadly similar to nearby existing towns such as Huntingdon and Haverhill, places which have a wide variety of building types. Moreover, it will be similar to Northstowe in many regards, such as population size, former use, and location close to existing villages.
Building design should be coherent and should reflect local vernacular architecture.	The overall town plan will be expected to follow a coherent structure and through the use of design coding a coherent approach to building design will be expected to be achieved. Over such a large development however it is neither desirable nor achievable to have the entire development following one particular design rationale. Existing towns and villages have usually followed a process of gradual evolution, and although Waterbeach New Town will not evolve over such a long period of time, it is expected that it could take over 25 years to complete.
Retain the fen edge and vistas from the site. Boundaries with the fen edge should be congruous.	Addressed in the SPD, the proposed new town should be designed to maximise the views out of the site towards the fen edge. This will be particularly important along the northern and eastern edge of the site.
Inter-visibility between Denny Abbey and the development should remain alongside calls for a strong landscape buffer.	Addressed in the SPD, the proposed new town should be designed to both create a strong landscape design along the northern

	edge with Denny Abbey, but also to create filtered views so that there will be new views created between the new town and the wider landscape.
Historic causeways should be seen as a historic place making opportunity.	The SPD seeks that the historic causeways such as the Fen Causeway between the village and the Abbey, and Bannold Drove, will be incorporated into the development proposals. The part of the Fen Causeway between the village and the Abbey will deviate from its original course towards the lake.
Concerns raised over using Lakeside as 'the centre' but acknowledgement that it is an asset and a significant feature.	The proposed town centre will be expected to be located closer to the existing village. The lakeside should be a destination in its own right.
CONNECTIVITY	
Major concerns over A10 congestion and air quality, which would be worsened by development.	A range of measures have been identified providing opportunities for future residents to use other modes of transport other than the car to get to work. High quality cycle connections and an improved railway station could help.
Concern over potential 'rat running' through the existing village. It was noted however that restriction of general access would be impractical and undesirable.	Motor vehicular movement between the village and the new town will be restricted at the current access to the barracks. There will still be opportunities for motor vehicles to access the village from the new town by using the existing access off the A10, i.e. Denny End Road and Car Dyke Road.
Multiple points of access from existing village would benefit the whole community. There should be a minimum of 2 access points off the A10.	Two points of vehicular access off the A10 are proposed. Cycle and pedestrian access points are proposed along Denny End Road, Abbey Place, Cody Road, Bannold Drove and Long Drove.
The relationship with the existing village should be meaningful and relate to the primary movement network.	<p>The relationship with the existing village will be meaningful through the shared use of facilities and resources. For example the existing village has sporting, leisure, shops and employment facilities that will be used by the new community.</p> <p>The new town will provide a new safe cycle route from the village to the research park and other employment areas to the north west of the site, as well as providing new facilities such as a new secondary school and other shops and leisure facilities which will be easily accessible from the village.</p>
Strong support for an increased focus on sustainable modes of travel and the creation of walkable neighbourhoods, including an ambition for all children to be able to walk	There will be a strong focus on the creation of direct and safe cycle and pedestrian routes throughout the site, with an emphasis on these modes of transport over cars.

and cycle to school. A safe and permeable street network is required.	
Acknowledgement that a new station is needed with strong pedestrian and cycling links from the existing village as well as car and cycle parking.	The new station will be located in a position as close to the existing village as possible, with direct vehicular access from the village, using Cody Road.
Better bus service needed to Cambridge (especially in the evening).	Improvement of bus services is addressed in the SPD, and would be addressed in s106 agreement between the developers and the Local Planning Authority, and the increased patronage that will come from the demand from the new town. Any bus service connecting the village and the town will use the existing access to the barracks.
SUSTAINABILITY	
Site promoters should pursue exemplar status – eg set out towards a zero carbon ambition, and adopt sustainable development strategies and philosophies.	The SPD sets out aspirations for excellence in sustainable development. These will be developed through the planning application process.
Clear proposals for water and green infrastructure should be developed.	The SPD sets out aspirations for excellence in sustainable development. These will be developed through the planning application process.
EMPLOYMENT AND ECONOMY	
Retail needs to be addressed early in the development process.	A retail strategy will be required that will take into account the changing requirements for retail. Such a strategy was required on the Northstowe development and this strategy is coming forward on that development at the moment.
Strong support for the town centre closer to the existing village and to incorporate a pedestrian friendly public realm in the town centre.	The town centre has moved closer to the village from previous iterations. It is intended that through the use of design coding it will make sure that the town centre will be pedestrian focussed.
Desirable to locate retail in close proximity to the train station and the lake.	As well as a town centre, there will be expected to be local centres of activity by the railway station and the lake.
Small scale retail and pubs etc, should be located within each neighbourhood for convenience.	As well as those centres, a further local centre is proposed to be located at the north eastern corner of the development that will incorporate small scale retail and other facilities.
Need to maximise opportunities for micro employment.	It is not expected that Waterbeach will be self sufficient in employment space, but employment space will be required.
Development should engender opportunities for flexible and adaptable working patterns, eg. working from home and pop up business spaces.	It is not expected that Waterbeach will be self sufficient in employment space, but employment space will be required.
GOVERNANCE AND PHASING	

The design of the settlement needs to be flexible and resilient in order to function should the new station not be developed.	The local plan requires that the development includes a relocated railway station.
Interim facilities during the first phase may be appropriate and will help to establish a sense of identity early on in the development.	There will be a requirement to set out governance arrangements both at the interim and final stages of the development.
A strong preference for the first phase of development to be located close to the existing village to promote community cohesion.	It is envisaged that the first phase of development will include a development area that encompasses the northern entrance to the site, the lakeside area and the town centre.
Request for a s106 agreement to pay for a community worker to help set up play groups / run community events etc, in order to help facilitate community integration.	Community worker(s) will be requested as part of the s106 negotiations to help with community integration.
Need to consider the life cycle of the town – likely to be dominated by younger people with families at the beginning, with the population getting older over time.	It is anticipated that the development will take into account the needs of a younger population at the beginning of the development, and this will include the early provision of infrastructure such as the first primary school.
Need for the consideration of ownership and governance of future community space and facilities, with an ambition to protect them for the community's interest over the long term.	This important element of the development has been considered as part of the s106 process.
COMMUNITY AND SOCIAL INFRASTRUCTURE	
Existing facilities within Waterbeach village will face increasing population pressures, and will need more investment, eg library and primary school.	It is intended that the new development will provide its own facilities. It is not intended that the development will contribute to improving the existing primary school, as it will provide 5 new primary schools.
Desire to retain existing sports and recreational facilities provided at the Barracks.	The sports centre will be retained in the short to medium term until such time when it will need to be replaced.
New community facilities should be easily accessible for existing residents.	Facilities within the proposed town centre, station district, lakeside and south park will be most easily accessible for existing residents. As the development progresses more facilities will become available and easily accessible by footpath and cycle.
Important that development includes space for incidental interaction to support community integration.	Facilities will be provided for at appropriate stages in the development of the new town to support community integration.
Need for many community and recreational facilities up front and which have a multi-functional capacity.	Community and recreational facilities will be provided for at appropriate stages in the development of the new town.
Strong desire to keep the lake for public use and to promote its enjoyment.	It is intended that the lake will be opened up for public access as a swimming lake and for other sporting uses.
NEIGHBOURHOOD PLAN GROUP EMERGING VISION AND OBJECTIVES	

VISION	
A great place to live and work.	The development will provide an appropriate amount of facilities accessible from the village.
The identity and character of the existing community should be respected and protected.	The proposed new town will have its own distinct identity, separate from the village. The identity and character of the village, based around the green and all the social infrastructure will not be affected. Indeed it would be expected that these facilities such as the pubs and churches will be enhanced by the residents of the new town.
Sustainable infrastructure should be provided.	The SPD includes guidance on phasing, all relevant and necessary infrastructure will be provided at appropriate times throughout the timeframe of the development. This will include schools, playing fields and play facilities, open space, cycle and footpath routes, shops and road infrastructure.
Improvements to the quality of life of every resident.	The addition of new and improved infrastructure will improve the quality of life for residents of the village.
New development should not be overbearing or overwhelming.	Development will take place that should not be overbearing or overwhelming, taking into account the context of a new town.
New development should complement the rural vistas and existing fen edge landscape.	Development will take place that will complement the rural vistas and existing fen edge landscape, taking into account the context of a new town.
OBJECTIVES	
<i>Environmental</i>	
Reflect the current built form and rural setting.	The proposal is for a new town, and it would therefore be inappropriate to develop an overall design that reflects the built form and rural setting of the existing village.
Development that is sensitive to context.	The SPD includes extensive guidance. Development will take place that will complement the rural vistas and existing fen edge landscape, taking into account the context of a new town.
Development that protects and enriches the landscape and built setting.	The SPD sets out principles for the indicative locations of built form and its relationship with the wider landscape.
Transport improvements that prioritises pedestrians, cycling and public transport.	The SPD sets out principles for transport and movement.
Protection of green space, landscape and nature conservation.	The SPD sets out indicative locations for green space throughout the new town.
<i>Social</i>	
A housing strategy that is tailored to the needs of Waterbeach village.	The development will provide a variety of new types of housing, and will provide far more than is necessary to meet the needs of

	the village.
Sustain and improve local facilities.	The number of new dwellings and the construction workers that will be involved over the considerable time period of the development will enable the existing local facilities such as the pubs and shops in the village to be supported.
Ensuring that local people are involved in the planning and delivery process.	Processes will be put in place to ensure that the residents of the new town will be involved in its development as it progresses.
<i>Economic</i>	
Sustain and improve local facilities.	The number of new dwellings and the construction workers that will be involved over the considerable time period of the development will enable the existing local facilities such as the pubs and shops in the village to be supported.
Strengthen and support local economic activity.	The SPD includes that the development will provide safer pedestrian and cycle access to the existing employment area at the Cambridge Research Park.

Consultation on the draft SPD

A public consultation on the draft Waterbeach New Town SPD was held for 6 weeks between the 14th September 2018 and 26 October 2018. The proposed modifications address the issues raised by the consultation responses. Consultation on the SPD was undertaken in accordance with the Statement of Community Involvement adopted in 2010.

A Draft Final Sustainability Appraisal and Habitats Regulations Assessment Screening Report were completed and consulted upon for the emerging South Cambridgeshire Local Plan 2014 which proposed the allocation of the new town site for development. This consultation took place between 19 July and 14 October 2013. These documents, along with other supporting documents were also made available to view during this consultation. As the draft SPD supports the South Cambridgeshire Local Plan, there was no further need to undertake a separate Sustainability Appraisal or Habitats Regulations Assessment for this SPD document, although screening reports were completed and made available during the consultation.

The draft Waterbeach New Town SPD was consulted upon with the following accompanying documents:

- [Sustainability Appraisal Screening Report](#)
- [Habitats Regulations Screening Report](#)
- [Equality Impact Assessment](#)

Consultees

The following organisations (below) were directly notified of the draft Waterbeach New Town (SPD) in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) via email, or post where no email address was available (individuals are not listed). It should be noted that other individuals were also contacted that do not appear on this list.

Abellio Greater Anglia	National Housing Federation
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Age UK	National Trust
Airport Operators Association	Natural England
Anglian Water	Network Rail
British Gas	NHS Cambridgeshire and Peterborough Clinical Commissioning Trust
British Horse Society	NHS England
British Telecom	NHS Property Services
Building Research Establishment	Office of Rail Regulation
Cam Valley Forum	Papworth Hospital NHS Foundation Trust
Cambridge Council for Voluntary Service	Post Office
Cambridge Cycling Campaign	Ramblers Association
Cambridge Dial a Ride	Registered Providers
Cambridge Ethnic Community Forum	Renewable UK
Cambridge Forum of Disabled People	Road Haulage Association
Cambridge GET Group	Royal Mail
Cambridge Inter-Faith Group	Royal Society for Protection of Birds
Cambridge Past Present and Future	Scottish & Southern Electricity
Cambridge Research Park	Shelter
Cambridge University Hospitals NHS Foundations Trust	Skills Funding Agency
Cambridge Water (South Staffs Water)	Sport England
Cambridgeshire ACRE	Stagecoach East
Cambridgeshire and Peterborough Combined Authority	Sustrans
Cambridgeshire and Peterborough NHS Foundation Trust	Theatres Trust
Cambridgeshire Chamber of Commerce	Three
Cambridgeshire Community Foundation	Travel for Work Partnership
Cambridgeshire Constabulary	UK Power Networks
Cambridgeshire Ecumenical Council	Visit East Anglia Limited
Cambridgeshire Fire and Rescue Service	Vodafone & O2
Cambridgeshire Football Association	Waterbeach Waste Management Park
Cambridgeshire Local Access Forum	Whippet Coaches Limited
Cambridgeshire Race Equality and Diversity Service	Wildlife Trust
CamHealth - Local Commissioning Group	Woodland Trust
Campaign to Protect Rural England	National Housing Federation
CamToo Project	National Trust
Church Commissioners	Natural England
Cambridgeshire and Peterborough Combined Authority	Network Rail
Cambridgeshire and Peterborough NHS Foundation Trust	NHS Cambridgeshire and Peterborough Clinical Commissioning Trust
Cambridgeshire Chamber of Commerce	NHS England
Cambridgeshire Community Foundation	NHS Property Services
Cambridgeshire Constabulary	Office of Rail Regulation

Cambridgeshire Ecumenical Council	Papworth Hospital NHS Foundation Trust
Cambridgeshire Fire and Rescue Service	Post Office
Cambridgeshire Football Association	Ramblers Association
Cambridgeshire Local Access Forum	Registered Providers
Cambridgeshire Race Equality and Diversity Service	Renewable UK
CamHealth - Local Commissioning Group	Road Haulage Association
Campaign to Protect Rural England	Royal Mail
CamToo Project	Royal Society for Protection of Birds
Church Commissioners	Scottish & Southern Electricity
Civil Aviation Authority	Shelter
Confederation of British Industry	Skills Funding Agency
Conservators of the River Cam	Sport England
Country Land & Business Association	Stagecoach East
DB Schenker Rail	Sustrans
Denny Abbey Farmland Museum	Theatres Trust
Department for Business Innovation and Skills	Three
Department for Transport	Travel for Work Partnership
Department of Environment, Food and Rural Affairs	UK Power Networks
Design Council	Visit East Anglia Limited
Disability Cambridgeshire	Vodafone & O2
Education Funding Agency	Waterbeach Waste Management Park
EE	Whippet Coaches Limited
Ely Diocesan Board	Wildlife Trust
Environment Agency	Woodland Trust
English Heritage	National Housing Federation
EON UK	National Trust
Equality and Human Rights Commission	Natural England
Federation of Small Businesses	Network Rail
Fields in Trust	NHS Cambridgeshire and Peterborough Clinical Commissioning Trust
Forestry Commission	NHS England
Freight Transport Association	NHS Property Services
Friends of the Earth	Office of Rail Regulation
Greater Cambridge Partnership	Papworth Hospital NHS Foundation Trust
Gypsy & Traveller organisations	Post Office
Hazardous Installations Inspectorate	Ramblers Association
Health and Safety Executive	Registered Providers
Department for Business Innovation and Skills	Renewable UK
Department for Transport	Road Haulage Association
Department of Environment, Food and Rural Affairs	Royal Mail
Design Council	Royal Society for Protection of Birds

Disability Cambridgeshire	Scottish & Southern Electricity
Education Funding Agency	Shelter
EE	Skills Funding Agency
Ely Diocesan Board	Sport England
Environment Agency	Stagecoach East
English Heritage	Sustrans
EON UK	Theatres Trust
Equality and Human Rights Commission	Three
Federation of Small Businesses	Travel for Work Partnership
Fields in Trust	UK Power Networks
Forestry Commission	Visit East Anglia Limited
Freight Transport Association	Vodafone & O2
Friends of the Earth	Waterbeach Waste Management Park
Greater Cambridge Partnership	Whippet Coaches Limited
Gypsy & Traveller organisations	Wildlife Trust
Hazardous Installations Inspectorate	Woodland Trust
Health and Safety Executive	Shelter
Highways England	Skills Funding Agency
Historic England	Sport England
Home Builders Federation	Stagecoach East
Homes England	Sustrans
Hunts Health - Local Commissioning Group	Theatres Trust
Internal Drainage Boards	Three
Lawn Tennis Association	Travel for Work Partnership
Local Nature Partnership	UK Power Networks
Local stakeholders and businesses	Visit East Anglia Limited
National Grid	Vodafone & O2
National House Building Council	Waterbeach Waste Management Park
	Whippet Coaches Limited
	Wildlife Trust
	Woodland Trust

MPs, COUNCILS & COUNCILLORS

MPs for South East Cambridgeshire, South Cambridgeshire and Cambridge	Histon & Impington Parish Council
Cambridge City Council	Horningsea Parish Council
Cambridgeshire and Peterborough Combined Authority	Landbeach Parish Council
Cambridgeshire County Council	Lode Parish Council
East Cambridgeshire District Council	Milton Parish Council
Cambridgeshire County Councillors for South Cambridgeshire and East Cambridgeshire districts	Stow-cum-Quy Parish Council
East Cambridgeshire District Councillors	Stretham Parish Council
South Cambridgeshire District Councillors	Swaffham Bulbeck Parish Council

South Cambridgeshire Youth Council	Swaffham Prior Parish Council
Burwell Parish Council	Waterbeach Parish Council
Cottenham Parish Council	Wicken Parish Council
Fen Ditton Parish Council	

Other methods of notification include:

- a public notice in the local newspaper on the 19th September 2018;
- through the Council's webpages and social media; and
- A local exhibition.

A public local exhibition was held in the village on **Monday 8th October 2018** at the Salvation Army Hall, 7 Station Road, Waterbeach, CB25 NHT between the hours of 12.30 and 7.30pm, when officers were on hand to answer questions.

61 people visited the exhibition, the main topics of discussion included transport, the relocated station, provision for cyclists and equestrians, utilities, and the relationship of the new town to the existing village.

The exhibition was then on display until the end of the consultation period at:

- South Cambridgeshire District Council offices at South Cambridgeshire Hall, Cambourne, Cambridge CB23 6EA (8.30am – 5.00pm Monday to Friday)

The public exhibition could also be read on-line by viewing the [Waterbeach New Town SPD PDF](#).

Consultation Methodology

A 6 week consultation period for the draft SPD took place from:

5pm on 14 September 2018 to 5pm on 26 October 2018

The draft SPD and other relevant documents were available for inspection during the consultation period at the following locations:

Online on the council's website:

<http://www.scams.gov.uk/planning/local-plan-and-neighbourhood-planning/emerging-local-plans-and-guidance/waterbeach-new-town-spd/>

The SPD and supporting documents were available for inspection at:

- **South Cambridgeshire District Council offices** at: South Cambridgeshire Hall, Cambourne, Cambridge CB23 6EA (8.30am – 5.00pm Monday to Friday).
- **Waterbeach Library Community Centre**, High Street, Waterbeach, Cambridge CB25 9JU (2.45pm – 5pm Monday; 2.45pm-5pm,6pm-8pm Wednesday; 2pm-5.30pm Friday; 10am-12noon Saturday).

The Council also prepared a [Summary Consultation Leaflet](#).

Comments could be made using:

- the online consultation system: <https://scams.jdi-consult.net/localplan/>; or
- by completing the consultation response form and either emailing or posting it to the Council at ldf@scams.gov.uk or South Cambridgeshire Hall, Cambourne Business Park, Cambourne, CB23 6EA.

Consultation Outcome / Key Issues Raised

During the consultation, 361 representations were received, made by 96 respondents. Of the representations 58% were objections, 5% of representations were supports and 37% were comments.

The main issues raised included:

- the spatial layout of the new town
- building heights and dwelling capacity
- the relocated railway station
- ransom and delivery issues
- flood risk
- schools and air pollution
- water recycling
- village separation
- SPD process
- equestrian issues

The following series of tables identifies the representations received to each part of the SPD, summarises the main issues raised, provides a Council assessment of the issues and where necessary what proposed modifications to the SPD are indicated.

Summary tables of main issues raised, Council assessment and proposed modifications

Executive Summary and Foreword				
Representations Received	Support: 0	Object: 1	Comment: 0	Total: 1
Main Issues in reps 67406	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • RLW Estates Concerned that the delivery and review groups will not be sufficient to deliver the allocation but are not a substitute for clear specification of conditions and principles in the SPD. • RLW Estates The output from such groups will not be binding on the parties involved without mechanisms to ensure this. They are unlikely to work well when one party is attempting to ransom the other. <p>Comment</p>			
Council's Assessment	<p>As the site is in multiple land ownerships, the draft SPD has been prepared to guide a comprehensive approach to development and infrastructure across the whole site. This is to ensure the new settlement is delivered as a single unified development. Chapter 6 sets out an approach to delivery that requires coordination between the two developers. It seeks to achieve this by requiring, through s106 agreements and planning conditions, that delivery and review groups to be established that include the developers as well as South Cambridgeshire and Cambridgeshire County Council. Whilst it is acknowledged that</p>			

	the output from these groups could not be made binding on the parties involved, it is possible to secure an agreement for joint working, collaboration and compatibility through a site wide collaboration agreement or Memorandum of Understanding. The SPD already provides considerably more detail than would normally be provided on issues of delivery in a site development SPD and further detail is not considered necessary or proportionate.
Proposed Modifications	No modifications are proposed in response to representations on the Executive Summary and Foreword.

Section 1: Introduction

1. Introduction				
Representations Received	Support: 0	Object: 38	Comment: 12	Total:50
Main Issues in reps 67386 67363 67438 67550 67316 67275 67312 67336 67338 67325 67324 67567 67322 67282 67331 67461 67346 67458 67462 67450 67463 67460 67525 67366 67526 67436 67437 67439 67459 67469 67471 67470 67508 67371 67372	Support Object <u>Member & consultation processes</u> <ul style="list-style-type: none"> • Waterbeach Neighbourhood Plan Steering Committee no evidence in SPD that any consideration has been given to work done by NP steering group and evidence that has been compiled during consultations with Waterbeach village residents during last 3 years. • Waterbeach Parish Council Consultation ahead of adoption of Local Plan & unsure if Scrutiny committee and Cabinet concerns have been applied. If not, SPD should be redone Public consultation has been very rushed and should have been after Local Plan adoption. • Rushed through Member process. • Policies map still needs to be completed to make plan sound. "up to Sept 2018 prep SPD in accordance with Town and Country Planning res 2012". Does not refer to adopted local plan which should inform the SPD. • SPD does not reflect policies (main modifications) in the local plan which are required to make the plan sound. • SPD deficiencies in respect of soundness; drafted before Local Plan adopted. Inspector's recommendations and main modifications included? – many omissions. Member process rushed - concerns raised. Statutory consultees concerns. Lack of fair and proper consultation. Recommend non-adoption of it as submitted. <u>Comprehensive & collaborative approach</u> <ul style="list-style-type: none"> • Major objection that the plan relies on 2 developers acting in their own interests to the detriment of the wider vision and its delivery. SPD should mandate that a single joint planning application should be submitted. • SPD includes emphasis on a comprehensive and collaborative approach but lacks clear measures to achieve this. Needs binding and enforceable provisions. Coordinate 2 planning applications. 			

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- Urge Land owners and developers to consider that profit does not come before people and place. No requirement for housing delivery in early years. Opportunity to review progress in joint local plan.

Format & content of SPD

- **Carbon Neutral Cambridge** Welcome acknowledgement within SPD there is need for climate change mitigation as well as capability to adapt to climate change. Words need to be backed up by (a) being clear about overarching aims and objectives and (b) policies in place which are consistent with these.

Vision

- **Carbon Neutral Cambridge** Support the vision of delivering "an example of excellence in sustainable development". SPD will not deliver this, contrary to policies set by the Climate Act 2008, the NPPF (July 2018) and SCambs local plan policy SS/6.
- Lacks vision.

Vision and movement

- Several expressions of support Waterbeach Cycle Campaign "People First" vision.
- Major concerns the SPD will lead to a car centric development which prioritises space for cars over space for people.
- SPD will not deliver the vision of a development with high levels of cycling and walking as it prioritises motorised vehicles to detriment of existing and new residents.
- Concerns about primary roads through centre of development & proximity of schools next to roads & impacts on existing village, particularly using Cody Road to access station.
- Don't relocate the station until new development is larger than existing village.
- Ban construction traffic from existing village.
- Great opportunity to realise a world-class development with sustainable transport integrated from the beginning. SPD has street network that encourages people to drive, even for short trips, by making it direct to drive and easy to park cars. Result in much more congestion, pollution and road injury.

Comment

Format & content of SPD

- **Cambridgeshire County Council** comment that SPD reflects engagement to date, but SPD needs more flexibility to address additional infrastructure demands from current planning applications for 11,000 houses. Local Plan objectives for a comprehensive development needs to be translated into greater cooperation between the developers.
- **Defence Infrastructure Organisation and Urban &**

	<p>Civic SPD welcomed. Considerable progress in evolving content over recent months, in parallel with outline planning applications, and emerging legal framework for joint working between landowners and promoters. Endorse approach to spatial framework and delivery.</p> <ul style="list-style-type: none"> • Historic England Welcome SPD to support Local Plan Policy, guide developers and help guide the preparation and assessment of future planning applications. Document provides thorough basis for planning for this large development site. • Natural England strongly support SPD, spatial framework and aims for comprehensive sustainable development, and a collaborative and coordinated approach to delivery. SPD should be adopted prior to determining planning applications. Strong emphasis on creation, integration and enhancement of Strong emphasis on creation, integration and enhancement of rich biodiversity of the local fenland landscape, sensitively incorporating existing green and blue infrastructure into the new town and creating new ecology corridors. Support comments by National Trust & Wildlife Trust that SPD should promote use of Natural Cambridgeshire Local Nature Partnership's Developing with Nature Toolkit. • Wildlife Trust welcomes the emphasis on a coordinated approach to design and delivery of the new town. Essential to achieve a high quality and sustainable new settlement, that delivers on many of the requirements and aspirations set out. Broadly supportive of approach to provision of green infrastructure and biodiversity enhancements, although reference should be made to need for a net gain in biodiversity, in line with NPPF. Important adopted before planning applications are considered. Essential that consultees be given more time to respond to applications to frame our responses having regard to adopted SPD. • Disappointed SPD essentially a combination of 2 planning applications driven by developers not the Council. • Language too rambling and vague rather than expressing certainty and obligation. Few examples of good practice. <p><u>Vision and movement</u></p> <ul style="list-style-type: none"> • Broadly support principle of a new town & vision for high levels of active travel but SPD does not go far enough and is car centric. • Concerns about primary roads through centre of development & proximity of schools next to roads & impacts on existing village, particularly using Cody Road to access station. • Waterbeach Cycle Campaign propose a "People First" vision. [several expressions of support for this vision]. • SPD does not provide sufficient guidance to encourage non motor vehicle transport use. • Plan must focus on walking and cycling as primary
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	<p>transport options, in conjunction with public transport. Current plan will flood the area with vehicle traffic.</p> <ul style="list-style-type: none"> • Major concerns the impact that the development will have on existing village, especially for residents in the Cody Road area. • WCC are interested in being a member of the Transport Strategy Review Group.
<p>Council's Assessment</p>	<p><u>Member & consultation processes</u></p> <p>Consultation on the SPD followed our adopted 'Statement of Community Involvement' and so conformed to our standard practice. This involved written notifications to stakeholders and known individuals, media releases and a well attended local exhibition in the village. 96 respondents have made 361 representations on the SPD. The SPD records engagement with the Neighbourhood Planning Group at page 10. Preparation of the Neighbourhood Plan is proceeding but no draft plan has yet been shared with this Council. Consultation on the SPD commenced after the receipt of the Local Plan Inspector's Report which concluded that the Local Plan was 'sound' subject to modifications, all of which modifications have been included in the Local Plan and into policy SS/6 for Waterbeach New Town. The SPD guidance is in conformity with policy SS/6 and the Local Plan which was adopted on the 27th September 2018. In these circumstances it was appropriate to commence a 6 week consultation on the 14th September.</p> <p><u>Comprehensive & collaborative approach</u></p> <p>The SPD will help to ensure the comprehensive development of the new town but it cannot require that the two developers submit a single planning application for its development. Nor can it overcome the need for separate financial arrangements being made between the two developers which are common features of developments where there is more than one landowner.</p> <p><u>Format & content of SPD</u></p> <p>Welcome support. Note that the SPD is not a combination of the 2 planning applications, any SPD and planning applications prepared in accordance with Local Plan policy SS/6 will inevitably contain many similarities.</p> <p><u>Vision and movement</u></p> <p>Welcome support. The SPD has been prepared to conform with the Local Plan 2018 policy SS/6 and with the NPPF 2012. The Local Plan Inspector has found the new town allocation and policy SS/6 to be 'sound' and it follows that it can be considered to be in accordance with national planning policy and other statutory requirements.</p> <p>Disagree that the development is car-centric or the SPD does not provide evidence to meet its high aspirations regarding cycling</p>

	<p>and walking. Guiding principle 3 on page 83 is all about creating a high quality environment for cycling serving the whole town and focussed on key destinations. To include:</p> <ul style="list-style-type: none"> • A dense network of routes which accommodate cycling for local and longer distance travel for a wide range of users at frequent intervals, is of a high standard and is direct; • Primary streets which include segregated cycle paths; • Permeable street and cycle networks which provide a choice of routes for cyclists; • Green corridors with shared cycle and foot paths; • Safe crossing points where cycle routes cross streets, which give priority to cyclists over cars; • Connections to the national cycle network and other strategic cycle routes beyond the site; • Secure and enclosed cycle parking at local centres (in particular at the new rail station), key destinations and facilities, as well more generally within the public realm and open spaces; and • Bike & Ride facilities at the railway station, with a high volume of secure parking. 'Bike & Go' hire facilities should be provided for visitors to the New Town. Spaces should be allowed for an associated cycle repair and sales centre at the relocated railway station cycle park. <p>Access to the new station via existing village roads will be unavoidable until a new road linking to the A10 has been completed. This issue was fully taken into account during consideration of the planning application for the new station which has now received planning permission.</p>
Proposed Modifications	No modifications are proposed in response to representations on the Introduction.

1.1 Background				
Representations Received	Support: 0	Object: 1	Comment: 0	Total: 1
Main Issues in rep 67340	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • Overall number of dwellings <p>Comment</p>			
Council's Assessment	The issue of the capacity of the site is considered elsewhere in this assessment of consultation responses.			
Proposed Modifications	No modifications are proposed in response to representations on section 1.1 Background.			

1.2 Purpose and Scope				
Representations Received	Support: 0	Object: 2	Comment: 0	Total: 2

Main Issues in reps 67408 67409	Support Object <ul style="list-style-type: none"> • RLW Estates SPD needs to be much clearer on what information will be expected and when. Commonality in approach of two promoters to strategic elements of infrastructure is essential if aspirations are to be achieved in respect of place-making, quality and delivery of a "single integrated new town". • RLW Estates Endorse principle of defining "fixes", "principles" and "mechanisms" and definitions. Definition of 'fix' should be consistent and clear across document. Broad locations and interrelationship of the spatial elements important at this stage with detail to be tested through planning applications. Comment
Council's Assessment	The Waterbeach New Town provides much more detail than other site-specific SPDs on such matters as the provision of social and physical infrastructure and the mechanisms to be used to secure its delivery. The SPD establishes an indicative common Strategic Framework Diagram to show how the different structural elements of the new town will relate to each other.
Proposed Modifications	No modifications are proposed in response to representations on section 1.2 Purpose and Scope.

1.3 Key issues				
Representations Received	Support: 0	Object: 3	Comment: 2	Total: 5
Main Issues in reps 67362 67473 67407 67517 67487	Support Object <ul style="list-style-type: none"> • RLW Estates SPD should set out basis for a binding legal framework and planning conditions that will guarantee comprehensive and integrated development. Necessary foundation and pre-condition for successful engagement, collaboration and co-ordination between site promoters. • Waterbeach Parish Council Relationship with existing village should reflect policy SS/6. Some separation provided to protect character and identify of village. Serious concerns regarding multiple ownership and impact on delivery process. • Drainage and sustainable waste policies need to remain high priorities and realistic support for community development needs to be itemised. WPC's views must be sought and respected. Comment <ul style="list-style-type: none"> • Historic England Key Issues 1 & 5 - welcome references to the need for comprehensive development, and the sensitive historical location and proximity of Denny 			

	<p>Abbey, but other designated assets need to be referenced. Agree Major Development Site boundary outside of which no development permitted.</p> <ul style="list-style-type: none"> • Wildlife Trust Suggest second paragraph of Key Issues point 4 be edited to read "As well as protecting and promoting ecological habitats to deliver a net gain in biodiversity, and providing key place-making benefits..."
Council's Assessment	<p>Welcome support.</p> <p>Policy SS/6 which the SPD is intended to supplement makes no mention of achieving net environmental gains on site. This is because this 'net gains' requirement is set out in the National Planning Policy Framework and does not need to be repeated in the Local Plan or in the SPD. Planning decisions are required by the NPPF to minimise impacts on and provide net gains for biodiversity.</p>
Proposed Modifications	<p>No modifications are proposed in response to representations on section 1.3 Key Issues. Also see the Council Assessment of section 2.5.</p>

1.4 Process and Programme				
Representations Received	Support: 0	Object: 2	Comment: 0	Total: 2
Main Issues in reps 67433 67373	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • Waterbeach Neighbourhood Plan Steering Committee Little communication or inclusion of WNPSG or Neighbourhood Plan during production of SPD. Attach WNP Heritage and Character Assessment for consideration in informing SPD. Design principles package (by AECOM) for WNPSG imminent & will inform future decisions on planning matters arising within Waterbeach Parish. Fully support Waterbeach Parish Councils comments. • Support concerns of Environment Agency, Natural England and Heritage England regarding SEA screening; the proper environmental studies have not been completed & although outside strategic site Environment Agency's concerns about sewage works in level three flood zone close to banks of River Cam . <p>Comment</p>			
Council's Assessment	<p>The SPD records engagement with the Neighbourhood Planning Group at page 10. Preparation of the Neighbourhood Plan is proceeding but no draft plan has yet been shared with this Council. The WNP Heritage and Character Assessment from July 2018 attached to representations from the Neighbourhood Planning Group repeats much of the heritage and character evidence base underpinning the Local Plan. It had not previously been shared with this Council. It makes three brief references to</p>			

	<p>the new town allocation including stating '(The) New Town proposed at Waterbeach Barracks increases the sensitivity of the north western edge of the village. This is where the historical village will meet the proposed new development and will require appropriate design to allow for positive integration between the existing and the proposed settlements'. This approach is consistent with that of policy SS/6 and the SPD and it must be recalled that the Neighbourhood Plan is required to be in conformity with the Local Plan 2018 which includes the new town allocation.</p> <p>The Council assessment regarding Sustainability Appraisal / SEA screening can be found in this statement at pages 113 and 115</p>
Proposed Modifications	No modifications are proposed in response to representations on section 1.4 Process and Programme.

1.5 Planning Policy Context				
Representations Received	Support: 0	Object: 1	Comment: 0	Total: 1
Main Issues in rep 67288	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> Layout and relationship to Waterbeach village needs further consideration, either it's separate or it's not the developers cannot have the best of both worlds. <p>Comment</p>			
Council's Assessment	Local Plan 2018 policy SS/6 requires the new town to maintain the identity of Waterbeach as a village close to the new town with appropriate integration to enable village residents to access its services and facilities but with limited and controlled opportunities for direct road access and an emphasis on connections by public transport, cycle and on foot. The SPD is considered to address all of these policy criteria in an appropriate way.			
Proposed Modifications	No modifications are proposed in response to representations on section 1.5 Planning Policy Context.			

Section 2: Site Context

2. Site Context				
Representations Received	Support: 0	Object: 2	Comment: 4	Total: 6
Main Issues in reps 67488 67597 67551 67558 67612 67620	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> Section needs reviewing and updating to improve context regarding cycling to capture existing issues: National Cycle Route 11, quality of cycle path on A10, and lack of cycling infrastructure in village. 			

	<p>Comment</p> <ul style="list-style-type: none"> • Historic England Welcome references to various historic assets and features, and views to Ely Cathedral, but factual correction is needed in relation to ownership of Denny Abbey which is in guardianship of EH and open to public via management agreement. • Natural England Support recognition of sensitive location in relation to designated sites (Wicken Fen & Cam Washes). Provided detailed advice on potential for mitigation of impacts of recreational pressure to the planning applications but doesn't appear in Section 2.8. Also provided response on HRA and SA screening. Subject to mitigating increased visitor pressure, development provides unique opportunity to enhance connectivity with the wider countryside. Should be explored further with relevant parties. • Improve context regarding cycling to acknowledge historic issues with developing National Cycle Route 11, path alongside the A10 needs to acknowledge dangerous state of this section of cycle route. Factually incorrect stating there is limited existing cycling infrastructure within village or connecting to site.
Council's Assessment	<p><u>Cycling</u> Section 2.3 is considered to provide an appropriate high-level context with regard to cycling both within Waterbeach and the wider area.</p> <p><u>Denny Abbey</u> The SPD in section 2.2 correctly identifies that Denny Abbey is in the ownership of English Heritage.</p> <p><u>Natural England</u> The Council assessment regarding Sustainability Appraisal / SEA screening can be found in this statement at pages 113 to 115.</p>
Proposed Modifications	No modifications are proposed in response to representations on section 2 Site Context.

2.1 Location and Land Use				
Representations Received	Support: 0	Object: 1	Comment: 0	Total: 1
Main Issues in rep 67484	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • SPD is not clear on the different legal identities of greenfield / brownfield land. <p>Comment</p>			
Council's Assessment	The SPD correctly identifies that part of the site consists of previously developed land 'brownfield land' in regard to the barracks and airfield. It is not necessary for the SPD to provide a detailed analysis of the extent of brownfield and greenfield land			

	on-site. This was a matter considered during the preparation and examination of the Local Plan 2018.
Proposed Modifications	No modifications are proposed in response to representations on section 2.1 Location and Land Use.

2.3 Access, Movement and Connectivity				
Representations Received	Support: 0	Object: 1	Comment: 3	Total: 4
Main Issues in reps 67317 67286 67410 67328	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • RLW Estates Plan should record Bannold Drove as existing vehicle access point. Access also exists at Cross Drove. Bannold Drove is Byway Open to All Traffic. SPD inconsistent in how route is referred to - public right of way and bridleway. <p>Comment</p> <ul style="list-style-type: none"> • National Trust Comprehensive sustainable movement framework and potential connection to Cycle Route 11 in Figure 6 is noted. • Little in the way of existing cycle connectivity. National Cycle Route 11 should pass through Waterbeach, missing link between river and Lode village. No cycle parking in village and few cycle routes. Route along A10 towards Milton narrow and dangerous - cyclists cannot easily pass. No safe route going northbound. • Functionally no cycle infrastructure in Waterbeach currently for development to rely on. No recognition that development tends to degrade existing pedestrian and cycle infrastructure. 			
Council's Assessment	<p><u>Bannold Drove / Cross Drove</u></p> <p>Agree that Bannold Drove / Cross Drove are existing access points that should be shown on Figure 6.</p> <p><u>Cycling</u></p> <p>Section 2.3 is considered to provide an appropriate high-level context with regard to cycling both within Waterbeach and the wider area.</p>			
Proposed Modifications	Identify Bannold Drove and Cross Drove (at the north east corner of the site) as existing vehicle access points.			

2.4 Landscape, Ecology and Water				
Representations Received	Support: 0	Object: 2	Comment: 1	Total: 3
Main Issues in reps 67384 67475	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • New Town will have combined populations of Ely and 			

67518	<p>Newmarket. Sits on edge of fragile fenland landscape bordering designated heritage and biodiversity sites. Ancient Monuments & biodiversity sites.</p> <ul style="list-style-type: none"> • Policy SS/5 states new settlement should reflect surrounding fenland towns in design. Concept could be warranted in different (e.g. city/urban) landscape but is not acceptable on the Fen edge. Waterbeach and Chittering will be dwarfed. Absolutely no creative thought has been provided. Does not reflect architecture of existing village or surrounding fen edge villages. <p>Comment</p> <ul style="list-style-type: none"> • Wildlife Trust Should recognise existing areas of species-rich and semi-improved grassland within site as well as woodland & show links to Wicken Fen (figures 11 and 12). Reference should be made to achieving environmental net gains.
Council's Assessment	<p><u>Location</u></p> <p>The Waterbeach New Town site was allocated for development in the Local Plan 2018 following a thorough process of examination by the Local Plan Inspectors which took account of its location adjoining Waterbeach village, the proximity of biodiversity and heritage assets and the location of Chittering to the north of the site beyond Denny Abbey.</p> <p><u>Design</u></p> <p>In respect of design the SPD is consistent with policy SS/6 (previously policy SS/5) of the Local Plan 2018 which refers to it being a place with its own distinctive identity, founded on best practice urban design principles, drawing on the traditions of fen-edge market towns. The vision for the SPD states that the new town will be attractive and modern with well designed buildings, public spaces and landscapes which are beautiful and stand the test of time. It can be noted that the existing village contains architecture from many periods each of which reflect the society of the day and its access to different building materials.</p> <p><u>Wildlife Trust</u></p> <p>The SPD cannot provide a complete record of different habitats on the site, all of which must however be taken into account in the consideration of planning application proposals. Wicken Fen lies to the north east of the site beyond the River Cam and does not provide a key constraint to its development or a key opportunity for improved access which need to be shown on Figures 11 and 12.</p> <p>Policy SS/6 which the SPD is intended to supplement makes no mention of achieving net environmental gains on site. This is because this 'net gains' requirement is set out in the National Planning Policy Framework and does not need to be repeated in the Local Plan or in the SPD. Planning decisions are required by</p>

	the NPPF to minimise impacts on and provide net gains for biodiversity.
Proposed Modifications	No modifications are proposed in response to representations on section 2.4 Landscape, Ecology and Water.

2.5 Inherited Assets				
Representations Received	Support: 0	Object: 0	Comment: 1	Total: 1
Main Issues in rep 67489	<p>Support</p> <p>Object</p> <p>Comment</p> <ul style="list-style-type: none"> Historic England Section should be renamed 'The Historic Environment' as it encompasses all aspects of heritage including tangible heritage assets and less tangible cultural heritage. Other heritage in immediate surroundings, including Denny Abbey Refectory listed at grade I, barn to the north of Denny Abbey listed at grade II and Waterbeach Conservation Area to the south of the site - need to be specifically referenced. 			
Council's Assessment	Agree that the section could have a more informative title and that individual reference should be made to the Denny Abbey Refectory and to the barn just to the north of Denny Abbey. This section of the SPD is concerned with the on-site historic environment and so it would not be appropriate to refer to the Waterbeach Conservation Area which lies around the centre of the village and which is referenced elsewhere in the SPD for example at section 2.6.			
Proposed Modifications	Rename section 2.5 to 'The Historic Environment'. Add reference in section 2.5 to the Denny Abbey Refectory listed at Grade I and to the barn just to the north of Denny Abbey listed at Grade II.			

2.6 Surrounding Context				
Representations Received	Support: 1	Object: 1	Comment: 2	Total: 3
Main Issues in reps 67389 67388 67490	<p>Support</p> <ul style="list-style-type: none"> National Trust Support reference to the Wicken Fen Vision. <p>Object</p> <ul style="list-style-type: none"> National Trust Opportunities have been missed to look beyond immediate site boundaries and integrate site effectively with surrounding countryside. Site also has relationship to rural parts of East Cambridgeshire, located to the north east. <p>Comment</p> <ul style="list-style-type: none"> Historic England Welcome references to various historic assets needing to be preserved and, where appropriate preserved. Suggest reference is made to drawing on local 			

	<p>character, distinctive vernacular, and materials palette. Factual corrections to Figure 11 - grade II listed gate piers to Denny Abbey appear to be missing & use term Scheduled Monument.</p>
Council's Assessment	<p><u>National Trust</u></p> <p>Consider that section 2.6 makes appropriate and proportional references to fenland landscape to the north and east of the site and to links to the surrounding countryside.</p> <p><u>Historic England</u></p> <p>Disagree that this section needs to contain references to local character, distinctive vernacular and materials palette. This is essentially a descriptive part of the SPD examining the context of the area surrounding the new town. Such general design guidance is already provided for by Local Plan 2018 policy HQ1 'Design Principles' which addresses all of these matters.</p> <p>Agree that Figure 11 'Key Constraints' should refer to the Scheduled Monument deleting the word ancient. The listed gate piers are missing from Figure 11 and need to be added as Grade II gate piers.</p>
Proposed Modifications	<p>Amend Figure 11 as follows:</p> <ul style="list-style-type: none"> • Delete 'Scheduled ancient monuments' from the key and replace with 'Scheduled Monument'. • Add the Grade II listed gate piers to the map.

2.8 Constraints and Opportunities				
Representations Received	Support: 0	Object: 1	Comment: 0	Total: 1
Main Issues in reps 67379	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • What extent of land mass is contaminated particularly barracks land (see Inspectors notes). What will it cost to make safe and how might it affect viability? <p>Comment</p>			
Council's Assessment	<p>Policy SS/6 of the Local Plan 2018 at section 15 requires the developers to undertake site wide investigation and assessment of contamination to ensure the land is suitable for development and does not represent a risk to the environment. These are accordingly matters for consideration in regard to the planning applications for the development of the new town.</p>			
Proposed Modifications	<p>No modifications are proposed in response to representations on section 2.8 Constraints and Opportunities.</p>			

Section 3: Vision

3. Vision

Representations Received	Support: 1	Object: 3	Comment: 6	Total: 10
<p>Main Issues in reps</p> <p>67613 67559 67552 67621 67571 67596 67467 67279 67584 67491</p>	<p>Support</p> <ul style="list-style-type: none"> Support proposals, in particular possibility to create a substantial new living space in keeping with sustainability goals. Opportunity for using and extending best practice must be seized. Time of significant change in transport and energy technologies. Car ownership in decline, and electric and autonomous vehicle technology is suggesting a less passenger-car-centred future. <p>Object</p> <ul style="list-style-type: none"> Carbon Neutral Cambridge Vision is aligned with Policy SS/6 which specifies "will deliver an example of excellence in sustainable development and healthier living". Support this but object to SPD on grounds that it needs to demonstrate more ambition, particularly with regard to energy efficiency and decarbonisation, if it is to come close to delivering on either policy or vision. Support much of vision for "WELL CONNECTED - Easy to move around, in an environment where active travel and public transport are the norm" and "Walking and Cycling will be given priority", but SPD does not provide evidence to meet aspiration. Include segregated cycle routes along all roads and give cyclists priority through all junctions. <p>Comment</p> <ul style="list-style-type: none"> Historic England Welcome references to rich local heritage in aspirations, valuable historic setting and locally distinctive design which recognises and enhances the character of the area, and to existing features such as the causeways, Denny Abbey, Bannold Drove etc. Horningsea Parish Council Support objective for an integrated, cohesive development. Easy access routes to retail, schools, community facilities needed from outset. Housing, building density and population. Natural England Fully support vision and aspirations including creation of a sustainable, resilient and well connected development incorporating an enhanced ecological network, and multi functional green infrastructure network. SPD is missing a key objective for delivery of landscape scale environmental enhancement including net biodiversity gain. Support much of vision for "WELL CONNECTED - Easy to move around, in an environment where active travel and public transport are the norm" and "Walking and Cycling will be given priority", but SPD does not provide evidence to meet aspiration. Include segregated cycle routes along all roads and give cyclists priority through all junctions. 			
<p>Council's Assessment</p>	<p>Support welcomed.</p> <p><u>Carbon Neutral Cambridge</u></p>			

	<p>The vision is accepted as being well aligned with Local Plan 2018 policy SS/6. This is appropriate as it is not legally possible for an SPD to make new policy or to go significantly beyond the policy approach set out in the Local Plan 2018. A key reason for this is that SPD are not subject to the same process of public examination as a Local Plan and so have less ‘weight’ in planning decision making.</p> <p><u>Well-Connected</u></p> <p>Disagree that the SPD does not provide evidence to meet its high aspirations regarding cycling and walking. Guiding principle 3 on page 83 is all about creating a high quality environment for cycling serving the whole town and focussed on key destinations. To include:</p> <ul style="list-style-type: none"> • A dense network of routes which accommodate cycling for local and longer distance travel for a wide range of users at frequent intervals, is of a high standard and is direct; • Primary streets which include segregated cycle paths; • Permeable street and cycle networks which provide a choice of routes for cyclists; • Green corridors with shared cycle and foot paths; • Safe crossing points where cycle routes cross streets, which give priority to cyclists over cars; • Connections to the national cycle network and other strategic cycle routes beyond the site; • Secure and enclosed cycle parking at local centres (in particular at the new rail station), key destinations and facilities, as well more generally within the public realm and open spaces; and • Bike & Ride facilities at the railway station, with a high volume of secure parking. ‘Bike & Go’ hire facilities should be provided for visitors to the New Town. Spaces should be allowed for an associated cycle repair and sales centre at the relocated railway station cycle park. <p><u>Natural England</u></p> <p>The SPD cannot seek to deliver landscape scale environmental enhancements outside the boundary of the new town as no such requirement is included within Local Plan 2018 policy SS/6.</p> <p>The ‘net gains’ requirement is set out in the National Planning Policy Framework and does not need to be repeated in the Local Plan or in the SPD. Planning decisions are required by the NPPF to minimise impacts on and provide net gains for biodiversity.</p>
Proposed Modifications	No modifications are proposed in response to representations on section 3 Vision.

3.1 Overview				
Representations Received	Support: 0	Object: 1	Comment: 1	Total: 2

Main Issues in reps 67570 67339	Support Object <ul style="list-style-type: none"> • Cambridge Carbon Footprint Support vision of delivering "an example of excellence in sustainable development". Object on grounds that it will not deliver this, contrary to policies in Climate Act 2008, NPPF and Policy SS/6. SPD should require all new homes should be Net Zero carbon emissions by 2030. Smart energy systems, with significant quantities of renewables and storage should be mandatory. Decarbonisation targets should be regularly reviewed and increased, in line with government policy. Set firmer standards to mitigate overheating and flood risks. Comment <ul style="list-style-type: none"> • Vision should be as aspirational as possible outlining clearly and prescriptively how developer should undertake development in adherence to Council's vision. Document driven by developers rather than District Council. Vision in Section 3 is commendable, but proposals presented in the subsequent chapters do not support this vision.
Council's Assessment	The vision is well aligned with Local Plan 2018 policy SS/6. This is appropriate as it is not legally possible for an SPD to make new policy or to go significantly beyond the policy approach set out in the Local Plan 2018. A key reason for this is that SPD are not subject to the same process of public examination as a Local Plan and so have less 'weight' in planning decision making.
Proposed Modifications	No modifications are proposed in response to representations on section 3.1 Vision.

3.2 Strategic Development Objectives				
Representations Received	Support: 3	Object: 1	Comment: 1	Total: 5
Main Issues in reps 67329 67270 67560 67318 67411	Support <ul style="list-style-type: none"> • Cambridgeshire County Council Transport Assessment Team supports SPD. PROW team objects to SPD. Transport objectives and principles will have a significant role in shaping future development - strategic development objectives of section 3.2, which places strong emphasis on walking, cycling and public transport. • Cambridgeshire Police Support SPD's content. Important principle of designing out crime to promote community safety and reducing vulnerability to crime. Delivers significant reduction in crime and cost efficiency savings for range of stakeholders. • Support prioritisation of cycling to encourage modal shift. Will encourage shift to new modes particularly new residents. Likely new residents currently living in London will not own car and will be drawn to a community in which cycling and walking are easy and safe. 			

	<p>Object</p> <ul style="list-style-type: none"> • RLW Estates Largely endorse the vision. Objective 2 Sustainable Movement should refer more specifically to achieving a modal shift. Should be expressed in non-technical terms by reference to achieving "a significant and measurable shift to walking, cycling and public transport modes in preference to the use of private vehicles." <p>Comment</p> <ul style="list-style-type: none"> • Natural England Particularly support strategic objective 3: Access to Open Space and Natural Environment but should explore opportunities to enhance connectivity to wider rural area.
Council's Assessment	<p>Support welcomed.</p> <p>RLW Estates. The proposed change is considered to be unnecessary given that objective 2 already commits the development to achieving sustainable movement to, from and around the town.</p> <p>Natural England. The proposed change is considered to be unnecessary given that objective 3 already refers to development offering the chance for residents to experience nature as part of their daily lives.</p>
Proposed Modifications	No modifications are proposed in response to representations on section 3.2 Strategic Development Objectives.

Section 4: Spatial Framework

4. Spatial Framework				
Representations Received	Support: 0	Object: 2	Comment: 2	Total: 4
Main Issues in reps 67595 67553 67614 67572	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • Many elements will encourage development with high levels of car use, which does not support vision in Section 3, and directly puts at risk, and undermines, health and well-being of existing and new residents. <p>Comment</p> <ul style="list-style-type: none"> • Many elements will encourage development with high levels of car use and discourage cycling and walking, which does not support Vision. Comments to provide clarity and more definite outcomes: Strongly oppose: <ul style="list-style-type: none"> * Small car park at entrance of barracks. Only provide small number of disabled bays. * Separate access to station from village. Does not encourage active travel. * New school at A10 entrance to site. Encourages car trips to drop off children en-route to workplace. Children 			

	<p>exposed to air pollutants</p> <ul style="list-style-type: none"> * Primary movement network. Encourages car use. Brings external traffic through middle of site. Crossing busy roads discourages walking and cycling. Contrary to vision. Primary routes should circuit site. - Station traffic should be routed through new town. Rerouting traffic close to GP, School, and nursery increasing risk to people. New station will be more attractive (longer trains and larger car park). - Need to change mind-set so walking and cycling become the norm. Schools should be located away from primary and secondary roads with no parking zones around. - Support "potential for a future public transport only link" but needs to be more definite. - Clarity is needed in relation to the Bounds route. Missing information on keys to figures. Inconsistent whether there is a strategic walking and cycling route link to Chittering. - All new dwellings should be connected to new town road network. - All connections should be agreed within SPD - cycle and pedestrians should be afforded same importance as roads. - Land use budget for cycle and pedestrian infrastructure missing. - Sustainable modes of travel should be phased before first occupation. - Propose additional items for Table 8: <ul style="list-style-type: none"> * safe and secure cycle parking per dwelling & retail, school, community premises * segregated vehicle / cycle / pedestrian routes * strategic cycle / walking connections
<p>Council's Assessment</p>	<p><u>Spatial framework will encourage a high level of car use</u></p> <p>The SPD sets out key access and movement principles, alongside a package of critical transport infrastructure, to support a shift from reliance upon the private car to more sustainable transport methods and choices for both internal and external journeys. As the new town will be developed over a relatively long period of time of at least 25 years, it will be expected to be able to respond to the inevitable technological change that will take place over that time.</p> <p><u>Various comments</u></p> <p>The small car park at the Barracks entrance is intended to avoid longer car journeys via the A10.</p> <p>The new Station has recently received planning permission.</p> <p>The table of physical and social infrastructure at page 119 includes Chittering in the places to be linked by a comprehensive network of high quality cycle routes.</p> <p>The SPD provides an appropriate level of detail in regards to the</p>

'Bounds' route.

The phasing of the provision of social and physical infrastructure will be informed by the Transport Assessment process and secured by s106 planning obligation agreements.

The proposed additional items for table 8 are unnecessary being addressed elsewhere in the SPD or by the Local Plan 2018 (for example in regard to cycle parking standards).

Disagree that the proposed primary movement network will encourage additional car use beyond that which what would be generated by a perimeter ring road. At page 82 the SPD states that a fundamental principle of the new town will be to prioritise sustainable movement across the new town, making such modes more convenient than car travel. It will aim to prioritise walking and cycling as the preferred travel mode for local trips within the New Town, with attractive cycling access provided for longer trips, especially between Waterbeach and Cambridge. Traffic speeds will be controlled within the urban area and the needs of cyclists and pedestrians for safe, direct and pleasant crossings secured through the detailed planning control process. At page 82 the SPD references for development to deliver frequent pedestrian crossings at grade - both formal and informal, with priority given to pedestrians at points where pedestrian routes cross main streets.

Air quality

The SPD requires that facilities used by sensitive members of the population e.g. the elderly and schoolchildren, are located in a way which reduces exposure to pollution sources including to small airborne particles known to be a health risk. Specifically it states that such uses should avoid locations near to the A10 to the west of the site and rail line to the east (page 111). The SPD includes criteria for school locations which make specific reference to health, environmental and safety risks at page 43. It follows that the school 'locations' shown on Figure 17 at page 42 of the SPD and on the Spatial Framework Diagram are indicative general locations and not site allocations.

The acceptability of actual school locations in terms of air quality is assessed at the planning application stage through the Environmental Impact Assessment process and detailed air quality assessments.

Concerns have been raised about the location of the two schools located closest to the west of the site in terms of air quality both in regard to this SPD and in regard to the planning application from Urban and Civic for the west of the site. A technical note on air quality has been provided by the applicant in relation to the north-western primary school location. Whilst primarily of relevance for the consideration of that planning application it is also material to the Waterbeach New Town SPD. The technical note summarises the predicted air quality impacts at the boundary of the school site, closest to the A10. It provides

	<p>modelled effects and takes account of a dualled A10 scenario. The assessment demonstrates that air quality concentrations at the school boundary will be well within both UK objectives and WHO (World Health Organisation) guideline values for NO₂ (Nitrous oxide), and for coarse and fine particulate matter (PM₁₀, and PM_{2.5} particles) which are significantly stricter than UK national air quality objectives. The technical note finds that the vast majority of the PM_{2.5} concentrations at the school boundary come from background levels and not from the A10, so much so that the relocation of the school towards the centre of the new town would not significantly change concentration levels.</p> <p>It can be noted in regard to air quality that Local Plan policy SC/12 'Air Quality' requires developments to comply with the most up to date national guidance on air quality. The draft UK Air Quality Strategy published for consultation in 2018 included an aim at working towards the WHO guideline value for PM_{2.5} particles which indicates a likely direction of travel for national guidance on air quality.</p> <p>It follows that the indicative school locations shown in the SPD would appear to be consistent with Local Plan policy SC/12 and also to be acceptable if in future national guidance on air quality were to be changed to follow the WHO guideline values.</p>
Proposed Modifications	No modifications are proposed in response to representations on section 4 Towards a Spatial Framework.

4.2 Key Structural Elements (fixes)				
Representations Received	Support:8	Object: 63	Comment: 38	Total: 109
Main Issues in reps 67452 67334 67307 67600 67445 67425 67476 67481 67506 67361 67535 67631 67539 67468 67348 67289 67323 67277 67464 67276 67499	<p>Support</p> <p><u>Transport</u></p> <ul style="list-style-type: none"> • Cambridgeshire County Council Support transport objectives and principles with strong emphasis on walking, cycling and public transport, and strategic solutions and key infrastructure which will be required to be delivered in timely manner. • Table 8 - key aspect of transport infrastructure is relocated railway station and associated access road. Should come forward early, with trigger set by Transport Assessments submitted with both applications. • SPD highlights key findings of the Ely to Cambridge Study strand 2 report and makes clear the full development is critically dependent on strategic solutions. • Key infrastructure required is set out in Infrastructure and Delivery Plan in section 6. Will form the basis of heads of terms for S106 agreements for each outline application. <p><u>Denny Abbey setting</u></p> <ul style="list-style-type: none"> • Cambridge Past Present and Future Welcome safeguarding measures for Denny Abbey. • RLW Estates support principles set out for this structural 			

67544	element.
67422	
67395	<u>Education</u>
67607	<ul style="list-style-type: none"> • Cambridgeshire County Council Support allocation of 5 primary & 2 secondary schools and requirement for early delivery of primary places. Agree with general location having regard to housing areas and movement network to achieve safe & Sustainable access. Final locations to be determined through outline planning applications in conjunction with further work on flood risk. Needs flexibility regarding release of reserve land for future expansion should additional capacity be needed. Land reserved for SEN and 6th form facility, and need contributions towards costs of provision. Will form part of the education review mechanism.
67608	
67424	
67443	
67529	
67589	
67337	
67574	
67623	
67503	
67611	
67421	
67302	<u>Primary movement access</u>
67561	<ul style="list-style-type: none"> • National Trust Support inclusion of the 'missing link', which would connect Waterbeach to Wicken. The Trust is supportive subject to being satisfied that measures are in place to protect ecologically sensitive parts of Wicken Fen reserve.
67418	
67556	
67419	
67480	
67634	
67442	
67420	<u>Public spaces</u>
67594	<ul style="list-style-type: none"> • National Trust Support: Green infrastructure; delivery of high quality multifunctional green spaces and wider connectivity. • RWL Estates Support classification and characterisation of 6 areas of open space in this section. Welcome change in shape of Snakes Pit. Agree with potential to connect Winfold Common with Station Approach Park.
67615	
67622	
67573	
67568	
67313	
67604	
67510	
67415	Object
67392	<u>Amount, density and heights</u>
67483	<ul style="list-style-type: none"> • Cambridge Cycle Campaign Table 7 must include entries for footpaths and cycle routes that are separate from streets, using ample and flexible widths for rights-of-way that include sufficient space for good verges, proper landscaping, and important safety measures such as visibility splays on either side of cycle routes. • Defence Infrastructure Organisation and Urban & Civic Figure 30 is indicative but difficult to interpret and potentially misleading. Both low and medium 'density' areas are labelled 2-3 storeys. Gives impression of predominance of 2 to 3 storey buildings. Barracks & Airfield Outline Planning Application (B&A OPA) demonstrated large part of site can accommodate buildings up to four and sometimes six storeys. No indication of scope for variety of building heights. Use of 'range' implies minimum and maximum, yet narrow and not indicative of what is possible. Three locations, not two, where tall buildings identified as acceptable; town centre, station and lake. • RLW Estates Demonstrates potential for 11,000 homes.
67509	
67502	
67477	
67319	
67586	
67610	
67444	
67293	
67297	
67299	
67566	
67391	
67624	
67602	
67580	
67393	
67616	
67575	
67583	
67533	

<p>67414 67549 67630 67295 67519 67545 67536 67423 67394 67453 67587 67435 67301 67482 67417 67413 67365 67493 67426 67588 67441 67601 67446 67447 67390 67427 67416 67513 67412 67492 67494</p>	<p>Unclear why capacity is 'fixed' as no definitive conclusions - better within "Guiding Principles". Not necessary or appropriate to state that development at Abbey Place interface should be similar to existing dwellings. Plan on page 69 needs to show potential for limited number of taller buildings (up to 5 storeys) in all locations except visually sensitive edges. Height should not be limited and 'fixed' unless tested in more detail with clear rationale. Reference to form and grain of buildings should not be fixed' as this is 'guidance' which will be subject to further design and testing. Eastern part of site are shown at lowest density. Most accessible to station and should have densities as high as close to the A10 and town centre.</p> <ul style="list-style-type: none"> • Waterbeach Parish Council <u>Scale and Massing</u> - Number should be guided by Local Plan policy. References to 10,000 and 11,000 dwellings should be removed. High density not compatible around proposed rail station. <u>Height</u> - 7-8 storeys do not reflect tradition of other fen edge market towns. Should be limited to 4 storeys, with 2 around village. <u>Public spaces</u> - should not be partially used as SUDS. <u>Primary Movement</u> - object to Cody Road as route to station, should be access from A10. • Density and height must be 40dph in order to conform to Local Plan and meet target of 8,000 to 9,000, homes. Concerned number of dwellings SPD seems to support and numbers developer led (11,000) rather than as a district requirement supported by Policy SS/5. Policy states to draw on traditions of Fen Edge Market Towns. Not aware any have 8 story buildings. • Heights up to thirty-metre (proposed by both developers) cannot be mitigated in low-lying fens. Sightlines do not reflect topography of land to East, North and South of site and should be revised. Urban design and building heights will permanently change and interrupt characteristic long views, big skies and tranquillity of fens. SPD must contain height restrictions that reflect surrounding existing architecture and protect views from/to Denny Abbey. Without this SPD not fit for purpose in directing development north of Waterbeach. • SPD is non-specific enough about limits of housing numbers Housing available would be attractive to new employees at distant employment sites resulting in increased travel. Large amount of high-rise buildings will be necessary to facilitate delivery of 6,500 homes. Unacceptable as it is out of character for area, totally at odds with nearby settlements. Height of lakeside buildings (up to six storeys with some eight/ 30m) not in keeping with surrounding area, conservation area and vernacular of Waterbeach village, listed buildings of Landbeach or historic buildings of Denny Abbey. • 11,000 homes is NOT appropriate, current village and surrounding infrastructure will not cope with that many.
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	<ul style="list-style-type: none"> • Concerned about increase in number of dwellings from 8,000 originally planned to applications for 11,000, and density. Density means insufficient space for landscaping and open space. Limit to 8,000 dwellings. • Dwellings must be limited to 9,000 or less. Market town approach 4 story dwellings max. • Density of development: number of buildings completely inappropriate to rural area, as are 6-8 storey buildings. Whole character of existing village and local area will be irreparably damaged. High-rise has no place here. <p><u>Denny Abbey setting</u></p> <ul style="list-style-type: none"> • The Farmland Museum and Denny Abbey Important role in New Town but need investment to develop its full potential. Not fully reflected in SPD. Opening Causeway route welcomed, enabling many more people to visit without needing to use car. Easier access means security will need considerable improvement. Potential as unique community asset not fully reflected. Little mention of small well with 'Spring up O well' inscribed on stone surround towards north of site. Should be retained as a lasting reminder that agricultural history is much longer than 70 or so years of military use. <p><u>Edge treatments</u></p> <ul style="list-style-type: none"> • RLW Estates Support principles set out for central land ownership boundary although some variations in character and appearance of built form must be acceptable across site including at landownership boundaries. Not clear how principles for central ownership boundary are to be implemented. Strongly support statement regarding comprehensive development. Would be helpful if development boundary in north east could be amended to match open space plan. Unclear what is meant by opportunity for creation of green ways in south east corner. Relationship to existing village: appears to be little open space or demarcation in areas adjacent to village. <p><u>Education</u></p> <ul style="list-style-type: none"> • Cambridge Cycle Campaign Instead of being near roads, primary schools should be near safe, off-road walking and cycling routes and provided with a large amount of cycle parking, and only blue badge car parking. • Cambridge without Incineration Proximity of school to A10 is likely to subject pupils and staff to high levels of pollution with implications for future illness. • Defence Infrastructure Organisation and Urban & Civic Section opens with statement that is definitive in terms of what will 'be required' in terms of education provision. Does not reflect approach, now agreed with County Council, to maintain degree of flexibility to deliver in response to actual need, managed through Education Review Group. Table 1 - summary reflective of flexible
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position but introduces different locational criteria (walking catchments) from those listed on preceding page - should be consistent.

- **RLW Estates** Inconsistent in size requirement of primary schools. Concerned with central location of secondary school. Should be south west of town centre. Insufficient justification in SPD to consider this 'fixed' element.
- **Waterbeach Parish Council.** Primary School and Special Needs School should not be near A10 due to impact on health from airborne pollutants.

Community facilities

- Lack of detail on provision for arts. Creative Industries, which include the arts, are of growing importance in UK economy and can play an important part in helping to create vibrant and cohesive communities. Waterbeach has lively arts community. Important to include dedicated venue for arts to include live events, concerts and theatre as well as dedicated exhibition space. Consider how to embed arts throughout town through commissioned works and events that interpret site and its fenland setting.

Greenways and corridors

- **RLW Estates** Greenways and links across land ownership boundaries are potentially constrained by ransom position. Role and importance of east - west corridors is supported. Figure 24 could be of greater assistance in addressing practicalities of delivering east - west links across site. Specific changes are proposed. Fen Edge / rail corridor should not extend as far south as shown. WNTTE proposal is not able to deliver a green set back in this location due to station facilities and infrastructure. Access Movement and Connectivity Plan - section of Secondary Road in north east is incorrectly shown as Principal Greenway. Suggest greenways be shown in a different colour to make plan clearer.
- **RLW Estates** Would be helpful to add a section on equestrian access with reference to potential for circular routes and links into wider network.
- **Waterbeach and District Bridleways Group** Object to shared pedestrian / cycle routes in non-vehicular areas and green parks. All routes traversing development and linking communities need to be multiuser routes.
- SPD premature in absence of coordinated approach for whole development site across both land ownerships. SPD must agree first:
 - Retention of woodland west of lake
 - Safeguarding land for special school
 - Revision of primary school and special school locations away from A10 and areas of high air pollution
 - Impacts to Wicken Fen
 - Ecological assessments (bat, hedgehog, birds and hedgerows)

- Revised flood and drainage risk assessments
- Update of green infrastructure - much need for biodiversity given houses built in last few years on greenfield.

Collaborative work with wildlife organisations and National Trust to ensure biodiversity maximised.

The Causeway link

- **RLW Estates** Support principle of causeway link but it crosses land ownership boundaries. Delivery is therefore constrained if principle of attaching a ransom or other market value is allowed.

Hierarchy of Centres

- **Defence Infrastructure Organisation and Urban & Civic** Co-location of primary schools and local centres should be expressed as a principle that is desirable, subject to consideration of all other design matters and impacts.
- **RLW Estates** Agree with definition of town centre as main focus for town and description and broad location of three local centres. Sixth Form College should be in Figure 15 for consistency. Open space including outdoor sports and community growing space could be included in list of co-located facilities at Bannold Drove Centre. Library could be included in list of co-located facilities at Town Centre. Description of Station District should include sixth form college, open space and outdoor sports facilities. Bannold Drove centre text includes a description of relationship and proximity to the sports hub, community growing space and Fenland Parks.
- Do not support car park located at existing entrance to barracks as encourages residents to drive, increasing traffic and making the roads more hostile to pedestrians and cyclists. Separate access to railway station from village does not encourage active travel. All traffic to station should be routed via new town. Station Road will become 'rat run' and on-street parking should be retained and enhanced to act as a traffic calming measure.
- One aspect of People First Vision I do not share is plan for 'an opportunity to create a heart to the new town' at existing entrance to barracks at east end of Denny End Rd. Current levels of traffic are high when approaching that area from both sides. Fact it is a road for vehicles will only make people drive more to access new town rather than just making it accessible by non-vehicle means.
- Station District" - Facilities to serve town will not need heavy rail links; it would be better to locate them more centrally. Moving station from current location close to housing to one where everyone must walk past shops, offices, schools, cinemas, etc to get to it seems crazy.

Wider impacts on villages

- It does not seem that SPD has accurately considered

impact of development on residents of Waterbeach and Chittering. Attaching very urban development to rural village with almost no transition zone. Height and density of buildings especially near existing village and interface with village, indeed spatial arrangement of masterplan and relationship to Waterbeach village does not meet needs of current Waterbeach residents.

Non-vehicular access route provision

- Object to use the existing Bannolds Road Byway as 'an important route' whilst all proposals for improved access / connectivity are for cyclists and pedestrians. No reference or consideration is given to horse riders. No plans put in place to provide alternative access and equally commodious facilities for horse riders. Unacceptable. A list of references are provided where equestrian needs have not been addressed.

Infrastructure provision

- Policy SS/6 does not envisage any infrastructure necessary for settlement being outside SS/6 area, yet developers are now apparently allowed to locate many facilities off site.

Primary movement access

- **Waterbeach / Cambridge Cycle Campaign** Street network provides direct routes for car travel, which means cars will become preferred mode of transport. Instead, ensure car trips go out and around edge of development. Walking and cycling routes for local trips should always be shorter and more convenient than equivalent by car. 'Primary movement and access' must describe how active travel and public transport will be designed and given priority before describing private car access. 'Strategic walking and cycling connections' text should say developers will deliver each of listed points as a Fix, plus additional points regarding design. Modify statement to add 'direct, safe, continuous, attractive and with elements that design-out crime, enhance personal security such as strong natural surveillance, nearby active uses and buildings that face the route.' Explicitly specify that developments must follow guidance specified in Cambridge Cycle Parking Guide. Car parks induce traffic, do not build car parks with access from village. Instead, focus on creating highly attractive sustainable travel option. Modify text to say 'cycle routes will have segregated cycleways with separate footways, with ample verges on either side to support tree planting and visibility plays in an environment that feels safe'
- **Defence Infrastructure Organisation and Urban & Civic** Plans and text relating to hierarchy of routes and movement would benefit from further explanation of what is meant by primary and secondary routes, and how these relate to both mode and needs of anticipated,

	<p>resident population.</p> <ul style="list-style-type: none"> • National Trust: Proposals for cycling and pedestrian movement omit reference to: <ul style="list-style-type: none"> - pedestrian and cycle links north to north and east, including Fen Rivers Way; - and Lodes Way (National Cycle Route 11). • RLW Estates "Primary Movement" seems contradictory. States that high street will need to limit vehicle access but is Primary Route. Clarification required as to how these two priorities are reconciled given that primary movement is one of "fixes". • Swavesey and District Bridleways Group Waterbeach is rural area with many other Public Bridleways and Public Byways in vicinity, all of which could be joined into a cohesive network with appropriate consideration from authorities concerned. • Waterbeach and District Bridleways Group Object to obstruction by default of intense buildings and vehicular traffic, of ancient and important equestrian access route at Bannold and Cross Drove. • Although two access points onto A10 are described, southern point is not known. More detail needed to assess effect of increased vehicular use of A10, A14 interchange at Milton and access to Cambridge or likelihood of traffic diverting through secondary roads such as B1047 to reach east Cambridge and ring road, Landbeach Road and Ely Road, Milton and knock on effects at Horningsea too. Entry and exit to private vehicles should only be from DUALLED A10. Currently risk of making rat-runs - additional physical measures are required at Clayhithe and Horningsea and within Waterbeach to prevent access onto B1047. Public transport route not described and funding not guaranteed. • Main roads running through the middle of development, and a cycleway round outside will make it easier for short journeys within town to be by car, and make journeys through town by foot or cycle less pleasant. Instead, should be a perimeter road (like Bar Hill) and access by car should be from perimeter road. If cars have to go via perimeter road while cycles can go direct, that will encourage more healthy and less polluting mode. Circular walk around town, while laudable, is less important than moving motor traffic out to perimeter. Development is planned to stretch well into 2030s. New transport technologies being trialled in UK, should be considered. • SPD degrades village and in particular will negatively impact health, safety and way of life for residents of Station Road. Two key concerns are: (1) increased volumes of traffic on narrow road not suited for through traffic (2) significant increase in time to access rail links. SPD must be enhanced to explicitly state that (1) through traffic on Station Road will see no increase, and be actively reduced (2) track parallel pedestrian and cycle path must be provided to minimize risk and time for
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accessing new station.

- Vehicular access to New Town (cycles/pedestrians/buses are accepted) would mean village becomes rat run for traffic heading for Horningsea and Cambridge west with all associated problems that would create. Appears to be suggestion that some of high density housing near new station would have vehicular access through village. Is this correct? How many houses?
- Walking and cycling and public transport should be given priority with on-site and off site provision. New transport links to Cambridge should preserve existing greenways. Proposed metro should be separate from these.

Public spaces

- More open space nearer existing village. Yes, we were promised Bannold Road wouldn't be built on and look what's happening!

Public transport

- **RLW Estates** Necessary to make reference to importance of public transport movements in both directions across principal land ownership boundary as "Primary Movement and Access" requirement. Constraints on delivering this need to be acknowledged and addressed. Support requirement to safeguard land for access to station from A10, village and other parts of new town by all modes of transport but safeguarding land is not sufficient to ensure it is delivered. SPD must include enabling actions and requirements to ensure access is achieved.
- Against relocation of train station as it would leave existing village with little public transport as bus service is inadequate and expensive. If new station was built for new town this shouldn't be a) until significant number of houses have been built and walking/cycling routes are in place and b) in addition to existing station.
- Does not seem to be analysis of where residents will be travelling to. Running train from Ely to Cambridge in order to carry people from Waterbeach to Cambridge North as part of their journey from new town to Science Park (for instance) would not be efficient. Better to support one of metro systems being proposed for City and connect new town to that. Level crossings in area should be re-examined.
- Until the outcome of A10 Corridor study is known, viability of proposed transport mitigation cannot be assessed. If mitigation is delayed until 1,400 dwellings have been occupied any construction traffic needed to change the A10 will add to congestion.

Delivery of fixes

- **RLW Estates** Key structuring elements or fixes 3, 4, 7 and 9 are subject to potential ransom positions. Significant constraint on delivery of core requirements.

Considerable doubt as to whether "fixes" can be delivered unless and until SPD acts specifically and directly to neutralise all potential ransom positions applying to movement across land ownership boundaries. Issue affects Primary Movement corridor and improved or new footpaths / cycleways between New Town and village. Mass transit route may not be necessary in light of considerable modal shift potential of re-located station and provision for cycling and pedestrian links. Principle of mass transit route requires further consideration and should not be specified as "key structuring element" or "fix".

Comment

Amount, density and heights

- **Cambridge Past Present and Future** Clarity is required about total number of homes. SPD states a range, which is vague and could be challenged. Firm commitment to percentage of affordable dwellings should be included.
- **Horningsea Parish Council** * Difference between planning applications (11,000 dwellings / 30,800 residents) and Policy SS/6 (8-9,000 dwellings / 25,200 population). SPD needs to specify numbers, density and ensure infrastructure provision reflects actual numbers permitted and includes triggers for delivery. Building heights of 6 / 8 storeys are inappropriate for Fenland setting. More detail needed on location of emergency services. Welcome 40% affordable housing - should be delivered early. Ensure sufficient community space, not reliant on schools. Triggers for schools need to bear in mind existing schools are over subscribed. Eight storey block at close to station could lead to lack of contact with central town facilities and social isolation.
- Too much for a Fen edge town. Developers should bring their numbers back down to 8,000 - 9,000.
- Height is not in keeping with fen edge location and should be reduced to 1-2 storey in most areas with some 2 -3 and a small amount of 3-4 in built up areas perhaps with a couple of 6 storey buildings. Number of dwellings proposed should be reduced to reflect this.
- Reduce number of dwellings in order to get housing density right and provide necessary buffer between new settlement and Denny Abbey. (Open space around Denny Abbey counts towards provision, so remainder of site is lacking open space - should not feel further overcrowded by increasing housing density.)
- Height of housing and urban style not in keeping with fen edge location and neighbouring settlements.
- Existing Waterbeach Community is likely to integrate better with the new community if it feels it's own identity is not under threat. Provide clearer physical green space divide along southern boundary. Will strengthen bounds circular amenity route.

- Give it its own name and stop calling it 'Waterbeach new town'. Town and village should be able to function independently and sit happily side by side.
- A massive 11,000 homes initially, not appropriate. Building heights up to 6-8 storeys, totally out of character. Hope original trees survive to screen ugly town.
- 11,000 houses is too many for this site six and eight stories high is too much for a Fenland town.

Housing, building density and population

- **Horningsea Parish Council** Planning applications total of 11,000, an estimated population of 30,800. Policy SS/6 & SPD specify total number of houses as 8- 9,000, estimated population of 25,200. Infrastructure, number of schools and employment opportunities, as well as s106 contributions, will be significantly different. Difference in blanket residential density, 51 for 11,000 dwellings and 40 for 9,000 dwellings significant. SPD needs to specify total number of dwellings planned, commensurate density and associated infrastructure. SPD acknowledges that planning applications provide 11,000 dwellings, but makes no comment on suitability and explores land use requirements by housing type and density for different total numbers. Can't be left until tested at specific proposals - provision of spatial framework, leisure facilities, transport corridors, access, retail, water and waste management, health and parking depends on eventual totals. Triggers for secondary school provision, traffic mitigation and public transport should be set by staged completion of eventual total number of dwellings. More detail needed on location of emergency services to give easy access to residents. Welcome 40% affordable housing. Request early timeline for provision of affordable housing, including social housing, for key workers.

Schools and Community Facilities

- **Cambridgeshire County Council** Additional references should be made with regards to locating primary schools away from primary streets, and areas with higher air and noise pollution, but still with vehicle access for teaching staff. Reference should be made to need for location of bicycle parking close to dwellings which is easy to use to encourage the use of bicycles rather than vehicles.
- **Horningsea Parish Council** Provision of community spaces and facilities appears reasonable but includes reliance on use of school facilities for some community use. Cannot be forced to make their facilities available for community use such as meeting spaces. SPD must not cut down on providing community spaces by relying on schools. Secondary school children may arrive before trigger. Bottisham and Cottenham Village Colleges already oversubscribed. Suggest trigger for secondary school provision should be 500 two- and three-bedroomed dwellings.

	<ul style="list-style-type: none"> • Choices are available for primary school without need to travel. Could choices be assured at secondary level perhaps free school, religious ties or private education. Significant numbers do not get first choice. Several oversubscribed schools. Building schools earlier would be of benefit to new town and neighbouring communities. (Please explain: If 9,000 homes estimated to give 15 forms of secondary school entry and there are additional 3 forms expected from existing village why only 2 x 8 form entry planned?) Provide at least one 11-18 institution for maintaining continuity on transition to further education rather than having to change establishments. • Strongly oppose school located at A10 due to encouraging car use and air quality issues. Schools need to be located away from primary street network with 'No parking' zone around them. Criteria for future location and design of schools includes "proximity to primary and secondary road network" - unacceptable criterion for active travel. Figure 17 key - unclear what pink lines representing. • Schools are to be placed near roads - wrongly encouraging car use for an activity which contributes hugely to congestion and pollution. • Limited mention of arts and cultural facilities. Don't explore possibilities and opportunities detailed arts policy can offer, both within establishment of new communities and enriching quality of life there-after. Waterbeach has diverse artistic community who through organising concerts, exhibition, film screenings and talks have realised local demand that can only grow. • Lack of detail on provision for arts. Creative Industries, which include the arts, are of growing importance in UK economy and can play an important part in helping to create vibrant and cohesive communities. Waterbeach has lively arts community. Section 106 funding is available. Important to include dedicated venue for arts to include live events, concerts and theatre as well as dedicated exhibition space. Consider how to embed arts throughout town through commissioned works and events that interpret site and its fenland setting. <p><u>Tourism</u></p> <ul style="list-style-type: none"> • Tourism could have a positive effect on local economy. Is there scope to promote visitors/ecotourism to Fen by providing camping or similar on eastern outskirts? <p><u>Railway Station</u></p> <ul style="list-style-type: none"> • For existing station users outside of Waterbeach village, primary access should be via the new town with secondary access primarily for existing village residents only to avoid additional traffic on Bannold Road. <p><u>Car parking</u></p> <ul style="list-style-type: none"> • Design should encourage people who have chosen to
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drive to find safe place to park and then walk short distance to destination rather than parking as close as possible and using hazard warning lights if it is not a safe place!

Cycleways & Footpaths

- To improve safety for all, cyclists should have own cycleway which does not share roads or footpaths but has it's own distinctive design and runs alongside roads and footpaths. Perhaps similar to Dutch model.
- Refuse collection plan that does not require bins to be put out on path & developing roads where it difficult to mount kerb and park across pavement would be of benefit to pedestrians and help those with push chairs and mobility scooters to use footpaths more easily

Greenways and corridors

- **Natural England** Generally support promotion of strategic walking and cycling connections and public informal open spaces connected by greenways and corridors. Figures 23, 24, and 27 should indicate connectivity to off-site open spaces including the river and the Cam Washes and Wicken Fen. Should explore opportunities to enhance connectivity to wider rural area.
- **Wildlife Trust** satisfied with overall approach to design of green infrastructure network and locations of major greenways. Highlight importance of east-west corridors as connections between other areas of green infrastructure, as noted in point 6. Pleased to see consideration has been given to provision of circular and well-connected leisure routes within development. Table 8 should include reference to the proposed Landscape and Ecological Management Plan (LEMP).
- Many people chosen to live here because of ease of access to local countryside. Suggest should be provision for pedestrian and cycle access from new town to river Cam and countryside on eastern side of Cam. Currently, access via Bottisham Lock but significant distance to walk for new residents and could also become a pinch-point.

Edge treatments

- **National Trust** Principle 7 Greenways and Corridors should consider specific enhancement opportunities, and articulate a long term vision for enhancing Fen Edge and Rail corridor.
- More green space should be provided at southern end of new town to ensure existing village continues to benefit from fen edge landscape.

Hierarchy of Centres

- Do not support car park located at existing entrance to barracks as encourages residents to drive, increasing traffic and making the roads more hostile to pedestrians and cyclists. Separate access to railway station from

village does not encourage active travel. All traffic to station should be routed via new town. Station Road will become 'rat run' and on-street parking should be retained and enhanced on to act as a traffic calming measure.

- Station district - do not support high height for this district. adjacent to fenland location so keep housing to low-rise and light pollution to the minimum required.

Primary movement and access

- **Cambridgeshire County Council** Would support approach that removes cars from town centre. Primary streets will be key movement corridors for walking, cycling, vehicles and buses around town and designed to accommodate these modes appropriately. Walking and cycling should be encouraged through availability and design of cross town cycle routes, which link all parts of town, particularly railway station. Figure 19 should be strengthened to enable cross town cycle and pedestrian movements over and above cross town vehicle movements. Potential for perimeter vehicle route around town, with each residential area to be self contained and only accessible by vehicle from perimeter road. Potential to favour cross town walking and cycling links by limiting cross town vehicle movements between residential areas. Similar to Cambridge Core Traffic Scheme which limits ability for cross town vehicle movement. Layout and primary road plan should be amended to allow for perimeter road, and with secondary roads serving self contained residential areas only.
- No need for town centre car parking as it will encourage car use; Access to station should be from A10 not Cody Road; Conflict between main routes through town and functionality of town, which should be kept free of traffic and air quality impacts; Support northern park and ride to relieve A10 to south and for visitors to town / station. No need for park and ride at station; Welcome Causeway link - historic and creates symbolic and actual link between village and new community.
- Fundamentally, no clear vision to truly embrace this new town as an opportunity for developing a sustainable modern town with excellent public transport infrastructure. Traffic to new station is routed through old village, past primary school, GP surgery, and nursery.
- Primary movement network shows highly interconnected road network for cars, with routes bisecting new town. Encourages car use for journeys within development, with direct routes between destinations. Will bring external traffic through middle of development. Primary routes should be taken around edge, with radial connections linking sectors of development. Connections through middle of site should be limited to pedestrians, cyclists and public transport. All pedestrian and cycle routes should be designed with strong natural surveillance to bolster personal security". Need strategic walking and

	<p>cycling route to Chittering. Object to dwellings using new vehicular access road serving relocated station. Cycle and pedestrian routes must be afforded same importance as primary/secondary road links. Land use budget does not include land for pedestrian/cycle paths off road. Important that connections across land ownership for cycle and pedestrian routes are agreed within SPD. Sustainable modes of travel should be phased before first occupation. WCC propose additional items to be added to Table 8.</p> <ul style="list-style-type: none"> • Segregated access to village utilizing Cody Road should not be accessible from new development by private vehicle, to avoid it becoming rat run. Taxi and bus and emergency services may have access. Car parking from new development should be limited with ample cycle parking and linking bus routes to facilitate public transport. Primary movement should not have linked secondary routes, to ensure that only primary route/loop are favoured for cars. Similar to Milton with linking road and multiple cul-de-sac from this into housing area. Linking foot and cycle paths then become preferential means of movement within development. Cycle routes should be committed to being high quality with ample width - 3m wide hard smooth surfaces. • New station needs direct access from A10 to get people to switch to train. Train platform will need to be able to accommodate 12 carriage trains. • Car park for people from Waterbeach to get into new city is ridiculous because it forces people to use cars instead of well connected cycling paths. Safe spaces to lock bikes should be provided in public spaces, next to shops and train station (e.g. Cambridge bike parking next to station). • Do not agree with old part of village being used as a cut through by even more traffic. Construction traffic shouldn't go through old village. <p><u>Public spaces</u></p> <ul style="list-style-type: none"> • Cambridge Past Present and Future More detail required about how biodiversity and green infrastructure needs between two sites and across and up through to river valley will be safeguarded. Natural Cambridgeshire recently produced Tool Kit for developers to ensure their sites demonstrate their commitment to achieving a net biodiversity gain. Recommend both developers refer to it. • Wildlife Trust Potential benefit which could be referred to here is opportunity to provide attractive high quality greenspaces within development which could help to reduce scale of potential recreational impacts on Wicken Fen. <p><u>Public transport</u></p> <ul style="list-style-type: none"> • Cambridgeshire County Council Figure 20 shows key public transport framework for town including relocated railway station, park and ride locations, bus friendly
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	<p>routes, and key public transport connections from town to surrounding area. Shows potential public transport only link between railway station, through town centre and towards Cambridge, and safeguards second public transport route between Waterbeach village and Cambridge Research Park.</p> <ul style="list-style-type: none"> • Majority want station to remain in the same location but upgraded. Inevitability about the move - so why is there not going to be direct footpath/cycle way alongside railway linking 2 sites? If it has to move why can't it be delayed until there are communities built close to it?
<p>Council's Assessment</p>	<p>Welcome support.</p> <p><u>Amount, density and heights / wider impacts on villages</u></p> <p>Local Plan 2018 policy SS/6 states that the new town will provide approximately 8,000-9,000 dwellings with the final capacity to be determined through a design-led approach and spatial framework diagram having regard to the quantum, location and distribution of development and maintaining an appropriate setting for Denny Abbey. The SPD at page 66 is clear that it does not endorse a particular dwelling capacity figure. What it does is to consider the implications of a range of levels of housing development in terms of their infrastructure requirements and dwelling mix to inform decisions on planning applications, being mindful that there are live applications that would result in a higher number of dwellings and so that the infrastructure implications of different levels of development is clear to help inform the decision making process. The SPD demonstrates at Table 2 that over such a large site relatively small changes in density assumptions can generate different amounts of housing and over a 25 year plus build out period it can be expected that best urban design practice will continue to evolve as will the demand for different dwelling types and sizes all of which will affect site capacity and urban form. Furthermore the National Planning Policy Framework requires the efficient use of land and states that residential development densities should be significantly uplifted in areas that are (or will be) well served by public transport.</p> <p>Disagree that it is necessary to include a specific allowance in the land use budget Table 7 for public rights of way and cycle routes as there is ample flexibility built into the land use budget for these and other land uses that are not specifically referenced.</p> <p>Disagree that it is necessary to show the medium density areas as 2-5 storeys in height because the heights are listed as indicative so allowing for some flexibility, and because it is possible to achieve a wide range of densities within the 2-3 storey limitation depending on the mix of house types and the size of gardens.</p> <p>In regard to the height of buildings, the SPD states at page 68 that building scale and massing in the new town should respect and respond to the character of the surrounding area whilst also recognising that when developing a new town it will be appropriate to create a denser urban character in appropriate locations, such as the town centre and railway station. It would not however be appropriate to allow for taller buildings in all locations except the settlement edges. Density and building height must be related to relative accessibility and urban design best practice so that densities and building heights should be higher in the town centre, around the station and around the Lake. Disagree that the eastern part of the site should have a higher blanket</p>

density away from the station and town centre. The higher density around the station accords with NPPF policy to concentrate development in the most sustainable locations.

Local Plan 2018 policy SS/6 refers to the new town being a place with its own distinctive local identity founded on best practice urban design principles, drawing on the traditions of fen-edge market towns. The proposed densities and buildings heights are considered to be consistent with this policy approach. The importance of providing an appropriate setting for Denny Abbey was considered through the examination of the Local Plan and the northern limit of built development agreed with Historic England. The SPD requires both for a landscaped transition area and the feathering down of building heights towards the northern fringe of the new town.

The village edge treatment essentially consists of a substantial southern park between the new town and village or retained ex barracks housing areas, which together form part of an appropriate transitional zone between the new town and village.

Denny Abbey and Farmland Museum

The SPD at page 166 requires a review of the access arrangements to Denny Abbey and the Farmland Museum. The other detailed points raised concern matters that can be addressed through consideration of the planning applications for the new town, not being matters addressed by policy SS/6 of the Local Plan 2018.

The Causeway Link

Support welcomed.

Greenways and Corridors

The SPD includes a comprehensive network of greenways and corridors. At page 54 the SPD states that these can provide for multiple functions including for sustainable movement, recreation, ecology, and water management. Agree that the Fen Edge/Railway Corridor on Figure 24 should not extend so far south over the location of the new station and its associated development as it currently is shown.

Agree that the Greenways shown on Figure 19 would be easier to locate if shown in green rather than red to avoid confusion with the road designations.

Agree that the reasonable needs of equestrians in relation to the new town should be set out in the SPD. See the substantive response at pages 74-75.

The SPD clearly shows areas of retained woodland consistent with section 10(a) of policy SS/6.

In regard to Wicken Fen impacts the large scale of the strategic landscaped area around Denny Abbey (approximately 2km or 1.2 miles by 1.5 km or 0.9 miles) will help to mitigate any potential recreational impacts on Wicken Fen. Walking from east to west across this area would take around 25 minutes at an easy pace. Further on-site provision of green spaces can be found along the many greenways to be provided and along green edges at Car Dyke, the South park and the Fenland Edge along which will run the 'Bounds' recreational route.

In regard to the issue of improved links to off-site open spaces the SPD is considered to provide for appropriate cycle and pedestrian links in accordance with Local Plan policy SS/6 which does not require such provision or for new links over the railway or River Cam except as set out in Table 8.

Edge Treatment

Support welcomed. The SPD at page 77 states that design codes must be used for each phase of development with an obligation to design up to the edge boundary (north, east, south and west boundaries) to address the landscape context for each edge and adjacent phases within the application sites. Within the limits allowed, variations in character along the central landownership boundary will naturally occur as building designs and materials evolve over time. In regard to greenways at the south east corner of the site these are illustrated on the Strategic Framework Diagram. The village edge treatment essentially consists of a substantial southern park between the new town and village or retained ex barracks housing areas, which together form part of an appropriate transitional zone between the new town and village.

Hierarchy of Centres

The co-location of compatible land uses / services and facilities is the strong preference of the SPD but this is not stated to be an absolute requirement.

The co-located uses illustrated on Figure 15 are not intended as a record of all the land uses to be present within each centre. Agree that the 6th form centre should be referenced under the list of Station District co-located facilities. The co-located facilities listed for each centre primarily relate to built facilities and not generally to the open space uses which may be present.

Reference to the provision of a small car park to the south of the town centre to serve the existing village at page 40 of the SPD is justified. Such a facility will be of particular benefit to the disabled, older residents, families with small children and to those planning the purchase of bulky or heavy goods.

Primary access to the relocated railway station will be through the new town, a secondary access will be provided to enable existing residents of the village and the small number of passengers from Horningsea to be able to access the station without having to go out onto the A10 and access it through the new town (see SPD references at pages 41, 60 and 85). This secondary access will not provide a through route for rat running. The SPD at page 82 already makes clear in the 4th bullet point that otherwise vehicle movement between the village and new town will be restricted by all vehicles except for buses. The SPD also seeks the provision of a new community bus service between the Cambridge Research Park and the relocated station.

The Station District is considered to be an appropriate location for higher density development and for the location of shops and other services and facilities because of its good public transport links and strong pedestrian flows.

Education

	<p>Agree that the introductory text to the education section on page 42 needs to allow for provision of the required schools to be in accordance with evidence of need and timing. Such a change would be consistent with the text in Table 8 'Education' which states that the provision of schools will be subject to triggers linked to the size of the school age population. The triggers will be defined in Section 106 Agreements. An Education Review Group will monitor school age population and anticipated need and determine the timing and phased construction of schools across the site.</p> <p>Consider that schools need to have access to vehicular roads to allow vehicular access for school staff, many of whom will not live locally and for the reasonable needs of parents not all of whom will be able to cycle. The locational criteria for primary schools are considered to be appropriate, the reference to their proximity to primary and secondary roads does not mean that schools have to be adjacent to such routes. In relation to schools and similar uses the SPD already states at page 111 that designs should 'Locate uses for sensitive members of the population e.g. the elderly, schoolchildren, in a way which reduces exposure to pollution sources. Specifically, such uses should avoid locations near to the A10 to the west of the site and rail line to the east'. Applicants are required to carry out air and noise impact assessments to show how any residual impacts can be mitigated.</p> <p>In regard to the primary school location to the north west of the site see the response at page 31 of this statement.</p> <p>Car parking in relation to schools cannot be restricted to blue badge holders only. The car and cycle parking standards applicable to the new town are set out in policy TI/3 of the Local Plan 2018 which are for 1 car parking space per 2 staff plus waiting or 1.5 spaces per classroom; and cycle parking for at least 30% of pupils over 5 years old and 60% for pupils over 12 years old. The Local Plan states that if car parking is under provided the consequences can be inappropriate on-street parking creating highway safety risks and unsightly environments. Whilst indicative standards they do provide a guide to developers who must provide clear justification for the level and type of parking being proposed in their Design and Access Statement and/or travel plan and demonstrate they have addressed highway safety issues.</p> <p>With regard to the size of primary schools the SPD must be read as a whole and when done so it can be seen that there are no inconsistencies between the sizes given on page 42 at 4 hectares per school and the more detailed reference in Table 7 which refers to a standard size of 3 hectares with a 1 hectare reserve.</p> <p>In regard to the location of the town centre secondary school this location has been selected so that it provides a civic presence in the town centre that will relate well to other potential uses in this location. The school playing fields will also add open space to provide some relief to the high density centre of the town, and could also link to the Snake Pit area of open space to the east.</p> <p>The nature of the schools to be provided in terms of their management and operations is not a matter for the planning system or the SPD.</p> <p>A query is raised why the SPD does not require 18 forms of entry for secondary education in two schools instead of referring to 2 x 8 forms of entry secondary schools. This is because the additional 3 forms of</p>
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entry would not be provided by the developers directly being potentially required to accommodate need from the existing village and so would need to be funded by the Local Education Authority.

The secondary schools may host arts and cultural activities and events but are not required to do so by policy SS/6 or the SPD.

Non Vehicular Access Route Provision

Agree that the reasonable needs of equestrians in relation to the new town should be set out in the SPD. See the substantive response at pages 74-75 of this statement.

Infrastructure Provision

All the built development of the new town has to be contained within the Major Development Site defined in the Local Plan 2018. It is understood that some open areas to the north of the new town are proposed to be used for sustainable drainage purposes, the merits of which approach will be considered when the relevant planning applications are being determined.

Primary Movement Access

Local Plan policy SS/6 requires the new town to be served by a comprehensive movement network that connects key locations including the town centre and railway station to encourage the use of sustainable modes of travel. Provision is required to include: significant improvements in public transport including a relocated railway station, measures to promote cycling and walking including a network of attractive, direct, safe and convenient walking and cycling routes within the new town and externally linking to Cambridge, surrounding villages and the Cambridge Research Park, and necessary highway improvements. Note that there is no policy requirement to provide recreational cycle links to sites such as Wicken Fen or to provide a new bridge across the river Cam close to the new town. It follows that the SPD is considered to be consistent with these policy requirements.

To this end, the SPD is clear that development proposals must emphasise and prioritise sustainable patterns of movement across the new town (pages 45 and 46). In particular the SPD already seeks to limit and constrain vehicular access to the Town Centre (at page 46) and at page 87 states that streets which have a limited role to play in the movement network should be laid out to discourage through-traffic.

The alternative spatial solution advanced by local cycling organisations and others, of a movement network formed by a perimeter road containing the built development of the new town with radial spokes to allow a cycle-centric form of development inside it has merit and could also fulfil the sustainable movement objectives of policy SS/6. However this spatial solution does have a number of disadvantages. Historic England's views on this alternative have been sought and they identified a number of concerns as follows: " Such a road and layout would be harmful to the significance of Denny Abbey (*a scheduled monument and complex of listed buildings*) in terms the impact upon its setting including visual impact, lighting and noise etc. It would also sever the links between the new town and the Abbey, which have been a key factor in considering the spatial layout and master planning of the site to date. It would serve to form a much harder edge to the development, rather than a feathered, transitional zone as has been

previously agreed. In addition, it would go against the concept of the development reflecting the historic grain of the landscape and drawing on historical features such as the airstrip, barrack and droves. Moreover the proposal seems contrary to many of the principles of good urban design and planning. To that end, Historic England would be unlikely to support such a proposal.”

Our own urban design officers have also expressed concerns that such a spatial solution could have major implications for the legibility of the place, and the severance effect of the ring road both to the existing village and Denny Abbey.

However discussions with the Transport Assessment Team of Cambridgeshire County Council have concluded that many of the benefits the alternative spatial solution provides could be secured by:

- Amending the primary route network shown on the Spatial Framework Diagram and other figures such as Figure 18, to show a primary movement route running in a loop about 100 metres to 400 metres within the outer edge of built development.
- Indicating that the northern arm of the town centre ‘crossroads’ should only be available for all-vehicle movements during the early stages of the development of the new town, after which it would be restricted to public transport, cycle and pedestrian movements.
- Strengthening the textual guidance in the SPD to make it clear that the secondary routes shown on Figure 18 and on the Spatial Framework Diagram should not all enable cross-town traffic as an alternative to the primary routes and that in all cases their nature should serve to discourage such traffic.

These changes would reinforce the importance of sustainable movement modes within the new town and avoid the potential for negative heritage and severance impacts on the existing village and Denny Abbey. Such an approach to the secondary routes would also reinforce their attractiveness for cycling and need for all such routes to include segregated cycle route provision although some segregated routes on secondary roads may still be required where they are likely to perform a key function in the overall cycle network.

The SPD does not provide for direct vehicular links between the new town and the existing village except for a temporary period to serve the relocated railway station in the period before the primary route link to the A10 is completed. The new station now has planning permission.

Some town centre car parking is justified to allow for the reasonable needs of people with disabilities, young children, and the purchase of bulky or heavy shopping.

The SPD already makes good provision for cycle parking, cycle hire facilities and electric cycle charging points, together with cycle parking at public transport stops, the relocated station, in the town and local centres and other appropriate locations, see for example page 83 and Figure 32. Cycle parking standards and other guidance is provided by Local Plan 2018 policies T1/3 and HQ/1.

Public Transport

The SPD provides that the new town should be served by high quality public transport which will facilitate local and longer distance journeys,

and which is comfortable, convenient, attractive and with the flexibility to adapt over time to take into account potential emerging forms of public transport provision.

The Council has received consistent advice on this matter from its legal advisors. Further legal advice has been received since Scrutiny and Overview Committee on the 22nd January which confirms that this issue is something to be settled as a commercial arrangement between the parties. The advice notes that there would appear to be no planning justification for the SPD to seek to go further than it does on this issue. In regard to the planning applications as a safeguard against either party taking a commercially entrenched or unreasonable position, it is open to the Council, in principle, to make provision through a planning obligation for a binding arbitration or other form of dispute resolution if terms are not agreed by a particular date or dates.

Primary access to the relocated railway station will be through the new town, a secondary access will be provided to enable existing residents of the village and the small number of passengers from Horningsea will be able to access the station without having to go out onto the A10 and access it through the new town (see SPD references at pages 41, 60 and 85). This secondary access will not provide a through route for rat running. The SPD at page 82 already makes clear in the 4th bullet point that otherwise vehicle movement between the village and new town will be restricted by all vehicles except for buses. The SPD also seeks the provision of a new community bus service between the Cambridge Research Park and the relocated station.

The new town will be able to accommodate the CAM metro if that scheme is brought forward.

The viability of transport provision is not a matter for the SPD. Viability has to be considered during Local Plan preparation and when considering planning applications.

Ransom

In regard to representations related to ransom as the site is in multiple land ownerships, the draft SPD has been prepared to guide a comprehensive approach to development and infrastructure across the whole site consistent with Local Plan policy SS/6 for the Waterbeach New Town. This is to ensure the new settlement is delivered as a single unified development. Chapter 6 sets out an approach to delivery that requires engagement, collaboration and co-ordination between the site promoters / landowners. It seeks to enable this through s106 agreements and planning conditions, and that delivery and review groups be established that include the developers as well as South Cambridgeshire and Cambridgeshire County Council. In this regard it can be noted that the SPD already provides considerably more detail than would normally be provided on issues of delivery in a site development SPD.

The Council has received consistent advice on this matter from its legal advisors which confirms that there would appear to be no planning justification for the SPD to seek to go further than it does on this issue. There will be further consideration through the planning application process as appropriate to any further measures that could be considered in determining the planning applications that would seek to ensure comprehensive delivery of the new town.

Public Spaces

The South Park will provide a green transition between the new town and village.

The SPD seeks to integrate and enhance biodiversity across the site and avoid adverse impacts, see references at pages 33, 52, 53, 101, 106, 109, 112 and 113.

The large scale of the strategic landscaped area around Denny Abbey (approximately 2km or 1.2 miles by 1.5 km or 0.9 miles) will help to mitigate any potential recreational impacts on Wicken Fen. Walking from east to west across this area would take around 25 minutes at an easy pace. Further on-site provision of green spaces can be found along the many greenways to be provided and along green edges at Car Dyke, the South park and the Fenland Edge along which will run the 'Bounds' recreational route.

Delivery of Fixes

The potential mass transit route shown for example on Figure 18 should be retained in the SPD to accommodate future such provision, possibly in the form of the Cam Metro.

In regard to representations related to ransom see the substantive response at page 53.

Tourism

Policy SS/6 of the Local Plan 2018 does not require the development to make provision for tourism facilities and so neither can the SPD. Any such proposals would be considered on their merits. There is nevertheless clear potential for the development to generate increased visitor numbers to Denny Abbey and the Farmland Museum.

Railway Station

Primary access to the relocated railway station will be through the new town, a secondary access will be provided to enable existing residents of the village to be able to access the station without having to go out onto the A10 and access it through the new town. This secondary access will not provide a through route for rat running.

Car Parking

It is not the intention through the SPD to encourage inappropriate levels of car parking provision. Instead priority is given to sustainable transport modes including public transport, cycling and walking. The SPD encourages the provision of car parks in locations which can serve multiple land uses to minimise the overall level of provision (page 44) and at page 87 the SPD provides support for housing layouts which will help to discourage the use of the private car.

Cycleways and Footpaths

In regard to the issue of bins blocking cycleways and footpaths this is a matter of detail for consideration through the detailed design of individual development phases. The SPD does provide some encouragement to the use of innovative approaches to household waste collection and storage at page 109, but cannot require such

	<p>provision.</p> <p><u>Cycle parking</u></p> <p>Detailed cycle parking standards are included in the new Local Plan 2018 in policy TI/3 'Parking provision'.</p>
<p>Proposed Modifications</p>	<p>Page 42: '<u>Education</u>' line 2 – add the words 'in time to meet evidence of need' after the word 'facilities'.</p> <p>Figure 24 page 54 '<u>Greenways and corridors</u>' – Amend to ensure that the Fen edge / rail corridor edge marking does not extend over the new railway station and its close surrounds (to be consistent with the spatial framework diagram).</p> <p>Figure 19 '<u>Access movement and connectivity</u>' – Amend to show the principal greenways as green lines and not red at present.</p> <p>'<u>Primary Movement and Access</u>' - Amend the primary route network shown on the Spatial Framework Diagram and other figures such as Figure 18, to show a primary movement route running in a loop about 100 metres to 400 metres within the outer edge of built development.</p> <p>Page 45 paragraph 1 line 4 – delete reference to 'framework plan' replace with 'spatial framework diagram'.</p> <p>Page 45 paragraph 2 delete and replace with: 'The two primary routes will create a loop around the new town and connect directly to the relocated railway station on the eastern side of the town. In the early stages of the new town a north – south primary route will form a junction at the town centre but will later be closed to north-south vehicular traffic (except for public transport) to prioritise cycling and walking within the new town. The southern arm of this junction will provide the public transport / pedestrian / cycle connection to Waterbeach village'.</p> <p>Page 45 paragraph 3 – delete 'access' replace with 'primary route'.</p> <p>Page 45 paragraph 5 line 1 – delete "street" replace with 'primary route'.</p> <p>Page 45 paragraph 5 lines 6 and 7 – delete 'are attractive for walking, cycling and public transport, and'. Line 8 - add at the end of the sentence 'via the loop primary route'.</p> <p>Page 46 first full paragraph – add at the end of the paragraph 'To restrict through vehicle movements to sustainable modes only as the town centre develops movements north through/around the town centre will be restricted to public transport, cycle and pedestrian movements only. The timing of this change to be determined in accordance with a transport management scheme at key phase approval for the town centre development'.</p> <p>Page 46 second full paragraph – at the end of the first sentence</p>

	<p>add 'particularly to the new railway station'.</p> <p>Page 46 third full paragraph – add a new sentence at the end of the paragraph: 'This network should serve residential areas and serve to restrict easy vehicular movements from one area to another except via the loop primary route'.</p> <p>Page 46 walking and cycling first paragraph line 3 – add the words 'and linking' after 'serving'.</p> <p>Page 46 walking and cycling second paragraph – add new bullet point 4: 'Waterbeach relocated railway station to the town centre, Waterbeach lake and the Cambridge Research Park'.</p> <p>Page 47 add a new paragraph and heading after 'The Bounds' as follows: '<i>Public rights of way (PRoW)</i>: The development of the new town provides an opportunity to connect and enhance the existing rights of way network that has been hindered by the presence of restricted MOD land for many decades. Providing improved non-motorised user (NMU) infrastructure also encourages healthy lifestyles, in line with national and local policies on health and well-being. The development should not only protect existing NMU highways (footpaths, bridleways, cycle ways etc.) but should enhance them where possible. This should include an aspiration to not only improve NMU movement (including pedestrians, equestrians and cyclists) within the urban area not also to facilitate easy and convenient access into the countryside. The PRoW network should become an integral part of the development and enhanced, directional signage will need to be incorporated into the development to ensure that future residents are aware of the network available. This could also include the installation of interpretation boards (which can link to wildlife and biodiversity aims) and sufficient inclusion within resident travel plans'.</p> <p><u>'Public Transport'</u> – Page 49 fifth paragraph line 2 add after the word 'site': 'linking the railway station with the town centre and Cambridge,'.</p> <p>Page 49 figure 20 – amend the figure and key to be consistent with proposed changes to the text.</p> <p><u>Table 8</u></p> <p>Page 78 'Density and Heights' - the last sentence of the mechanism text relating to Density and Heights should be put before the existing first sentence for clarity of meaning.</p>
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4.3 Spatial Framework Diagram				
Representations Received	Support: 1	Object: 9	Comment: 5	Total: 15
Main Issues in reps	Support <ul style="list-style-type: none"> National Trust Broadly support proposed approach to 			

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Structuring Elements and Guiding Principles.

Object

- **RLW Estates** Primary road between town centre and station should not be shown down centre of strategic open space. Bannold Drove should be prioritised as a non-motorised user route but needs to retain some flexibility on vehicle access during the phasing of development. Link between station and town centre, separate road from park in a phased way and make walking and cycling the most attractive option.
- **RLW Estates** Agree with titles and subject matter of eleven fixes as "key structuring elements" of SPD. Number of comments on the detailed definition of these elements and the associated requirements.
- Green spaces. The A10.
- SPD fails to deliver on Local Plan policy – does not protect identity of Waterbeach or provide reasonable green space between village and town. Original concept was for green space between existing Village and New Town. Dropped when Bannolds were built on. SPD is developer led. Bannold inspector said in his judgment green space requirement could be accommodated beyond Capper Road. Protecting identity and character of village close to New Town is included in 4 SS/5 Major Modifications. Not applied in SPD. Only thing stopping protecting identity of Village is lack of ambition and resolve of SCDC. SPD should represent aspirations South Cambs District and people who live here.
- Desire for active transport does not seem to consider adequately needs of all the population, especially disabled and elderly. Dangers of ditches next to routes must be considered. Inadequate provision for equestrian users.

Strategic walking and cycling connections

- **Defence Infrastructure Organisation and Urban & Civic** Refers to augmentation of Cycle Route 11 which is not deliverable due to current landownership, and therefore contributions cannot be sought.
- **RLW Estates** Terminology of 'off-road' cycle routes may be confusing (which might suggest an unsurfaced route). We suggest term "traffic free" or "walking and cycling routes within parks and greenways" as alternatives.

Table 8 structuring elements

- **Defence Infrastructure Organisation and Urban & Civic** Table 8 Density and heights - would help to switch paragraphs one and two in 'mechanism' box so it is clear that density and height plans referred to are those submitted with planning applications (otherwise it might be misinterpreted as indicative plan in SPD.)
- **RLW Estates** Not clear at what stage documents will be required or what their coverage will be. Site wide Design

Code would provide opportunity to co-ordinate these elements of strategic infrastructure. Add that Development proposals and supporting information must demonstrate: How access can be achieved and guaranteed across land ownership boundaries without ransom or market value positions. Under "Relocated Railway Station" we support text which states "Appropriate funding for the provision of a relocated rail station will be secured through s106 agreements". Timing of railway station should not be left to transport assessment as early delivery required. Under "land ownership central" text under "mechanism" appears to be taken from Mills and Reeve legal note that accompanies the U&C Outline Planning Application. Inappropriate as we strongly dispute content of this note.

Comment

- **Cambridgeshire County Council** Key aspect of transport infrastructure for new town is relocated railway station. Table 8 notes this should come forward at an early stage in development, with its trigger to be set by Transport Assessments submitted with both applications. Work is ongoing with both applicants on this trigger, with emphasis being this facility and associated access road should be provided as early as practicably possible.
- **Defence Infrastructure Organisation and Urban & Civic** Provides critical 'skeleton' for comprehensive and coherent development across allocated site. Clarification that it provides the broad structure for development, but it is nevertheless indicative is particularly welcome.
- **Historic England** Note location of Park and ride at north west of site. Can see logic, close to employment site. Needs careful consideration to design to ensure setting of Denny Abbey appropriately protected and enhanced and minimise harm (e.g. lighting).
- **Historic England** Welcome section on setting of Denny Abbey and proposals to respond sensitively to setting and explore opportunities to enhance. Delete 'visual' in first bullet point. Welcome guidance on location of sports facilities and restrictions on floodlighting and changing facilities and other buildings. Parking would be unacceptable beyond northern boundary - suggest mentioned in SPD. Welcome reference to maintenance of views of key landmarks, and aspirations for an expansive parkland with views to fenland landscape and Ely Cathedral with pockets of planting. Welcome reference to former military uses and reflection of former runway in layout of Park. Welcome locating green infrastructure along former historic routes such as causeways and droves, including proposals for A Causeway Link, between lake and Abbey. Welcome proposed retention and enhancement of number of other historical features and reference to many of other heritage assets in and around site. Include reference to Waterbeach

	<p>Conservation Area and listed buildings, in particular church tower. Welcome the reference to Car Dyke. Concerned at proposed heights in open flat landscape. May be inappropriate height and density for small fen-edge town. Suggest more appropriate to keep to 4-5 storeys as at Northstowe with tall punctuating buildings being limited to 6 storeys. Points of clarification / corrections:</p> <ul style="list-style-type: none"> * Figure 21 - causeway link annotation is confusing and does not match key on either p50 or 70. * Concerns about yellow annotation of setting of Denny Abbey - could imply setting is limited to this area, when it is much wider. Figures 22 and 27 introduce different interpretations of setting. * P53 para 1 'listed building' should be plural. <p><u>Table 8 structuring elements</u></p> <ul style="list-style-type: none"> • Historic England Issue 5 - Welcome reference to setting of Denny Abbey. Wording for mechanism is not clear. Reference to 'Development proposals' for SLA could be misinterpreted as meaning built development. From section 5 we appreciate this is not case but can we suggest this is reworded to more closely reflect design aspirations for this area. <u>Issue 7</u> Welcome reference to Bannold Drove and Car Dyke as well as Denny Causeway. <u>Issue 8</u> Welcome reference to heritage assets and landscape. Welcome the requirement for archaeology strategies. <u>Issue 10</u> - See comments in relation to edge treatments for Strategic Landscape Area. Regarding Car Dyke, a green buffer area to the west of the site adjoining the A10 will encompass and protect Car Dyke.
<p>Council's Assessment</p>	<p>Support welcomed.</p> <p>The east–west primary route shown in the SPD is indicative; the SPD does not require that it be provided through the centre of an open space.</p> <p>Bannold Drove is described in the SPD as a right of way and bridleway (pages 17 and 20) and it will remain this status in the new town.</p> <p>The issue of village separation was considered through the examination of the Local Plan 2018 and the plan has been found to be sound without a policy requirement for such provision on Policy SS/6. Nevertheless the SPD makes provision for an effective transition between the village and new town. At page 60 the SPD states that this will be made up of the South Park a strategic landscaped open space, by the existing landscaped barracks entrance, and through the rear gardens of new development of an appropriate scale backing onto the existing former military dwellings along Capper Road and Abbey Place. East of Capper Road, the southern edge of the car park serving the proposed relocated rail station will comprise a landscaped</p>

	<p>space that will also include a drainage pond.</p> <p>The SPD correctly prioritises active travel modes but also seeks to provide for the reasonable movement needs of all of society including the disabled and elderly. The safety of users in regard to water features is a detailed matter to be secured through planning application process and otherwise is a responsibility of the landowner.</p> <p>In regard to the representation concerning an off-site connection to National Cycle Route 11 it is referred to as a potential connection on Figure 6 and on page 17, but on page 73 the SPD states that contributions ‘should also be sought’ for its provision. To clarify the intent of the SPD the text on page 73 should be amended to refer to provision being sought as appropriate.</p> <p>Concern is expressed that references to off-road cycle provision could be interpreted to mean unsurfaced. No change is considered to be necessary, the term off-road is clear and makes no reference to surface materials.</p> <p>Agree that in Table 8 the last sentence of the mechanism text relating to Density and Heights should be put before the existing first sentence for clarity of meaning.</p> <p>The SPD is clear that the new and relocated railway station should be delivered in the early stages of the development of the new town to help ensure the availability of sustainable travel choices.</p> <p>Agree that any new Park and Ride site within the general vicinity of Denny Abbey should be designed to ensure that any impacts on its setting are appropriately mitigated. However no changes to the SPD are considered to be necessary. At page 111 it states that no permanent lighting should be located where it would detract from the significance of Denny Abbey including in regard to its wider setting taking into account views to the south and east.</p> <p>In regard to the first bullet point on page 51 concerning Denny Abbey agree that the word ‘visual’ should be deleted as setting can encompass other relevant criteria. Also agree that car parking not associated directly with Denny Abbey or the Farmland Museum would be inappropriate within its setting.</p> <p>It is not considered necessary or more appropriate for the SPD to keep most building heights to 4-5 storeys with tall punctuating buildings being limited to 6 storeys. Given the scale of the site and in order to make best use of land in accordance with national planning policy a slightly more flexible policy is considered to be justified. The SPD considers scale and massing at pages 68 and 70 stating that: “The scale and massing of buildings in the new town should respect and respond to the character of the surrounding area...the proposal is for a new town, not a village, and must therefore create denser urban character in appropriate</p>
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	<p>locations, such as at the station district, the town centre and the lakeside. This denser urban character is not just achieved by having all the buildings closer together. It is also achieved by increasing the storey heights of buildings in appropriate locations such variety in density and height helps to create the idea of what makes a town". The SPD requires that building heights will transition down towards Denny Abbey and the existing village. Only two individual buildings of up to 8 storeys in height are allowed one in the town centre and the other in the station area with a height equivalent to the existing water tower on site.</p> <p>Disagree that the SPD references to the Causeway are confusing or inconsistent with the key.</p> <p>Agree that the Strategic Framework Diagram and Figures 26 and 27 are not consistent in the way they depict the setting of Denny Abbey. Whilst it is not the intention of the SPD to seek to delineate the setting of the Abbey, the SPD could be considered to be confusing in regard to setting.</p> <p>In regard to the reference to 'Listed Building' on page 53, line 3 agree that this should refer to 'Listed Buildings' as a matter of fact.</p> <p><u>Table 8</u></p> <p>Table 8 items 5 and 6 do not refer to development in these strategic landscape areas (SLA) but to proposals. Local Plan 2018 policy SS/6 and the SPD is clear that there can be no built development north of the boundary of the major development site (for example at pages 35, 52 and 99. No change to the SPD is necessary.</p>
<p>Proposed Modifications</p>	<p>Table 8 Page 78 '<u>Density and Heights</u>' - the last sentence of the mechanism text relating to Density and Heights should be put before the existing first sentence for clarity of meaning.</p> <p>Page 51 'Denny Abbey Setting' 1st bullet delete the word 'visual'.</p> <p>Page 73 'Strategic Walking and Cycling Connections' (National Cycle Route 11) under 'Mechanism(s) paragraph two line one: add the words 'as appropriate' after 'sought'. So that if there is no realistic prospect of the link being delivered no contributions should be sought.</p> <p>Page 53 North Park first complete paragraph first line: after the words 'sports provision', add the words 'including associated car parking'.</p> <p>Page 53 North Park add a new paragraph immediately following the above as follows: 'No other car parking should be located within the SLA / North Park that is not intended to exclusively serve the needs of Denny Abbey or the Farmland Museum'.</p> <p>Figure 27 key. Delete the word 'setting' after Denny Abbey, insert</p>

	<p>the words 'and Farmland Museum'.</p> <p>Page 65 penultimate line, delete 'listed building' add 'listed buildings'.</p>
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Section 5: Guiding Principles

5.1 Overview				
Representations Received	Support: 0	Object:3	Comment:5	Total:8
Main Issues in reps 67593 67617 67576 67625 67495 67554 67562 67428	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> Remove reference to 'When the rail station is relocated, a separate access to the rail station will be created through the village'. Connections across the land ownership boundary for cycle and pedestrian routes should be agreed within the SPD. Unacceptable for there to be a vehicular link between the village and the new town. Strategic highway improvements to A10, and, Local highway improvements will achieve the opposite of modal shift, and will ensure that the development becomes car-centric, and will have an air quality impact. Additional guiding principles for Movement and Place should focus on: taking the trip by walking or cycling should always be quicker than taking the car, Cycle and walking routes should be made to be direct rather than winding, Cycle routes should be segregated from footpaths to reduce conflict between pedestrians and cyclists, Cycleway design parameters should be taken from 'Designing for Cycle Traffic' by John Parkin. Sustainable modes of travel should be phased before first occupation. RLW Estates. This section should be edited down to matters that address site constraints and opportunities or are otherwise site specific. Should be made clearer that employment space will be integrated with other uses rather than referring to 'employment land' as such. Sustainable Drainage" and SUDS design, should refer to the need to balance drainage requirements with associated ecological needs and opportunities. <p>Comment</p> <ul style="list-style-type: none"> Primary streets will include segregated cycle paths, but there is no mention of secondary streets. Vehicular connections between the village and the new town will be restricted to public transport only - should be a fix. On page 86 is the proposal "Streets which have a limited role in the movement network should be laid out to discourage through-traffic. A filtered grid of residential streets can facilitate this whilst retaining permeability and a choice of routes for pedestrians and cyclists." To ensure that this is delivered, this measure should be a fix, not a guideline. On page 87 are proposals for mitigating impacts on the surrounding road network. These should also be fixes rather than guidelines. Page 88 strategic highway 			

	<p>improvements to A10, and, Local highway improvements will achieve the opposite of modal shift, and will ensure that the development becomes car-centric, and will have an air quality impact. Key cycle and bus connections to Cambridge and other key destinations needed before first occupation.</p> <ul style="list-style-type: none"> • Historic England. No reference to historic environment in this chapter (covered in Chapter 4), but welcome references to enhancing the local landscape context and protecting the most sensitive heritage environments. Welcome reference to the retention of Military Heritage Museum. Welcome requirement for development to respond to and enhance local landscape context. In particular, welcome references to planting to filter views, as well as protection of key views to church steeples (perhaps this should also say and towers?), Denny Abbey and Ely Cathedral. Whilst welcome opportunities for allotments and community orchards, if any of these land uses are to be located to north of agreed limit of development, then built development e.g. toilet facilities etc. would be considered inappropriate. Welcome reference to need locate land uses which generate most noise and light away from most sensitive heritage environments. One of our key concerns is in relation to proposals for a park and ride site at northern edge. • Cyclists should be afforded segregation on all secondary routes. Oppose separate road access to station from the village as will not encourage active travel. The following should be 'fixes' rather than 'guidelines': * Restriction on general vehicular connection between village and new town. * Discouraging through traffic on minor streets. * Proposals for mitigating impacts on surrounding road network. Local highway improvements and upgrade to A10 will undermine modal shift aims. Air quality impacts. Should be removed from SPD. Key cycle connections should be provided as early in development as possible - too vague and must be provided before first occupation. • Natural England. Support guiding principles to create multi-functional green infrastructure network an integrated approach to biodiversity, and requirements on applicants to demonstrate protection and enrichment and long term management. Welcome requirement for applicants to demonstrate protection and enrichment of habitat and biodiversity across site are capable of delivery. Support requirement for accompanying landscape and ecology plan to set out how impacts on newly created habitats will be mitigated and managed. Integrated and coordinated approach to long term management will be critical to successful delivery of long-term benefits for people and wildlife.
Council's Assessment	Primary access to the relocated railway station will be through the new town, a secondary access will be provided to enable existing residents of the village and the small number of

	<p>passengers from Horningsea will be able to access the station without having to go out onto the A10 and access it through the new town (see SPD references at pages 41, 60 and 85). This secondary access will not provide a through route for rat running. The SPD at page 82 already makes clear in the 4th bullet point that otherwise vehicle movement between the village and new town will be restricted by all vehicles except for buses. The SPD also seeks the provision of a new community bus service between the Cambridge Research Park and the relocated station.</p> <p>Local Plan policy SS/6 requires the new town to be served by a comprehensive movement network that connects key locations including the town centre and railway station to encourage the use of sustainable modes of travel.</p> <p>The SPD is clear at page 93 that the employment provision in the new town will be located in a range of locations including the town centre, local centres and the station district.</p> <p>On page 101 the SPD makes clear that sustainable drainage schemes should lead to an enhancement of biodiversity.</p> <p>At page 82 the SPD refers to the design of residential areas and town centre should only offer limited permeability for vehicles except buses.</p> <p>The timing of transport infrastructure provision will be guided by objective evidence set out in and determined through Transport Assessments.</p> <p>The SPD is clear that all built development will be located within the Major Development Site (for example at page 163). The SPD text on North Park does not refer to the inclusion of allotments within it.</p> <p>The SPD requires the provision of a high quality, permeable and prioritised network of off road cycle routes serving the whole town and focussed on key destinations within the New Town. In addition it requires the provision of segregated cycle paths along primary routes. The County Council Transport Assessment Team do not consider such segregated paths will be needed on all secondary routes as well where traffic volumes and speeds will be reduced.</p> <p>Welcome supportive comments concerning biodiversity.</p>
Proposed Modifications	No modifications are proposed in response to representations on section 5.0 Guiding Principles.

5.2 Movement and Place				
Representations Received	Support:1	Object:20	Comment16:	Total:37
Main Issues in	Support			

reps

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- **Sport England.** Support a strategic approach to walking and cycling within Waterbeach, a key element of Sport England's 'Active Design' guidance for new residential developments. There is a good opportunity to develop Waterbeach as a case study in terms of integrating 'Active Design' principles into the master planning process. We support the adoption of a circular trail around the perimeter of the site.

Object

- **Waterbeach Parish Council.** Support user hierarchy. Focus on public transport should not be allowed to lead to removal of village services. Connect village to P&R service.
- **Carbon Neutral Cambridge.** The SPD (p.82) claims that private vehicles will "remain an essential mode of transport for many users". This assertion needs to be challenged. It is both possible and necessary to construct communities for which private vehicles are required by only a small minority. No Mention of Car Clubs or E-Bikes.
- Moving the station early in the process does not make sense. Several hundred residents who have a short walk to the current station but would be far enough from the relocated station that they would prefer to drive, either to the station or all the way to their destination. By 2025 there are projected to be 800 houses/flats in the new town, and it is likely that many of them will be in the western part of the site, not much closer to the relocated station than to the existing one, so moving the station before 2025 is more likely to cause a modal shift to the car than away from it.
- There does not seem to be any analysis of where residents will be travelling to. The supposed intention of the new town is to support the growth of jobs in the region, and providing convenient transport to London will not help that. Running a train from Ely to Cambridge in order to carry people from Waterbeach to Cambridge North as part of their journey from the new town to the Science Park (for instance) would not be efficient. It would be better to support one of the metro systems being proposed for the City and connect the new town to that.
- There are four level crossings that are adjacent to the village or the new town. As the railway line becomes busier and there are more people living in the area, the possibility of closing them should be examined. This could be achieved by upgrading Burgess's Drove and connecting it to Clayhithe Road, replacing the Bannold Road crossing with a bridge, and building a foot and cycle underpass at the north end of the current station (north of the floodbank, where the ground level is lower). This would also make it easier to upgrade the current station.
- The proposal has main roads running through the middle

	<p>of the development, and a cycleway round the outside. This will make it easier for short journeys within the town to be by car, and make journeys through the town by foot or cycle less pleasant. Instead, there should be a perimeter road and access by car should be from the perimeter road. If cars have to go via the perimeter road while cycles can go direct, that will encourage the more healthy and less polluting mode.</p> <ul style="list-style-type: none"> • Development is planned to stretch well into the 2030s, and yet only modes of transport that date from the 19th century are considered. • Page 41, "2. Station District" first paragraph: the proposed land uses (other than the car park) do not seem to be "complementary to the station". Facilities to serve the town will not need heavy rail links; it would be better to locate them more centrally. • Page 45: The access points off the A10 need to connect to a perimeter road; the "primary routes" need to be traffic-free apart from access to properties and maybe public transport. • Page 46 3rd paragraph "A grid based secondary movement network will be necessary": for vehicular traffic, spurs in from the perimeter road are needed, not a grid. • Page 47: The idea of a circular walk around the town, while laudable, is less important than moving motor traffic out to the perimeter. The western part would, in any case, scarcely be "traffic free" being close to the A10. Better would be to improve connections to the existing footpaths, and fund maintenance of them. • Page 48: The second paragraph ("The Council supports ...") may be true but it is misguided. Change "This is due to the limiting constraints of the existing station and the need and opportunity to serve the new town and existing village better with a modern facility" in the first paragraph to "However, the assumptions behind this need to be re-examined, and options for closing level crossings (which would remove some of the constraints on the existing station) explored". Delete the second paragraph. • Page 87: 1st paragraph in right-hand column: delete "is a wide-ranging multi modal study which". The study was very limited in scope, and several options (including retaining the existing station) were not considered. • Page 88: item 2 in the numbered list: change "off road walkway/cycleway adjacent to the A10" to "narrow pavement abutting the A10 carriageway". • Page 88: delete first paragraph under "Rail improvements" • Page 88: in second paragraph under "Rail improvements", change "walking and cycling," to "walking, cycling, and new modes of transport;" • Page 88: replace first paragraph under "Highway improvements" with "Strategic highway improvements that should include an upgrade to Milton Interchange and
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	<p>could also include on or off line dualling of the A10 corridor, and upgrades to other junctions in the corridor." Removing the need for traffic from A10 to A14(W) to cross over traffic from A14 eastbound to the City would allow the rest of the A10 to flow much more freely.</p> <ul style="list-style-type: none"> • Page 121: Trigger for A10 junction (northern access) should be "before start of construction" (not pre-occupation) so that construction traffic (including for the station) can be forbidden from going through the village. • Page 122: under Mechanism, the transport strategy review group should also include representatives from the village, such as the Parish Council highways committee and Neighbourhood Plan Highways Group. • Cambridge Area Bus Users. Not enough reference to buses, within the town and to routes to other key destinations. SPD seems mainly focussed on the links along A10 - no mention is made of bus routes within the new town or to key employment sites such as Science Park, Research Park, Innovation park or Addenbrooke's. The current bus services from the village have been recently cut, are not fit for purpose being slow, expensive and infrequent. There is no evening service or Sunday service. Not mention is made of how the current service will be improved except for the proposed busway about which little detail is given. The proposed Park & Ride is likely to cannibalise any other bus routes offered and move congestion up the A10. • Traffic, parking and rat-running issues need to be tightly managed and coordinated with A10 development. Residents of Waterbeach deserve clear, vehicular access to the new station. Station needs to be moved first and fast, and with a ban on construction traffic through Waterbeach. The upgrade of the A10 is of less importance. • Objection to losing Bannold Drove as a secluded grassy track which horse riders can currently safely canter on away from high levels of passers by or traffic. Development is encroaching on the rural landscape and provisions need to be made to replace features which it eliminates. Currently it is effectively removing one of our best off road secluded rural bridleways. SPD needs to make provision for equestrians by making paths wide enough to cope with all users. • The SPD fails to provide or require provision of access for equestrians to be included in the strategic objectives nor strategic principles. Health and wellbeing benefits of equestrianism well documented. Exclusion of equestrians contrary to GCP Greenways project (Appendix 1). Discriminatory and contrary to Equal Opportunities Act. Equestrian access needs to be included in all shared use cycle / pedestrian routes except where inappropriate for equestrian access. • Cambridge Cycling Campaign. Page 88 says that 'In order to mitigate the impact upon the A10, the
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	<p>development must achieve a significant modal shift towards public transport and active travel.' The section then includes two car-capacity measures do not belong in a section about promoting public transport and active travel because increasing capacity for cars will increase the usage of cars. Table 9 proposes several good principles that we support such as 'A user hierarchy that prioritises sustainable modes of travel', 'Create walkable neighbourhoods', 'Create an environment for cycling', and 'Provide access to high quality public transport facilities'. These should be Fixes.</p> <ul style="list-style-type: none"> • Defence Infrastructure Organisation. Page 85 access to high quality public transport. The ambition to have as many homes as possible within 400m of a bus-stop is supported, but it should not be stated as a requirement. The text at the bottom of the first column sets out a 'requirement' for proximity to bus stops. This is in the section of the SPD on guiding principles, not fixes. Positioning every home within 400m of a bus stop is an extremely onerous 'requirement.' The Plan on Page 86 shows that many, but certainly not all homes will be within 400m of a bus stop. The SPD is directing bus priority onto key routes, which is necessary to sustain frequent services; on this basis it is not possible to also have stops within 400m of every home. • Cambridgeshire County Council. The Public Rights of Way team have provided detailed comments.. These require consideration and inclusion of the needs of PROW's within the SPD text and are also provided separately. We welcome the outline proposals to create good pedestrian and cycle links as part of the development We are however disappointed that no indication has been made that off-road, leisure and utility routes will be designed and made available to all Non-Motorised Users (NMUs) in the SPD, including equestrian users. We would emphasise the importance of ensuring that good soft-user infrastructure is in place before first occupation and community facilities. It does not appear that the SPD has adequately evaluated the needs of all NMU users. SPD should respond to County Council's adopted statutory Rights of Way improvement Plan (ROWIP), and detailed points are provided. A list of improvements to the Public Rights of Way/NMU route network is also provided in the representation. • Build the main internal roads and A10 junctions before any houses are occupied. <p>Comment</p> <ul style="list-style-type: none"> • Cambridge Past Present and Future. There should be more clear requirements in the SPD regarding relocation of the rail station and the enhancements of the A10 and its junctions as far as intersection with the A14. • A10 - clearer plans are needed. More joined up approach between county transport development and district
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	<p>housing development vital for short and long term success.</p> <ul style="list-style-type: none"> • Access to the new town and the railway station should be from A10 only, not via village. Already extreme traffic problems. There is nothing in the plan to suggest an acceptable alleviation of this situation. • Suggestions and recommendations relating to transport infrastructure: 1. New homes, new residents and new commuters - need vastly increased public transport soon & challenges transporting people on this scale. 2. Car traffic generated by Waterbeach New Town - most residents will have cars & must plan seriously to cater for the extra trips. 3. Alternatives to car travel - big assumption to change habits from cars to walking & cycling. 4. Demographic realities - ageing population less able / active. 5. School runs - significant traffic load through new town & along A10. 6. Additional bus capacity - P&R, guided bus & additional buses will not come close to catering for 1,000s additional commuters / school children. 7. Moving Waterbeach Railway Station - premature as disadvantage villagers whilst town is built out & only access via already congested Cody Road. 8. Station car parking - Cambridge North relieved pressure, more residents will drive once station moved, & attract people from wider catchment. 9. Train capacity - overcrowded but longer trains will relieve short term. 10. Waterbeach 2-Station proposal. 11. Cambridge Area Mass Transport - long term integration with metro. 12. Opportunities to augment this SPD - need realistic transport projections & imaginative provision. • Construction traffic should avoid Denny End Road which is not designed for heavy vehicles and residential properties are at risk of damage from vibrations. There is an access gate to the airfield at the A10 end of Denny End Road, suggest that all construction traffic enter by this entrance. • The new town should follow the 'People First' proposal by the Waterbeach Cycling Campaign, and establish pedestrian priority over vehicle access in the design of the new street layout. • P 82 "Active cycle and pedestrian routes and public transport should be provided at the earliest opportunity ..." is too loose a statement for such an important aspect of the new community. Phrasing should be "...must be provided in advance of the development of homes and community facilities..." P 83 "Active cycle and pedestrian routes and public transport should be provided at the earliest opportunity..." is also too loose. It must be re-phrased to "...must be provided from the beginning of the project...". It should be no quicker to take a car journey than to walk or cycle within the area of the new community. Traffic management within Waterbeach village needs to be improved in such a way that routing through the village is not considered an "easy" option for
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	<p>car drivers. Traffic calming, closure of Greenside to through traffic and in particular a 20mph speed limit should all be considered. In the longer term, restriction of Way Lane to pedestrians, cyclists and local traffic would make for a safer environment for the primary school and for those walking to the new community.</p> <ul style="list-style-type: none"> • Horningsea Parish Council. Comments on transport include: • Public transport - needs to be more prescriptive, that provision is needed from the start, with better quality and frequency than currently and trigger points. <ul style="list-style-type: none"> * Cycling - unreasonable to expect all residents to cycle to Cambridge. More capacity on dedicated routes needed. Greenways route unclear. An increase in vehicular and cycle traffic on Clayhithe Bridge and the B1047 would be dangerous without a dedicated cycle lane. The Greenways project has not indicated a clear cycling and pedestrian link from Waterbeach to Horningsea and Cambridge East and South. * Cars - even with modal shift there will be an increase in traffic in A10 corridor, causing significant delays and increased traffic on B1047. Detrimental effect on the conservation area and listed buildings of Horningsea and cause safety issues. • Despite promoting cycle and walking the car has been prioritised for movement around the town and given more convenient access. Safe and priority routes and secure cycle racks must be delivered early. Public Transport also needs early delivery. Only then can we make a modal shift. Concerned about the whole approach to transport and movement within the New Town and between there and the village of Waterbeach. There appears to be a mismatch between the ambition of the SPD to prioritise pedestrian, cycle and mobility traffic over that of the car. And the proposed Transport Plan in the document. Pedestrian, cycle and mobility traffic must always have right of way and the quickest route from a to b. Schools, rail station shopping centre and Waterbeach Village must have restricted car access in favour of pedestrian, cycle and mobility traffic. Cycle and mobility parking must be abundant and close to facilities. And must be provided early in the development process. • Do not move the railway station. • New development should always put sustainable transport first i.e NOT motor transport. The whole scheme seems to revolve around the need to make sure people have ready access for car driving/parking. It must be our responsibility to ensure most short journeys are done by walking or cycling. Present plan seems to do the opposite by routing main roads through the town centre with houses and even schools placed along side them. Better option would be a road design around the new town with better provision for walking and cycling within it to encourage more journeys by foot/cycle as often they
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	<p>would be quicker.</p> <ul style="list-style-type: none"> I support the new railway station being built as soon as possible to relieve the parking in Waterbeach. There should be a further road out of the new town over the railway and river towards Bottisham roundabout and A10 improved before too much development is done to the new town. A new road should be built off the A10 to the new station at the same time as the new station is built
<p>Council's Assessment</p>	<p>Welcome support.</p> <p><u>Perimeter road / cycle-centric layout</u></p> <p>See the substantive response in the Council Assessment to section 4.2 Key Structural Elements (fixes) at pages 51/52.</p> <p><u>Modal shift</u></p> <p>The SPD at page 82 states that a fundamental principle of the new town will be to prioritise sustainable movement across the new town, making such modes more convenient than car travel. It does this by prioritising walking and cycling as the preferred travel mode for local trips within the new town, and making provision of attractive routes for longer distance trips especially towards Cambridge. Additional measures concern public transport and the relocated railway station, giving private vehicles a low priority and limiting the permeability within the new town for private vehicles. These provisions of the SPD are consistent with Local Plan 2018 policy SS/6 which requires the new town to deliver high quality public transport links to Cambridge, including a relocated railway station, to enable a high modal share of travel by means other than the car. Achieving a significant modal shift towards public transport and active travel is also necessary to mitigate the impact of development on the A10. This will be accomplished by the provision of enabling infrastructure and by travel planning to be secured through planning applications for the new town.</p> <p>The proposed refinements to the SPD concerning the movement network of the new town will further reinforce these policy requirements.</p> <p>In regard to the Ely-Cambridge multi-modal study it is not for the SPD to make comment on its scope or findings.</p> <p><u>Pedestrian and cycle priority</u></p> <p>The SPD is clear that active cycle and pedestrian routes should be provided at the earliest opportunity (page 82) and that cyclists should have priority over cars where cycle routes cross streets (page 83). Further detail on what infrastructure will be provided to support the initial phase of development is given at page 140 which includes early provision of a new foot/cycleway from Waterbeach to the north of Cambridge and a crossing from the</p>

new town to Waterbeach Research Park. This approach is consistent with national planning policy set out in the NPPF at paragraph 110.

The implementation of this guidance will be informed by the detailed evidence to be provided by Transport Assessments accompanying planning applications.

The issue of vehicular speed limits is not a matter for this SPD but for the planning application phase of the planning process.

Village traffic impacts

Phase 1 will include necessary improvements to the A10 to accommodate additional traffic, particularly in relation to the new junctions. In addition, traffic calming is proposed in Waterbeach village as part of the improvements to cycling and walking routes to the new station, and to deter traffic from routing via Horningsea (page 121). The SPD also requires traffic calming in the nearby villages of Cottenham, Horningsea and Landbeach to be provided as indicated in Transport Assessments (page 140).

These measures are consistent with the policy requirements set out in Local Plan 2018 policy SS/6.

Railway station and level crossings

The SPD is clear that the new and relocated railway station should be delivered in the early stages of the development of the new town to help ensure the availability of sustainable travel choices. It is the subject of a separate planning process and has now received planning permission.

The area around the railway station will be one of the most accessible locations in the new town by public transport and will be served by active travel routes. It accords with national planning policy set out in the NPPF to include higher density development and a range of services and facilities in the vicinity of the station where they can be easily accessed including by people whose primary purpose for being in the area is to use the station.

Neither the Local Plan 2018 nor the SPD make mention of level crossings. It will be for the Transport Assessments of planning applications for the development of the new town to consider relevant evidence regarding the level crossings in relation to the new town. Account will also be taken of any comments made on those planning applications by Network Rail and other interested parties.

A10

Within the context of prioritising non-motorised modes, Guiding Principle 6 seeks to minimise impact on the surrounding highway network, including the A10. A multi modal study for the A10

corridor has recommended a package of measures to accommodate the transport needs of the new town, including upgrading the capacity of the A10 and measures to discourage through traffic in local villages. The SPD cannot be determinative in regard to the outcomes of the study which are still under consideration by the Combined Authority. The Infrastructure Delivery Plan identifies short term improvements to the A10 junctions and wider capacity improvements, with timing of delivery to be determined through the Transport Assessment.

The SPD requires the first phases of the development to be a location(s) that can be served by access from the A10 and the new primary route, as well as providing development to provide sustainable movement options and supportive connections with Waterbeach village. The SPD is also clear that this issue will need further consideration as part of the planning application process and that a site wide strategy should be established via collaborative discussions with the site promoters and the Councils.

In regard to the routing of construction traffic, Local Plan 2018 policy CC/6 'Construction Methods' requires the provision of temporary haul roads to be agreed by the Local Planning Authority and that these are designed, located and landscaped to avoid adverse effects on existing residents. The policy also states that where practicable construction traffic should not pass through villages. The detailed implementation of this policy will be considered through the planning application process when planning applications for the development of the site are under consideration.

Buses and bus stops

The SPD makes extensive reference to the importance of public transport and to how it should be provided in the new town. It recognises at page 85 that it will not always be possible to ensure that all new homes are within 400 metres of a bus stop by use of the wording 'ensure walking distances to public transport stops are within circa 400 metres'.

Bannold Drove / Equestrians

The SPD does not seek to change the status of Bannold Drove as a public right of way (PROW) / Bridleway. It is clearly shown on the Spatial Framework Diagram and on other figures as a green movement route running north to south through the site (see for example pages 46 and 53). It must be recognised however that Bannold Drove will in future run through a new town allocated for development in the Local Plan 2018 and so will not remain a secluded and lightly used rural track.

Disagree that the SPD should require the provision of new non-motorised user links to communities further afield such as Lode, Wicken Fen, Rampton, Stretham and Reach. Such provision is not required by Local Plan 2018 policy SS/6 and could only be

	<p>justified through a Transport Assessment process. Any related planning obligations would have to be necessary to make the development acceptable in planning terms, directly related to the development, and fairly and reasonably related in scale and kind. It is also relevant to note that the new town will provide a very extensive network of public open spaces including the large North Park surrounding Denny Abbey. It can also be noted that both the National Trust and Natural England have expressed concerns about the possible impacts upon Wicken Fen of any increase in visitor numbers arising from the new town.</p> <p>Otherwise agree that the reasonable needs of equestrians in relation to the new town should be set out in the SPD. This is in keeping with provision for non motorised users that has been made in other new settlements such as at Cambourne. See the proposed modifications below.</p> <p><u>Public rights of way</u></p> <p>The SPD makes clear at page 73 that planning applications for the new town must be accompanied by plans for new public rights of way within the development site and demonstrate how they provide a comprehensive level of permeability within the site. Connections must also be demonstrated to strategic footpaths, cycleways, and bridleways outside the site.</p> <p>Otherwise agree that the reasonable needs of equestrians in relation to the new town should be set out in the SPD.</p> <p><u>New road towards Bottisham</u></p> <p>The provision of a new road from the A10 to Bottisham is not a requirement of Local Plan 2018 policy SS/6.</p> <p><u>Other matters</u></p> <p>In regard to the future use of private vehicles the SPD actually states at page 82 that ‘Private vehicles are given least priority, whilst recognising that they <u>may</u> remain an essential mode of travel for many users’.</p> <p>The SPD does not ignore autonomous vehicles and e-bikes. See references at pages 7, 48, and 111.</p>
<p>Proposed Modifications</p>	<p>To meet the reasonable needs of equestrians in relation to the new town the following modifications are proposed:</p> <p>Page 47 The Bounds’ – add the word: ‘,riding’ after cycling and before leisure to indicate that this circular route could in whole or in part be made suitable for all non motorised users.</p> <p>Page 53 – ‘North Park’ – on line 9 add the word ‘and’ before footpaths and the words ‘suitable for all non motorised users including horse riders’ after cycle ways. Then add a new sentence to read ‘Such provision should link up to other routes</p>

	<p>for non motorised users across the site including to the Runway Park, the Bounds and to Bannold Drove’.</p> <p>Page 53 – ‘Runway Park’ - on line 8 add the word ‘and’ before footpaths and the words “suitable for all non motorised users including horse riders’ after cycle ways. Then add a new sentence to read ‘Such provision should link up to other routes for non motorised users across the site including to the North Park, the Bounds and to Bannold Drove’.</p> <p>Page 54 – ‘Greenways and corridors’ – 2nd bullet. Add the words ‘suitable for all non motorised users including horse riders’ after routes.</p> <p>Page 55 – ‘Winfold Greenway’ and ‘Waterbeach Bounds’ in both add the words ‘suitable for all non motorised users including horse riders’ after routes.</p> <p>Page 55 ‘East-West corridors’ – on Line 9 add a new sentence after ‘will be provided’ as follows: ‘Some of these routes to be suitable for all non motorised users including horse riders’.</p> <p>Table 8 ‘Strategic walking and cycling connections’ page 73 – add a new second sentence under the mechanism heading as follows: ‘Provision should be made for all non motorised users including horse riders’.</p> <p>Section 5.2 ‘Movement and Place’ – add a new section after 3 ‘Cycling’ as follows: ‘Create an environment for equestrians Development proposals will be required to create a network of routes suitable for all non motorised users including horse riders across the site. The routes should be constructed to a multi-user standard and include appropriate barriers, soft surfaces, mounting blocks, sight lines and safe road crossing designs’.</p> <p>Table 9 page 89 add a new row beneath 3 ‘Create and environment for cycling’ as follows: Create an environment for equestrians In paragraph 2 under mechanism(s) after ‘infrastructure network’ add the following words : ‘making suitable provision for all non motorised users including horse riders’.</p> <p>Section 6.2 ‘Infrastructure Delivery Plan’ – Page 118 retitle ‘Pedestrian and cycling infrastructure’ to ‘Non motorised user infrastructure’.</p>
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5.3 Housing, Mixed Use and Community				
Representations Received	Support:	Object:3	Comment:1	Total:4
Main Issues in reps	Support			

<p>67359 67540 67344 67400</p>	<p>Object</p> <ul style="list-style-type: none"> • Waterbeach Parish Council. Remove term 'key worker housing', as inherently unfair. All workers are key. • Carbon Neutral Cambridge. New housing at Waterbeach New Town needs to reflect the increasing requirement of tenants to have an office, workshop or studio in order to work from home. • CLT promotion deserves a full section not maybe a paragraph. <p>Comment</p> <ul style="list-style-type: none"> • Cambridge Past Present and Future. The SPD should make provision for self-build options, such as bespoke building. One of the fastest growing housing needs is for the older population. In order to ensure the new town provides suitable housing for the community we recommend that there is a specific commitment to housing for 'over 55's'.
<p>Council's Assessment</p>	<p>Many key employers report that high house prices are affecting their ability to recruit and retain staff. Where supported by robust evidence the inclusion of an element of such housing in the new town can be supported as helping to meet a local housing need.</p> <p>The SPD already supports provision for home working at page 93 as does Local Plan policy H/18 'Working at Home'.</p> <p>The SPD already states that some of the affordable housing on site could be delivered through a Community Land Trust (page 91).</p> <p>The SPD makes provision for self build options and for older people's housing at page 91.</p>
<p>Proposed Modifications</p>	<p>To better reflect the potential benefits of a Community Land Trust for the local community it is proposed to delete the existing CLT text on page 91 and add a new section 10A as follows:</p> <p>"Community Land Trusts</p> <p>The Council is supportive, in principle, subject to viability and deliverability, to working with a Community Land Trust to support the provision of the new town, contributing to a broader mix of house types and delivery models".</p>

<p>5.4 Health</p>				
<p>Representations Received</p>	<p>Support:</p>	<p>Object:6</p>	<p>Comment:2</p>	<p>Total:8</p>
<p>Main Issues in reps 67485 67451 67358 67308</p>	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • Should include more details on health provision, to be developer funded. At early stage of development. Present village surgery at capacity. One new surgery inadequate. 			

<p>67367 67401 67455 67528</p>	<ul style="list-style-type: none"> • Waterbeach Parish Council. Impact of Waste Management park to be addressed in the SPD. Need commitment from County Council to address site management issues. Also, further information needed regarding land contamination of the new town site. SPD should make reference to and provision for design to reduce opportunities for and risk of crime. • Cambridge Without Incineration. There is no provision for an area air quality management plan. It would be negligent to leave this until building begins and air quality deteriorates. SCDC have obligations to protect air quality. A new AQMA should be declared. <p>Comment</p> <ul style="list-style-type: none"> • Cambridgeshire County Council. The Joint Strategic Needs Assessment contains evidence review of built environment's impacts on various themes. SPD reviewed against these to ensure addresses impacts on health & wellbeing. Overall approach welcomed. Particularly shift in mode from car to sustainable transport. Need to respond to changing technologies like electric & autonomous vehicles. Use of population multiplier of 2.8 people is appropriate. Aspirations and 8 strategic development objectives are supported, particularly prioritising walking and cycling. Locating health centre in town centre is supported as access to health is key component. Needs to be detailed phasing plan to provide community facilities early. Need stronger walking and cycling emphasis i.e. routes for leisure and commuting. Allocations for sport must be in accessible locations. Use Accessible Natural Greenspace Standard. Table 7 makes no reference to health facilities. Clarity needed whether it is part of community facilities land use budget. Table 8 should be expanded to require detailed phasing plan for whole site. Benefit from separate section on community uses / facilities. Require developers to prepare community development, play and/or health and wellbeing strategy. (Learn from Northstowe). Refer to tools (Housing for Older People Supply Recommendations) for quantifying need and type of older people's housing, like Northstowe. Should be seen in context of ageing population. Age friendly design concepts should be integrated within development not just need for accommodation. • Little mention of an aging population. How do you ensure a good range of shops for example newsagents, grocery, café etc?
<p>Council's Assessment</p>	<p><u>Health Care provision</u></p> <p>Section 5.4 of the SPD addresses the issues of healthy communities and healthcare provision from page 96. The SPD requires the provision of a new health centre to provide a GP surgery, dentists, pharmacy, and optometrists. Provision to be in-</p>

step with the provision of new homes.

A healthy community

At page 97 the SPD requires the preparation of a Health Impact Assessment to detail how health effects in the round have been taken into account in planning decisions.

The SPD also requires the preparation of a Community Strategy to demonstrate that adequate and suitable provision of facilities will be provided for the community including for its initial phases of development (SPD pages 95 and 97).

Air quality

An Air Quality Management Area designation is only required where there are exceedances of national objectives for annual mean nitrogen dioxide and daily mean PM10. SPD Guiding Principle 36 Air Quality outlines measures for mitigating emissions through the design and construction of the new town. Policy SS/6 requires there to be no significant adverse impact on local air quality, and developers will be required to submit a Low Emission Strategy and Sustainability Statement to demonstrate how they have addressed this issue.

Land contamination

Policy SS/6 criteria 15 requires developers to undertake site investigations and assessment of land contamination issues to ensure the land is suitable for its intended purposes. Including in relation to the safe removal of ordnance.

Healthy movement and green spaces

The SPD makes provision for an extensive network of off-road movement routes and for a range of green spaces across the site in accordance with the space standards set out in the Local Plan 2018.

Housing and facilities for an older population

Local Plan policy SS/6 at section 8a) requires the creation of a balanced and inclusive community. This is reflected in the SPD at pages 91 and 94. Older people will also benefit from easy access to public transport, open spaces, services and facilities and a network of cycleways and off-road pedestrian routes.

Other issues

The issue of designing out crime is addressed by Local Plan 2018 policy HQ/1 'Design Principles'.

The SPD makes proportionate reference to autonomous vehicles At page 7, and to electric car and cycle charging points at page 48.

	The SPD requires the provision of a number of local shopping centres in addition to the town centre. The type of retail occupiers present in the new town will vary over time.
Proposed Modifications	No modifications are proposed in response to representations on section 5.4 Health.

5.5 Open Space, Play and Sport				
Representations Received	Support:2	Object:3	Comment:2	Total:7
Main Issues in reps 67520 67311 67396 67349 67511 67309 67633	<p>Support</p> <ul style="list-style-type: none"> • Sport England. With regard to 'Outdoor Sports Facilities' flexible approach needed to provision, for in some cases it may be better to invest in existing off-site facilities that can be enhanced to meet increased demand. Advise that the guidance should be amended to include this option, if needs can be best met that way. There could also be the opportunity for the development to be the site of a new home for local sports clubs that will need additional capacity to meet demand generated by the large scale housing proposals in the local area, therefore the guidance could also make provision for this possibility. • Sport England. We support the co-location of schools and community sports facilities. The secondary schools offer an opportunity to include indoor facilities that can be used by the local community during out of school hours. Or potentially, community indoor facilities could be provided co-located with the school to allow flexible use during the day. <p>Object</p> <ul style="list-style-type: none"> • The National Trust. The SPD should look beyond the site boundaries and establish guiding principles for integrating the site more effectively with the larger scale landscape of the Fen, and consider possible off-site mitigation and/ or enhancement opportunities, drawing where appropriate on Section 106 contributions. We note the reference under Principle 20 to 'utilising the opportunity to connect to the many surrounding green infrastructure assets' however there should be a clear commitment to this as a Guiding Principle. Without this commitment we question whether the SPD is fully compliant with Local Plan Policy NH4 in terms of aiding the delivery of the Cambridgeshire Green Infrastructure Strategy. • The development is close to important wetland habitats including Wicken Fen NNR the plan should allocate S106 money to the restoration of the wider Fenland landscape by purchase of land surrounding Wicken Fen. Good cycle links between Wicken Fen, Lode and Ely should be provided for recreation for people from the new town. The plans do not seem to include sufficient public facilities 			

	<p>such as an outdoor swimming pool. The density of the development is so high that there is no space for the future community to develop its own facilities and land uses in the future. The small amount of green space allowed, will, over-time be eroded to provide land for these facilities.</p> <p>Comment</p> <ul style="list-style-type: none"> • The Wildlife Trust. The Wildlife Trust supports the overall approach outlined in point 20 (Create a multifunctional green network). However, the fourth bullet point should reference delivering a measurable net gain in biodiversity" The summary at table 12 should include reference to the proposed Landscape and Ecological Management Plan (LEMP). The Mechanism(s) section for these issues should also refer to not just how these elements will be provided, but how they will be managed and maintained in the long term. • Open space and sports facilities planned near village now at far north of site at a great distance from current village residents. Trigger points for providing new facilities do not seem to take account of the need for the existing village facilities to cope with greater demand in initial stages.
<p>Council's Assessment</p>	<p>Welcome support.</p> <p>Disagree that the SPD is not fully compliant with the Local Plan 2018 policy NH/4. The new North Park of the new town will add an extensive area of open space which will be predominantly used for informal open space, ecological enhancement, sustainable drainage, footpaths and cycle ways. It also represents an extensive semi-natural green space for enjoyment by residents and visitors, and an opportunity for significant habitat creation and biodiversity enhancement, including wetland habitat compensation areas where relevant.</p> <p>In regard to the use of a s106 planning obligation to enable the restoration of the wider Fenland landscape by purchase of land surrounding Wicken Fen and the provision of cycle links to Wicken Fen, Ely and Lode these are not requirements of Local Plan policy SS/6 and so fall for consideration through the planning application process. Any such planning obligations will have to be necessary to make the development acceptable in planning terms, directly related to the development, and fairly and reasonably related in scale and kind. It is also relevant to note that the new town will provide a very extensive network of public open spaces including the large North Park surrounding Denny Abbey.</p> <p>The SPD clearly refers to the management in relation to landscape and biodiversity when it refers to the required Landscape and Ecology Management Plan.</p> <p>Disagree that all of the open space and sports facilities are concentrated to the north of the new town as illustrated at Figure</p>

	23 on page 52. Specific reference to sports provision is made in relation to South Park adjoining the existing village.
Proposed Modifications	No modifications are proposed in response to representations on section 5.5 Open Space, Play and Sport.

5.6 Sustainable Drainage				
Representations Received	Support: 0	Object:2	Comment:4	Total:6
Main Issues in reps 67521 67357 67543 67579 67398 67378	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • Waterbeach Parish Council. Essential that SUDS are designed to be safe. Need reassurance SUDS will work, and wont impact on Wicken Fen, Cam Washes. • Page 101 5.6 Blue infrastructure Suds design - Because of the natural water content on the land, climate change and concreting over hectares of land (including in the main previously undeveloped land) have studies been completed to ensure water levels are maintained at Wicken Fen and the Cam washes? <p>Comment</p> <ul style="list-style-type: none"> • The Wildlife Trust. There is a need to consider maintenance of green infrastructure in the long term, and we suggest a similar approach to that taken in regard to SuDS, could be applied to green infrastructure, i.e. the addition of a specific point outlining long-term maintenance and management requirements. • Cambridge Past present and Future. The SPD should have more specific detail on levels of sustainability required, and of flood prevention/defence. • Anglian Water. Support water re-use and SUDS. But Anglian Water cannot enforce either of these options and are not responsible for their implementation or long term maintenance. • Environment Agency. More is needed in the SPD on flooding and wastewater to fulfil Local Plan, SEA/SA and NPPF. Worked in parallel with SCDC, Anglian Water, RLW Estates and Urban & Civic to shape planning applications and related water quality aspects of foul water. Earlier work on Denny St Francis Water Cycle Strategy identified key constraints and opportunities for SPD to address, but they do not appear to have made their way into the SPD. Advised on scope of SA - that significant environmental issues (flooding & wastewater) needed to be addressed. • Following issues need filling & strengthening: <ul style="list-style-type: none"> * Cam Washes SSSI - only a single mention yet significant site * Use of flood maps and need for SFRA * Flood risk and on site hazards - effects of flood defences 			

	<ul style="list-style-type: none"> * Insufficient SFRA information in Local Plan evidence base * Climate change and infrastructure to adapt to it * Missing flood risk sequential approach * Contribution to flood risk infrastructure for upkeep * Status of comparable constraints - Denny Abbey has assessment of the setting - similar approach needed for water in respect of evidence base, involvement of statutory consultees, spatial approach, follow national policy * Spatial illustrations need to have regard to avoiding and managing flood risk * Welcome SUDs but blue infrastructure is wider * Support clear infrastructure requirement for water usage * SPD needs to fulfil its own requirements - flood risk management & waste water infrastructure (include a new section)
<p>Council's Assessment</p>	<p>Local Plan policy CC/9 'Managing Flood Risk' requires surface water discharge from development sites be limited in volume and peak rate to natural greenfield rates.</p> <p>Sustainable drainage systems achieve this by safely storing any additional water and then releasing it into the environment in a controlled way whether into the ground or into a watercourse. Their use is supported by national planning policy and guidance and by Local Plan 2018 policy CC/8 'Sustainable Drainage Systems and by policy SS/6 for the new town. No concerns have been raised about the provision of SUDS on site in relation to Wicken Fen or the Cam Washes by the National Trust or Natural England. It can be noted that water levels at Wicken Fen are already maintained by pumping as the site is higher than the surrounding fields.</p> <p>In regard to waste water recycling the SPD is clear that this is a matter for a separate planning application process (see SPD pages 125 and 126).</p> <p>In regard to the residual flood risks which could affect some of the land to the east of Bannold Drove in the event of a breach in the existing river Cam flood defences it is agreed that the SPD could usefully provide additional guidance. The significant majority of the new town site is not in the flood plain or at flood risk and it is mostly located in the lowest risk flood zone 1. Notwithstanding, hazard modelling has shown that land east of Bannold Drove could be at what is known as residual flood risk if a breach of the existing flood defences on the River Cam were to occur. This residual risk was set out in the Water Cycle Study of 2014 which set out ways in which this residual risk could be effectively mitigated such as new bunding, with maintenance secured through the development or by raising land levels. Nevertheless it is agreed that the SPD could usefully provide additional guidance to assist the future planning of the new town. Following a meeting the wording of the additional guidance to be included in the SPD has been agreed with the Environment</p>

	Agency and Cambridgeshire County Council as the local lead flood authority.
Proposed Modifications	See proposed new section 5.8 to be included in the SPD after 29 'Sustainable Design and Construction' (see text immediately below). The proposed changes to be included in the SPD consist of additional text to be added to section 5.8 of the SPD at the end of page 106 entitled 'Managing Flood Risk, and the addition of a note on the Spatial Framework Diagram stating that the location of vulnerable land uses in areas of residual flood risk will be subject to the findings of site specific flood risk assessments.

5.8 ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE

29a Managing Flood Risk

The Council has adopted the Cambridgeshire Flood and Water Supplementary Planning Document (the Flood and Water SPD), and this should be considered when preparing planning applications.

Planning applications for the site will need to be accompanied by a Site Specific Flood Risk Assessment which meets the requirements of national guidance, and the Flood and Water SPD; and which in particular takes account of a sequential, risk-based approach to the location and quantum of development on site.

The significant majority of the new town site lies within flood zone 1, the lowest area of fluvial and tidal flood risk and which provides adequate space to accommodate a new town of approximately 8,000-9,000 homes. Small areas on the east and west edges of the site are in flood zone 2 and 3.

Whilst mostly located in flood zone 1, hazard modelling has shown that currently the eastern edge of the major development site could be at risk if a breach of the existing flood defences on the River Cam were to occur. This primarily impacts land to the east of the Bannold Drove track.

Breach modelling was carried out to inform a Water Cycle Study for the site in 2014, guided and endorsed by a stakeholder group comprising Anglian Water Service Ltd, Cambridgeshire County Council, Cambridge Water, the Environment Agency, South Cambridgeshire District Council and the Waterbeach Level Internal Drainage Board.

In line with the principle of the sequential approach within National Planning Policy and Guidance, and in the Flood and Water SPD, vulnerable¹ development should be avoided wherever possible in areas at risk of flooding from any source. Where this is not possible and development has to be located in areas at current or future flood risk, vulnerable development should be located in areas of lowest flood risk so as to minimise flood risk to people and property.

¹ Highly vulnerable and more vulnerable land uses as defined in National Planning Policy Guidance (including new dwellings, schools, nurseries etc)

Where development in flood risk areas is deemed necessary, developers will need to ensure a long term solution is put in place that follows the flood risk management hierarchy in the NPPF (with accompanying practice guide) and the Cambridgeshire Flood and Water SPD. Flood control measures should be considered to:

- Steer flood risk away from development without increasing risks to others, and consider opportunities to reduce flood risk overall, taking account of climate change projections;
- take account of and where possible meet green infrastructure objectives; and
- ensure that flood assets that the development relies upon have a maintenance regime indicated that can sustain them for the lifetime of the settlement whilst minimising any need for pumping.

Developers should seek opportunities to collaborate with local partners and infrastructure providers to assist with funding, design, delivery and future upkeep of flood control measures. Planning obligations may be necessary to secure and maintain infrastructure on or off-site as appropriate.

The site of the Waterbeach New Town is allocated for development in the South Cambridgeshire Local Plan adopted in September 2018. National Planning Policy requires that land be used effectively whilst safeguarding and improving the environment and ensuring safe and healthy living conditions.

Where it is not possible, consistent with wider sustainability benefits, for development to be located in areas with a lower risk of flooding, development which is vulnerable to flood risk arising from a breach of flood defences must be demonstrated to be safe for its lifetime, not increase flood risk elsewhere and have wider sustainability benefits to the community which outweigh any residual flood risk. Plans and development should also seek opportunities to reduce the causes and impacts of flooding. The Council will have regard to the objectives and criteria used within the Local Plan's Sustainability Appraisal framework in making an assessment of the wider sustainability benefits of such development.

In regard to these wider sustainability benefits, the new railway station site (with planning permission) is located within flood zone 2. The National Planning Policy and Guidance requires the effective and optimal use of land. This includes taking account of the availability and capacity of infrastructure and its scope to promote sustainable travel modes that will help limit future car use. The Council has proactively reduced flood risks around the station by relocating it to an area at lower risk than its current location.

The suitability of the land at risk of flooding, including land east of Bannold Drove in flood zone 2 and at residual flood risk, to accommodate vulnerable land uses will need to be carefully considered through the planning application process. Such applications and their assessment will have appropriate regard to: a sequential approach being taken in accordance with the NPPF, taking opportunities to control risks and where possible, reduce flood risk overall. Proposals should secure long-term management and maintenance requirements, and take account of upper scenario future climate change and any wider sustainability benefits of development in this location.

Table 15 Summary of Principles

Add new row as follows:

Principle / Issue	Mechanism(s)	Documents/Plans	Key Policy Reference
29a Managing Flood Risk	<p>Follow a sequential risk-based approach to the location of and the uses within the development. Development will follow a sequential approach having regard to local plan policies, and National Policy where this is more up to date.</p> <p>Where following application of the sequential approach it is not possible, consistent with wider sustainability benefits for all development to be located in areas with a lower risk of flooding the development must:</p> <ul style="list-style-type: none"> • Be demonstrated via a site specific flood risk assessment to be safe and not increase flood risk elsewhere. • Contribute to the improvement and perpetual upkeep of flood defence assets it relies upon, and consider the opportunities to 	<p>Planning applications should be supported by Site Specific Flood Risk Assessments, which meets the requirements of national policy and guidance and the Cambridgeshire Flood and Water SPD. (Environmental Statements)</p>	<p>SCDC Local Plan Policy CC/9</p> <p>Cambridgeshire Flood and Water Supplementary Planning Document</p> <p>NPPF2 and NPPG</p>

	<p>work with potential partners and landowners to secure betterment and climate change adaptation.</p> <ul style="list-style-type: none"> • Demonstrate wider sustainability benefits to the community that outweigh the residual flood risk. 		
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Spatial Framework Diagram

Amend the spatial framework diagram key as follows: (new text **bold and underlined**)

All of the structural elements are added together to create an indicative overall framework plan. **Note that the location of vulnerable land uses in areas of residual flood risk will be subject to the findings of site specific flood risk assessments.**

5.7 Productive Landscape and Planting				
Representations Received	Support: 0	Object: 4	Comment: 0	Total: 4
<p>Main Issues in reps 67356 67537 67449 67478</p>	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • Waterbeach Parish Council. Who will take responsibility, and how will it be funded? • Impact on the fenland environment. Not adequately addressed, Short Drove development and proposed station relocation will use up valuable farm land and wildlife habitat. • Defence Infrastructure Organisation. Page 105 Table 14 refers to a site wide planting scheme and landscape strategy. Strategies and schemes beyond the SPD will come forward only through outline planning applications so will not be site wide. Proposals can still be set within a site wide context. • We have been promised that there would be a designated space between the village and the proposed development. The unique Fenland landscape is worth preserving. <p>Comment</p>			

<p>Council's Assessment</p>	<p><u>Governance and finance</u></p> <p>The Infrastructure Delivery Plan outlines that contributions will be sought for the on-going maintenance and governance issues in relation to areas of informal and formal open space, allotments, community orchards and landscaping measures contributing to the setting of Denny Abbey.</p> <p><u>Site wide strategies</u></p> <p>The draft SPD has been prepared in accordance with Local Plan Policy SS/6, which requires the comprehensive development of the site as a whole. Key Issue 1: The need for comprehensive development recognises that sustainable development and delivery can only be achieved through the comprehensive planned development of a single integrated new town.</p> <p>A landscape strategy will be required to provide a comprehensive site wide approach. More detailed plans, such as Landscape and Ecology Management Plans, will then be prepared to accompany the planning applications to outline how the impacts on existing and newly created landscapes will be mitigated and managed.</p> <p><u>Fenland landscape</u></p> <p>The Council agrees that the Fenland environment provides an important context for the new town, and this is reflected in Chapter 2 and in the Vision for the new town. Guiding Principle 29: Sustainable design and construction specifically references the need for creating harmony with the Fenland landscape. Measures outlined in the SPD to help achieve this include: the North Park, which will wrap the northern edge of the town and provide a transition between the development and fenland landscape and offer extensive views to the fenland landscape. In addition, green buffers, hedgerows and informal woodland blocks will filter views eastwards into the fenland landscape, and wetland areas provided within the town to echo the fenland landscape.</p> <p><u>Buffer to the village</u></p> <p>Key Structuring Elements (Fixes) 10: Edge treatments outlines the proposals for the edge treatment with Waterbeach village to the south. An area of parkland will be provided to the south west (South Park), including areas of formal and informal open space. In addition, the existing mature trees, hedges and open space around the entrance to the barracks will be retained and enhanced. Whilst the south eastern edge near the railway line will be more built-up, there may be opportunities to create greenways and landscaped areas.</p>
<p>Proposed Modifications</p>	<p>No modifications are proposed in response to representations on section 5.7 Productive Landscape and Planting.</p>

5.8 Environmental Sustainability and Climate Change				
Representations Received	Support: 1	Object: 10	Comment: 7	Total: 18
Main Issues in reps 67522 67355 67541 67306 67305 67304 67582 67585 67343 67514 67530 67402 67382 67303 67527 67531 67479 67380	Support <u>Waste management</u> <ul style="list-style-type: none"> • Cambridgeshire County Council. References to waste management are welcomed, particularly Sustainable Waste in the Guiding Principles and waste section within the Infrastructure Delivery Plan. SPD should make reference to Cambridgeshire and Peterborough Minerals and Waste Development Framework (MWDF) as part of Development Plan, must be considered in planning application(s). Reference should be made to Policy CS28 Waste Minimisation, Re-use, and Resource Recovery and adopted RECAP Waste Management Design Guide SPD. <u>Renewable technology</u> <ul style="list-style-type: none"> • Consideration of a connection between potential energy from waste at Waterbeach Waste Management Facility and a heat network is welcomed. • Submitted planning applications suggest that energy facilities may be developed. Any energy facility reliant on waste as a feedstock would require planning permission from County Council as Waste Planning Authority. Object <ul style="list-style-type: none"> • Waterbeach Parish Council. Sustainability wording in plan is too aspirational. Should set standards, like BREEAM. Provision of enhanced parking for electric cars should be removed. Concern regarding plan for temporary waste management facility on site. Water Stress - no reference to new water main. Can water supply be guaranteed. Will Wicken Fen / Cam Washes be safeguarded? • Inadequate consideration of impacts on existing village. <u>Energy efficiency standards</u> <ul style="list-style-type: none"> • Carbon Neutral Cambridge. The SPD should specify that all new homes should be Net Zero carbon emissions in operation by 2030. At a very minimum, the required should at least match, and preferably exceed the standards set by other developments. Rather than just requiring developers to "think about" providing smart energy systems, the provision Smart Energy systems should be mandatory. Waterbeach will take 25 years to build, we are calling for regular reviews (say every 5 years) to allow targets to be increased in line with government policy, the advice of the Committee on Climate Change and science based targets for how to achieve the necessary reduction in carbon emissions. SPD should set firm standards to require developers 			

avoid overheating during heatwaves, particularly in single aspect south facing flats, and firmer standards to mitigate flood risks.

- It is important that new homes be built to the highest possible energy efficiency standards. The current energy efficiency requirements for new homes in the SPD is not fit for purpose.
- **Cambridge Carbon Footprint.** Wholly inadequate to specify that homes are built to building regs + 10% carbon reduction due to onsite Renewable Energy. All new homes should be Net Zero carbon emissions by 2030 and meet the standards specified in policy 28 of the Cambridge City Local plan. Smart Energy systems should be mandatory. The provision and smart management of significant quantities of on-site renewables and storage will be vital for delivering an attractive place to live well before 2030. Regular review of targets to allow targets to be increased in line with government policy. SPD should set firm standards to require developers avoid overheating during heatwaves, particularly in single aspect south facing flats. Flood risk also needs attention, particularly in the high-risk areas to the Eastern part of the development, which includes the strategically important areas surrounding the train stations (current and new).

Renewable technology

- Remove the energy from waste references.
- Page 109 section 33. "temporary waste management" what will it do and how will it be accessed as the site develops. How will the waste be disposed of offsite?
- **Cambridge Without Incineration.** The SPD must contain restrictions on the building of anything except the EU's top 3 energy from waste solutions- this will allow for innovative technology to be included as technologies supersede each other over the years and displace older dirtier technologies.

Water recycling centre

- Any new WRC to be at least 1,000 metres away from the River Cam and any other recreational use.

Air quality

- The SPD must require an Air Quality Management Area designation and management plan. No mention of the County Air Quality Plan or of the Milton AQMA.

Comment

Biodiversity

- **The Wildlife Trust.** First bullet point under section 29 remove the wording "where possible" promoting and enhancing. We support point 34 (Integrate and Enhance Biodiversity), and the approach which bases decisions on

a full programme of surveys and monitoring, and considers existing and created habitats as part of a wider ecological network. Support the proposed production of a Biodiversity Management Plan, although for consistency with the rest of the document, suggest that this should be referred to as a Landscape and Ecological Management Plan (LEMP).

- Support that in table 15, the LEMP is included in the list of documents/plans for point 34 and that there is a reference in the Mechanism(s) section to management and to applicants being expected to demonstrate that their proposals are capable of delivery. However, for clarity we suggest the following changes to the table.

*Paragraph 2 “Applicants will be expected to demonstrate that their proposals for the protection and enrichment of habitat and biodiversity across the site are capable of delivering a net gain.”

*Paragraph 3 “ Applications must be accompanied by a landscape and ecology management plan (LEMP) which sets out how impacts on existing and newly created habitats will be mitigated and managed in the long term”.

Flood risk

- **Cambridgeshire County Council.** RLW modelling assesses and confirms the issue of residual flood risk within development area. Risks need to be properly illustrated and flood zone mapping updated to include climate change and functional floodplain. Normally part of strategic flood risk assessment (SFRA). Information used to enable flood risk sequential approach to the location of development within the site. Risk that vulnerable development will be located in areas with significant residual risk from breaching of river banks. Existing protection in this area is not designated on flood map, has no long term maintenance plan and is of varied construction quality. If schools or other vulnerable development are located on edge of flood zones, this would be a concern. While the details of surface water management details can be largely dealt with as part of site design, it is important that surface water drainage systems would not be inundated by river, removing any capacity to protect site from impacts of direct rainfall.

Waste water recycling

- **Cambridgeshire County Council.** The SPD needs to recognise the importance of and complexities for delivering off-site waste water recycling facility. Major new waste water infrastructure will be required once limited capacity in existing works on Bannold Drove is taken up. SPD plans removal of existing, but makes no firm commitment for replacement nor timing in relation to phasing of housing development.
- Infrastructure Delivery Plan partially addresses the issue. However, only refers to need for replacement facility to be

	<p>delivered off site by Anglian Water. Needs to be recognition of the implications for housing delivery whilst this off-site infrastructure is in planning and delivery stage.</p> <p><u>Minerals</u></p> <ul style="list-style-type: none"> • Cambridgeshire County Council. There is a lack of regard to mineral safeguarding and making best use of mineral resources, and reference should be made to Policy CS26 of the MWDF. Mineral safeguarding and making best use of mineral resources has not been considered during the preparation of SPD. Part of site is identified as containing a sand and gravel resource. Policy CS26 (Mineral Safeguarding Areas) of adopted MWDF seeks to prevent sterilisation of valuable mineral resources. Requested that Construction Environment Management Plan (CEMP) should address the sustainable use of any minerals extracted during the construction of development. Proposals for how such mineral extracted will be used sustainably should be set out in CEMP. If mineral is to be removed from site this will require planning permission from the County Council. Add reference to Policy CS26 in Appendix 1. <p><u>Eco homes / project</u></p> <ul style="list-style-type: none"> • More emphasis needed on development of quality 'green' housing. • Waterbeach Community Land Trust should be given some land to build an eco project. The carbon footprint of all the development needs to be minimised. Sustainable eco building with minimal cars outside centre, like Eddington, Cambridge and Houten, cycle town in the Netherlands. Global warming is now drastic 5 years possibly to the point of no return to save the planet. This must now impact on all future building plans. Shouldn't Cambridge lead the way of what is right to do. Build a new town with public transport and cycling as key features. <p><u>General comments</u></p> <ul style="list-style-type: none"> • Cambridge Past Present and Future. The SPD should include requirements for developers in relation to work-related traffic, waste, materials, site buildings, etc.
<p>Council's Assessment</p>	<p><u>Waste management</u></p> <p>Note the support from Cambridgeshire County Council, in relation to the Sustainable Waste in the Guiding Principles, waste section within the Infrastructure Delivery Plan, and consideration of a connection between potential energy from waste at Waterbeach Waste Management Facility and a heat network</p> <p>Agree the SPD should include reference to the Cambridgeshire and Peterborough Minerals and Waste Development Framework (MWDF), as this is part of Development Plan and must be</p>

	<p>considered in planning application(s).</p> <p>Reference in Guiding principle 33 Sustainable Waste to a temporary waste management facility is for the purposes of recycling material from the clearance of the existing site for reuse where possible. Any material not capable of reuse will be removed from the site. The specific location and access to the facility will be determined through the planning application process.</p> <p><u>Renewable technology</u></p> <p>The SPD makes reference to exploring the potential for a future energy from waste facility. This is not a requirement.</p> <p>The SPD also states that any energy facility reliant on waste as a feedstock would require planning permission from the Waste Planning Authority, Cambridgeshire County Council (Guiding Principle 31).</p> <p>Note the aspirations of Cambridge Without Incineration for innovative energy from waste solutions. Local Plan Policy SS/6 aspires for the new town to incorporate and deliver opportunities to exceed sustainable design and construction standards established by the Local Plan. The SPD provides guidance and flexibility for how this may be achieved, allowing for future improvements in technology. Developers will be required to submit a Energy Strategy alongside their outline planning applications.</p> <p><u>Energy efficiency standards</u></p> <p>The vision and aspirations set out in the SPD are for the creation of a sustainable, modern and forward thinking development providing opportunities for innovation, and to be one which will celebrate excellence in sustainable development. The SPD requires development to be designed and built in accordance with an energy hierarchy and to incorporate renewable and low carbon technology (guiding principles 30 energy efficiency and 31 renewable and low carbon technology). The Local Plan does not include a policy requirement for all new homes to be net zero carbon emissions. It is not legally possible for an SPD to make new policy or to go significantly beyond the policy approach set out in the Local Plan 2018.</p> <p><u>Water recycling centre</u></p> <p>The Infrastructure Delivery Plan acknowledges that there is only limited capacity remaining in the Waterbeach Water Recycling Centre (WRC) and that additional capacity has been secured via a connection to the Cambridge Research Park. The scale and location of any new WRC will be determined through a separate planning application process. The SPD is clear that the issue has not yet been finalised and the SPD is not seeking to introduce a decision or position on how the upgrade to the existing foul water</p>
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network will be achieved. The planning process for the future location of the Water Recycling Centre is outside the scope of this SPD. It will allow interested parties to engage in the Water Recycling Centre's relocation. The County Council is the Local Planning Authority for waste matters.. This could involve a new water recycling centre.

Notwithstanding, it is noted that the Water Cycle Study 2014 (WCS) referred to by the Environment Agency and forming part of the evidence supporting the Local Plan was endorsed by the Environment Agency and commented to be a very good example of what a WCS should be and that the waste water section was general well written and comprehensive and that the data presented and conclusions drawn were robust and well considered. The WCS identified a preferred option of locating a new WRC east of the site, which recognised its location in flood zone 3. Nevertheless, there will need to be a full and evidenced separate planning process undertaken, having regard to national planning policy at the time of a decision, to consider how additional capacity is provided to serve the new town, but to reiterate, this is a process separate from the SPD.

The importance of providing adequate capacity for waste water treatment will be an important consideration in the phasing and delivery of the new town, and is recognised in the SPD.

Air quality

Air Quality Management Area designation is only required where there are exceedances of national objectives for annual mean nitrogen dioxide and daily mean PM10. SPD Guiding Principle 36 Air Quality outlines measures for mitigating emissions through the design and construction of the new town. Policy SS/6 requires there to be no significant adverse impact on local air quality, and developers will be required to submit a Low Emission Strategy and Sustainability Statement to demonstrate how they have addressed this issue.

Biodiversity

Note the support from The Wildlife Trust to Guiding Principle 34: Integrate and enhance biodiversity, particularly for the approach which bases decisions on a full programme of surveys and monitoring and considers existing and created habitats as part of a wider ecological network.

Agree with the suggestion to amend reference to 'Biodiversity Management Plan' to 'Landscape and Ecological Management Plan' (LEMP), for consistency.

There is no need to remove of 'where possible' from the first bullet in Guiding Principle 29, which recognises there may be wider impacts on the natural environment, not just to biodiversity. Biodiversity is addressed in Guiding Principle 34, and specifically requires appropriate mitigation and enhancement.

Note the support for Table 15 including LEMP in the list of documents / plans and reference in the Mechanism(s) section to management and to applicants being expected to demonstrate that their proposals are capable of delivery.

Policy SS/6 (the parent policy) which the SPD supplements makes no mention of achieving net environmental gains on site. This is because this 'net gains' requirement is set out in the National Planning Policy Framework and does not need to be repeated in the Local Plan or in the SPD. Planning decisions are required by the NPPF to minimise impacts on and provide net gains for biodiversity.

The LEMP will need to demonstrate how impacts on existing and newly created habitats will be mitigated and managed in the short-term as well as the longer-term.

Flood risk

Note the comments from Cambridgeshire County Council in relation to flood risk and concerns from Waterbeach Parish Council concerning potential impact on Wicken Fen and the Cam Washes. The SPD requires the development to incorporate appropriate provision for drainage and will need to ensure on-site and adjoining landowners would not be impacted. To demonstrate this, the developers will need to submit a Flood Risk Assessment and SUDs Strategy with their planning applications.

Waste water recycling

Note the comment from Cambridgeshire County Council concerning the difficulties of delivering a waste water recycling facility. Planning permission will only be granted for proposals that have made suitable arrangements for the improvement or provision of infrastructure necessary to make the scheme acceptable in planning terms. The Infrastructure Delivery Plan recognises that some capacity can be accommodated through a connection to the Cambridge Research Park. However, a longer-term solution will be needed from the service provider, Anglian Water. Delivery mechanisms such as the Progress and Delivery Group and/or the establishment of a Delivery Company may be able to assist with this process.

Minerals

Agree the SPD should include reference to the Cambridgeshire and Peterborough Minerals and Waste Development Framework (MWDF), as this is part of Development Plan and must be considered in planning application(s).

Table 15 requires applicants to prepare a Sustainability Statement that proposes strategies for addressing relevant sustainability criteria, including construction. This will also need to accord with Local Plan Policy CC/6: Construction Methods.

There is no need to include reference to Construction Environment Management Plan.

Water stress

Waterbeach Parish Council raises concerns that there is no reference to water mains and questioning whether water supply can be guaranteed. The measures listed in Guiding Principle 32 Water Stress are intended to reduce demand on water supplies, not replace the need for water mains supply. Planning permission will only be granted for proposals that have made suitable arrangements for the improvement or provision of infrastructure necessary to make the scheme acceptable in planning terms. The Infrastructure Delivery Plan recognises there is limited capacity in existing water mains and further water mains will need to be provided by Cambridge Water.

Factual correction – the text as worded is inconsistent with the adopted Local Plan Policy CC/4: Water Efficiency, which refers to ‘water stress’ rather than ‘serious water stress’.

Eco homes / project

It has been suggested that there should be more emphasis on the development of quality ‘green’ housing and that land should be provided for an eco project. The over-arching vision is for the new town to celebrate excellence in sustainable development; with walkable neighbourhoods that encourage active travel; and be innovative, embracing new technology over the period of the development, and its role as a sustainable, well-connected place. The SPD requires development to address the environmental principles of sustainable design and construction and provides flexibility for how this may be achieved. For example, through incorporating measures such as energy and water efficiency, and integration of renewable and low carbon technology.

General comments

Waterbeach Parish Council comments that the sustainability wording is too aspirational and should set standards like BREEAM. Local Plan Policy SS/6 aspires for the new town to incorporate and deliver opportunities to exceed sustainable design and construction standards established by the Local Plan. It is not legally possible for an SPD to make new policy or to go significantly beyond the policy approach set out in the Local Plan 2018.

Waterbeach Parish Council seeks the removal of reference to the provision of enhanced parking for electric cars. The Council does not consider this appropriate at a time when there is a national drive towards electric vehicles. Appropriate charging infrastructure will therefore be required for these vehicles.

Cambridge Past Present and Future suggest the SPD should include requirements for developers in relation to work-related

	<p>activities. The SPD addresses this in Table 15. Guiding Principle 29: Sustainable design and construction requires applicants to prepare a Sustainability Statement that proposes strategies for addressing relevant sustainability criteria, including construction. This will also need to accord with Local Plan Policy CC/6: Construction Methods.</p> <p>The Council disagrees with the assertion that there has been inadequate consideration of impacts on existing village. Key Structuring Element (Fixes) 10: Edge Treatment clearly recognises the need to respect the setting of the existing village. The SPD seeks to integrate the development with the existing community in a way that village residents may benefit from the additional services, facilities and green infrastructure that will be provided. At the same time sustainable design and construction measures are being put in place to mitigate the impacts that may arise from the development.</p>
Proposed Modifications	<p>Add a new section to Appendix 1 to include reference to the Cambridgeshire and Peterborough Minerals and Waste Development Framework (MWDF) and the RECAP Waste Management Design Guide SPD.</p> <p>Guiding Principle 32 Water Stress – amend reference to ‘serious water stress’ to ‘water stress’ for consistency with Local Plan Policy CC/4: Water Efficiency.</p> <p>Guiding Principle 34 – amend reference to ‘Biodiversity Management Plan’ to ‘Landscape Ecology Management Plan’.</p>

Section 6: Delivering the Place

6.1 Overview				
Representations Received	Support: 0	Object: 1	Comment: 5	Total: 6
Main Issues in reps 67577 67563 67496 67429 67555 67626	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • RLW Estates. Document remains reliant on working groups to resolve all key issues and lacks any specific legal obligations framework or commitment to the use of planning conditions to achieve a comprehensive integrated development and a comprehensive movement strategy. <p>Comment</p> <ul style="list-style-type: none"> • Triggers should be changed to ensure the provision of active transport options to support residents from day 1. Figure 34 seems to suggest the first houses will be built along the primary road network. • Natural England. Welcome recognition of the need for the managed delivery of development and related infrastructure to be coordinated, comprehensive and in accordance with Local Plan and SPD. 			

	<ul style="list-style-type: none"> • Historic England. Comment that insufficient information is given to other measures for the area around Denny Abbey, or in relation to phasing and delivery of heritage aspects. • Welcome requirement for military heritage museum and landscaping measures contributing to setting of Denny Abbey. • Note suggestion for allotments/community orchards to north east of main site. Need to avoid built development in this zone. Sheds etc may also be inappropriate. • Insufficient information is given to other measures for area around Denny Abbey. Discussions involved passing over land within immediate setting of Denny Abbey and construction of a new access road to allow site car park to be removed. Vision of linking settlement to Denny Abbey and measures and resources to ensure that development would sustain and enhance site depend on suitable planning obligation - incorporate into SPD. • Suggest additional bullet point under Progress and Delivery Group 'g) to ensure the heritage strategy for the site is implemented'. • Add reference to phasing of delivery of enhancements for Denny Abbey and heritage asset. • Add requirement for a Heritage Statement / Heritage Impact Assessment to accompany any planning application. • Primary objectives of Progress and Delivery Group should also include: to ensure the delivery of the heritage strategy for site. • Could refer to need for high quality design and good practice in relation to public realm. Refer to our regionally specific advice in 'Streets for All East of England'. More information and advice can be found on our website. • Suggest amendments to 'trigger points' for the following, such that active transport is an option from day 1: <ul style="list-style-type: none"> * Improved foot/cycleway from Waterbeach to north of city * Link to Cottenham * Traffic calming and improvements to Waterbeach junctions * A10 junction must be available pre-occupation to keep traffic out of the village • Phase 1 works should include direct access from A10 to the relocated station, to ensure no traffic through village. • Lack of key for Figure 34, and no indication where first houses to be located. If located on primary route, disaster for sustainable transport aspirations. Build closest to village first to build joined up community. • Ambitious walking / cycling target of 50% should be included - Houten achieves 55% non motorised mode share, no reason why Waterbeach shouldn't achieve similar. • WCC are interested in being part of Transport Strategy Review Group. • Lack of reference to construction traffic - it should not be
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	routed through the village but from A10.
Council's Assessment	<p><u>Reliance on working groups</u></p> <p>Working groups can reasonably be expected to play a valuable role in coordinating the delivery of the new town development as they have done in respect of the new settlements of Cambourne and Northstowe. Their role will supplement planning conditions and legal agreements associated with planning applications for the development of the site.</p> <p><u>Natural England's comment</u></p> <p>Note the comment from Natural England that the managed delivery of development and related infrastructure is to be coordinated, comprehensive and in accordance with Local Plan and SPD.</p> <p><u>Phase 1</u></p> <p>The SPD already recognises the need for provision of infrastructure for active travel and public transport in phase 1 to enable sustainable movement from day one. This also includes links to destinations outside of the new town such as Waterbeach village, Cambridge Research Park and the north of the city.</p> <p>It is important to provide vehicular access from A10 in phase 1 of the development to service the new community, provide access to the new station and avoid the need for traffic, including construction traffic, to route through the village.</p> <p>Phase 1 will include necessary improvements to the A10 to accommodate the additional traffic, particularly the junctions. In addition, traffic calming is proposed in the village as part of the improvements to cycling and walking routes to the new station, and to deter traffic from routing via Horningsea.</p> <p>Figure 34 shows an indicative location of development within phase 1. This is focussed on land closest to the village, around the new town centre and along the route to the station, as these reflect the focal points around which to establish the new community in the shorter term. However, the SPD makes clear that the overall delivery of infrastructure and phasing of the development will be overseen by the Council, working with the landowners / promoters.</p> <p><u>Target for mode share</u></p> <p>The draft SPD aspires to create a community where it is easy to move around in an environment where active travel and public transport are the norm. This reflects Local Plan Policy SS/6 (the parent policy). No specific targets for sustainable travel are included in Policy SS/6. It is not legally possible for an SPD to make new policy or to go significantly beyond the policy approach set out in the Local Plan 2018.</p>

Transport Strategy Review Group

Note the Waterbeach Cycle Campaign's interest in being part of Transport Strategy Review Group. It is intended that the Transport Strategy Review Group would include representatives of the Councils, each landowner / promoter, and other key stakeholders.

Construction traffic

Appendix 1: Local Policy Context provides a summary of the Local Plan policy requirements which apply to the Waterbeach site. Policy CC/6: Construction Methods requires construction traffic to be routed to avoid roads passing through villages, and developers are required to submit supporting evidence with their planning application to demonstrate how this will be achieved.

Historic England's comments

Note the comment welcoming the requirement for military heritage museum and landscaping measures contributing to setting of Denny Abbey.

Note the desire to avoid built development at the allotments / community orchards if they are located in the vicinity of Denny Abbey.

The SPD recognises the importance of the setting of Denny Abbey, in providing the context for the new town. The importance and setting of Denny Abbey and other heritage assets is a key issue for the SPD (see Key Issue 5 Managing a sensitive historical setting) and forms one of the Key Structuring Element (Fix) (see Fix 5 Denny Abbey setting).

The Infrastructure Delivery Plan includes the delivery of landscaping measures contributing to the setting of Denny Abbey early within the development to allow for trees to grow. Other enhancements to heritage assets will come about as part of wider works to provide open space, SUDS and greenways which are phased throughout the development, with the Causeway Link required pre-occupation.

Whilst discussions have been held in relation to passing over land within the immediate setting of Denny Abbey to realise wider aspirations and vision for the site, it is not within the scope of the SPD.

Key structuring element (fix) 5 Denny Abbey Setting requires development proposals to be accompanied by a Heritage Statement and Heritage Management Plan. These should set out its significance and how the proposed development has responded to this, and enhances the setting (see Table 8).

It is not necessary to broaden the objectives of the Progress and Delivery Group. Bullet (e) recognises the need for a collaborative

	<p>approach to ongoing design evolution for the development site and phasing proposals, which will by association consider impacts on heritage assets and other issues such as biodiversity.</p> <p>The suggestion that the SPD could refer to the need for a high quality of design is unnecessary as this is a central strand which runs through all planning policy, from the NPPF, Local Plan (Policy HQ/1 Design Principles) and this SPD.</p>
Proposed Modifications	No modifications are proposed in response to representations on section 6.1 Overview

6.2 Infrastructure Delivery Plan (IDP)				
Representations Received	Support: 0	Object: 16	Comment: 14	Total: 30
Main Issues in reps 67287 67353 67546 67332 67581 67290 67321 67397 67548 67599 67569 67430 67523 67333 67381 67603 67434 67350 67368 67403 67505 67606 67352 67456 67632 67538 67534 67592 67618 67515	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> • Waterbeach Parish Council want the SPD to specify that the new Water Treatment Works should not be placed within 1,000m of recreational facilities such as River Cam or Parks. Conditions should be imposed and proven to be met before work commences on every phase of development. The Parish Council should be consulted prior to any traffic calming measures being considered. • All construction traffic including to the new station should be from the A10 and not through the existing village including Bannold Road and Cody Road. • Intra and inter town cycle routes are more important than the A10 upgrade. • Implement transport infrastructure improvements before building out large areas of the town including environmentally friendly cycle routes. • RLW Estates consider the IDP to be a working document and not prescriptive. Reference to improved public transport link to Cambridge from Waterbeach" in the form of a "congestion free bus link" needs to be subject to review in the light of the potential of the relocated station and other sustainable transport measures to achieve the necessary modal shift. • Not clear why the Park and Ride at the A10 is to be funded by S106 and the rail based Park and Ride by direct funding. • Provision of foot/ cycle crossing from site to Cambridge Research Park (CRP)" it is not clear why RLW is listed within the "land holding" column. Items that refer to A10 junction northern and southern access points should prioritise the provision of the southern A10 access. • New water recycling centre is the preferred solution of Anglia Water and should be specifically included in the IDP. • Specific triggers of numbers of homes specified for community facilities are too specific at this stage. 			

	<ul style="list-style-type: none"> • A more definite and binding framework must be established in this SPD to secure comprehensive development and comprehensive movement. • A sustainable new town will need a police station and fire station and places of worship. • The traffic calming and improvements to junctions within Waterbeach village, on page 121 need to be delivered pre-occupation. It is important that the A10 junction (southern access) road on page 122 is delivered pre-occupation. • No mention of what shops and businesses will be provided. • Physical and social infrastructure must be secured through s106 agreements to which Waterbeach Parish Council are a party. More detail needed on timescales before the applications can be determined, and on the community hubs, and sports and library provision. • Waterbeach Parish Council state that there will be pressure on village facilities before triggers require provision in new town. Request S106 cover costs of new town residents using village facilities before new town facilities are in place. • A health centre needs to be provided at a very early stage. • SPD should mention air quality especially in context of Amey. Amey needs to comply with its permits. • The Park and Ride must serve the village. • The cycle/foot link to Cambridge has a vague trigger. The timing of the provision of these strategic cycle links is not clear. Should be provided from first occupation. • Moving the station will not reduce car use and moving it before 2025 will be counter productive. • The Transport Strategy Review Group (page 122) should include village representatives including the Parish Council and Neighbourhood Plan Group. • A10 northern junction trigger should be 'before the start of construction' to help avoid construction traffic through the village. <p>Comment</p> <ul style="list-style-type: none"> • Anglian Water support the development in principle and the proposals in the SPD. It is required to provide waste water treatment services for the new development. There is limited further capacity within the current Water Recycling Centre ("WRC") at Waterbeach and given this and the estimated delivery time for new housing there is a need to develop an overall waste water drainage strategy. • Anglian Water have engaged with all stakeholders in the development of this drainage strategy. The most favourable solution to the limited further capacity at the WRC has been the construction of a new works on a relocated site of approximately 10-15 acres. The statement made on page 125 of the SPD regarding the delivery strategy is correct in that it identifies the current
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	<p>further available capacity at the WRC to be approximately 500 extra dwellings and that there is the possibility to connect, on a temporary basis, to the Research Park to allow drainage for a further (approximate) 900 units.</p> <ul style="list-style-type: none"> • Anglian Water are developing a further option to provide waste water drainage whilst a new works is being constructed. Capacity for a further 750 dwellings will be achieved by diverting, via a new pipeline, the existing discharge point at the WRC from the Bannolds drove IDB controlled drain, to a new discharge point in the River Cam where there is much greater dilution than the current discharge point. Both U&C and RLW have been working with Anglian Water to ensure that capacity is available in the waste water network. The new water recycling centre is required within the next Asset Management Period (2019-2024). As detailed above, there are 3 options available to provide extra waste water drainage for the planned development whilst the new water recycling centre is in construction. • It is critical to Anglian Water to understand the number of dwellings the new water recycling centre must be designed to accommodate. Anglian Water require a degree of certainty about these numbers to ensure the correct design horizons and the appropriate funding from Ofwat at the appropriate time. If the estimates are incorrect, Anglian Water could be over sizing a waste water recycling centre or delivering a works before it is needed. The most accurate number of dwellings and their estimated delivery date should be included within the SPD to establish the correct need date and the correct overall waste water drainage strategy. If this is not possible, a restricted number of properties should be permitted within a defined phasing programme. • Anglian Water wish to ensure that water re-use and SUDS schemes are promoted wherever possible within the SPD. Anglian Water would wish to see more details of how the two developers can deliver these options reflected within the SPD. • Cambridge Past Present and Future want the SPD to include a requirement for the new town to mitigate or compensate for the impacts of increased visitor numbers on countryside sites such as Wicken Fen and the Milton Country Park or help fund new sites such as the Sporting Lakes. • Ensure early provision of improved transport links to Landbeach so that villagers can benefit from the new town facilities. • Green-way link to Cambridge and new station should be required before over 3000 homes are developed, to ensure cycling becomes embedded as a main transport option to Cambridge. • National Grid comment that no high voltage electricity assets or high pressure gas pipelines in the Waterbeach SPD area.
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	<ul style="list-style-type: none"> • Transport infrastructure including cycle links need to be provided and improved from the start of development particularly links to Cottenham. The road to the new station needs to be provided at the beginning of the project. • The National Trust comment that The SPD should endorse the use of the Natural Cambridgeshire Local Nature Partnership's (LNP) Developing with Nature Toolkit in the design and delivery of multi-functional habitats at Waterbeach. • The Wildlife Trust state that it is not clear from the infrastructure delivery plan and table how the habitat creation and enhancement measures, and the design of the North Park Strategic Landscape area will be implemented and long-term management secured. It is not clear from the SPD who will be providing these spaces, nor how they will be managed in perpetuity. The SPD needs to identify a solution or range of potential solutions, that can be delivered by U&C and RLW jointly. This needs to be set out within the Infrastructure Delivery Programme and included in the S106 agreement. • The new town needs a arts and cultural venue. Existing village has several arts organisations. • Improve the A10 first.
<p>Council's Assessment</p>	<p><u>Waste water treatment services</u></p> <p>The Infrastructure Delivery Plan acknowledges that there is only limited capacity remaining in the Waterbeach Water Recycling Centre (WRC) and that additional capacity has been secured via a connection to the Cambridge Research Park. The scale and location of any new WRC will be determined through a separate planning application process.</p> <p>Note the comments from Anglian Water that they have engaged with stakeholders, including the two site promoters, in the development of a Waste Water Drainage Strategy to understand and best meet the needs of the new community.</p> <p>The SPD contains a number of references to SUDs schemes, including section 5.6 Sustainable Drainage. Water reuse is addressed in section 5.8 Environmental Sustainability and Climate Change, under the section on Water Stress. Both are also included in the Infrastructure Delivery Plan.</p> <p><u>Construction traffic</u></p> <p>Appendix 1: Local Policy Context provides a summary of the Local Plan policy requirements which apply to the Waterbeach site. Policy CC/6: Construction Methods requires construction traffic to be routed to avoid roads passing through villages, and developers are required to submit supporting evidence with their planning application to demonstrate how this will be achieved.</p> <p><u>Transport provision</u> Cyleways:</p>

The SPD has a clear vision to create a well connected place which is easy to move around in an environment where active travel is the norm. It is clear that cycle provision is expected early in the development of the new town. Section 6.4 Development Phasing explicitly references the need for footpaths and cycleways to be provided within the first phase of development as these are priority modes of movement. The Infrastructure Delivery Plan requires cycle links within the development pre-occupation, although the provision of wider routes will be determined through the Transport Assessment process.

Park and Ride:

Two Park and Ride facilities have been identified in the SPD, one located adjacent to the A10 and the other adjacent to the relocated railway station. Villagers will be able to access either through a network of direct walking and cycling routes. In addition, the new town will be served by high quality public transport, and the SPD states that routes should serve the town as well as connecting with Waterbeach village. This will provide existing residents with access to improved and direct public transport services compared to those that currently exist.

Railway station:

The SPD is clear that the new and relocated railway station should be delivered in the early stages of the development of the new town to help ensure the availability of sustainable travel choices. It is the subject of a separate planning process and has now received planning permission.

Highways:

Within the context of prioritising non-motorised modes, Guiding Principle 6 seeks to minimise impact on the surrounding highway network, including the A10. A multi modal study for the A10 corridor has recommended a package of measures to accommodate the transport needs of the new town, including upgrading the capacity of the A10 and measures to discourage through traffic in local villages. The Infrastructure Delivery Plan identifies short term improvements to the A10 junctions and wider capacity improvements, with timing of delivery to be determined through the Transport Assessment. It also includes traffic calming both within the village (to be agreed with the Parish Council) and in nearby villages.

Infrastructure delivery plan

The Infrastructure Delivery Plan provides guidance on the infrastructure requirements for the new town, who is responsible for its provision and the phasing and triggers points for its delivery. This is to provide certainty to all parties for the type and nature of infrastructure required to secure a comprehensive development.

However, the specific requirements or triggers may be dependent upon the detailed design for the new town, and will be determined through supporting evidence submitted with the planning applications. In addition, due to the timescales involved in delivering a new town (potentially over 20 years) it also provides flexibility to enable it to respond to changing circumstances.

Transport:

The Infrastructure Delivery Plan at page 120 should refer to both the Park and Ride at the A10 and the rail based Park and Ride being subject to direct developer funding.

Access from the A10 via the northern access is required pre-occupation in order to serve Phase 1 of the development. It will also serve construction of the new railway station, to keep traffic out of the village. The provision of the southern access will be determined through the Transport Assessment process and will be delivered when it is required to serve the new station and/or certain phases of the development.

The Infrastructure Delivery Plan, in the row for "Provision of foot / cycle crossing from site to Cambridge Research Park" erroneously refers to RLW in the "land holding" column. This should be corrected.

Transport Strategy Review Group:

It is intended that collaborative working arrangements will be put in place between the Councils, representatives of each landowner / promoter, and other key stakeholders, such as the Parish Council and Neighbourhood Planning Group.

Community and health uses:

It is important that community and health uses are developed alongside housing to ensure adequate provision in a timely manner to help to create a balanced and sustainable community and avoid impacting on nearby services and facilities, many of which are already oversubscribed. The SPD provides flexibility for how these may be delivered and may include through the co-location of compatible services to enable practical and cost efficiency savings, and/or provision and use of interim facilities from first occupation until permanent facilities are delivered.

Emergency services:

Provision for emergency services such as police and fire services, and faith services are included in the Infrastructure Delivery Plan. Whilst the SPD will ensure that appropriate retail, service and business space will be provided, the land use planning process cannot dictate which companies will operate the buildings.

Arts and Culture:

The new town centre will provide facilities for arts and culture, as referenced in Section 4.2 Key Structuring Elements (Fixes) 1 Hierarchy of Centres. Agree that this should be specifically referenced in the Infrastructure Delivery Plan.

Impact on Wicken Fen:

Provision will be made for both informal and formal open space to address the recreational needs of the new community. The large scale of the strategic landscaped area around Denny Abbey (approximately 2km or 1.2 miles by 1.5 km or 0.9 miles) will help to mitigate any potential recreational impacts on Wicken Fen. Walking from east to west across this area would take around 25 minutes at an easy pace. Further on-site provision of green spaces can be found along the many greenways to be provided and along green edges at Car Dyke, the South park and the Fenland Edge along which will run the 'Bounds' recreational route.

S106

Section 6.7 Delivery Options outlines how the Council will use appropriate planning conditions and S106 agreements to mitigate the impacts of the proposed development and help to secure the relevant delivery of site wide development and infrastructure. The Infrastructure Delivery Plan provides further information, and sets out how physical and social infrastructure will be provided, whether direct or via S106. It is intended that collaborative working arrangements will be put in place between the Councils, representatives of each landowner / promoter, and other key stakeholders, such as the Parish Council.

Air quality

Guiding Principle 36 addresses Air Quality and makes specific reference to the Amey Cespa Waste Management Park to the north west of the site. Compliance of existing land uses outside the Waterbeach new town site is not an issue for the SPD, it is a matter for planning enforcement.

Biodiversity

A requirement to integrate and enhance biodiversity is set out in Guiding Principle 34. Local Plan Policy SS/7 specifically requires a full programme of ecological surveys and monitoring to guide production of a Biodiversity Management Plan (BMP). In addition developers will be required to provide supporting evidence with their planning applications to demonstrate that their proposals are capable of delivery and how impacts on existing and newly created areas will be mitigated and managed in the longer-term.

Agree the SPD should endorse the use of the Natural

	<p>Cambridgeshire Local Nature Partnership's (LNP) Developing with Nature Toolkit. Add reference to the Toolkit in Table 15</p> <p><u>Infrastructure</u></p> <p>Note the comment from National Grid that there are no high voltage electricity assets or high pressure gas pipelines in the Waterbeach SPD area.</p>
Proposed Modifications	<p><u>Infrastructure Delivery Plan</u> – in the row for “Provision of foot / cycle crossing from site to Cambridge Research Park” remove reference to RLW in the “Land holding” column.</p> <p><u>Infrastructure Delivery Plan</u> – include a new row for the provision of arts and cultural facilities. <i>Heading:</i> Arts and Culture <i>Description:</i> Creation of arts and cultural capacity in the town centre area whether through co-location with another community facility or school or through the provision of a single dedicated hub. <i>Provider/partner:</i> Various-dependent on occupier <i>Triggers:</i> to be determined <i>On/off site:</i> On-site <i>Land holding:</i> Likely to be in town centre, therefore Urban and Civic <i>Funding:</i> s106 <i>Mechanism:</i> Single access agreement if co-located in hub, or via a community access agreement</p> <p><u>Table 15</u> – Principle 34 ‘Integrate and enhance biodiversity’ – include reference to the Natural Cambridgeshire Local Nature Partnership's (LNP) Developing with Nature Toolkit.</p> <p><u>Infrastructure Delivery Plan</u> page 120 - Amend the Waterbeach Park and Ride funding mechanism text to delete reference to ‘s106’ and add reference to ‘Direct Funding’.</p>

6.3 Approaches to Delivery				
Representations Received	Support: 0	Object:1	Comment:2	Total:3
Main Issues in reps 67629 67354 67578	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> Waterbeach Parish Council state that the train station should not move until 1500 homes are delivered. The SPD is not clear when supporting infrastructure will be delivered or funded. It is not clear how conditions / s106 agreements will be monitored. How construction traffic will be managed. What enforcement actions will be implemented. <p>Comment</p> <ul style="list-style-type: none"> There is no mention in the SPD of routing of construction traffic for the development. All construction vehicles need 			

	to be routed through the development site directly from the A10 - both for the U&C and RLW developments and not through the existing village.
Council's Assessment	<p>The SPD is clear that the new and relocated railway station should be delivered in the early stages of the development of the new town to help ensure the availability of sustainable travel choices. It is the subject of a separate planning process and has now received planning permission.</p> <p>Chapter 6: Delivering the Place provides guidance on the achievement of a comprehensive development and provides considerable detail on the infrastructure requirements across the development as a whole. The Infrastructure Delivery Plan sets out who will provide the infrastructure and seeks to ensure the necessary infrastructure is provided in a timely way, including the provision of some critical infrastructure upfront.</p> <p>The developers will be required to submit information with their planning applications specifically for monitoring and review purposes. The Council will monitor the implementation of the SPD in an Annual Monitoring Report. If any issues are identified, this will be reported together with an explanation and proposed remedial steps.</p> <p>Appendix 1: Local Policy Context provides a summary of the Local Plan policy requirements which apply to the Waterbeach site. Policy CC/6: Construction Methods requires construction traffic to be routed to avoid roads passing through villages, and developers are required to submit supporting evidence with their planning application to demonstrate how this will be achieved.</p>
Proposed Modifications	No modifications are proposed in response to representations on section 6.3 Approaches to Delivery

6.4 Development Phasing				
Representations Received	Support: 0	Object: 3	Comment: 1	Total: 4
Main Issues in reps 67271 67364 67431 67627	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> On page 141 the phasing plan is too woolly. U&C want to start in the North and RLW in the East. It needs to be prescriptive, so that both developers start their housing in Phase 1 close to one another, and first residents can all use one school, to foster community cohesion from the start. Pressure on existing village facilities during the initial phases of developments. RLW Estates consider that the SPD does not provide clear guidance on phasing. Without clear guidance on phasing and a framework for appropriate legal obligations and related conditions, applications could be approved that only achieve a limited and isolated first phase development with no obligation or commitment to 			

	<p>delivering the remainder of the allocation. First phases should include development around station and town centre. Needs more balanced approach.</p> <p>Comment</p> <ul style="list-style-type: none"> The first houses should be built close to the existing village. This will help to form a joined-up community, rather than resulting in 'us and them' mentality if developments were separate, and will provide local shops and pubs with more business.
Council's Assessment	<p>The SPD (in Chapter 6: Delivering the Place) provides guidance on the achievement of a comprehensive development and provides considerable detail on the infrastructure requirements across the development as a whole. The Infrastructure Delivery Plan seeks to ensure the necessary infrastructure is provided in a timely way, including the provision of some critical infrastructure upfront. Within this context the SPD acknowledges the importance of achieving a well connected, sustainable settlement, achieving comprehensiveness and importantly avoiding potential isolation and poorly serviced development, particularly in the early years.</p> <p>To this end, the SPD requires the first phases of the development to be a location(s) that can be served by access from the A10 and the new primary route, as well as providing development to provide sustainable movement options and supportive connections with Waterbeach village. The SPD is also clear that this issue will need further consideration as part of the planning application process and that a site wide strategy should be established via collaborative discussions with the site promoters and the Councils.</p>
Proposed Modifications	No modifications are proposed in response to representations on section 6.4 Development Phasing

6.5 Monitoring, Review and Implementation				
Representations Received	Support: 0	Object: 7	Comment: 1	Total: 8
Main Issues in reps 67591 67619 67628 67432 67383 67507 67404 67376	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> A non-motorised mode share target of 50% should be added to this section, with monitoring, review and implementation actions to be carried out to ensure that this target is met. Cambridge Cycling Campaign state that the development should seek to achieve for short-to-medium distance trips at least 50% mode share for active travel modes, and in the longer run strive to achieve 70% active travel mode share for such trips. How will construction traffic be monitored and managed throughout the construction phase to ensure that the communities in the parish of Waterbeach are not affected? 			

	<ul style="list-style-type: none"> • Process needed to make the developers work together. • RLW Estates state that the Council can and should act to neutralise any ransom position which either U&C or RLW might seek to apply to the principle of movement across land ownership boundaries within the strategic site boundary. SPD should require that any ransom position be considered through the viability assessments of all planning applications submitted in pursuance of the Local Plan allocation. • Unclear from the SPD when and how infrastructure will be delivered. Strategy should be in place now within the SPD. How will conditions/enforcement be monitored and managed due to SCDC's lack of resource? Should a financial viability SPD be completed to ensure the site is viable and sustainable? Will the cost of land affect the delivery of affordable housing? <p>Comment</p> <ul style="list-style-type: none"> • A non-motorised mode share target of 50% should be added to this section, with monitoring, review and implementation actions to be carried out to ensure that this target is met.
<p>Council's Assessment</p>	<p><u>Target for mode share</u></p> <p>The draft SPD aspires to create a community where it is easy to move around in an environment where active travel and public transport are the norm. This reflects Local Plan Policy SS/6 (the parent policy). No specific targets for sustainable travel are included in Policy SS/6. It is not legally possible for an SPD to make new policy or to go significantly beyond the policy approach set out in the Local Plan 2018.</p> <p><u>Monitoring</u></p> <p>The developers will be required to submit information with their planning applications specifically for monitoring and review purposes. The Council will monitor the implementation of the SPD in an Annual Monitoring Report. If any issues are identified, this will be reported together with an explanation and proposed remedial steps.</p> <p><u>Ransom</u></p> <p>See the substantive response at page 53.</p> <p><u>Construction traffic</u></p> <p>Appendix 1: Local Policy Context provides a summary of the Local Plan policy requirements which apply to the Waterbeach site. Policy CC/6: Construction Methods requires construction traffic to be routed to avoid roads passing through villages, and developers are required to submit supporting evidence with their planning application to demonstrate how this will be achieved.</p>

	<p><u>Infrastructure delivery & viability</u></p> <p>Due to the timescales involved in delivering a new town, potentially over 20 years, the SPD provides a comprehensive plan for the whole site and outlines vital infrastructure and facilities required to create a successful settlement. The Infrastructure Delivery Plan (see Section 6.2) outlines the infrastructure requirements, and how these can be funded and secured as part of the development management process. Viability testing will be undertaken and reviewed to ensure the development is deliverable and viable.</p>
Proposed Modifications	No modifications are proposed in response to representations on section 6.5 Monitoring, Review and Implementation

6.7 Delivery Options				
Representations Received	Support: 0	Object: 1	Comment: 0	Total: 1
Main Issues in reps 67377	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> Without legally binding agreements there is the potential of the strategic site not being delivered as per the local plan and therefore not meeting the requirements of the local plan. <p>Comment</p>			
Council's Assessment	Section 6.5: Monitoring, review and implementation addresses these issues. The developers will be required to submit information with their planning applications specifically for monitoring and review purposes. The Council will monitor the implementation of the SPD in an Annual Monitoring Report. If any issues are identified, this will be reported together with an explanation and proposed remedial steps, which may include mechanisms outlined in Section 6.3: Approaches to Delivery.			
Proposed Modifications	No modifications are proposed in response to representations on section 6.7 Delivery.			

Appendix 1 Local Policy Context				
Representations Received	Support: 0	Object:1	Comment:2	Total:3
Main Issues in reps 67369 67457 67547	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> No construction traffic should be permitted to access the site through the village of Waterbeach. <p>Comment</p> <ul style="list-style-type: none"> How do we ensure this development is used to meet local housing needs and not promoted to Londoners as a commuter town? Cambridge Past present and Future comment that the 			

	SPD should be updated to reflect the adopted Local Plan (delete 'draft') and also the newly revised NPPF 2018.
Council's Assessment	<p><u>Construction traffic</u></p> <p>Appendix 1: Local Policy Context provides a summary of the Local Plan policy requirements which apply to the Waterbeach site. Policy CC/6: Construction Methods requires construction traffic to be routed to avoid roads passing through villages, and developers are required to submit supporting evidence with their planning application to demonstrate how this will be achieved.</p> <p><u>Updating</u></p> <p>The draft SPD was published for consultation prior to the adoption of the Local Plan and was factually correct at that time. Text in the SPD will be updated to ensure references to the Local Plan are updated and includes any other factual updating as necessary prior to adoption.</p> <p>Local Plan Policy SS/6 (the parent policy) has been adjudged to be consistent with the NPPF published in 2012. SPD cannot introduce new policy therefore it is not appropriate for the SPD to draw on NPPF 2018.</p> <p><u>Local housing needs</u></p> <p>The Local Plan was required to assess and plan for sufficient housing to address local housing needs. It allocates sites to provide the numbers of houses required, including the new town at Waterbeach, and includes policies to influence the type and mix of housing to be provided on these development sites (i.e. in terms of the provision of affordable housing and houses of different types sizes). The SPD provides additional guidance on the housing to be provided in Waterbeach in Section 4.2 Key Structuring Elements (Fixes), sub-section 11 Amount Density and heights. These factors influence the type of provision and character of the place and, in turn, the people who are likely to want to live in such a community. With the exception of being able to control who is eligible for affordable housing, there are no controls on houses sold on the open market.</p>
Proposed Modifications	Update references to 'draft' or 'emerging' Local Plan to 'adopted' Local Plan and other factual updating including ensuring all the policy numbers are consistent with the adopted Local Plan 2018.

Appendix 2 List of Acronyms				
Representations Received	Support: 0	Object: 0	Comment:1	Total:1
Main Issues in reps 67497	Support Object Comment			

	<ul style="list-style-type: none"> Historic England suggest the use of the term Scheduled Monument rather than Scheduled Ancient Monument given that a wide range and age of monuments are scheduled. This is in line with the terminology used in the NPPF.
Council's Assessment	The SPD text refers to Scheduled Monument, consistent with the terminology used in the NPPF, with the exception of the key to Figure 11 and the list of acronyms in Appendix 2. These references should be corrected.
Proposed Modifications	<p><u>Appendix 2</u> Amend the entry for "SAM Scheduled Ancient Monument" to read SM Scheduled Monument".</p> <p><u>Figure 11</u> Amend the key for Figure 11 to refer to 'Scheduled Monument.</p>

Habitat Regulation Assessment (HRA)				
Representations Received	Support:	Object:1	Comment:1	Total:2
Main Issues in reps 67524 67564	<p>Support</p> <p>Object</p> <ul style="list-style-type: none"> The Wildlife Trust have concerns over potential impacts on Wicken Fen due to increased recreational pressures as have the National Trust who manage the site. Query assumptions made in the HRA. the Local Plan HRA was prepared with reference to the local plan allocation for 8-9000 homes, and not the 11,000 homes being put forward by the two submitted planning applications <p>Comment</p> <ul style="list-style-type: none"> Natural England are generally satisfied with the HRA but outline areas of mitigation to address effects of increased recreational pressures on Wicken Fen. Do not agree consideration of these pressures can be left to the detailed planning application stage. Under precautionary principle HRA should conclude significant effect likely and proceed to Appropriate Assessment. Planning applications are for 11,000 homes, many more than the Local Plan allocation for 8,000-9,000 homes. Section 3.4.3 of the HRA Screening Report is not correct to note that access to Wicken Fen is by permit only. Access by PROW possible and continues to grow. National Trust having to commit additional resources to site management. 			
Council's Assessment	It is a requirement under the Habitats Directive that the potential effects of "plans or projects" on designated European sites (Special Areas of Conservation / Special Protection Areas/RAMSAR site), alone or in combination with other proposals, are also considered, and where necessary are subject to Appropriately Assessment.			

The first stage in deciding whether an SPD also requires preparation of an SEA or an Appropriate Assessment is the preparation of screening reports. Such reports have been prepared in respect of the Waterbeach New Town Draft Supplementary Planning Document (SPD). The Council is required to consult specified consultation bodies on such reports - Historic England, Natural England and the Environment Agency, but it remains the responsible authority for ensuring that the potential effects of the new town have been considered appropriately.

The responses of the consultation bodies to the Sustainability Appraisal and Habitats Regulations Assessment Screening Reports were received on the 22nd and 24th August 2018 and were taken into consideration by the Council in agreeing the SPD for consultation, including refining some of the wording of the SPD SA screening report and to making an amendment to the draft SPD itself for clarification in response to the earlier responses.

The consultation bodies have made representations to the SPD consultation along similar lines to the views previously received. The Wildlife Trust makes similar comments.

In regard to the natural environment, the potential effects of the new town have been considered through the HRA and SA of the Local Plan in which both reports conclude there would be no likely significant effects. The response from Natural England acknowledges this but comments that *'in light of new evidence becoming available since the preparation of the Local Plan SA, uncertainties may remain with regard to the effects of recreational pressure at Wicken Fen and the Cam Washes'*.

Natural England do not specify the 'new evidence' but these may relate to detailed information contained within and arising from the two major planning applications for the site from U&C and RLW, where comments by Natural England are seeking additional information from the applicants for planning permission and an agreed approach to off-site mitigation measures to address any long-term residual impacts of additional recreational pressure. These are a matter directed and for consideration as part of the planning application process and it is possible as a matter of principle that this more detailed stage in the planning process could identify impacts that were not identified at the plan making stage. These specific comments made to the planning applications by Natural England will be for consideration through the determination process.

The Local Plan SA and its HRA provide an appropriate level of assessment for a strategic policy document. In this regard it can be noted that Natural England supported the allocation of the new town site at pre-submission Local Plan stage and made no objections to the SA or HRA of the plan so played no part in the Local Plan examination hearings into the soundness of the Local

	<p>Plan.</p> <p>The evidence underpinning the Local Plan policy SS/5 for the new town did not identify any such impacts requiring mitigation and so the policy makes no reference to such mitigation being necessary. The SA and HRA of the Local Plan took account of potential recreational impacts arising from the new town proposal and did not identify any likely significant effects either alone or in combination. The SPD provides further guidance to the Local Plan and it is considered that it does not in itself identify or give rise to any new proposals or impacts on either European Protected sites or other designated nature conservation interests such as to requiring SEA or Appropriate Assessment. It follows that the issues raised by Natural England in response to the SPD screenings are appropriately addressed through the planning application process and the Environmental Impact Assessments (EIA) of the U&C and RLW planning applications.</p> <p>Note the correction concerning access by PROW to the Wicken Fen site.</p> <p>Having given careful consideration to the comments received through the SPD consultation, the conclusions of the HRA Screening remain sound.</p>
Proposed Modifications	No modifications are proposed in response to representations on the Habitat Regulation Assessment

Sustainability Appraisal / Screening Report				
Representations Received	Support: 0	Object: 0	Comment: 2	Total: 2
Main Issues in reps 67565 67498	<p>Support</p> <p>Object</p> <p>Comment</p> <ul style="list-style-type: none"> • Natural England identify areas of mitigation to address effects of increased recreational pressure. • Uncertainties remain in regard to possible effects on Wicken Fen due to increased recreational pressure which should be addressed in the SPD and an SA prepared. • SA screening conclusion contrary to advice of all statutory environmental consultees. • Historic England SA screening conclusion contrary to advice of all statutory environmental consultees. Large scale development with potential impacts on assets of high significance. An SA should be prepared. 			
Council's Assessment	Section 19 of the Planning and Compulsory Purchase Act 2004 requires a local planning authority to carry out a sustainability appraisal of each of the proposals in a Local Plan during its preparation. More generally, section 39 of the Act requires that the authority preparing a Local Plan must do so "with the objective of contributing to the achievement of sustainable			

development". Sustainability appraisal ensures that potential environmental effects are given full consideration alongside social and economic issues.

Supplementary planning documents do not require a sustainability appraisal but may in exceptional circumstances require a Strategic Environmental Assessment (SEA) for example if they are likely to have significant environmental effects that have not already have been assessed during the preparation of the Local Plan.

The first stage in deciding whether an SPD also requires preparation of an SEA or an Appropriate Assessment is the preparation of screening reports. Such reports have been prepared in respect of the Waterbeach New Town Draft Supplementary Planning Document (SPD). The Council is required to consult specified consultation bodies on such reports - Historic England, Natural England and the Environment Agency, but it remains the responsible authority for ensuring that the potential effects of the new town have been considered appropriately.

The responses of the consultation bodies to the Sustainability Appraisal and Habitats Regulations Assessment Screening Reports were received on the 22nd and 24th August 2018 and were taken into considered by the Council in agreeing the SPD for consultation, including refining some of the wording of the SPD SA screening report and to making an amendment to the draft SPD itself for clarification in response to the earlier responses.

The consultation bodies have made representations to the SPD consultation along similar lines to the views previously received.

Historic England considers that a Strategic Environmental Assessment (SEA) of the SPD is required because of the scale of the new town development. However the principle of the new town development and the parameters of the development in terms of scale have been considered through the SA and HRA Assessment of the Local Plan and the role of the SPD is to provide a framework to assist the implementation of the Local Plan. The SPD does not prescribe or change the scale parameters of the development which is set out in the Local Plan policy SS/5 as approximately 8,000 to 9,000 dwellings. The SPD at pages 65-66 considers the issue of dwelling capacity and explicitly does not endorse or otherwise comment on the acceptability of the 11,000 dwelling capacity that is provided within the two major planning applications for the development of the site from U&C and RLW. The SPD stating that *'It will be for the planning application process to test specific proposals contained in the planning applications in the context of the Local Plan policy, and this will determine the number of dwellings that can appropriately be accommodated on the site whilst achieving a high quality sustainable new community that makes best use of land'*. It follows that in terms of scale the SPD does not give rise

	<p>to any significant matters that were not considered through the Local Plan SA and HRA process.</p> <p>In regard to the natural environment, the potential effects of the new town have been considered through the HRA and SA of the Local Plan in which both reports conclude there would be no likely significant effects. The response from Natural England acknowledges this but comments that <i>'in light of new evidence becoming available since the preparation of the Local Plan SA, uncertainties may remain with regard to the effects of recreational pressure at Wicken Fen and the Cam Washes'</i>.</p> <p>Natural England do not specify the 'new evidence' but these may relate to detailed information contained within and arising from the two major planning applications for the site from U&C and RLW, where comments by Natural England are seeking additional information from the applicants for planning permission and an agreed approach to off-site mitigation measures to address any long-term residual impacts of additional recreational pressure. These are a matter directed and for consideration as part of the planning application process and it is possible as a matter of principle that this more detailed stage in the planning process could identify impacts that were not identified at the plan making stage. These specific comments made to the planning applications by Natural England will be for consideration through the determination process.</p> <p>The Local Plan SA and its HRA provide an appropriate level of assessment for a strategic policy document. In this regard it can be noted that Natural England supported the allocation of the new town site at pre-submission Local Plan stage and made no objections to the SA or HRA of the plan so played no part in the Local Plan examination hearings into the soundness of the Local Plan.</p> <p>The evidence underpinning the Local Plan policy SS/5 for the new town did not identify any such impacts requiring mitigation and so the policy makes no reference to such mitigation being necessary. The SA and HRA of the Local Plan took account of potential recreational impacts arising from the new town proposal and did not identify any likely significant effects either alone or in combination. The SPD provides further guidance to the Local Plan and it is considered that it does not in itself identify or give rise to any new proposals or impacts on either European Protected sites or other designated nature conservation interests such as to requiring SEA or Appropriate Assessment. It follows that the issues raised by Natural England in response to the SPD screenings are appropriately addressed through the planning application process and the Environmental Impact Assessments (EIA) of the U&C and RLW planning applications.</p> <p>Having given careful consideration to the comments received through the SPD consultation, the conclusions of the SA Screening remain sound.</p>
Proposed	No modifications are proposed in response to representations on

APPENDIX B

Draft Waterbeach New Town Supplementary Planning Document (SPD)

Schedule of changes to the SPD

2.5 Inherited Assets

Rename section 2.5 to 'The Historic Environment'.

Add reference in section 2.5 to the Denny Abbey Refectory listed at Grade I and to the barn just to the north of Denny Abbey listed at Grade II.

2.6 Surrounding Context

Amend Figure 11 as follows:

- Delete 'Scheduled ancient monuments' from the key and replace with 'Scheduled Monument'.
- Add the Grade II listed gate piers to the map.

4.2 Key Structural Elements (fixes)

Page 42: 'Education' line 2 – add the words 'in time to meet evidence of need' after the word 'facilities'.

Figure 24 page 54 'Greenways and corridors' – Amend to ensure that the Fen edge / rail corridor edge marking does not extend over the new railway station and its close surrounds (to be consistent with the spatial framework diagram).

Figure 19 'Access movement and connectivity' – Amend to show the principal greenways as green lines and not red at present.

'Primary Movement and Access' - Amend the primary route network shown on the Spatial Framework Diagram and other figures such as Figure 18, to show a primary movement route running in a loop about 100 metres to 400 metres within the outer edge of built development.

Page 45 paragraph 1 line 4 – delete reference to 'framework plan' replace with 'spatial framework diagram'.

Page 45 paragraph 2 delete and replace with:

'The two primary routes will create a loop around the new town and connect directly to the relocated railway station on the eastern side of the town. In the early stages of the new town a north – south primary route will form a junction at the town centre but will later be closed to north-south vehicular traffic (except for public transport) to prioritise cycling and walking within the new town. The southern arm of this junction will provide the public transport / pedestrian / cycle connection to Waterbeach village'.

Page 45 paragraph 3 – delete 'access' replace with 'primary route'.

Page 45 paragraph 5 line 1 – delete "street" replace with 'primary route'.

Page 45 paragraph 5 lines 6 and 7 – delete 'are attractive for walking, cycling and public transport, and'. Line 8 - add at the end of the sentence 'via the loop primary route'.

Page 46 first full paragraph – add at the end of the paragraph ‘To restrict through vehicle movements to sustainable modes only as the town centre develops movements north through/around the town centre will be restricted to public transport, cycle and pedestrian movements only. The timing of this change to be determined in accordance with a transport management scheme at key phase approval for the town centre development’.

Page 46 second full paragraph – at the end of the first sentence add ‘particularly to the new railway station’.

Page 46 third full paragraph – add a new sentence at the end of the paragraph: ‘This network should serve residential areas and serve to restrict easy vehicular movements from one area to another except via the loop primary route’.

Page 46 walking and cycling first paragraph line 3 – add the words ‘and linking’ after ‘serving’.

Page 46 walking and cycling second paragraph – add new bullet point 4: ‘Waterbeach relocated railway station to the town centre, Waterbeach lake and the Cambridge Research Park’.

Page 47 add a new paragraph and heading after ‘The Bounds’ as follows: ‘*Public rights of way (PRoW)*: The development of the new town provides an opportunity to connect and enhance the existing rights of way network that has been hindered by the presence of restricted MOD land for many decades. Providing improved non-motorised user (NMU) infrastructure also encourages healthy lifestyles, in line with national and local policies on health and well-being. The development should not only protect existing NMU highways (footpaths, bridleways, cycle ways etc.) but should enhance them where possible. This should include an aspiration to not only improve NMU movement (including pedestrians, equestrians and cyclists) within the urban area and also to facilitate easy and convenient access into the countryside. The PRoW network should become an integral part of the development and enhanced, directional signage will need to be incorporated into the development to ensure that future residents are aware of the network available. This could also include the installation of interpretation boards (which can link to wildlife and biodiversity aims) and sufficient inclusion within resident travel plans’.

‘Public Transport’ – Page 49 fifth paragraph line 2 add after the word ‘site’: ‘linking the railway station with the town centre and Cambridge,’.

Page 49 figure 20 – amend the figure and key to be consistent with proposed changes to the text.

4.3 Spatial Framework Diagram

An amended Spatial Framework Diagram and key is attached at the end of this schedule.

Table 8 Page 78 ‘Density and Heights’ - the last sentence of the mechanism text relating to Density and Heights should be put before the existing first sentence for clarity of meaning.

Page 51 ‘Denny Abbey Setting’ 1st bullet delete the word ‘visual’.

Page 73 ‘Strategic Walking and Cycling Connections’ (National Cycle Route 11) under ‘Mechanism(s) paragraph two line one: add the words ‘as appropriate’ after ‘sought’. So that if there is no realistic prospect of the link being delivered no contributions should be sought.

Page 53 North Park first complete paragraph first line: after the words 'sports provision', add the words 'including associated car parking'.

Page 53 North Park add a new paragraph immediately following the above as follows: 'No other car parking should be located within the SLA / North Park that is not intended to exclusively serve the needs of Denny Abbey or the Farmland Museum'.

Figure 27 key. Delete the word 'setting' after Denny Abbey, insert the words 'and Farmland Museum'.

Page 65 penultimate line, delete 'listed building' add 'listed buildings'.

5.2 Movement and Place

To meet the reasonable needs of equestrians in relation to the new town the following modifications are proposed:

Page 47 The Bounds' – add the word: ',riding' after cycling and before leisure to indicate that this circular route could in whole or in part be made suitable for all non motorised users.

Page 53 – 'North Park' – on line 9 add the word 'and' before footpaths and the words 'suitable for all non motorised users including horse riders' after cycle ways. Then add a new sentence to read 'Such provision should link up to other routes for non motorised users across the site including to the Runway Park, the Bounds and to Bannold Drove'.

Page 53 – 'Runway Park' - on line 8 add the word 'and' before footpaths and the words "suitable for all non motorised users including horse riders' after cycle ways. Then add a new sentence to read 'Such provision should link up to other routes for non motorised users across the site including to the North Park, the Bounds and to Bannold Drove'.

Page 54 – 'Greenways and corridors' – 2nd bullet. Add the words 'suitable for all non motorised users including horse riders' after routes.

Page 55 – 'Winfold Greenway' and 'Waterbeach Bounds' in both add the words 'suitable for all non motorised users including horse riders' after routes.

Page 55 'East-West corridors' – on Line 9 add a new sentence after 'will be provided' as follows: 'Some of these routes to be suitable for all non motorised users including horse riders'.

Table 8 'Strategic walking and cycling connections' page 73 – add a new second sentence under the mechanism heading as follows: 'Provision should be made for all non motorised users including horse riders'.

Section 5.2 'Movement and Place' – add a new section after 3 'Cycling' as follows:

Create an environment for equestrians

Development proposals will be required to create a network of routes suitable for all non motorised users including horse riders across the site. The routes should be constructed to a multi-user standard and include appropriate barriers, soft surfaces, mounting blocks, sight lines and safe road crossing designs'.

Table 9 page 89 add a new row beneath 3 'Create and environment for cycling' as follows:
Create an environment for equestrians

In paragraph 2 under mechanism(s) after 'infrastructure network' add the following words : 'making suitable provision for all non motorised users including horse riders'.

Section 5.3 ‘Housing, Mixed use and Community’ - To better reflect the potential benefits of a Community Land Trust for the local community delete the existing CLT text on page 91 and add a new section 10A as follows:

“Community Land Trusts

The Council is supportive, in principle, subject to viability and deliverability, to working with a Community Land Trust to support the provision of the new town, contributing to a broader mix of house types and delivery models”.

Section 6.2 ‘Infrastructure Delivery Plan’ – Page 118 retitle ‘Pedestrian and cycling infrastructure’ to ‘Non motorised user infrastructure’.

6 Sustainable Drainage

See proposed new section 5.8 to be included in the SPD after 29 ‘Sustainable Design and Construction’ (see text immediately below).

5.8 ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE

29a Managing Flood Risk

The Council has adopted the Cambridgeshire Flood and Water Supplementary Planning Document (the Flood and Water SPD), and this should be considered when preparing planning applications.

Planning applications for the site will need to be accompanied by a Site Specific Flood Risk Assessment which meets the requirements of national guidance, and the Flood and Water SPD; and which in particular takes account of a sequential, risk-based approach to the location and quantum of development on site.

The significant majority of the new town site lies within flood zone 1, the lowest area of fluvial and tidal flood risk and which provides adequate space to accommodate a new town of approximately 8,000-9,000 homes. Small areas on the east and west edges of the site are in flood zone 2 and 3.

Whilst mostly located in flood zone 1, hazard modelling has shown that currently the eastern edge of the major development site could be at risk if a breach of the existing flood defences on the River Cam were to occur. This primarily impacts land to the east of the Bannold Drove track.

Breach modelling was carried out to inform a Water Cycle Study for the site in 2014, guided and endorsed by a stakeholder group comprising Anglian Water Service Ltd, Cambridgeshire County Council, Cambridge Water, the Environment Agency, South Cambridgeshire District Council and the Waterbeach Level Internal Drainage Board.

In line with the principle of the sequential approach within National Planning Policy and Guidance, and in the Flood and Water SPD, vulnerable¹ development should be avoided wherever possible in areas at risk of flooding from any source. Where this is not possible and development has to be located in areas at current or future flood risk, vulnerable development should be located in areas of lowest flood risk so as to minimise flood risk to people and property.

Where development in flood risk areas is deemed necessary, developers will need to ensure a long term solution is put in place that follows the flood risk management hierarchy in the NPPF (with accompanying practice guide) and the Cambridgeshire Flood and Water SPD. Flood control measures should be considered to:

¹ Highly vulnerable and more vulnerable land uses as defined in National Planning Policy Guidance (including new dwellings, schools, nurseries etc)

- Steer flood risk away from development without increasing risks to others, and consider opportunities to reduce flood risk overall, taking account of climate change projections;
- take account of and where possible meet green infrastructure objectives; and
- ensure that flood assets that the development relies upon have a maintenance regime indicated that can sustain them for the lifetime of the settlement whilst minimising any need for pumping.

Developers should seek opportunities to collaborate with local partners and infrastructure providers to assist with funding, design, delivery and future upkeep of flood control measures. Planning obligations may be necessary to secure and maintain infrastructure on or off-site as appropriate.

The site of the Waterbeach New Town is allocated for development in the South Cambridgeshire Local Plan adopted in September 2018. National Planning Policy requires that land be used effectively whilst safeguarding and improving the environment and ensuring safe and healthy living conditions.

Where it is not possible, consistent with wider sustainability benefits, for development to be located in areas with a lower risk of flooding, development which is vulnerable to flood risk arising from a breach of flood defences must be demonstrated to be safe for its lifetime, not increase flood risk elsewhere and have wider sustainability benefits to the community which outweigh any residual flood risk. Plans and development should also seek opportunities to reduce the causes and impacts of flooding. The Council will have regard to the objectives and criteria used within the Local Plan's Sustainability Appraisal framework in making an assessment of the wider sustainability benefits of such development.

In regard to these wider sustainability benefits, the new railway station site (with planning permission) is located within flood zone 2. The National Planning Policy and Guidance requires the effective and optimal use of land. This includes taking account of the availability and capacity of infrastructure and its scope to promote sustainable travel modes that will help limit future car use. The Council has proactively reduced flood risks around the station by relocating it to an area at lower risk than its current location.

The suitability of the land at risk of flooding, including land east of Bannold Drove in flood zone 2 and at residual flood risk, to accommodate vulnerable land uses will need to be carefully considered through the planning application process. Such applications and their assessment will have appropriate regard to: a sequential approach being taken in accordance with the NPPF, taking opportunities to control risks and where possible, reduce flood risk overall. Proposals should secure long-term management and maintenance requirements, and take account of upper scenario future climate change and any wider sustainability benefits of development in this location.

Table 15 Summary of Principles

Add new row as follows:

Principle / Issue	Mechanism(s)	Documents/Plans	Key Policy Reference
29a Managing Flood Risk	Follow a sequential risk-based approach to the location of and the uses within the development. Development will follow a sequential approach having regard to local plan policies, and National Policy where this is more up to date. Where following	Planning applications should be supported by Site Specific Flood Risk Assessments, which meets the requirements of national policy and guidance and the Cambridgeshire Flood and Water SPD. (Environmental	SCDC Local Plan Policy CC/9 Cambridgeshire Flood and Water Supplementary Planning Document NPPF2 and NPPG

	<p>application of the sequential approach it is not possible, consistent with wider sustainability benefits for all development to be located in areas with a lower risk of flooding the development must:</p> <ul style="list-style-type: none"> • Be demonstrated via a site specific flood risk assessment to be safe and not increase flood risk elsewhere. • Contribute to the improvement and perpetual upkeep of flood defence assets it relies upon, and consider the opportunities to work with potential partners and landowners to secure betterment and climate change adaptation. • Demonstrate wider sustainability benefits to the community that outweigh the residual flood risk. 	Statements)	
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Spatial Framework Diagram

Amend the spatial framework diagram key as follows: (new text **bold and underlined**)
 All of the structural elements are added together to create an indicative overall framework plan. **Note that the location of vulnerable land uses in areas of residual flood risk will be subject to the findings of site specific flood risk assessments.**

5.8 Environmental Sustainability and Climate Change

Add a new section to Appendix 1 to include reference to the Cambridgeshire and Peterborough Minerals and Waste Development Framework (MWDF) and the RECAP Waste Management Design Guide SPD.

Guiding Principle 32 Water Stress – amend reference to ‘serious water stress’ to ‘water stress’ for consistency with Local Plan Policy CC/4: Water Efficiency.

Guiding Principle 34 – amend reference to ‘Biodiversity Management Plan’ to ‘Landscape Ecology Management Plan’.

6.2 Infrastructure Delivery Plan (IDP)

Infrastructure Delivery Plan – in the row for “Provision of foot / cycle crossing from site to Cambridge Research Park” remove reference to RLW in the “Land holding” column.

Infrastructure Delivery Plan – include a new row for the provision of arts and cultural facilities.

Heading: Arts and Culture

Description: Creation of arts and cultural capacity in the town centre area whether through co-location with another community facility or school or through the provision of a single dedicated hub.

Provider/partner: Various-dependent on occupier

Triggers: to be determined

On/off site: On-site

Land holding: Likely to be in town centre, therefore Urban and Civic

Funding: s106

Mechanism: Single access agreement if co-located in hub, or via a community access agreement

Table 15 – Principle 34 ‘Integrate and enhance biodiversity’ –include reference to the Natural Cambridgeshire Local Nature Partnership's (LNP) Developing with Nature Toolkit.

Infrastructure Delivery Plan page 120 - Amend the Waterbeach Park and Ride funding mechanism text to delete reference to ‘s106’ and add reference to ‘ Direct Funding’.

Appendix 1 Local Policy Context

Update references to ‘draft’ or ‘emerging’ Local Plan to ‘adopted’ Local Plan and other factual updating including ensuring all the policy numbers are consistent with the adopted Local Plan 2018.

Appendix 2 List of Acronyms

Appendix 2

Amend the entry for “SAM Scheduled Ancient Monument” to read SM Scheduled Monument”.

Figure 11

Amend the key for Figure 11 to refer to ‘Scheduled Monument.

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APPENDIX C

Fig. 19 | Access Movement and Connectivity

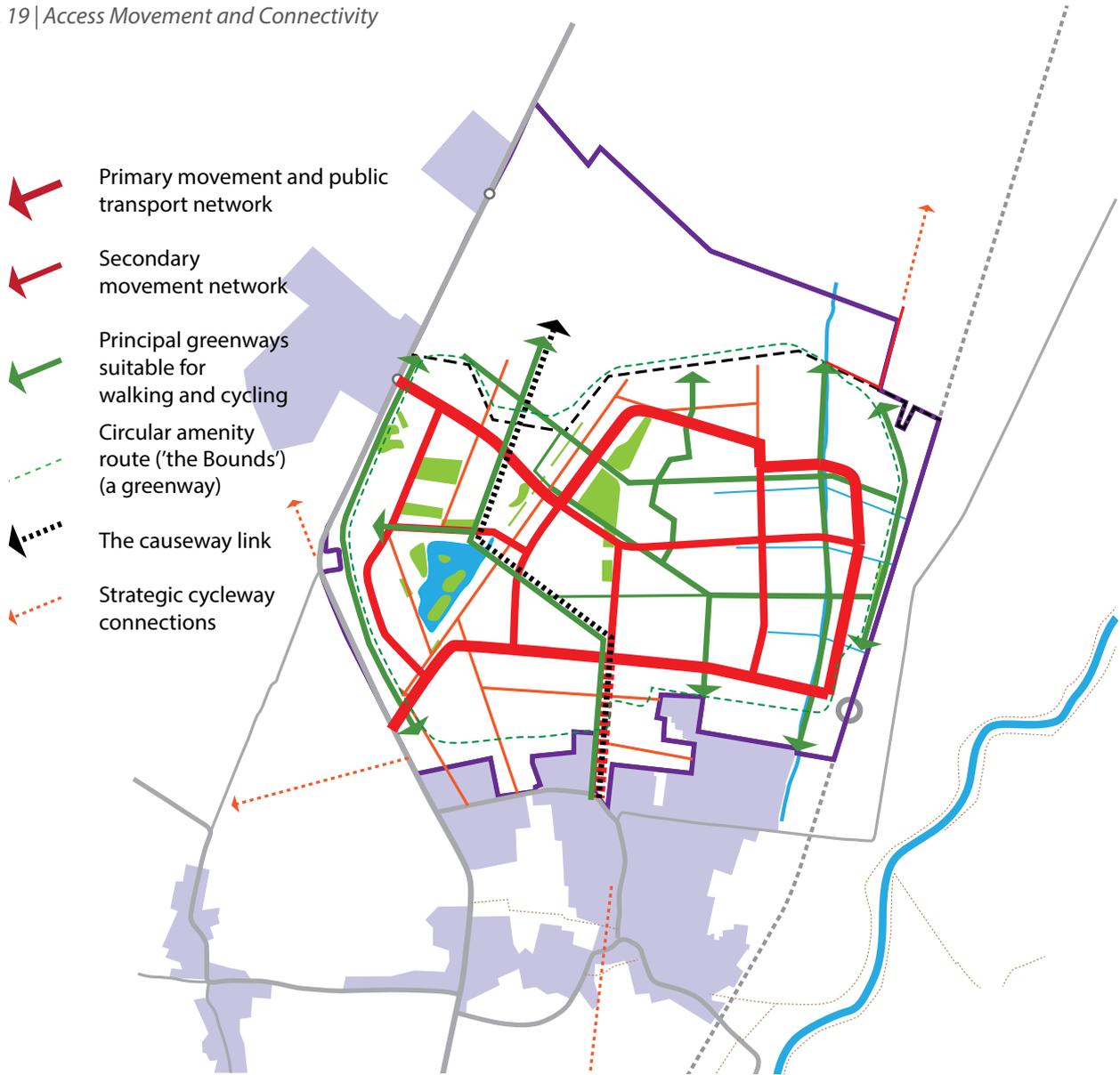
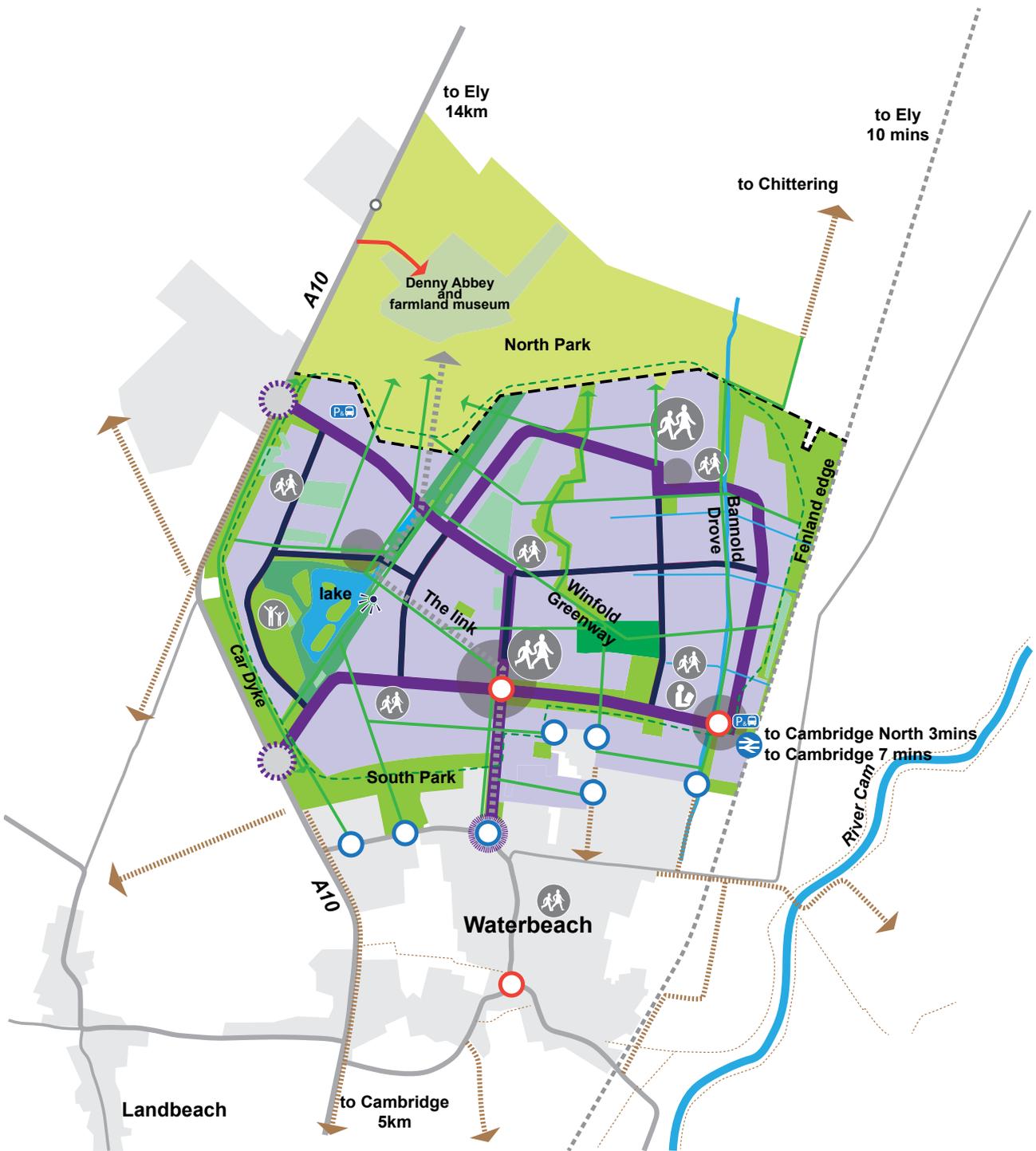


Fig. 21 | Primary movement and access framework plan (locations and alignment indicative only)



-  Primary access points from the A10
-  Waterbeach village access
-  Denny Abbey access
-  Primary movement and public transport network
-  Secondary movement network
-  Principal greenways suitable for walking and cycling
-  Relocated railway station
-  Options for potential park and ride
-  Public transport nodal points
-  Circular amenity route ('the Bounds Greenway')
-  Strategic cycle connections
-  New direct cycle / footpath connection linking village to new town

Also see Key - Page 70

Fig. 27 | Green Infrastructure Framework Plan (indicative only)



 Key public spaces



Greenways and corridors

- ① Winfold Greenway
- ② Bannold Drove
- ③ Fen edge / rail corridor
- ④ Car dyke / A10 corridor
- ⑤ Denny Causeway link
- ⑥ East - west corridor
- ⑦ Waterbeach bounds

Inherited historical landscape

- a** Soldiers Hill earthworks
- b** Grid structure to barracks
- c** Barracks watertower
- d** Barracks watchtower
- e** Memorial garden
- f** Denny Causeway
- g** Winfold greenway
- h** Former runway
- j** Car dyke

 Denny Abbey and Farmland Museum

 Strategic landscape edge

 Retained woodland

 Neighbourhood public spaces

 View points

 Area suitable for some formally laid out open space to the north of the major development site area

Also see Key - Page 70

All of the structural elements are added together to create an indicative overall framework plan. Note that the location of vulnerable land uses in areas of residual flood risk will be subject to the findings of site specific flood risk assessments.

LAND USE

-  Residential / mixed use
-  Centres
-  Primary schools (approx. locations)
-  Secondary schools (approx. locations)
-  Sixth form college (approx. location)
-  Special educational needs (SEN) school

MOVEMENT AND ACCESS

-  Walking and cycle network
-  Circular amenity route (greenway)
-  Strategic cycle connections
-  Relocated railway station
-  Potential park and ride
-  Primary movement and public transport route
-  Primary movement and public transport route (public transport, cycle and pedestrians)
-  Secondary movement public transport route

GREEN AND BLUE INFRASTRUCTURE

-  Strategic landscape area
-  Strategic open space
-  Waterbeach lake
-  Other waterbody / watercourse
-  Woodland
-  Greenways
-  Viewpoints

HISTORICAL CONNECTIONS

-  Causeway link
-  Runway park
-  Winfold greenway
-  Heritage assets
-  Barracks formal structure



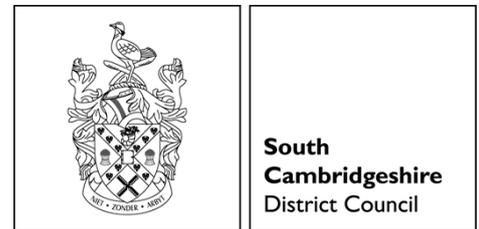
Fig. 31 | Indicative framework plan





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Agenda Item 8



REPORT TO: Cabinet

6 February 2019

LEAD CABINET MEMBER: Lead Cabinet Member for Finance

LEAD OFFICER: Interim Executive Director – Corporate Services

Council Tax Empty Homes Premium

Purpose

1. To consider if the Council wishes to utilise recent legislative changes to increase the Council Tax empty homes premium to act as an incentive to bring empty homes back into use.
2. This is a key decision because it is significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions, and it was first published in the November 2018 Forward Plan.

Recommendations

3. It is recommended that Cabinet consider the options at point 15 of the report. If members recommend either option 15A or 15C then they will be required to make the formal recommendations to Council to either implement the additional empty homes premium or remove the empty home premium.

Reasons for Recommendations

4. If members decide to recommend option 15A then charging the additional premium would further incentivise owners of empty properties to take steps to get their properties back into use. Homes that are empty for long periods are more likely to fall into disrepair and can attract anti-social behaviour.

Background

5. Within the regulations that govern the administration and collection of Council Tax, a number of exemptions apply where properties are empty for specified reasons. For example, an exemption could apply where the liable party has passed away and the executors become liable, or where a property is left empty as the liable party has moved away to receive care. Full details of circumstances under which such exemptions apply can be found in APPENDIX A.
6. Since April 2013, local authorities have had discretion to set some discounts and exemptions locally. These include for properties that are empty and those undergoing major structural repair. The government also allowed billing authorities to charge an additional 50% of the Council Tax on properties that had been empty for more than two years.
7. For the purposes of this charge, the legislation defines an empty property as one that is "empty and substantially unfurnished". The calculation period for the empty homes premium does not start with a change of ownership, but rather from the date that the property became empty. Therefore it is sometimes the case that the additional

premium is payable from the date of purchase, where properties have already been empty for more than two years.

8. At a meeting of the full council in January 2013, it was agreed that the levels of locally-set discounts would be as follows:

Undergoing Major Structural Repair	100% discount up to 12 months
Empty and Substantially Unfurnished	no discount
Empty and Substantially Unfurnished for more that 2 years	50% additional premium

9. In November 2018, new legislation was passed to allow billing authorities to increase the premium charged on homes left empty for more than two years, by the following proportions:

1st April 2019 – 100% premium on properties empty for two years or more

1st April 2020 – 200% premium on properties empty for five years or more

1st April 2021- 300% premium on properties empty for ten years or more

Considerations

10. There has been much publicity around the subject of empty homes over the past few years which has highlighted that empty homes could be utilised to provide extra housing for those that are in need.
11. It is inevitable that there will always be some empty homes in the district, however it is widely accepted that properties left empty for long periods of time deteriorate more quickly, and may also attract anti-social behaviour which could negatively impact on communities.
12. The reasons for which properties are left empty can be varied and complex, although for many of the homes left empty across the district the reasons remain unclear.
13. As at 1st November, there were 180 homes in the district that were being charged the additional premium. Of these, the periods for which they had been empty are as follows:

Empty between 2-5 years = 100 properties

Empty between 5-10 years = 41 properties

Empty more than 10 years = 39 properties

14. The total average band D Council Tax charge in South Cambridgeshire is £1,745.51. Based on this figure, the annual charge for an average band D property empty for more than ten years would increase as follows:

2018 charge (50% premium) £2,618.26

2019 charge (100% premium) £3,491.02

2020 charge (200% premium) £5,236.53

2021 charge (300% premium) £6,982.04

15. The Council has a general discretion to reduce or remit Council Tax payable under section 13a of The Local Government Finance Act 1992 (as inserted by section 76 of the Local Government Act 2003). Where hardship is experienced, residents may apply for assistance via this route. Applications under section 13a are considered on

a case by case basis, and would need to set out the financial hardship experienced, along with details of action taken by the council tax payer to reduce the hardship. The full cost of any reductions via this route would be borne solely by the Council, and so decisions on such applications would need to consider the interests of all council tax payers.

Options

16. The options available in this matter are as follows:

- A) Increase the empty homes premium as permitted in law and outlined at point 9 of the report
- B) Retain the empty homes premium at the rate of 50%
- C) Remove the empty homes premium

Option 1 would act as an incentive for homeowners to take action to bring their property back into use, especially where homes have been empty for more than five years. Whilst there may be some dissatisfaction from those currently paying the 50% premium, when the views of all residents that participated in the consultation are combined, nearly 59% were in favour of increasing the premium. APPENDIX B contains the full details.

Option 2 would see the premium retained at the rate of 50% additional charge. Whilst this should still act as an incentive for some, there currently remains 80 properties where the charge has been imposed since 2013 that are still empty, 39 for more than 10 years now. Retaining the charge at the current level is unlikely to result in a reduction in the number of homes empty for more than 5 years.

Option 3 would see the empty homes premium being removed in its entirety, also removing the incentive for homeowners to take action to get their properties back into use. This option could lead to an increase in the number of long-term empty homes in the district.

Implications

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

Financial

18. In 2017, just over £130,000 was charged in empty homes premium. The amount retained by South Cambridgeshire District Council was around £17,000, with the remainder shared proportionately with major preceptors. In 2018, the forecast yield for South Cambridgeshire District Council is expected to be in the region of £20,000.

Legal

19. The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 was enacted on 1st November 2018, amending section 11B of the Local Government Finance Act 1992 to provide for the increased premium to be charged. Advice has been sought from the 3C Legal and no concerns raised.

Consultation responses

20. Throughout November 2018, residents were consulted on the proposed changes. 180 letters were sent directly to the homeowners currently paying the additional premium,

along with information regarding our Shire Homes Lettings scheme. 32 responses were received. In addition, an online consultation was launched which received 82 responses. The responses have been collated and can be found in APPENDIX B.

21. In addition to the three questions shown in APPENDIX B, residents were also asked if they were aware of any other measures that would encourage owners of empty properties to get them back into use. 63 comments were received, and these will be used by the Housing Strategy team to inform a review of the Empty Homes Strategy expected in 2019.

Effect on Strategic Aims

Aim 1 – Housing that is affordable for everyone to live in

22. Charging the additional premium would further incentivise owners of empty properties to take steps to get their properties back into use.

Background Papers

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

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

Report Author: Katie Kelly Revenues Manager
Telephone: (01954) 7133

Understanding Your Council Tax Bill

Appendix A



South Cambridgeshire District Council

Where to find key information about your Council Tax bill

Account reference number points to: Account Number: 10101XXXXX

Property Information including Council Tax Band points to: Address of property giving rise to charge: A FARM HOUSE, HIGH STREET, OLD VILLAGE, CAMBRIDGESHIRE, CB55 5EE. The above property is in band C

Details of any discounts or exemptions points to: Cambridgeshire County Council, Cambridgeshire County Council Adult Social Care*, South Cambridgeshire District Council, Cambridgeshire Police Authority, Cambridgeshire Fire Authority, Great Abington, Total Annual Charge

How your bill is calculated points to: % Change, Value of Change, Charge

Total amount payable points to: Total Amount Payable: £xxx.xx

Instalment dates and amounts points to: PAYMENT METHOD: YOUR ACCOUNT IS PAID BY DIRECT DEBIT

How to pay

Details of how and when to pay can be found on the reverse of your bill. Alternatively, full details can be found on our website at www.scambs.gov.uk

Most people already pay their Council Tax by Direct Debit.

The Council Tax you pay funds a wide range of public services across the district and county area. To find out more about how the money you pay is spent, including details of the Adult Social Care Precept, please visit the following websites:

Cambridgeshire County Council
www.cambridgeshire.gov.uk/council/finance-and-budget/council-tax

Cambridgeshire Police & Crime Commissioner
www.cambridgeshire-pcc.gov.uk/money/budget

Cambridgeshire Fire Authority
www.cambsfire.gov.uk/about-us/financial-documents-655.aspx

South Cambridgeshire District Council
www.scambs.gov.uk/your-council-tax

If you do not have access to the internet and would like a copy of this information, please contact us using the details on your bill.

About Council Tax

There is one Council Tax bill per property whether it is owned or rented, and the people that live in the property would normally have to pay. The amount charged is dependant on the Council Tax Band of the property, which is allocated by the Valuation Office Agency (VOA) according to the open market value at 1 April 1991. More information can be found at www.gov.uk/council-tax-bands

Band	Range of Values	Proportion of Band D Tax payable
A	Up to and inc. £40,000	6/9
B	£40,001 to £52,000	7/9
C	£52,001 to £68,000	8/9
D	£68,001 to £88,000	1
E	£88,001 to £120,000	11/9
F	£120,001 to £160,000	13/9
G	£160,001 to £320,000	15/9
H	More than £320,000	2

If you have reason to think your band may be wrong, such as a material change in the value of the property, you can appeal to the Valuation Office Agency. You can contact them on **03000 501 501** or write to them at: Council Tax East, Valuation Office Agency, Ground Floor, Ferrers House, Castle Meadow Road, Nottingham, NG2 1AB.

Disabled Band Reduction Scheme

If you or someone that lives with you is disabled and you have a second bathroom, kitchen or other room to meet their needs, you may be entitled to a reduction equivalent to 25% of your Council Tax Band.

These reductions ensure that disabled people do not pay more tax on account of the space needed because of a disability. If your home has any special fixtures that have been added for a disabled resident which may affect the overall value of the property and you don't think this has been taken into account in the valuation band, please contact the Valuation Office Agency.

Discounts, Exemptions and Reductions

Eligibility for discounts, exemptions and reductions depend on individual circumstances, and broad examples are shown below. If you think any of these may apply to you or someone you know, please contact us as soon as possible.

The Council also has discretion to reduce the amount of Council Tax payable for situations that are not covered by national discounts and exemptions. This can be used for individual cases, or to locally determined classes of property.

Am I entitled to a Discount?

The Council Tax bill assumes that there are at least two adults living in a property, but if there is only one adult living in a property as their main home they can apply for a 25% discount. If there is more than one adult living in a property, other adults may not be counted for Council Tax if they are:

- Full-time students, student nurses or apprentices
- Members of visiting forces or certain international institutions
- Being looked after in care homes
- Severely mentally impaired
- Staying in certain hostels or night shelters
- In prison (except those in prison for non payment of Council Tax or a fine)
- 18 & 19 year olds at or just left school where child benefit is still in payment
- Caring for someone with a disability who is not their spouse, partner or child under 18
- Permanently resident in hospital
- Some careworkers, usually for charities
- Members of religious communities, such as monks or nuns

Other discounts may apply where:

- The property is uninhabitable as a result of undergoing major structural repair
- The property is an annexe which is used as part of the main property, or is used by a relative of the occupier of the main property as their sole or main residence
- You have to live elsewhere as a condition of your job

Under a local scheme set by South Cambridgeshire District Council, there is no discount for empty properties or second homes. For those properties that have been empty and unfurnished for more than two years, an extra 50% charge applies.

Should my property be Exempt?

A property can be exempt from the Council Tax charge in the following circumstances:

Exemption Class	An Unoccupied Property that is:
B	Owned by a charity (exempt for up to six months)
D	Left empty by someone who has gone to prison
E	Previously occupied by a person now in permanent residential care
F	Empty where the liable person/owner has died and the executors or personal representatives are now liable (exempt for up to six months from grant of probate)
G	Empty because occupation is forbidden by law
H	Waiting to be occupied by a minister of religion
I	Left empty by someone who has moved to receive care by reason of old age, disablement or illness
J	Left empty by someone who has moved to provide care to another person
K	Owned by and last occupied by a student
L	In possession of the mortgagee
Q	The responsibility of a bankrupts' trustee
R	A site for an individual caravan, mobile home or mooring
T	Linked to, or in the grounds of, another property and may not be let separately due to planning restrictions
An Occupied Property where:	
M/N	All the residents are students
P	At least one liable person is a member of visiting armed forces
S	All the residents are less than 18 years of age
U	All the residents are severely mentally impaired
V	At least one liable person is a foreign diplomat
W	The property is annexed to a family home and occupied by that family's elderly or disabled relatives

What if I am on a low income?

South Cambridgeshire District Council operates a Local Council Tax Support scheme, where residents on low incomes can access financial support towards their Council Tax bill. Full details of the scheme, along with an electronic application form, can be found on our website at www.scams.gov.uk/benefits

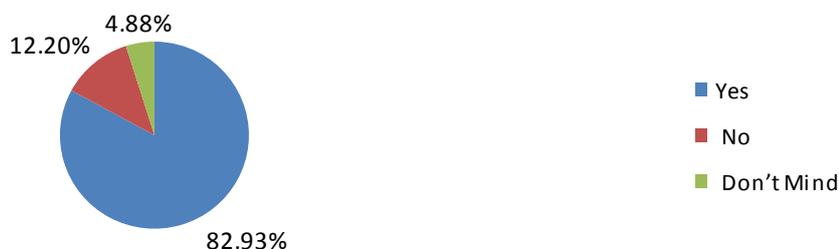
Is your bill correct?

Please check your bill carefully to make sure all of the details are correct. If you have had a change in your circumstances which may affect your entitlement to any reduction, discount or exemption, you must let us know within 21 days, otherwise you may have to pay a penalty.

If you disagree with the charge eg you believe a discount should apply or you are not the liable person, you must contact us to submit an appeal. Following consideration, if the decision is not changed you can appeal to the Valuation Tribunal at www.valuationtribunal.gov.uk

Empty Homes Premium Consultation – 82 ONLINE RESPONSES

Do you think that SCDC should encourage owners of empty properties to get them back into use?



Are you in favour of charging additional council tax on homes that have been empty and substantially unfurnished for more than two years?



Do you think the Council should implement increases to the empty homes premium?



Empty Homes Premium Consultation – 32 RESPONSES FROM THOSE CURRENTLY CHARGED THE ADDITIONAL PREMIUM

Do you think that SCDC should encourage owners of empty properties to get them back into use?



Are you in favour of charging additional council tax on homes that have been empty and substantially unfurnished for more than two years?



Do you think the Council should implement increases to the empty homes premium?



Empty Homes Premium Consultation – ALL 114 RESPONSES

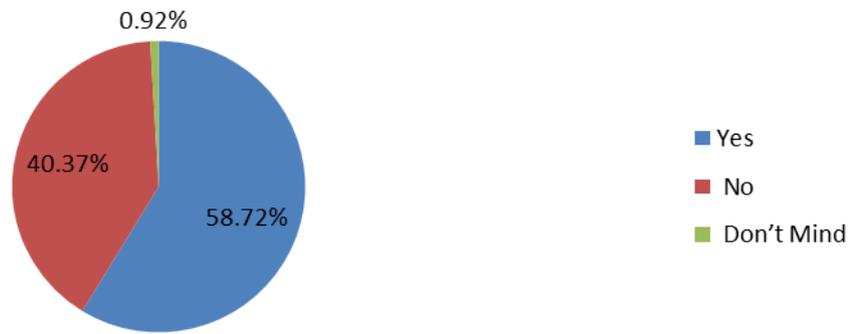
Do you think that SCDC should encourage owners of empty properties to get them back into use?



Are you in favour of charging additional council tax on homes that have been empty and substantially unfurnished for more than two years?



Do you think the Council should implement increases to the empty homes premium?



Agenda Item 9

REPORT TO: Cabinet

6 February 2019

LEAD CABINET

MEMBER: Leader of the Council

LEAD OFFICER: Chief Executive

Business Plan 2019-24

Purpose

1. The Council has worked to develop a new Business Plan for 2019-24. This report presents the proposed Business Plan for 2019-24 to Cabinet for consideration and approval for submission to Council.
2. The report also presents the outcomes of a public consultation that was carried out between 19th November and 7th January. This consultation has provided valuable feedback from local people and given communities an opportunity to engage with and shape the plan.

Recommendations

3. Cabinet:
 - (a) Consider the proposed Business Plan at Appendix A and approve onward submission to Council for approval, with any amendments as required.
 - (b) Review feedback from Scrutiny and Overview in relation to the Business Plan public consultation (an overview of the public consultation feedback is provided in the report below and a detailed summary attached at Appendix B).
 - (c) Authorise the Chief Executive to make any minor wording changes required to final drafts, in consultation with the Leader of the Council.

Reasons for Recommendations

4. The Business Plan sets out the overarching priorities for the Council and details the actions that are currently planned to be carried out up until 2024. The plan is updated each year. The Business Plan is used to ensure officer and financial resources are allocated appropriately to achieve the actions and objectives detailed within it.
5. The Business Plan informs the subsequent agreement of annual service plans, prepared by the Council's directorates, setting out service, team and individual objectives, aligned to the vision and aims that have been set.

Background

6. In advance of a detailed Business Plan being prepared for 2019-24, residents, businesses, parish councils, partners, councillors and staff were asked for their views on a proposed high-level set of priorities. The consultation ran for just over six weeks and closed on 7 January. A longer consultation period than normal was carried out, so people had extra time to respond due to the Christmas and New Year period.

7. The four priority areas people were asked their views on were:

(a) Economic Development

There is a booming economy in South Cambridgeshire and Cambridge. But this isn't growth that we can take for granted. As the recent Cambridgeshire and Peterborough Independent Economic Review identified this growth needs to be nurtured and sustained. We must also encourage and support small businesses that provide local jobs in our villages.

(b) Homes that are affordable for everyone to live in

The ratio between house prices and incomes is among the highest in the country. Work to deliver good quality market housing quickly and in the right places and which meets the needs of all ages will be important, along with the right infrastructure that residents need, including transport links, healthcare and water. The focus will be on accelerating the provision of truly affordable housing. Affordable housing, in its many guises, allows local families to stay in their home areas and people to live near to their places of work and support network

(c) Climate and Environment

The Council can examine what it can do to reduce its carbon footprint, to include the environment as a consideration in its dealings with others and to act as a showcase for environmental responsibility. We also need to understand the impact of climate change on our district, integrate this into our policies and actions, and consider how we can incorporate climate change impact measures on many levels into new housing and employment developments.

(d) A 21st Century Council

We need to ensure that we have a skilled and talented workforce that can serve our local communities. We will also need to develop income generation initiatives to help maintain high quality services and outcomes - harnessing technology where appropriate to help improve access to services and enable us to respond to customers through a variety of channels

Consultation Responses

8. Almost eight out of every ten people who responded agreed that each of the proposed priority areas suggested should be focused on by the Council. The percentage breakdown is below:

- (a) Economic development (79%)
- (b) Homes that are affordable for everyone to live in (79%)
- (c) Climate and environment (78%)
- (d) 21st century council (77%)

9. The survey also gave an opportunity to provide more detailed feedback on each of the above priority areas. A summary of the key issues that were raised, plus details of how this feedback has gone on to shape the development of the Business Plan, is included below. A more detailed breakdown of consultation responses is attached at Appendix B.

Growing Local Businesses and Economies (title changed following consultation)

10. Feedback on the economic development priority showed that the most common perceived barrier to achieving the aims set out within it was transport (47%). The

main theme was the need to make it easier to get to places of work without relying solely on the car. Around 10% of people also highlighted access to housing and housing affordability, availability of rural broadband and concerns over balancing growth with the need to maintain what makes South Cambridgeshire a great place to live. When asked if there was anything else that should be focussed on, transport was once again the top concern with 36% of people saying this barrier needs to be addressed. 20% of people also said that there needs to be enough emphasis in the plan on people already living and working in the district.

11. Following consultation, the economic development priority has been developed to reflect the above areas of feedback. The title of the priority area has been changed to 'growing local businesses and economies' and actions developed to provide increased focus on people who are already living and working in the district. Actions have also been added to reflect work that is planned to improve environmentally friendly transport links and to increase the availability of rural broadband.

Housing that is affordable for everyone to live in

12. Affordability was the key issue raised when people were asked about the proposed housing priority (26% of respondents). Their views were mixed and included the need for more social housing, more help for first time buyers to get a foot on the property ladder and stepping up efforts to make homes cheaper to run through measures such as better insulation. One junior doctor said that they cannot afford to buy a home in the district and will be moving to another part of the country because of the price of housing. Transport was once again mentioned with 14% of respondents saying this is a barrier to housing that is affordable to live in. When people were asked what else the Council should focus on under the housing priority, 18% of people said transport should be more of a focus when the Council considers housing. There was a range of responses on the best way to tackle this. They included concentrating more on delivering alternatives to the car, to making sure the car is focussed on more when housing is considered.
13. The consultation responses were for the most part supportive of the high level aims of this priority. In particular, the aims that have been developed as part of this priority reflect the feedback that was received in relation to the quality and range of housing available, as well as the creation and development of thriving communities that are serviced by improved transport links.

Being green to our core (title changed following consultation)

14. Transport was again the key focus (27%) in the responses the Council received on the climate and environment priority. The bulk of the responses centred on the need for greener transport. Waste and fly tipping was the second most popular area of response with 20% of people commenting. Responses ranged from the need for more resources to tackle fly tipping and to try and secure higher penalties, to more focus on making recycling easier. When asked what else the Council should be focusing on as part of the climate and environment priority, tackling transport issues (31%), investing and supporting renewable energy generation (18%) and higher quality of insulation and energy generation as standard on new homes/offices (15%) were highlighted. Improving the energy efficiency of homes and office blocks included a suggestion of the Council trying to make solar panels mandatory.
15. Responses relating to this priority largely confirmed the areas of focus that were presented under the Climate and Environment heading within the consultation. However, since consultation the Council has further developed an ambitious set of

targets within this priority, including becoming a Zero Carbon Council by 2050. Business Plan actions have also been developed to address concerns around transport, such as looking into how electric vehicle charging points can be delivered across the district, as well as work that will be undertaken to speed up fly-tip response and increase rates of recycling.

A modern and caring Council (title changed following consultation)

16. Customer service was the most important area of focus (21%) under this priority. Communities said they wanted the Council to be accessible and for it to be easier to contact the right person. There were also mixed responses to the use of technology for people to get things done online. There was support for investment in technology, but customers also wanted to make sure that it was still possible to speak to someone over the phone or face-to-face if necessary. When asked what other things the Council should focus on, 25% of people said the Council needs to be efficient and work smarter. People wanted to see quicker decisions and for the Council to be working with other councils to ensure no duplication of work. Although 77% of people supported the principle of the areas of work proposed under the 21st century Council priority, 12% of people questioned the title. The comments received suggest the '21st century Council' title is confusing and many people would already expect any business to be acting in a way fit for the 21st century.
17. Following consultation feedback, the title of this priority has been altered to 'a modern and caring Council', to better capture the overarching intentions and reduce confusion around the purpose and meaning of the priority. The delivery of continual service improvement and excellent results for local people has been placed very much at the core of the actions falling within this priority, including through the retention and development of staff, as well as the use of technology to improve access to services.

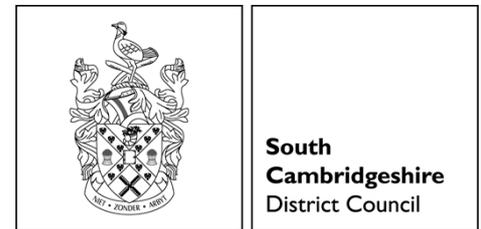
Budget consultation responses

18. The consultation also asked people for their views on our budget, a proposed £5 per year increase in Council Tax for the average band D home and for comments on how the Council can bridge the funding gap due to ongoing national cuts to the grants we receive to deliver services. The most popular response (18% of respondents) was for the Council to make sure income was being generated to bridge some of the gap. 13% of people also said they were concerned about cuts to services as they did not want service quality to reduce. The consultation also saw 13% of people explicitly say they support increasing Council Tax by the amount proposed, with one respondent adding that they feel our proportion of Council Tax is too low. Only 5% of respondents said Council Tax was too high.
19. The above responses are particularly reflected within the 'a modern and caring Council' priority, which includes a focus on generating new and innovative sources of income, as well as attracting and developing staff, investing in technology and reviewing the way that we carry out tasks, all as part of a commitment to deliver continuous improvement for South Cambridgeshire's business and residents.

Consultation method

20. The Council took a new approach to gathering views on the Business Plan this year. Rather than asking for views on a detailed plan, which could be interpreted as complete, views were gathered in advance of the detailed plan being drafted. By asking for views on a set of high level priorities in advance of the detail being completed it has increased the number of responses we have received. Responses

were also received from at least one person living or working in almost half of South Cambridgeshire communities.



21. Survey Monkey – an online tool – was used to gather feedback. Three unique links to the survey were set up to help us gather information about where respondents originated from. The most popular route for respondents was by seeing the consultation on social media – 102 responses. Second most popular was through our website (this included people who saw the consultation in South Cambs Magazine and went online), 61 responses. A further five responses originated from a direct appeal to businesses through the Council's e-newsletter.
22. The consultation also achieved feedback from a good spread of age groups. However, under-18s were under represented with only one response. Some respondents also preferred not to disclose their age range. The breakdown was:
 - (a) 18 to 35 – 18%
 - (b) 36 to 50 – 29%
 - (c) 51 to 64 – 36%
 - (d) 65 and over – 13%
23. It is recognised that the Council cannot deliver all the services which the community require and want on its own. The Business Plan reflects the need to continue to work in partnership to deliver services. These include the Council's work with Registered Social Landlords to deliver the Housing Strategy, with the Police on Community Safety and as a constituent member of the Greater Cambridge Partnership and Cambridgeshire and Peterborough Combined Authority.

Options

24. Cabinet is recommended to approve the Business Plan for 2019-24 for onward submission to Council for consideration.
25. Cabinet may also choose to request further amendments prior to onwards submission to Council for consideration.

Implications

26. 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

27. The Council's Medium Term Financial Strategy 2019-24 and Budget Estimates for 2019-20, take into consideration the priorities in the Council's Business Plan to make sure they can be resourced.

Legal

28. The Business Plan forms an integral part of the Council's Budget and Policy Framework and therefore is reserved for Council approval as required by the Constitution.

Risk Management

29. Once agreed, the Business Plan sets out the priorities for the Council to deliver. The actions and timescales for delivery are monitored and reported on as standard.

Equality and Diversity

30. Updated and new impact assessments form part of the implementation of Council actions during 2019-2020.

Climate Change

31. 'Being green to our core' has been identified as a key theme included in the Council's proposed Business Plan. In doing so, the Business Plan states that the Council will "create a cleaner, greener and zero-carbon future for our communities." This will be achieved through the delivery of a range of actions, as detailed at Appendix A.

Effect on Strategic Aims

32. The Business Plan is the vehicle for the effective delivery of the Council's priorities.

Background Papers

- 33.
- (a) Proposed Business Plan 2019-24 (Appendix A)
 - (b) Summary of public consultation (Appendix B)
 - (c) District Profile: An Economic, Social and Environmental Summary Profile of South Cambridgeshire (Grant Thornton, 2017)

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Business Plan 2019-24

What we're about

Putting the heart into South Cambridgeshire by:

- Building homes that are affordable to live in
- Helping business to grow
- Being green to our core
- Putting our customers at the centre of everything we do

Our Priority Areas

Growing local businesses and economies – We will support businesses of all sizes, including rural enterprise and farming, to help create new jobs and opportunities near to where people live.

Housing that is affordable for everyone to live in – We will build vibrant communities in locations where people have good access to facilities and transport links, so they can genuinely afford to lead a happy and healthy life.

Being green to our core – We will create a cleaner, greener and zero-carbon future for our communities.

A modern and caring Council – We will provide our customers with high-quality services, strive to reduce costs, build on what we are good at to generate our own income and make decisions in a transparent, open and inclusive way.

Growing local businesses and economies

Focus	Action	Measure
We will make it easy to do business in South Cambridgeshire	Create a new plan to support the South Cambridgeshire economy and local businesses	<ul style="list-style-type: none"> • Create and agree the plan by November 2019
	Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit	<ul style="list-style-type: none"> • Delivery of actions in our business support plan • Number of new start-ups and small business growth by 2024 • Promote Brexit business support events
	Create a business team with a single point of contact for business enquiries	<ul style="list-style-type: none"> • Establishment of a Business Team by the end of March 2020
	Change the way our services are delivered so they are easier for businesses to easily get what they need	<ul style="list-style-type: none"> • Carry out review and change our business processes by the end of 2020
	Increase the number of businesses we have regular contact with to find out more about their needs and provide them with support	<ul style="list-style-type: none"> • Development of a business engagement plan by the end of 2019 • Create a programme of business events each year
	Work with parish councils and village-based businesses to support local economies	<ul style="list-style-type: none"> • Hold an event by the end of March 2020 to gather information on how we can best support local economies
	Establish a specialist single point of contact to support businesses through the planning process	<ul style="list-style-type: none"> • A dedicated Planning point of contact in place for businesses by end of 2019
	Identify gaps in the land and premises available for businesses across the district so these can be addressed in our next Local Plan to inform the local plan review	<ul style="list-style-type: none"> • Complete study into employment land by November 2019 • Increased number of affordable,



Focus	Action	Measure
		secure, small workspaces in villages once Local Plan is agreed
	Work with parish councils to help start-ups and home-based businesses to find workspace in villages they can use to talk and share ideas with other business people	<ul style="list-style-type: none"> Number of drop-in and hot desk spaces secured in villages
	Help local small businesses to secure Council contracts by making sure the procurement process is simple and they know what opportunities are available	<ul style="list-style-type: none"> Number of local small businesses securing Council contracts
We will help our village businesses thrive	Work with partners to make sure that businesses have excellent broadband and mobile phone access and speed across the district	<ul style="list-style-type: none"> Improve broadband coverage and reduce mobile phone blackspots
	Work with parish councils and partners to promote local supply chains	<ul style="list-style-type: none"> Develop a toolkit for parish councils wishing to promote local business, including the use of a website or app
	Identify trends in rural crime and work through the Crime and Disorder Reduction Partnership to support rural businesses	<ul style="list-style-type: none"> Reduction in rural crime
	Promote a new village-based website/app to parishes to encourage local people to use their shops and food outlets so that high streets are retained and expanded	<ul style="list-style-type: none"> Take-up of new solution in communities by 2024
We will help our businesses be green	Provide information and advice to help businesses to understand the benefits of generating their own energy, improving their energy efficiency, increasing water and waste recycling	<ul style="list-style-type: none"> Number of businesses improving their carbon footprint
	Help businesses invest in renewable technologies through providing a brokerage service	<ul style="list-style-type: none"> Investigate and set up a brokerage service by the end of 2020
We will promote the area for visitors and investment	Develop a new programme of activities with partners to promote foreign direct investment into the local area to create new jobs	<ul style="list-style-type: none"> Programme in place by the end of March 2021 Number of companies relocating into

Focus	Action	Measure
	Promote South Cambridgeshire to visitors through Visit Cambridge and Beyond	<p>South Cambridgeshire.</p> <ul style="list-style-type: none"> Increased tourism and increased take up of visitor accommodation Increased length of stay in the district Improved visitor information on our website
We will improve environmentally friendly transport links	Improve walking, cycling and public transport links between existing villages and employment sites	<ul style="list-style-type: none"> Successful delivery of new or improved travel routes
	Make sure homes and jobs are close together or can be accessed by good walking, cycling and public transport links	<ul style="list-style-type: none"> Local Plan policies support delivery of transport links Successful delivery of new or improved travel routes
We will help people living here have the skills and housing they need to work locally	Work with partners to identify the skills needed by local employers in specific small areas of the district	<ul style="list-style-type: none"> Report on skills needs throughout South Cambridgeshire by end of March 2021 Consider outcome of skills report and develop an action plan
	Review in consultation with major employers, planning and housing policies for Key Workers, Essential Workers and those who move to the area to take up a new job	<ul style="list-style-type: none"> Number of houses directly associated with employment



Housing that is affordable for everyone to live in

Focus	Action	Measure
We will deliver a range of well-designed high-quality new homes across the district to meet need and provide real choice	Increase the number of Council homes built each year to support people on lower incomes. These will include high energy standards and renewable energy where possible	<ul style="list-style-type: none"> • Increase the average number of Council homes built from 35 to 70 per year
	Identify the need for housing for Essential Local Workers and promote models of delivery with businesses and developers	<ul style="list-style-type: none"> • Number of homes granted planning permission for Essential Workers each year
	Work with developers at agreed large developments, and those where building has stalled, to ensure the number of homes needed in the area are delivered	<ul style="list-style-type: none"> • Delivery rate of new homes above projections each year (1,830 homes in December 2017 housing trajectory. This will be reviewed in March 2019)
	Work with housing partners to bid for Combined Authority funding to help get developments off the ground or increase the number of homes built	<ul style="list-style-type: none"> • Quarterly update on potential schemes • Review of submission of deliverable sites and schemes to the Combined Authority by 2022 • Number of affordable homes funded via Combined Authority by 2022
	Support self-builders to build high quality homes	<ul style="list-style-type: none"> • Make available 12 Council owned plots in 2019, and a further 14 in 2020
	Clearly set out the opportunities and challenges for housing in the Greater Cambridge area and ways to address them to deliver high quality and energy efficient homes for everyone	<ul style="list-style-type: none"> • Complete and publish the Greater Cambridge Housing Strategy by June 2019



Focus	Action	Measure
<p>We will create thriving communities where people can live, work and play</p>	<p>Deliver walking, cycling and public transport improvements that provide alternatives to the private car by working with local communities and partners</p>	<ul style="list-style-type: none"> • Influence Greater Cambridge Partnership and Combined Authority to deliver solutions that meet the needs of South Cambridgeshire residents • Transport improvements delivered through the Greater Cambridge partnership and Combined Authority • Produce a business case to explore a new community transport scheme to serve the northern villages in South Cambridgeshire by September 2021
	<p>Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe</p>	<ul style="list-style-type: none"> • Complete construction of sports pavilion by end of March 2021/22 • Complete construction of community centre by the end of March 2022/23 • Civic Hub designed, and construction contract awarded by December 2022
	<p>Set out where and how new homes and communities will be built across the Greater Cambridge area by preparing:</p> <ul style="list-style-type: none"> • A new Joint Local Plan for Greater Cambridge with Cambridge City Council • An Area Action Plan for North East Cambridge with Cambridge City Council 	<ul style="list-style-type: none"> • Carry out Local Plan issues and options consultation in the autumn of 2019 • Carry out North East Cambridge preferred option consultation in Autumn 2019
	<p>Give local people and communities more</p>	<ul style="list-style-type: none"> • Hold at least 24 events a year



Focus	Action	Measure
	<p>chances to help shape our future places through:</p> <ul style="list-style-type: none"> • Running engagement events • Reviewing Supplementary Planning Documents and Village Design Statements with community input 	<ul style="list-style-type: none"> • Adopt eight Village Design Statements by March 2020
	Support communities of all sizes to create and adopt Neighbourhood Plans to help shape the future development in their villages	<ul style="list-style-type: none"> • Number of areas supported to develop a neighbourhood plan each year • Number of neighbourhood plans adopted each year
	Support the delivery of homes on the edge of villages, where planning permission would not ordinarily be given for market housing (known as rural exception sites)	<ul style="list-style-type: none"> • Work with at least ten parishes a year to bring forward affordable housing • Number of new affordable homes on rural exception sites given planning permission each year • Number of new affordable homes built on rural exception sites each year
	Encouraging more people to participate in active and healthy lifestyles	<ul style="list-style-type: none"> • Deliver our free family fun day, Parklife, in 2019 to help people try out new activities • Increase the number of sporting activities we deliver, or deliver in partnership, for all ages and abilities each year • Draft a Health and Wellbeing Strategy by December 2019
We will raise the standards of new homes and communities to meet our green agenda pledge	Produce Sustainable Design and Construction planning guidance to help shape new low energy/carbon development which strengthens links with	<ul style="list-style-type: none"> • Consult on and agree a Sustainable Design and Construction Supplementary Planning Document by March 2020



Focus	Action	Measure
	existing communities	<ul style="list-style-type: none"> Require developers to consider and plan for an energy secure, zero-carbon future Produce a Biodiversity Supplementary Planning document within the Local Plan process Strengthen communities by integrating new and existing communities through good design and by promoting cycling and pedestrian links
	Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	<ul style="list-style-type: none"> Carry out an audit of energy efficiency of existing housing stock relative to zero carbon target by March 2020 Establish the investment needed and work programme for insulation measures over the next five years to close the gap on the zero-carbon target by March 2024 Number of Council houses improved, and the energy saving achieved Feedback on the benefit of warmer and cheaper to run homes from tenants
We will prevent homelessness and provide support for vulnerable people	Create new plan to prevent as many people as possible finding themselves homeless in South Cambridgeshire	<ul style="list-style-type: none"> Complete and publish the Homeless Review and Strategy by July 2019
	Increase the number of homes we have available for people who are at risk of becoming homeless and cannot afford to pay private sector rent	<ul style="list-style-type: none"> Increase the stock of homes with Shire Homes Lettings by 10 a year
	Provide dedicated support to people in receipt of Universal Credit, including our	<ul style="list-style-type: none"> Monitor referrals to Citizens Advice Bureau for financial advice



Focus	Action	Measure
	own tenants, to ensure they can continue to manage finances and pay their rent	<ul style="list-style-type: none"> • Monitor impact of Universal Credit on homeless prevention caseloads by September 2019 • Review Council tenants rent arrears on an ongoing basis to provide help as early as possible
	Implement a new initiative with partners in Peterborough and Cambridgeshire to prevent homelessness at an early stage	<ul style="list-style-type: none"> • Work with partners to implement early homelessness prevention Trailblazer action plan by 31 March 2020 • Number of homelessness preventions
	Work with national, regional and local partners to support the needs of refugees and asylum seekers	<ul style="list-style-type: none"> • Options explored with partners by March 2020



Being green to our core

Focus	Action	Measure
We will become a Zero Carbon Council	In recognition of the global climate and health emergency, develop an action plan to deliver a zero-carbon future for South Cambridgeshire	<ul style="list-style-type: none"> • Gather evidence to establish a carbon baseline by December 2019 • Establish the resources and budget needed to address the zero-carbon pledge for the end of March 2021 budget • Run a zero-carbon conference to develop scenarios and learn from best practice to drive decarbonisation by 2050 • Commit to a medium-term carbon action plan by April 2020 • Not use avoidable single use plastic in our offices
We will increase green energy generation and promote environmentally friendly energy consumption	Explore opportunities for renewable energy generation and maximise the energy efficiency of the Council offices and estate.	<ul style="list-style-type: none"> • Complete an assessment of investment opportunities at our Cambourne office and Waterbeach Depot by June 2019 • Commission green energy project(s) to fully invest the Renewable Energy Fund by end of March 2021 • Reduction in grid energy usage • Renewable energy generated onsite
	Provide support and guidance to community groups for projects that will reduce reliance on fossil fuels and promote behaviour change to help achieve the zero-carbon target	<ul style="list-style-type: none"> • Reenergise the Sustainable Parish Energy Partnership and investigate opportunities for helping local groups secure grant funding to kick start projects by the end of April 2019



Focus	Action	Measure
	Upgrade stock of 1,800 footway lights to LED, which will reduce energy consumption and save Parish Councils 60-70% on energy usage	<ul style="list-style-type: none"> • Completion of footway lighting upgrade to LED by March 2021 • Reduction in cost and energy consumption of footway lighting for Parish Councils
	Look into how electric vehicle charging points can be delivered in the district	<ul style="list-style-type: none"> • Investigate by September 2019 whether Council owned footway lighting stock could provide public electric charging points
We will maintain and improve air quality across the district	Develop and implement a joint Air Quality Strategy and action plan with Cambridge City Council	<ul style="list-style-type: none"> • Consult on and agree a joint air quality strategy and action plan by December 2019
	Reduce carbon footprint and impact on air quality of the Council's activities	<ul style="list-style-type: none"> • Investigate options for changing bin lorry fleet to more environmentally friendly vehicles, including electric • Install electric vehicle charging points at our Cambourne and Waterbeach offices for staff, members and visitors



Focus	Action	Measure
	Install new air quality monitors in hotspots across the district to monitor particulate levels (pm2.5, pm10 and NOx) to establish baseline and inform air quality strategy	<ul style="list-style-type: none"> • Determine locations for monitors - prioritising schools, road junctions and new housing developments by April 2020 • Install monitors to establish air quality baseline and data to inform strategy by September 2020
	Regularly monitor the air quality along the A14	<ul style="list-style-type: none"> • Annual A14 air quality monitor reports to inform action plan • Data on air quality compliance
	Review our Taxi Licensing Policies to incentivise taxi operators and drivers to improve air quality	<ul style="list-style-type: none"> • Consult with local taxi operators and drivers on introducing air quality emission standards and incentives for taxis by September 2019 • Introduce quarterly emissions spot checks for taxis • By September 2019, deliver a high-level assessment to set-up a network of electric vehicle charging points across the district.
We will protect and enhance the district's heritage and environment	Influence the planning and delivery of new major transport routes, such as the proposed East West rail line linking Cambridge and Oxford, to ensure the environment is fully considered at the planning stage and a net gain to natural capital is delivered	<ul style="list-style-type: none"> • Environmental Impact Assessments are undertaken for all new major transport routes • Planning of transport routes to include consideration of air quality standards, measures to deliver a net gain to natural capital, and achieve carbon neutrality



Focus	Action	Measure
	<p>We will identify sites and opportunities for tree-planting and habitat enhancement to offset the environmental impact of developments in the district</p>	<ul style="list-style-type: none"> • Carry out an assessment to identify natural capital opportunities and strategic open space for tree-planting and biodiversity/carbon offsetting by end of March 2020 • Adopt Developing with Nature Toolkit as part of new Biodiversity Supplementary Planning Document by end of March 2020
	<p>Work with Parish Councils to develop Conservation Area Management Plans and Village Design Statements</p>	<ul style="list-style-type: none"> • Complete four Conservation Area Action Plans by March 2021 • Complete eight Village Design Statements by the end of March 2020
	<p>Run an annual campaign with communities and partners to reduce the environmental impact of fly tipping</p>	<ul style="list-style-type: none"> • Increase community awareness of fly-tipping to increase quantity and quality of the reporting for investigation. • Increase in the use of our bulk waste collection service • The number of people who engage in the fly-tipping campaign through social media analytics • The number of direct actions we have carried out with local community support to resolve persistent fly-tipping problems (surveillance, gating, notices) • Employ an additional partnership officer through the Cambridgeshire waste partnership to coordinate fly-tipping intelligence and awareness by May 2019



Focus	Action	Measure
	<p>Create a new toolkit for parishes and communities so they know how they can prevent and tackle fly-tipping</p>	<ul style="list-style-type: none"> • Publish new information by October 2019 to support joint community action on fly-tip prevention.
	<p>Speed-up the way we respond to residents' reports and clear up fly-tips</p>	<ul style="list-style-type: none"> • Implement a new system to speed up the process by July 2019 • By May 2019 employ an additional partnership officer (RECAP) to coordinate fly-tipping intelligence and awareness.
<p>We will reduce the total amount of waste we generate as a community</p>	<p>Run an annual programme of resident and community education and promotional campaigns to reduce the amount of black bin waste per household, increase recycling rates and reduce recycling contamination</p>	<ul style="list-style-type: none"> • Demonstrate successful progress towards the national recycling rate of 65% by 2035. • By April 2020 reduce black bin waste from 450 kg per household in 2017/18 to 425 kg per household • By April 2020 increase blue bin recycling from 195 kg per household in 2017/18 to 205 kg per household • Keep blue bin recycling contamination below 6%
	<p>Change and improve the way we provide a waste and recycling service to our communities in response to expected future changes in national policy and legislation. This will include taking part in Government consultations</p>	<ul style="list-style-type: none"> • Present options for the redesign of South Cambridgeshire waste collections service by April 2020 • Participate in consultations on Deposit Return Scheme, household recycling collection, extended waste producer responsibility and consultation on food waste collection.



Focus	Action	Measure
	Reduce waste and encourage recycling at events held in South Cambridgeshire	<ul style="list-style-type: none"> • Develop a guide for reducing waste and encouraging recycling at local events held in South Cambridgeshire by March 2020 • By March 2020 our Safety Advisory Group will include advice on reducing waste and encouraging recycling at events as standard
	Help schools to be more environmentally friendly by promoting a single use plastic pledge for South Cambridgeshire	<ul style="list-style-type: none"> • Number of schools engaged in single use plastic pledge • Recycling improvements achieved through single use plastic pledge • Promote the benefits of the 'Eco-schools' scheme to all South Cambridgeshire schools by March 2022



A modern and caring Council

Focus	Action	Measure
<p>We will retain and develop our staff to achieve excellent results for local people</p>	<p>Review the shape of the organisation to ensure that the skills and resources are aligned to priorities</p>	<ul style="list-style-type: none"> • Complete review of the organisation by the end of April 2019
	<p>Introduce a new model of working at the Council so we can deliver the ambitions of the Council and respond to our communities</p>	<ul style="list-style-type: none"> • Begin implementation programme for new operating model in May 2019
	<p>Review our staff benefits package and recruitment processes to ensure that we attract the best talent</p>	<ul style="list-style-type: none"> • Complete a review of benefits package and recruitment processes by March 2021 • A reduction in the number of vacancies that are difficult to fill • Staff turnover maintained at healthy level • Complete and analyse an annual staff satisfaction survey to monitor benefits package • Deliver actions in the Organisational Development Strategy



Focus	Action	Measure
	Be an equal opportunities employer and an employer of choice for people with disabilities and ethnic minorities	<ul style="list-style-type: none"> • We will sign up to the ‘Disability Confident scheme’ by March 2020 • Increase in applications for jobs by people with disabilities and ethnic minorities
	Creation and implementation of a revised programme of staff training and development	<ul style="list-style-type: none"> • Monitor the number of members of staff accredited through the relevant professional institute • An annual increase in the number of apprentices • The introduction of a mentoring programme by March 2020
We will generate new and innovative sources of income to invest in services for local people	Develop options to generate income by investing in the district in line with the criteria set out in the Council’s investment strategy	<ul style="list-style-type: none"> • A list of business opportunities to come forward by the end of March 2020 for income generation • Number of business cases developed and implemented • Income generated from investments
	Review how we make best use of our premises, including to generate an income and reduce impact on the environment	<ul style="list-style-type: none"> • Increase in income from rental or events at our premises
	Expand and grow the commercial waste collection service	<ul style="list-style-type: none"> • Develop a focused marketing and growth plan for trade waste by the end of April 2019 • Improve the online information and presence for the trade waste service by July 2019. • Increase profit from the trade waste



Focus	Action	Measure
		service by an additional £50,000 by April 2020
We will support and celebrate South Cambridgeshire communities	Provide grants to community and voluntary groups to help them carry out projects to benefit local people	<ul style="list-style-type: none"> Run Council grants scheme throughout the year to assess and award funding
	Creation of an annual celebratory event for volunteers	<ul style="list-style-type: none"> Carry out annual event by the end of March 2020 Feedback from communities and people attending the celebration of voluntary work
We will reduce costs and improve customer service	Review the way we carry out tasks to ensure they are as efficient as possible, including the work we do with partners and shared services	<ul style="list-style-type: none"> Efficiencies identified and implemented in service reviews Increased customer satisfaction Increase funding secured from partnership and other grants available
	Put the customer at the centre of everything we do by embedding it in the organisation's culture to deliver continuous improvement	<ul style="list-style-type: none"> Key performance indicators Implement a new process to track and monitor our journey and successes by March 2020
	Develop and support Councillors to ensure that they can best serve their communities	<ul style="list-style-type: none"> Carry out a programme of Member development and training as part of the Organisational Development strategy
	Review current customer complaints process and help staff resolve issues at first point of contact	<ul style="list-style-type: none"> Resolution of complaints at first point of contact to achieve a 10% improvement Customer satisfaction results
We will use technology to improve access to Council services for businesses and	Make it easier for customers to report, pay and apply for services online, including	<ul style="list-style-type: none"> Increase in the number of transactions customers can carry out online



Focus	Action	Measure
residents	being able to track progress of requests	<ul style="list-style-type: none"> • Deliver savings and business efficiencies outlined within agreed project plan • 25% reduction in phone calls by March 2022
	Provide new technology to our officers so they can get more done for communities whilst out in the district	<ul style="list-style-type: none"> • By end of 2020 all desk-based Council staff will be able to work remotely, as they would in the office • Recruitment and retention of staff improved
	Introduce live web-streaming of Council meetings to help people engage in democratic process	<ul style="list-style-type: none"> • Web-streaming made available for public to access by end of June 2019

Appendix B

Business Plan 2019-24 Consultation Feedback Analysis

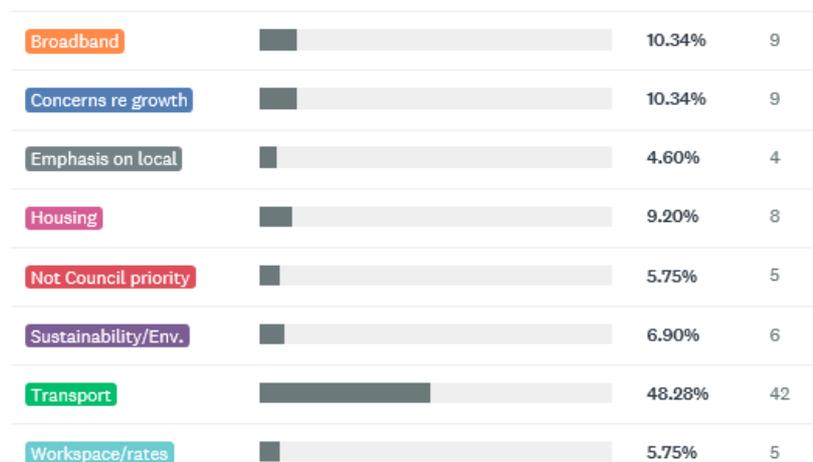
Almost eight out of every ten people who responded agreed that each of the proposed priority areas should be focused on by the Council. The percentage breakdown is below:

- (a) Economic development (79%)
- (b) Homes that are affordable for everyone to live in (79%)
- (c) Climate and environment (78%)
- (d) 21st century council (77%).

Many of the responses to the below consultation questions echoed support for the priorities. The information below provides a summary where respondents have provided a more detailed response in relation to particular actions.

What are your views on the things we plan to focus on as part of the economic development priority?

87 answered with the following response themes identified.



Broadband – High speed broadband and internet coverage identified as important for the Economic Development Priority.

Sample responses include:

“South Cambs priority should be to get super fast broadband coverage 100%! “

“You should do more to encourage small enterprises to establish themselves in the villages. A focus on rural broadband should help.”

Emphasis on local - Response indicated importance of supporting local businesses and communities.

Sample responses include:

“While growth is good, it should be appropriate and not overwhelming. Emphasis on small local enterprise is particularly appropriate to reduce commuting.“



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“Too biased towards business. Money matters but so does quality of life, which results from good environment and happy communities. Improve life for existing residents, we don't need to grow.”

Concerns re growth – Responses indicated concerns with growth or certain types of growth.

Sample responses include:

“More housing will be disastrous! So far people cannot afford to live in these new homes and they are mainly for people who work in science & tech.”

“Be careful with the rate of growth that we don't stifle the pleasure of living.”

Not Council Priority – Responses indicated that this should not be a priority for the Council.

Sample responses include:

“You need to concentrate on Council business first.”

“Focus on a few objectives rather than trying to do so much as resources at the Council are stretched.”

Housing – Housing identified as important for Economic Development Priority.

Sample responses include:

“Job growth needs to be balanced with transport links and housing availability.”

“Housing - it is never affordable and is causing chaos on the roads!”

Transport - Transport identified as important for Economic Development Priority.

Sample responses include:

“Rural connectivity is absolutely key, ensuring that resident employees are able to easily access workplaces. Use of low environmental impact, sustainable transport methods should be a priority.”

“Make it easy to get to work by other means than the car.”

“Finding ways to improve transport links so that car use is minimised is vitally important. However, it must not be assumed that everyone will cycle. I am not convinced that people will readily cycle more than 3 to 4 miles to work. Ensuring that broadband speeds throughout South Cambs are improved is vital. With increasing numbers of home workers, faster broadband is essential.”

“Siting of new businesses and the transport links to them as if you cannot get the people to the jobs easily, then there will be major issues.”



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Sustainability/Env. - Response indicated importance of sustainability and in places raised concerns around environmental impact of growth.

Sample responses include:

“Sustainability is more important than constant growth.”

“I see nothing about particularly supporting community business initiatives or promoting ethical business. Also nothing about protecting the environment from impact of economic growth (what about rise in traffic? air pollution? for example). It appears to be economic growth at any cost.”

Workspace/rates - Response indicated importance of affordable workspace and rates for small businesses and start ups.

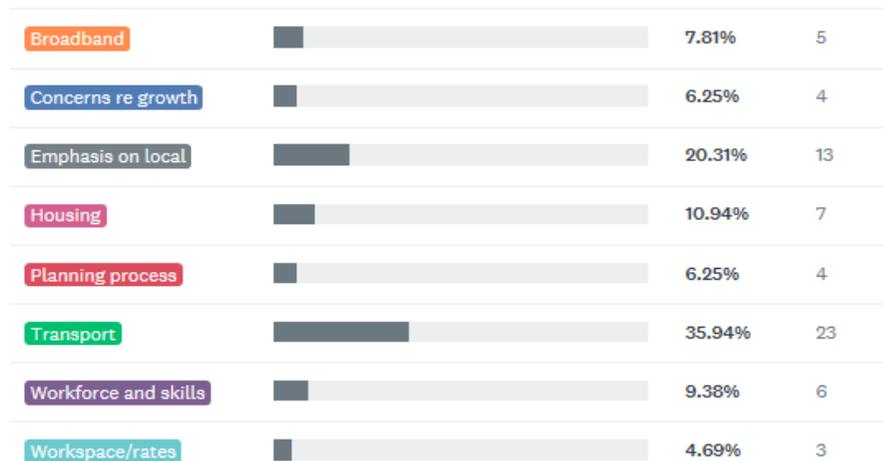
Sample responses include:

“Accessing suitable affordable workspace is difficult - there isn't enough and competition for rent from better off business is tough.”

“Cheaper business rates for start-ups and small units for start-ups.”

Are there any other things you think we should focus as part of our economic development priority?

64 answered with the following response themes identified.



Broadband - High speed broadband and internet coverage identified as important for the Economic Development Priority.

Sample responses include:

“Connectivity in the sense of improving mobile signal and 4G internet which is frequently unavailable in the villages.”



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Concerns re growth – Responses indicated concerns with growth or certain types of growth.

Sample responses include:

“Brownfield site development rather than reducing the green belt.”

“Your entire plan is skewed towards improving things for people coming into the area, whereas you should be improving things for people (homes and businesses) already here. Transport is a mess - the roads cannot cope with the existing traffic, yet you are allowing more homes to be built.”

Emphasis on local - Response indicated importance of supporting local businesses and communities.

Sample responses include:

“Jobs for existing residents close to where they live, not in business parks that require transport infrastructure.”

“Your entire plan is skewed towards improving things for people coming into the area, whereas you should be improving things for people (homes and businesses) already here. Transport is a mess - the roads cannot cope with the existing traffic, yet you are allowing more homes to be built.”

“Scope out all employment areas & growth prospects - rural economies may be subsumed by more glamorous new technologies business”

Housing – Housing identified as important for Economic Development Priority.

Sample responses include:

“Affordable housing is key. Without this, employees have to travel further and are under more stress.”

“More council housing and houses for older residents.”

Planning process – Business friendly and efficient planning process identified as important for Economic Development Priority.

Sample responses include:

“Improve the planning process for new businesses.”

“Planning advise help line.”

Transport - Transport identified as important for Economic Development Priority.

Sample responses include:

“Jobs for existing residents close to where they live, not in business parks that require transport infrastructure.”



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“Economic development won't be possible unless infrastructure and existing frameworks are improved. You cannot have one without the other.”

Workforce/rates – Response indicated importance of affordable workspace and rates for small businesses and start ups.

Sample responses include:

“Working with businesses so that they have opportunities that can be filled by local young people, helping to encourage them to stay in the area.”

“I don't see in your stated intentions any reference to dealing with the number of older people, who are an incredible resource given support to stay economically active via some incentive programme and support.”

“Attract more people to live/work South Cambs by making it a better place to live. What of our Council tax provides or supports real community activities for village residents? Hearts of villages are still diminishing as they have done over the last decades. Why would I set up a business in a village, when there's nowhere to go for lunch, no sports or entertainment facilities? Attracting talent into a South Cambs village, as opposed to setting up in Cambridge or other well-connected town is unlikely to be successful without a really ambitious and focussed strategy.”

Workspace and costs – Response indicated importance of affordable workspace and rates for small businesses and start ups.

Sample responses include:

“Need to allocate more land for traditional industrial uses with affordable rents, and not just hi tech (high rent) business parks.”

“Small units for start-ups.”

“Reducing business rates for properties on high streets.”

What are your views on the things we plan to focus on as part of the housing priority?

91 answered with the following response themes identified.



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Affordability		25.27%	23
Build more Council Houses		6.59%	6
Community Facilities		7.69%	7
Concerns re deliverabilit		6.59%	6
Concerns re growth		5.49%	5
Housing for local people		8.79%	8
Quality of housing		5.49%	5
Transport		14.29%	13

Affordability - Response indicated importance of truly affordable housing provision.

Sample responses include:

“Building more affordable social housing.”

“Making affordable housing for young (first time buyers).”

“The emphasis with new houses should be to encourage smaller properties that young people can afford.”

“Low running cost, i.e. excellent insulation, combined heat and power, solar PV, rainwater harvesting, MVHR.”

“I work extremely hard as a junior doctor but can't afford to buy a house due to the extortionate house prices (several colleagues in the same boat). Therefore, will be leaving the region with the loss of yet another doctor.”

“Do you have the power to stop foreign ownership or stop second home ownership? Because that is what makes the housing unaffordable.”

Build more Council houses – Building more Council houses identified as important for the Housing priority.

Sample responses include:

“Council house building needs to be much more than doubled.”

“Increasing council housing significantly is critical in ensuring that people on low to medium wages are able to live in the area and curtailing disproportionately high house prices and rental rates.”

Community Facilities – Provision of community facilities and amenities identified as important for the Housing priority.

Sample responses include:



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“We do not just need houses, we also need amenities as well, parks, shops, GP surgeries and sports.”

“Emphasis on communities is good, but you don't say what it means. For instance, do not permit significant housing developments without considering and probably increasing the capacity of local schools.”

Concerns re deliverability – Responses indicated concerns with deliverability of actions within this priority.

Sample responses include:

“Its all well and good saying housing that is affordable to all, but you don't say how you plan on doing this. The market is owned by the private sector and share holders. Again, focus on things that the Council can actually control and do.”

“You could not afford to build enough council houses to house all the people who can't afford to buy a house in South Cambridgeshire at the moment. A lot of the new houses have little or no garden, and there is nowhere for children to play. Even people with good jobs can't afford to buy a house in South Cambridgeshire, or even to rent a house. Any 'low-cost' housing that you build will just be sold at the market rate in a few years time, so you'd be using our money to line other people's pockets.”

“Too many things to focus on.”

Concerns re growth – Responses indicated concerns with growth or certain types of growth.

Sample responses include:

“Building houses is not compatible with your stated aim of tackling climate change.”

“South Cambs already has too many planned housing developments.”

“Working with developers to speed up delivery of new homes should not be via a cut rate planning process with rushed local consultation.”

Quality of Housing – Quality of Housing identified as important for the Housing priority.

Sample responses include:

“Quality homes should be delivered, with sympathy for the character and capacity of the places they are being put. A lot of the current development seems low quality and opportunistic, with little consideration to service capacity, transport links etc. Cambridgeshire housing market needs to cool, with not more and more houses being built.”

“Housing at both ends of the scale i.e. affordable properties for young people and opportunities for older people to downsize without having to move away. The latter are particularly want quality properties.”



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Housing for local people – Housing for local people identified as important for the Housing priority

Sample responses include:

“Helping new homes fit into a village context and helping villages accept more homes for local people.”

“You’re forgetting local people”

Transport - Transport identified as important for the Housing priority.

Sample responses include:

“You need to recognise that despite providing walking/cycling/public transport links, people will still use cars, so the infrastructure must support this.”

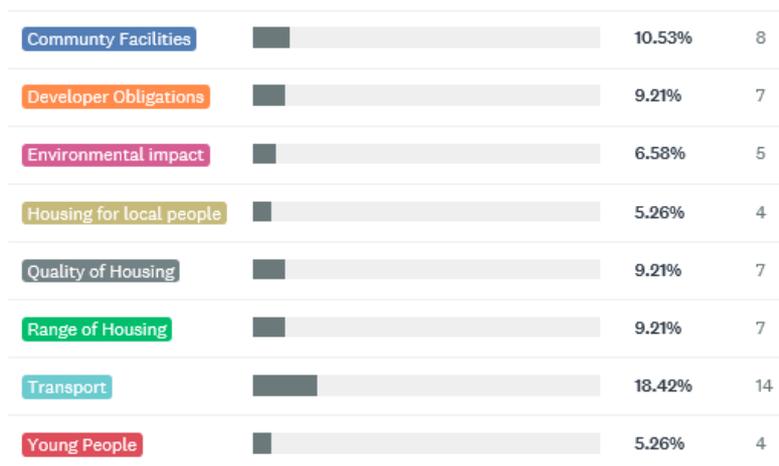
“Increased housing = increased transport need. Public transport needs to be increased and made affordable.”

“Great that there's a focus on sustainable transport when thinking of new developments. Enabling safe cycling / walking is key to a healthy lifestyle and managing congestion.”

“Only allow additional housing if there is a traffic plan in place first.”

Are there any other things you think we should focus on as part of our housing priority?

76 answered with the following response themes identified.



Community Facilities – Provision of community facilities and amenities identified as important for the Housing priority.

Sample responses include:

“Don't keep allowing housing to be built without the provision of GP surgeries, schools, shops, road improvements and parking.”

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Developer Obligations – Ensuring that developers meet their obligations identified as important for the Housing priority.

Sample responses include:

“Ensuring that all developers meet their obligations to build the required proportion of social housing in their developments, and that no developer is allowed to wriggle out of this requirement due to claims about the impact on their profits.”

“Do not allow developers to drop the % of affordable houses once works start. This happens everywhere all too often. Ensure ongoing management of street furniture and horticulture.”

Environmental impact – Environmental impact identified as important for the Housing priority.

Sample responses include:

“Maintain green areas and open land for environmental reasons. Consider impact of increased housing on floods.”

“Most importantly find a way to improve environmental credentials of new buildings. Plan for droughts by demanding grey water tanks are constructed.”

Housing for local people – Housing for local people identified as important for the Housing priority.

Sample responses include:

“People who want to stay in their village.”

“Concentrate on improving the living space for existing residents, instead of providing overflow housing for rail commuters.”

Quality of Housing – Quality of Housing identified as important for the Housing priority.

Sample responses include:

“More oversight on rental properties required: high rents, overcrowding, poorly maintained properties, poor and unhealthy living conditions, unscrupulous deposit deductions.”

“Balancing numbers with quality.”

Range of Housing – Range of housing identified as important for the Housing priority

Sample responses include:

“Can we work with developers to create lifetime homes-which allow attics to be converted at low cost, wet rooms on ground floor, stair lift electrics and garages which can be converted



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to granny accommodation all these options are available in Milton Keynes and houses have the necessary planning permission that residents can have this work completed with less delay. Would mean more settled communities as residents would need to move less.”

“Built prefab smaller affordable bungalow/houses.”

“Housing for older people needs to be built - there’s a lot of housing in villages and an aging population. If those older people had homes that they wanted to down size to in the area that would free up housing for young families.”

Transport - Transport identified as important for the Housing priority

Sample responses include:

“Ensure that there are sufficient parking spaces available for the houses built so roads are not blocked with parked cars.”

“Ensuring adequate infrastructure. This is often a failure where growth happens in small increments.”

“Public transport is so important, I think you should do far more by actually investing in or supporting bus transport so that it’s far, far more extensive, and cheaper than currently.”

Young people – Help for young people to find suitable housing identified as important for the Housing priority

Sample responses include:

“Shared equity starter homes, lease to buy are two areas I would prioritise to help younger people.”

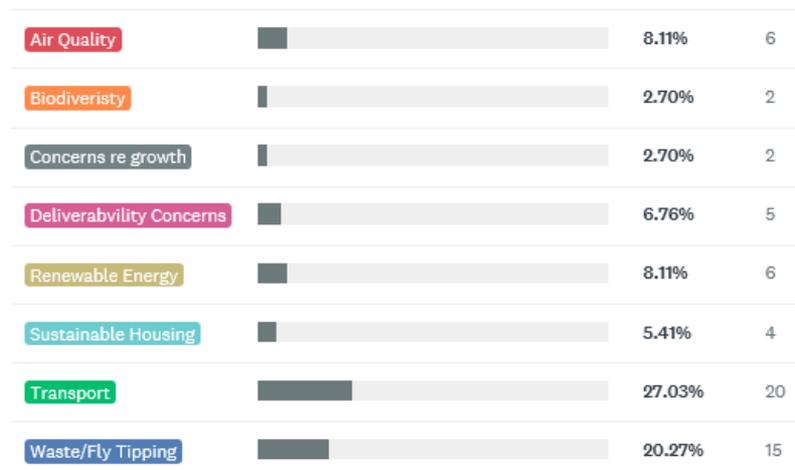
“Young people need help getting a deposit together in order to get mortgages-help needed with some enterprising thinking in order to achieve that.”

“Affordable housing to doctors in training. Important to attract and retain expertise in the region otherwise impact on medical care for the community will suffer greatly.”

What are your views on the things we plan to focus on as part of the climate and environment priority?

74 answered with the following response themes identified.

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Air Quality – Air quality identified as important for the climate and environment priority

Sample responses include:

“How does the maintaining and improving air quality tally with what is happening on the A10 through my village Harston, where traffic is predicted to massively rise in the coming decade with much worse air pollution (it is already terrible).”

“Air quality in villages is not so good now. This should be a priority, but everyone needs to make a difference.”

Biodiversity – Biodiversity and/or protection of habitat and wildlife identified as important for the climate and environment priority

Sample responses include:

“OK but no mention of supporting/promoting biodiversity and different habitats.”

“You should also protect farmland, trees and wildlife.”

Concerns re growth – Responses indicated concerns around impact of growth on climate and environment priority.

Sample responses include:

“Preserving the green belt.”

“More cars = more fumes. More houses = more cars”

Deliverability concerns - Responses indicated concerns around ability to positively impact global problems.

Sample responses include:



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“Local councils cannot force the change needed in single use plastic waste. Large multinationals and supermarket chains have to take responsibility for this.”

“The climate will do whatever it wants without your involvement and the environment could be greatly improved by the Council cleaning up open spaces and carrying out street cleaning.”

Renewable energy – Investment in renewable energy identified as important for the climate and environment priority

Sample responses include:

“The Council could lead the way in renewable energy provision on growth sites, especially energy storage and electric vehicle charging.”

“Especially think the focus on green energy is good.”

Sustainable Housing - Sustainable housing and greening measures identified as important for the climate and environment priority

Sample responses include:

“Supporting public to use green energy.”

“Have stated minimum standards for new homes, such as solar panels, water and electric, insulation etc.”

Transport – Transport identified as important for the climate and environment priority.

Sample responses include:

“Reduce the number of cars entering the city by limiting access by car. More park and ride, more complete cycle ways and walking areas.”

“Again, public transport is so key - what does "working with partners" actually mean? I'd like to see you lobby hard AGAINST the proposed Park & Ride extension, in favour of genuine rural buses that usefully go right to where people live, often enough and cheaply enough to be viable and attractive as an option.”

“Very important for the east-west train line to be developed and run well. Current train service with high cost, (lack of) punctuality and the frequent need to go through London means it is cheaper, quicker and less stressful to drive.”

“Create carbon/traffic-free zones in towns; encourage car share operators; e-bike operators into the county.”

“Environmentally-friendly transport for all communities, not just new ones, should be a priority.”

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Waste / Fly Tipping – Waste and recycling, and/or fly tipping identified as important for the climate and environment priority

Sample responses include:

“Weekly blue bin collection.”

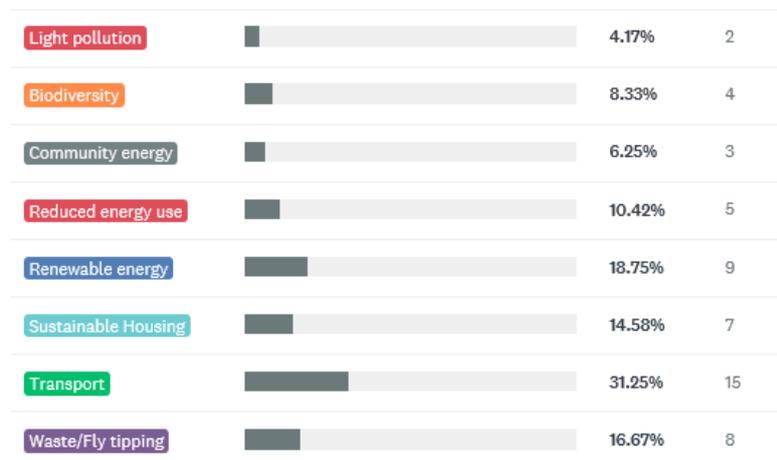
“Make recycling easier for householders.”

“Tougher penalties for fly-tipping.”

“More money to combat fly-tipping”

Are there any other things you think we should focus on as part of our climate and environment priority?

48 answered with the following response themes identified.



Light pollution – Light pollution identified as important for the climate and environment priority.

Sample responses include:

“Cut the use of unnecessary light. When I walk my dogs of an evening in parts of Cambourne I don't need a torch because the wasteful light from the sports pitches can make the surrounding land areas not dark. A Dark Skies policy should be instituted.”

Biodiversity - Biodiversity and/or protection of habitat and wildlife identified as important for the climate and environment priority.

Sample responses include:

“Protecting farmland, trees, rivers/streams, wildlife and other open spaces that contribute to the quality of life in South Cambridgeshire. You don't mention them much in your vision of the future.”



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Community energy – Community energy schemes and projects identified as important for the climate and environment priority.

Sample responses include:

“More community wind power schemes.”

“I would be interested in community wide solar panel installation.”

“Support for community energy generation.”

Reduced energy use – Reduced energy usage identified as important for the climate and environment priority.

Sample responses include:

“Grants/low interest for homes to retrofit green energy appliances e.g. grey water recycling, rain water capture, solar, wind etc.”

“Cut the use of unnecessary light.”

Renewable energy – Renewable energy identified as important for the climate and environment priority.

Sample responses include:

“Investing in green energy initiatives, especially things like solar panels on private houses.”

“Supporting green energy companies.”

Sustainable Housing – Sustainable housing and greening measures identified as important for the climate and environment priority.

Sample responses include:

“Mandatory solar panels for all new housing/office blocks, enforced by Planning department.”

“Fast construction using well insulated, portable factory-built models with energy sources from below ground.”

Transport – Transport identified as important for the climate and environment priority.

Sample responses include:

“Reduce car use, have more electric charging points now that electric car use is finally increasing.”

“Public transport and cycle ways”

“Reduction in the amount of road building.”

“Follow Holland’s example in removing cars from the road.”

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Waste/Fly tipping – Waste and recycling, and/or fly tipping identified as important for the climate and environment priority.

Sample responses include:

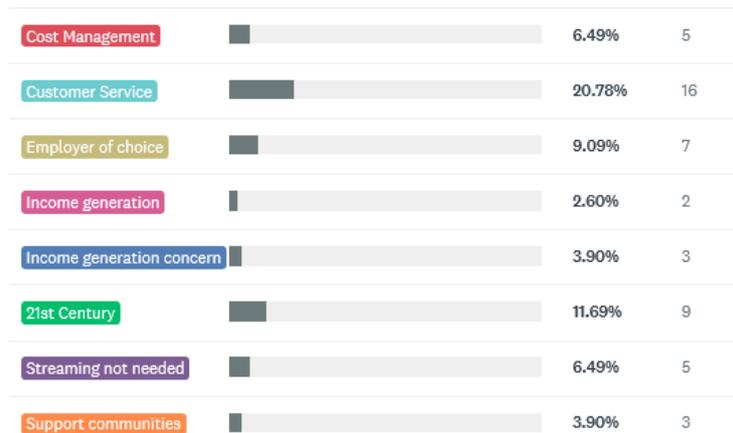
“Better education and enforcement on littering.”

“Our Cllr promised before he was elected that the A428 would be the subject of a litter clean up.”

“I claimed my kitchen caddy but had to take time off work to drive to Cambourne to do it. That’s not convenient or environmentally conscious.”

What are your views on the things we plan to focus on as part of the 21st Century Council priority?

77 answered with the following response themes identified.



Cost Management – Management of costs identified as important for the 21st century Council priority.

Sample responses include:

“I think you should focus on giving a great service while keeping costs low. Some things seem to have disappeared from your service – it’s unfair to keep raising taxes while cutting services.”

“Do not spend time on it unless it reduces money.”

“Dramatically remove costs. Modernise and reduce staff.”

Customer Service – Customer service identified as important for the 21st century Council priority.

Sample responses include:

“Important to be accessible.”



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“Make it easier for the public to contact the right person.”

“You are reducing the face-to-face element in a bid for cost-saving and a blind reliance on technology. This can lead to customer frustration and alienation. Sometimes speaking to a person is best.”

“Continue to move towards more digital services, easily accessed and with good feedback.”

“Focus on enabling those residents who are able to access services online and also provide support to residents who can’t access the internet.”

Employer of choice – Becoming an employer of choice and importance of the right level and types of staffing identified as significant in relation to the 21st century Council priority.

Sample responses include:

“Interested in becoming an employer of choice especially for those with disabilities. Is there are Disability Policy for staff?”

“There needs to be enough staff of the right quality.”

“Employ people from all age groups. They have different ideas and amounts of experience – all valuable.”

Income generation – Income generation identified as important for the 21st century Council priority.

Sample responses include:

“Generating income to invest in services.”

Invest in a rival bus company to generate income and improve links within the district.

Income generation concern – Concern raised about how the Council goes about generating an income.

Sample responses include:

“I think ‘generating your own income’ is good in principle but should be handled carefully as it’s the government’s roll to put in place the infrastructure and incentives for local businesses, not to replace them.”

“I understand the need for money, but who would you be investing in? What would you be doing to raise income? Would it involve selling off property for example?”

21st Century – Comments indicated that the 21st Century Council priority could be undertaken as part of a continual effort to strive for improvement, or that the title is unclear.

Sample responses include:

“These are worthy aims, but nothing particularly 21st Century. Just keep driving improvement as every organisation should.”



Appendix B

“It is a continual task for any large organisation to review processes, satisfy customers, partners and employees and be cost efficient.”

Streaming not needed – Comments that questioned whether web-streaming of Council meetings should be included as a priority.

Sample responses include:

“Not sure if live web-streaming is a priority. The County abandoned it because no-one was really interested.”

“Live streaming will merely result in grandstanding and Council members performing for votes.”

“I wish I could believe people want live streaming of council meetings, but I think other things are more important.”

Support communities – Community support identified as important for the 21st century Council priority.

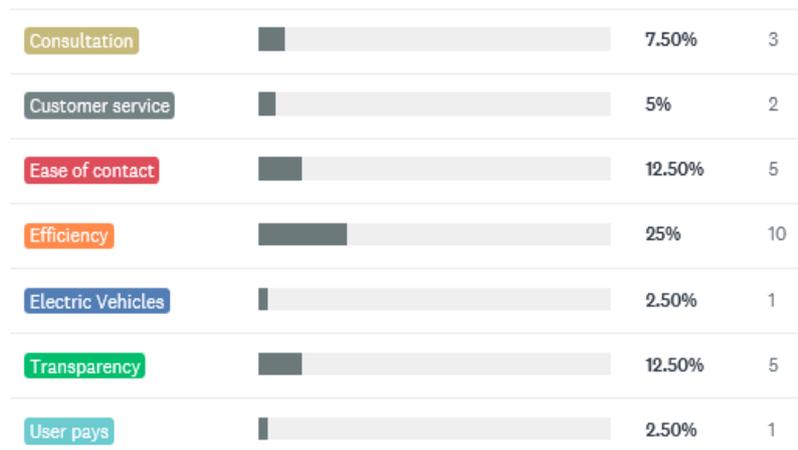
Sample responses include:

“Some focus on identifying and supporting volunteer and NGO type organisations or individuals and creating viable partnerships is vital.”

“Supporting and celebrating volunteer groups that benefit the community.”

Are there any other things you think we should focus on as part of the 21st Century Council priority?

40 answered with the following response themes identified.





Appendix B

Consultation – Consultation with residents and businesses identified as important for the 21st century Council priority.

Sample responses include:

“Ensuring your Councillors are working with their communities.”

“Carry out surveys to establish how much people locally are prepared to pay for services provided by SCDC. For too many years the aim has been to keep the overall charge to residents and businesses low. There seems to me no reason why local people and businesses should not pay more Council Tax to cover the cost of services provided.”

Customer service – Customer service identified as important for the 21st century Council priority.

Sample responses include:

“Treating people with respect and training your staff to do the same.”

Ease of contact – Ease of contact identified as important for the 21st century Council priority.

Sample responses include:

“You are hard to reach. Consider a drop in clinic in the centre of Cambridge to facilitate direct interaction. Have a front office in town and back office in Cambourne.”

“Drop in sessions in villages.”

Efficiency – Efficiency and working smartly identified as important for the 21st century Council priority.

Sample responses include:

“Speed of decision and implementation.”

“Working smartly with other council’s not duplicating on workloads, sharing staff where possible so you can invest more in tech and staff the community needs.”

Transparency – Transparency identified as important for the 21st century Council priority.

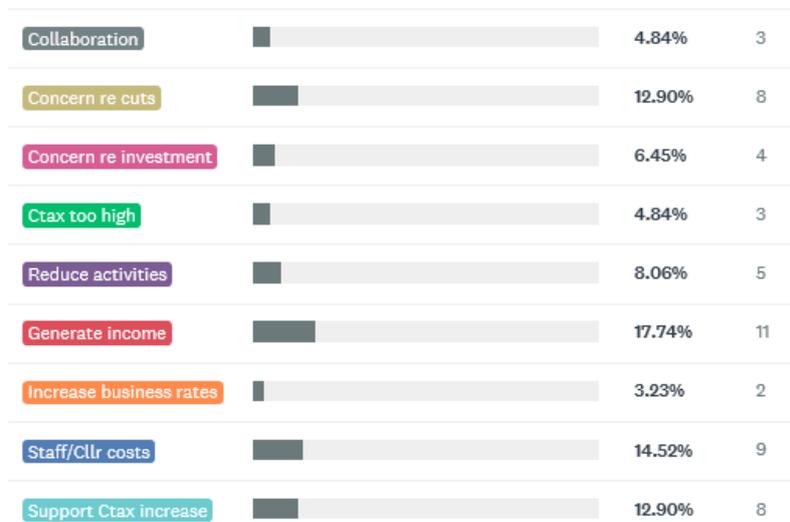
Sample responses include:

“Communication with the public is key so when an answer is required please give it.”

Do you have any comments on our budget, finances or how we bridge the funding gap?

62 answered with the following response themes identified.

Appendix B



Collaboration – Collaboration identified as important to the way in which the funding gap is addressed.

Sample responses include:

“Try collaborations with other organisations/councils to find savings.”

“Work closer with other businesses, NHS, police etc to bridge the gap. All businesses are struggling financially better collaboration could save money?”

Concern re cuts – Answers indicated concern that cuts would lead to reduced service quality.

Sample responses include:

“Look at options to generate money rather than cutting services which are valued by residents.”

“There is little fat to cut so any savings point to a lowering of service standards.”

Concern re investments - Answers indicated concern with the level of risk involved with certain investment options.

Sample responses include:

“Betting on the housing market seems dangerous.”

“It does not seem sensible to invest in property in an area where prices are at their highest.”

“Be realistic about capacity to deliver innovation. Be mindful of risks associated with commercial options.”

Ctax too high – Answers indicated a concern around levels of Council Tax.

Sample responses include:



Appendix B

“Awareness of the already heavy burden of council tax on families in an expensive part of the country.”

“Council tax is too high, and some residents do not pay any. People focus on the poor, but some people work hard and only just manage to support themselves each month.”

Reduce activities – Answers included either specific or general ideas about how the Council should reduce its activities or services.

Sample responses include:

“You are at serious risk of widening the funding gap by being too ambitious.”

“Black bin collection should be cut down to a monthly collection all year to encourage recycling.”

“Make some tough decisions about what people really need. It’s amazing what we don’t need when we’re asked to actually pay for it. I expect very little of my district council for the council tax I pay. Some of your residents expect the world.”

Generate income – Answers included either specific or general ideas about how the Council should generate income.

Sample responses included:

“Focus on generating income and not on cutting services. The Council should be able to find ways to invest in housing and commercial developments that also generate income.”

“Continue to be ambitious in the programme to bring toward housing and generate income.”

“Run your own services instead of contracting out and sell those services as well?”

Increase Business Rates – Answers indicated that business rates could be raised to help address the funding gap.

Sample responses include:

“There are some very wealthy companies in Cambridge. Could you not increase rates on office space (with deductions for small business)?”

“Small extra taxes on hotels and universities and colleges. They benefit greatly from their location - we just pay higher costs for the same; it’s only fair.”

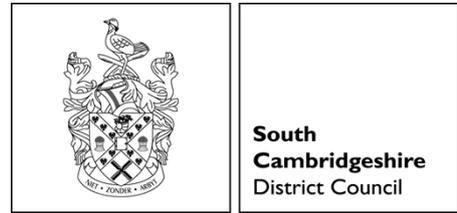
Staff/Cllr costs – Answers indicated that the Council should seek to reduce staff and/or Councillor costs to help address the funding gap.

“Less management and more frontline staff.”

“Reducing managers’/councillors’ travel expenses.”

“Lower salaries for top staff, much lower pension costs in line with private sector.”

Appendix B



Support Ctax increase – Answers indicated support for increasing Council Tax to help address the funding gap.

“I strongly support the aim to increase CT by £5 each year.”

“This is an area with large pockets of affluence and so I see no reason not to raise council tax. It's also time that council tax bandings were reviewed against properties to reflect more accurately the affluence of the householder.”

“Generating more income is fine but Council tax can be increased. The amount charged by SCDC is too low.”

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Agenda Item 10



REPORT TO: Cabinet 6 February 2019

LEAD CABINET MEMBER: Lead Cabinet Member for Finance

LEAD OFFICER: Interim Executive Director – Corporate Services

General Fund and Housing Revenue Account (HRA) Budgets 2019-20

Purpose

- 1.1 Cabinet is asked to consider and approve the attached financial strategies and budgets prior to the report being presented to the Council on 21 February 2019.
- 1.2 As part of the 2019-20 budget process, the range of assumptions upon which the General fund (GF) Medium-Term Financial Strategy and Housing Revenue Account (HRA) Medium-Term Financial Strategy are based have been reviewed considering the latest information available, culminating in the preparation of the budget setting report (BSR).
- 1.2 The Budget Setting Reports provide an overview of the review of the key assumptions. They set out key parameters for the detailed recommendations and final budget proposals and are the basis for the finalisation of the 2019-20 budgets.
- 1.3 The resulting recommendations refer to the strategy outlined in the Budget Setting Reports.
- 1.4 The Budget Setting Reports are presented to Cabinet and Council, to allow consideration, scrutiny and approval of revenue and capital expenditure and resources which form part of the GF and HRA budgets and proposals for the review of rents and service charges.
- 1.5 This is a key decision because it results in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budgets.

Recommendations

- 1.6 Cabinet is asked to recommend that Council :-

Revenue and capital – GF

- (a) Approve the revenue estimates for 2019-20 as shown in the **GF BSR Section 5 at Appendix 1** to this report.

- (b) Approve the precautionary items for the GF, **GF BSR Appendix B, Appendix 1** to this report.
- (c) Approve the GF revenue forecasts as set out in **GF BSR Section 6, Appendix 1** to this report.
- (d) Instruct the Executive Management Team to identify additional income / cumulative savings of £3 million for the five years from 2019-2024.
- (e) It is proposed that the use of the Earmarked reserve for Business Efficiency initiatives is delegated to the Chief Executive, in consultation with the Lead Member for Finance, and that £1m is transferred into this reserve from the General Fund reserve. As at the end of 2017-18 financial year, the General Fund reserve stood at £7,751,000.
- (f) Authorise £500,000 of Planning Earmarked Reserves, budgeted to support the shortfall in income in the year 2018-19, but not required due to sufficient over budget income levels being achieved, to be budgeted to use towards Business Transformation programmes in Planning in 2019-20.
- (g) Approve the GF capital programme and associated funding up to the year ended 31 March 2024, as set out in **GF BSR Section 7, at Appendix 1** to this report.
- (h) Subject to Council approval of the full budget Cabinet is requested to approve the pay award for 2019-20 based on 2% uplift on all spinal column points and payment of the Joseph Rowntree living wage foundation minimum pay of £9.00 with effect from April 2019.
- (i) Request that Cabinet delegates the decision in respect of any variation in fees to be charged by the Home Improvement Agency (HIA), to the Director of Housing and Environmental Services, following agreement of the proposed level of charges by the Shared HIA Board.
- (j) Approve that the Director of Housing & Environmental Services updates statutory fees as they are published by Government, **GF BSR Appendix A, Appendix 1** to this report.
- (k) Instruct the Head of Finance, on the basis of the proposals set out in the GF BSR, to prepare formal papers to set the council tax requirement and amount of council tax at the Council meeting on 21 February 2019.
- (l) Set the Council Tax Requirement for 2019-20 at £9,092,962.
- (m) Set 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 the District Council Tax for general expenses on a Band D property of £145.31 plus the relevant amounts required by the precepts of the Parish Councils, Cambridgeshire County Council, the Cambridgeshire Police and Crime Commissioner and the Cambridgeshire Fire Authority, details of those precepts and their effect to be circulated with the formal resolution required at the Council meeting.

Revenue – HRA

- (n) Approve the HRA savings, increased income, unavoidable revenue pressures, bids and reduced income items, as summarised in Section 4, and detailed in **Appendix G (1) of the HRA Budget Setting Report at Appendix 2** to this report.
- (o) Approve the non-cash limit adjustments, as summarised in Section 4, and detailed in **Appendix G (1) of the HRA Budget Setting Report at Appendix 2** to this report.
- (p) Approve the resulting HRA revenue budget as shown in the HRA Summary Forecast 2018-19 to 2023-24 in **Appendix I of the HRA Budget Setting Report at Appendix 2** to this report.
- (q) Approve the retention of the balance of the 4-year efficiency savings target of £95,000 per annum from 2020-21 included as part of the 2018-19 HRA Medium Term Financial Strategy, and the corresponding Strategic Investment Fund for the same value.

Review of Rents and Charges

- (r) Approve that council dwelling rents for all social rented properties be reduced by 1% for the final year, in line with legislative requirements introduced as part of the Welfare Reform and Work Act, with effect from 1st April 2019.
- (s) Approve that affordable rents are reviewed in line with rent legislation, to ensure that rents charged are no more than 80% of market rent, with this figure then reduced by 1% as with social housing. Local policy is to cap affordable rents at the lower level of Local Housing Allowance, which will result in rent variations in line with any changes notified to the authority in this level, effective from 1st April 2019.
- (t) Approve inflationary increases of 2.2% in garage rents for 2019-20, in line with the base rate of inflation for the year assumed in the HRA Budget Setting Report.
- (u) Approve the proposed service charges for HRA services and facilities provided to both tenants and leaseholders, as shown in **Appendix B of the HRA Budget Setting Report, at Appendix 2** to this report.

Housing Capital

- (v) Approve the latest budget, spend profile and funding mix for each of the schemes in the new build programme, as detailed in **Section 5 and Appendix E of the HRA Budget Setting Report at Appendix 2** to this report, recognising the most up to date information available as each scheme progresses through the design, planning, build contract and completion process.
- (w) Approve earmarking of the required level of additional funding for new build investment between 2019-20 and 2023-24 to ensure that commitments can be met in respect of the investment of all right to buy receipts currently retained or anticipated to be received by the authority for this period. This expenditure will either take the form of HRA new build, with the 70% top up met by other

HRA resources, acquisition of homes on the open market, or could alternatively be a grant made to a registered provider, where the registered provider will provide the 70% top up to build new homes.

- (x) Approve the capital budget proposals, detailed in **Appendix G (2) of the HRA Budget Setting Report at Appendix 2** to this report.
- (y) Approve the capital amendments, detailed in **Appendix H of the HRA Budget Setting Report**, which include the capital proposals in **Appendix G (2) of the HRA Budget Setting Report, at Appendix 2** to this report, alongside re-profiling of investment, increase and re-allocation of resource for new build schemes.
- (z) Approval of the revised Housing Capital Investment Plan as shown in **Appendix J of the HRA Budget Setting Report at Appendix 2** to this report.

Capital and Treasury Management

- (aa) Approve the Capital and Investment Strategies 2018-19 to 2022-23, **Appendix 3 and 3A**
- (bb) Approve the borrowing and lending strategies for the year to March 2020, as included in the Treasury Management Strategy Statement in **Appendix 4**.
- (cc) Approve the prudential indicators required by the Code for Capital Finance in Local Authorities for the year to 31 March 2020, included in **Appendix 4**.
- (dd) Approve any unspent New Homes Bonus money allocated to the Greater Cambridge Partnership to be rolled into 2019-20.

Reasons for Recommendations

- 2 The GF and HRA Budget Setting Reports, Treasury Management Strategy Reports and Capital Strategy are presented for decision following consideration and review of the both internal and external factors which affect the council's financial position.

Executive Summary

- 3 The budget setting report provides an opportunity to consider any changes in the financial context of both the GF and the HRA, allowing review of external factors such as inflation and interest rates. It provides the opportunity to update assumptions in respect of the day to day operation of the business and allows recognition of the anticipated impact of major changes in national housing policy as legislation is passed and information surrounding the anticipated regulations begins to emerge.
- 4 The report requests approval of the revenue and capital budgets for the GF for 2019-20 and the recommendation to Council of the council tax requirement for 2019-20 and the District council tax on a band D property, with the formal resolution to be presented at the Council meeting on 21 February 2019.
- 5 The report also requests approval to set both rents and service charges for 2019-20 and both the revenue and capital budgets for the HRA for 2019-20, in the context of longer-term financial forecasts.

- 6 The report also provides an opportunity to consider key strategic risks and levels of reserves. Furthermore, it presents the impact of several sensitivities to which both the GF and HRA are subject.

Background

- 7 The HRA is a ring-fenced area of the Council's activity and represents the landlord activity which the authority carries out as a stock retaining authority. All other council activities are accounted for within the GF.
- 8 Budgets are set in February of each year, following presentation and consideration of the budget setting reports. MTFs for both the GF and HRA are presented for consideration and approval in November each year, allowing review of key assumptions and the resulting impact on the business. These MTFs set out the strategic approach to budget setting for the following year, in the context of longer term forecasts.

Considerations

- 9 These are set out in detail in the appendices :-
- Appendix 1 – General Fund (GF) Budget Setting Report
 - Appendix 2 – Housing Revenue Account (HRA) Budget Setting Report
 - Appendix 3 – Capital and Investment Strategies 2019-20 to 2023-24
 - Appendix 4 – Treasury Management Strategy Statement 2019-20 to 2021-22
 - Appendix 5 – Financial Administration (S 25 Report)
 - Appendix 6 – CONFIDENTIAL Ermine Street Housing Business Plan Update
- 10 Consideration needs to be given to the fluid nature of some of the assumptions that are required to be incorporated into the financial forecasting for the HRA, particularly in relation to the impact of some of the anticipated changes in national housing policy, where confirmation of detailed changes to regulations are awaited in some areas following consultation. This has resulted in the deferral of some assumptions and best estimates of the impact at a local level, until confirmation is available.
- 11 Assumptions will need to be continually reviewed and amended as information is made available and any changes in the economic environment become apparent.
- 12 The draft revenue and capital estimates for both the GF and HRA are published alongside this report and can be viewed at the following link:
<http://scambsmoderngov.co.uk/ecCatDisplay.aspx?sched=doc>

Options

- 13 The HRA Budget Setting Report identifies the financial impact of a few scenarios for the future of the business, modelling the impact of changes in key assumptions and presented as part of the sensitivity analysis at **Appendix F** of the report, appended at **Appendix 2** to this report.

Financial

- 14 As detailed in the report and appendices.

Legal

- 15 The pressure to reduce budgets and the continuation of a poor financial settlement could adversely affect the provision of statutory services. Officers will be required to seek legal advice in relation to a few the national changes in housing policy as the regulations are released by Central Government.

Staffing

- 16 The commitment to seek efficiency savings in both the GF and HRA over the medium term may have implications for staff, all of which will be fully explored with Human Resources once they are known.

Risk Management

- 17 Risks and controls concerning financial projections in the MTFS are included in the strategic risk register.
- 18 A summary of the key risks to the GF MTFS are summarised in section 8 to the GF BSR included at Appendix 1.
- 19 An annual update to the assessment of the key risks which the HRA faces in financial terms was included as part of the HRA Medium Term Financial Strategy in November 2018.

Equality and Diversity

- 20 There are potential equality and diversity implications associated with some of the bids and savings proposed in this report. Where proposed budgetary changes are anticipated to have an equalities impact, the service manager responsible for the area will need to complete an Equalities Impact Assessment.

Climate Change

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

Consultation responses (including from the Youth Council)

- 22 There has been no formal tenant or leaseholder consultation in the preparation of this strategic report. Detailed consultation with tenants and leaseholders may be required as part of the preparation of future reports, particularly if savings are being proposed that may affect service delivery, with service levels impacted.

Effect on Strategic Aims

- 23 The determination of the budget, council tax and rents will provide resources for the council to continue its services to achieve all its strategic aims as far as possible within the current financial constraints.

Background Papers

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

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

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Budget-Setting Report 2019-20



**February
2019**

2019-20

South Cambridgeshire
District Council

Version Control

Version No.	Revised version / updates for:	Content / Items for Consideration
1	Executive Management Team (EMT) (21 November 2018)	Initial budget overview and budget proposals
2	Informal Cabinet (9 January 2019)	Review and approval of the draft Budget report
3	Scrutiny & Overview Committee (22 January 2019)	Review and approval of the draft Budget report
Current	4	Cabinet (6 February 2019)
	5	Council (21 February 2019)
		Proposals to Council Incorporating updates relating to; - Final Local Government Finance Settlement 2019/20 and grant determinations
		Approved Budget-Setting Report incorporating - Decisions of Council - Appendix B(b) Council Tax Setting following receipt of County Council, Police and Fire Authority precepts

Anticipated Precept Setting Dates

Cambridgeshire Police and Crime Commissioner	Cambridgeshire & Peterborough Fire Authority	Cambridgeshire County Council
31 January 2019	8 February 2019	11 February 2019

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4	General Fund revenue budgets	GF 27
5	General Fund: Expenditure and funding 2019-20	GF 30
6	Five year General Fund revenue forecast 2019-20 to 2023-24	GF 31
7	Capital	GF 34
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Appendices

Reference	Topic	Page No.
A	Fees and charges	GF 47
B	Precautionary items	GF 73
C(a)	Bids and Savings – Revenue Bids	GF 74
C(b)	Bids and Savings – Capital Bids	GF 86
D	Earmarked and specific funds	GF 90

Section 1

Introduction

Purpose

The Budget-Setting Report (BSR) is designed to provide an integrated view of the council's finances and outlook. It covers General Fund (GF) revenue and capital spending, highlighting the inter-relationships between the two and the resultant implications. Detailed budget proposals for the Housing Revenue Account (HRA) are presented and considered separately from this report.

On 7 November 2018, the Cabinet reviewed the Medium Term Financial Strategy (MTFS). The MTFS set out the financial strategy for the council in light of local and national policy priorities, external economic factors and the outlook for public sector funding. The MTFS also reviewed key assumptions and risks, thereby confirming the framework for detailed budget work for 2019- 20 and beyond.

The BSR reviews the impacts of developments since the MTFS and sets the financial context for the consideration of detailed recommendations to be made at council on 21 February 2019. The document proposes a detailed budget for the next financial year, and indicative budget projections for the following four years.

Background

The financial planning context for the BSR is set by the MTFS. This identified a total net savings requirement of £3.0m over the next 5 years after taking into account changes to base assumptions and pressures and savings identified at that time.

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Annual savings requirement	0.00	1.10	1.00	0.90	0.00
Cumulative savings requirement	0.00	1.10	2.10	3.00	3.00

*this is after the annual vacancy saving of £0.5m allocated across the council

These savings requirements stem from significant reductions in government funding, unavoidable cost increases and pressures. Considerable levels of risk and uncertainty remain, including the possible impacts of the review of business rates retention and associated additional responsibilities, appeals resulting from business rates revaluation as at April 2017 and the future of New Homes Bonus. Whilst the council has a record of identifying and delivering savings through service reviews and value for money improvements, many such savings have already been delivered and it is becoming more difficult to identify and deliver further savings and efficiencies.

The council continues to deliver a programme of on-going transformation targeted at the way it delivers services and interacts with residents, tenants and other parties. There is an increasing emphasis on identifying and implementing proposals for income generation to make the council more financially sustainable. This BSR builds on what has been achieved with particular emphasis on the continuing delivery of transformation projects.

Key dates

The key member decision-making dates are as follows:

Date	Task
2019	
9 January	Informal Cabinet
22 January	Scrutiny and Overview Committee
6 February	Cabinet recommends the budget to Council
21 February	Council approves the budget and sets the council tax for 2019-20

Section 2

Local and national policy context

Local policy context

Corporate Plan

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

Revisions to corporate priorities have emerged from discussions between Cabinet and the Executive Management Team. The Corporate Plan is currently being revised to reflect these new priorities and it will be brought forward for approval alongside the budget in February 2019.

Partnership working

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

The Greater Cambridge Partnership

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

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

- accelerate the delivery of 33,500 planned homes

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

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

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

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

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

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

Cambridgeshire and Peterborough Combined Authority

In November 2016, eight organisations¹ in Cambridgeshire, including South Cambridgeshire District Council, agreed a devolution deal with the government to form the Cambridgeshire

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

and Peterborough Combined Authority (CPCA). The deal gives delegated powers to the Combined Authority and a new elected Mayor and brings funding to the region. Following elections on 5 May 2017, James Palmer was elected as Mayor for the CPCA.

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

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

The key ambitions for the CA include:

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

It has been agreed that the CPCA costs will be funded from the gain share grant and therefore there will be no charge to SCDC for this. The Mayor has the power to raise a precept (i.e. a separate additional element of council tax to fund the running costs of the Mayoral office). The earliest this could take effect is from 2019/20.

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

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

Shared services

The council currently shares some services with neighbouring councils. Benefits include improvements in service delivery, efficiencies and greater resilience.

The following services are delivered in two or three way partnerships with Cambridge City Council (CCC), Huntingdonshire District Council (HDC) and West Suffolk (St Edmundsbury Borough Council and Forest Heath District Council):

With CCC and HDC:

- a) 3C Building Control
- b) 3C ICT
- c) 3C Legal
- d) Housing Development Agency
- e) Home Improvement Agency

With CCC:

- (i) Greater Cambridge Shared Waste Service
- (ii) Greater Cambridge Shared Internal Audit
- (iii) Greater Cambridge Shared Planning
- (iv) Payroll

With West Suffolk

- (v) Homelink (Shared service for Cambridgeshire and West Suffolk with 36 users)

Staff pay deal

The Council has agreed a two year pay deal with staff. The deal comprises improvements in pay and conditions as well as:

- 1% increase on all pay points with effect from 1st April 2018
- 2% increase on all pay points with effect from 1st April 2019

The 2018/2019 budget already included provision for 1% pay increase. The MTFS and 2019/2020 budget will reflect the 2% increase on pay as part of the two year deal. This deal also included enhancements to some terms and conditions, the costs of which have also been budgeted for. The Lead Cabinet Member can approve pay increases within approved budgets.

External factors

The European Union (EU)

- (vi) There is still a considerable amount of uncertainty as to the effect of the United Kingdom (UK) leaving the EU with regard to interest rates, inflation and business investment combined with associated business rates generation and retention. As presently understood, the UK will leave the EU on 29 March 2019, with a transition period lasting until midnight on 31 December 2020.

Inflation rates

- (vii) Inflation used to drive expenditure and income assumptions in the GF financial planning have been based on the Bank of England and Office of Budget Responsibility (OBR) forecasts. The percentage currently applied in the MTFS is 2%, reflecting the Government target for CPI. The Bank of England's November 2018 forecast shows a fall from 2.2% predicted rate for 2018-19 to 2.1%, increase from 2.0% to 2.1% for 2019-20, and a return to 2% rate by late 2021.

Interest rates on deposits

- (viii) The council lends its cash balances externally on a short-term basis, with a view to generating a return that can be spent on delivering council services whilst managing both security and liquidity of the cash. Members of the Bank of England Monetary Policy Committee (MPC) unanimously increased the bank rate to 0.75% (previously 0.50%) on 1st August 2018, the previous increase was on 2nd November 2017, when the Committee voted to increase the Bank Rate to 0.50%.
- (ix) Rates available to investors continue to be exceptionally low. Our assumption relating to the rates at which we can lend out our cash balances have been maintained.

Interest rates on external borrowing

- (x) Loans are being taken out this year to fund lending to the Ermine Street Housing and to fund the Capital Programme. Estimates included in the BSR assume borrowing at the current rates available from PWLB.

Currency exchange rates and import tariffs

- (xi) Reducing value of sterling has had a negative impact on the procurement costs of the Council. Further increase in the value of foreign currencies is likely to cause additional pressure on the budget.
- (xii) Any potential tariffs on goods imported from the EU could increase the cost of material the council uses to achieve its Housing objectives.

National policy context

Government spending announcements

In his Spring 2018 statement, the Chancellor revised the government's pledge to eliminate the budget deficit from 2025 to "mid-2020s". A budget deficit revision could have considerable impact on the medium-term outlook for local government funding.

Two fiscal reports in July, from the OBR and Treasury, highlighted the pressures on public finances. Pressures on health, pensions and social care dominate long-term projections. When recent public sector pay awards are factored in, the future course of local government funding becomes very challenging.

Whilst reduced contributions to the EU will fund some additional demand, much will be used to maintain existing agricultural, scientific research and infrastructure support, with additional funding for Health also expected from this source.

Despite a fall in median incomes, higher levels of employment which are largely determined by the pace of economic growth, should translate into improvements in income tax revenues.

Local government finance

2019/20 and future years

The 2016/17 settlement offered councils a four-year settlement, giving greater certainty of funding until the end of the spending period. For the Council, this settlement gives certainty over Revenue Support Grant (RSG) and Business rates tariff and top-up payments. Effectively, RSG is to be phased out over the 4-year timeframe, with a proposal for negative RSG to be eliminated through the mechanism of the overall business rates settlement.

Provisional settlement announced on 13 December 2018 made no significant changes to funding allocations compared to prior year. This settlement forms the final year of the multi-year funding settlement accepted by 97% of councils in return for publishing efficiency plans.

Business rates retention is due to be increased to 75% from 2020, alongside a reform of the business rates system. 15 pilot areas for testing 75% rates retention have been announced, in addition to the pilots originally launched in 2017 in devolution deal areas, which will continue on existing basis in 2019-20. There is concern over the reset of the system which will take effect from 2020/21. This will update baselines and may remove a significant amount of the additional funding that has arisen through growth since the system was established.

While the use of Negative RSG has not been implemented, from 2020-21, this could be replaced by a downward adjustment to a local authority's business rates tariffs and top ups for the less grant-dependent authorities.

Rural Services Delivery Grant has been kept on the same level as in 2018-19, in recognition of the extra costs of providing services in rural communities.

The Government shares CIPFA's concerns about the scale of borrowing for commercial purposes in some local authorities. MHCLG and HM Treasury are considering further potential interventions. It is not expected that the Council's investment strategy will be affected by these measures.

The 2019 Spending Review will confirm overall local government resourcing from 2020/21. Therefore, uncertainty remains for that year and beyond. Consultations on the Fair Funding Review and reform of business rates retention have been released on 13 December 2018 alongside the settlement.

This MTF5 assumes that, except for the removal of the negative RSG, the level of Settlement Funding Assessment (SFA) will be as indicated in the 2017/18 settlement, included in the February 2017 BSR and as shown below. There is considerable uncertainty relating to SFA for 2020/21, 2021/22 and 2022/23, as this is beyond the current parliamentary term and after the implementation of the change to the business rates retention.

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Revenue Support Grant (RSG)	-	-	-	-	-
Rural Services Grant	131	-	-	-	-
Business rates baseline	2,605	2,674	2,725	2,725	2,725
Total SFA - per 2017/18 finance settlement	2,735	2,674	2,725	2,725	2,725

New Homes Bonus

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

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

- The length of NHB payments was cut from six to five years in 2017/18, and further reduced to four years from 2018/19 onwards.
- A national baseline, or 'deadweight', of 0.4% was introduced, below which NHB will not be paid. The government has retained the option of adjusting this baseline, effectively providing a mechanism to control the total NHB payable to councils. The Council receives 80% of NHB payable on increases in housing stock above the 0.4% deadweight, with the County Council receiving the remaining 20%.
- From 2018/19 the government will consider withholding NHB payments from councils without a local plan, and for houses built following planning appeals. Work continues to complete the processes for adopting the Local Plan but the specifics including timing are also dependent on the Planning Inspection process.

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

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

spending, with the spending listed above being considered against other spending priorities.

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

New Homes Bonus	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Confirmed NHB funding at February 2018 BSR	3,010	1,994	943	530	-
Estimated NHB receipts for 2018/19	-	478	478	478	478
Estimated NHB receipts for 2019/20	-	-	1,147	1,147	1,147
Estimated NHB receipts for 2020/21	-	-	-	1,398	1,398
Estimated NHB receipts for 2021/22	-	-	-	-	1,364
Potential New Homes Bonus Total	3,010	2,473	2,569	3,552	4,387

Council Tax

The recently released technical consultation on the finance settlement indicates that district councils will be able to raise Band D council tax by £5 per annum. The Budget has been modelled on the basis that this level of increase will be allowed throughout the 5 year period. Differences also arise from changes in the modelled tax base.

Council tax Band D rate	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
February 2019	145.31	150.31	155.31	160.31	165.31
Resulting council tax yield	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
February 2019	9,093	9,644	10,204	10,766	11,218

2018 Budget Statement

The government published the Budget on 29 October 2018.

The key political message from this Budget is that it heralds “the end to austerity”. This has an important political message: that is, the Government will not cut public spending just to balance the budget. Instead, additional funding for the Local Government has been announced for both 2018-19 and 2019-20.

However, the improved fiscal forecasts rely on the economy meeting expectations: a recession (or external shock, such as a disorderly Brexit) could easily upset these plans. For

now, though, the prospects for public spending – and for local government as well – are starting to look more positive.

Borrowing is still only accepted to invest in infrastructure and innovation targeted at improving productivity. It was expected at the time of prior year budget that funding for local government would be flat (0%) but that growth in council tax yield (Band D and taxbase) could give local government overall growth in resources of about 2.6% per year. This now looks low compared to the average increase in public sector spending of 3.2%.

This gives grounds for some optimism for overall funding for local government in the next spending review period. Nothing has been released about the process and timetable for the Spending Review with the Budget, even if priorities are evident from the additional funding that has been announced. These priorities are: defence, schools, police and prisons/ justice.

For the first time in a long time, local government has been given a prominent role in the Budget, the Adult Social Care precept and the increase in business rate retention (to 75% in 2020-21) were mentioned, as well as the removal of the cap on borrowing in the housing revenue account.

Changes were announced in business rates relief:

- (a) The Government is going to cut business rates by one-third for retail properties with a rateable value below £51,000 for 2 years from April 2019, subject to state aid limits. The Government will fully fund the cost of the relief.
- (b) There will be £657m co-funding to help local authorities manage the changing pressures on the local high street. Local authorities will be asked to draw-up plans to change underused retail areas to residential use, and these will be accompanied by changes in the rules of compulsory purchase orders and use orders.
- (c) The £1,500 local newspaper discount will be extended for another year.
- (d) And local authorities will be able to award mandatory business rate relief to public lavatories, whether publicly or privately owned. Broadly half of any relief will be funded by local authorities.

Longer term decisions on overall local government funding will be made in the 2019 Spending Review. This was the government's second Autumn Budget, the next statement being an early 2019 forecast from the OBR followed by a Spring Statement.

Section 3

General Fund resources

Local government finance settlement 2019/20

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

On 13 December 2018 the Government announced the provisional settlement for 2019-20. There have not been great changes from methodology announced by the Secretary of State in 2016/17, which ensures that local councils delivering similar services receive a similar percentage change in settlement core funding for those services.

Rural Services Delivery Grant has been increased overall. This keeps the grant at the same level as it was in 2018-19. This is in line with our MTFS assumptions.

The New Homes Bonus national baseline will stay at 0.4%. The Government has decided to provide additional funding in 2019-20 so that the baseline can remain at 0.4% (as it did in 2018-19).

There are no changes to the council tax thresholds. As expected, the Government has decided to "directly eliminate" Negative RSG in 2019-20 using foregone business rates. The Government's objective to increase the local business rate share to 75% from 2020 was re-stated.

The provisional settlement provides funding figures for 2019-20 . However, certain elements are subject to the funding guarantee described above.

Uncertainty remains for 2020-21 and beyond as government continues to develop business rates retention scheme. Based on the Government announcements, it is likely that retention will be 75%. However, there is still work relating to identifying further responsibilities to devolve to councils to match higher levels of business rates retention and a review of needs and distribution, now known as the Fair Funding Review. The government has confirmed expectations that the Fair Funding Review will be finished in time for implementation in April 2020.

Core spending power

Element of core spending power (£000)	2018-19	2019-20 Provisional	Change
Settlement Funding Assessment (SFA) - per 2019-20 provisional settlement	2,546	2,605	2%
Compensation for under-indexing the business rates multiplier	58	85	45%
Rural Services Grant	105	131	24%
New Homes Bonus (NHB) grant ¹	3,010	2,473	(18%)
Council tax income ¹	8,658	9,042	4%
Core spending power	14,403	14,336	(0%)

¹ – Figures based on government projections

There are no material changes in the SFA from that included in BSR 2018, as this funding was guaranteed following the government's acceptance of the council's efficiency plan. However, Rural Services Delivery Grant was increased to £131k, rather than being retained at 2017/18 levels as expected.

Future prospects

While the level of Settlement Funding Assessment (SFA) for 2019/20 remains stable as indicated in the 2018/19 settlement, there is considerable uncertainty relating to the SFA for 2020/21, 2021/22 and 2022/23, as this is beyond the current parliamentary term and after the possible implementation of 75% business rates retention. It is now thought that the tier split may be changed. The outcome of the Fair Funding Review and a probable baseline reset create further uncertainty. Therefore, in the absence of better information, the overall SFA has been assumed to remain close to 2019/20 levels.

The final settlement will provide confirmed amounts for the SFA for 2019/20. However, NHB and therefore core spending power is not guaranteed by the multiyear settlement.

Local retention of business rates

The SFA approach enables local authorities to benefit directly from supporting local business growth. The assessment includes a baseline level of business rates receivable (indexed linked from an initial assessment in 2013/14) with the level of rates receivable above that being taken by government as a 'tariff' – which will be used to 'top up' local authorities who would receive less than their funding level. Government intends that this will be fixed until 2020.

In addition, the council can retain 50% of any business rates collected above the assumed baseline level, paying the remainder to central government as a 'levy'. If business rates income falls to less than 92.5% of the baseline, the council receives a 'safety net' payment so that any loss of income below the baseline is capped at 7.5%

One of the challenges faced by all authorities is effectively predicting the level of movement in the business rate tax base. This is dependent on accurately forecasting the timing and incidences of new properties, demolitions and significant refurbishments – together with the consequent effect on valuations. This is further complicated by the need to assess the level of appeals that will be lodged successfully against new / revised valuations, together with their timing.

Although there has been growth in the tax base in the area since the scheme started in 2013/14, there have also been significant reductions as a result of the settling of appeals against rateable value (including backdated aspects).

Forecasting the effects and timing of new development and redevelopment on the area's tax base remains difficult. Significant changes include the introduction of three Enterprise Zones within the district at Cambourne, Waterbeach and Northstowe, and the transfer of Papworth Hospital facilities to Cambridge, followed by redevelopment of the Papworth site. The business rates taxbase could also be impacted by an outstanding application from a network provider to transfer their hereditaments from the council's list to the central list. Together, the potential loss of business rates income from the Papworth site and the network provider have impacted forecasts of business rates income to the council by around £600k per year.

There are also significant uncertainties around the operation of the business rates retention scheme in the next few years.

The DCLG began working with local authorities and other interested parties in 2016 on changes to the local government finance system to pave the way for the implementation of 100% business rate retention. Progress on the design of any future scheme was halted by the General Election and it became clear that there was unlikely to be the capacity for government to consider the primary legislation required for 100% retention. However, as part of the settlement announcement in December the DCLG gave some indication about the future shape of Business Rates Retention.

The Secretary of State has announced that the local share in the Business Rates Retention Scheme (BRRS) will increase from 50% to 75% in 2020/21.

The review is likely to rebalance the distribution of business rates away from district councils towards those authorities with social care responsibilities, for example by changing the tariff and top up payments, or the relative shares of income between the tiers of local government. The government has also indicated that the increase in the retention percentage will mean the transfer of additional responsibilities to local government.

It remains difficult to forecast the appeals position accurately. There was a business rates revaluation at 1 April 2017. Alongside this there was a move to a process of 'Check, Challenge, Appeal' in respect of valuations. Nationally there has been very little activity in respect of businesses appealing their rateable values and this makes the appeals position for the 2017 list particularly challenging.

There are also uncertainties in respect of residual 2010 list appeals, with appeals settled elsewhere in the country having knock-on effects nationally. NHS Foundation Trusts, including those in the city, are also pursuing a claim for award of mandatory charitable relief, backdated a number of years.

Given these uncertainties, the BSR takes a cautious approach to forecasting business rates income, particularly after the changes due in 2020-21, where figures from the council's advisers, Pixel, are used.

New Homes Bonus

The allocation of NHB for 2019/20 was announced by the DCLG in December 2018 and formed the basis for BSR 2019-20. An illustrative amount for 2019-20 was provided within the provisional finance settlement, see above. The provisional settlement confirms that the length of time that the bonus is paid for will be four years as expected. The threshold over which the bonus is paid will remain at 0.4% for 2019-20.

The settlement provides illustrative NHB allocations to authorities for 2018-19 and 2019-20 by apportioning the total available funding over councils on the basis of the percentage allocation for 2017-18. The table below includes updated estimates of future NHB payments based on expected housing completions, four years of payment for bonus awarded in 2018/19 and thereafter and 0.4% deadweight threshold. Any changes in these factors could materially affect these estimates.

NHB projections	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000
MTFS November 2017	3,038	3,181	4,066	5,617	
MTFS January 2018	3,010	3,006	2,565	4,089	
MTFS January 2019	3,010	2,473	2,569	3,552	4,387

NHB is currently used to fund £1.8m of General Fund expenditure and small amounts of revenue expenditure on infrastructure projects supporting growth. Currently remainder NHB is set aside as a contribution to the Greater Cambridge Partnership Investment and Delivery Fund, if there are any remaining amounts, these are reserved for the A14 upgrade contribution. Due to the reduction in NHB funding receipts, it has been agreed to reduce GCP funding allocation from 40% in 2018-19 to 30% in 2019-20.

The draft settlement for 2019/20 was surprising as it did not deliver the much predicted further reduction in NHB funding. In fact the settlement included an additional £20m of funding so that the qualifying criteria could be maintained at the 2018/19 level. Despite this welcome additional funding, there remains a concern that the implementation of the Fair Funding Review from 2020/21 will still see a significant reduction and possibly at some point an end to NHB. As the picture becomes clearer, budgets in future years will need to be amended for contributions to the Greater Cambridge Partnership and A14. Any attempt to construct a strategy for NHB at this point would not have any reasonable foundation, although to reflect the concern the amount of NHB used to support the General Fund in the MTFS has been reduced in future years.

Fees and charges

Proposals for increases to fees and charges in Health and Environmental Services are set out in Appendix A.

Earmarked and specific funds

In addition to general reserves, the council maintains a number of earmarked and specific funds held to meet major expenditure of a non-recurring nature or where the income has been received for a specific purpose but not yet spent.

The major earmarked and specific funds are listed below with balances as at 1 April 2018, committed spend in the current year, projected balance as at 31 March 2019 and proposed spend in 2019-20.

General Fund Revenue Reserves - £18,729k

New Homes Bonus GCP Reserve - £4,610k

Of the NHB monies the authority receives from the Government, at least £1.8m are used towards GF expenditure previously funded by Housing & Planning Delivery Grant or to meet Local Plan and associated costs. It had been agreed between the Greater City Partnership partners for 40% of NHB receipts to be set aside to meet the GCP costs. Contributions of £500k in 2016-17 and £1,124k in 2017-18 were paid using the balance on this reserve and another £58.3k is expected to be billed in 2018-19. Due to reducing amounts paid out as NHB, from 1 April 2019 it has been agreed that only 30% of the money will be set aside to meet GCP costs. However, current projections indicate that to maintain contributions to GF at the current levels, the Council may have to use more than 70% of the receipts, leaving shortfall in GCP contributions.

New Homes Bonus A14 upgrade Reserve - £3,674k

The A14 contribution of £5m will eventually come from this reserve. Initial contributions to this reserve were funded from remainder of NHB after contribution to GF and GCP's 40%. No surpluses are forecast to remain to continue making contributions to this reserve from NHB money, therefore another source of funding needs to be found to provide remaining £1,326k for A14 upgrade costs. A possible source of funding is the Business Rates Growth Reserve, see below.

Renewables Reserves - £2,111k

Set up at the end of 2015/16 in order to fund an investment programme to build new sources of renewable energy. A proposal for use of these funds prepared by the Policy team has been approved by the Cabinet on 7 February 2018. This will utilise £1.2m element of the reserve arising from the Business Rates received from the Renewable Energy sources and permitted to be retained locally at 100% in order to be reinvested back in Renewable Energy. At the meeting of the 20th September 2018, the Climate and Environment Committee agreed to recommend to Cabinet a continuation of the current strategy, which sees retained renewable energy business rates earmarked through the Renewables Reserve for investment in green energy projects. There are 2 bids submitted for the use of this reserve in 2019-20, PP2 and HES15, totalling £437k, this is in addition to funding of £242,917 agreed earlier.

Business Rates Growth Reserve - £6,230k

Retained funds from the 100% Business Rates pilot. At the time the funds were made available, it was not clear if there was any restrictions on expenditure funded by this pilot, therefore funds were put in a reserve pending further clarifications from the Government. This reserve could be used to fund the A14 upgrade funding shortfall, see above.

Pension Deficit Reserve - £637k

An allocation from employer pension contributions to meet the current deficit on the Cambridgeshire Local Government Pension Scheme over the next few years. This reserve is being topped up and depleted through the year to smooth the pension contribution requirements.

Planning Enforcement Reserve - £500k

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

Business Efficiency Reserve - £240k

Set aside to meet costs associated with council actions, implementation of the Business Improvement and Efficiency Programme and Commercialisation Programme projects and the Shared Services Programme. Annual contribution of £50k is currently budgeted for transfer to this reserve. Some years ago, the Leaders of Cambridge City Council, Huntingdonshire District Council and SCDC had committed £200k of this reserve towards the costs of the 3C Programme Office over two years. This reserve was reduced by £60k to cover the costs of the 3C Shared Services Hub for 2016/17 and a further £40k relating to the

budgeted costs of the 3C Shared Services Hub for 2017/18, making the two year cost of the 3C Shared Services Hub £100K instead of £200k. A bid HR1 (Implementation of Customer Service portal) for £130k is made for use of this reserve in 2019-20. It is proposed that this reserve is topped up by £1m from the General Fund reserves.

It is also proposed that the use of this reserve is delegated to the Chief Executive, in consultation with the Lead Member for Finance.

Homelessness Reserve - £261k

This reserve was set up to transfer Flexible Homelessness Support Grant not utilised in year 2017/18. In Year 2018/19 we received a Flexible Homelessness Support Grant allocation of £219,318, which will be transferred to the reserve. Projected draw on the reserve in 2018/19 is £124,000, made up of homelessness staffing £84,000 and Housing Benefit nil subsidy £40,000. Projected 2018/19 year end reserve balance of the reserve is £260,927.

In Year 2019/20 Flexible Homelessness Support Grant allocation of £363,686 is expected to be transferred to reserve. Projected draw on the reserve in 2019/20 is £236,571, made up of homelessness staffing (18/19 bid) £117,571, trailblazer contribution (19/20 bid) £20,000, Shire Homes Lettings (19/20 bid) £59,000.00 and Housing Benefit nil subsidy £40,000.

Projected 2019/20 year end reserve balance is £388,042.

Taxi Licencing Reserve - £102k

Fund has been built up recently from excess income generated through the service compared to how much it costs to administer the function. Excess fee income must be re-invested back into the service or licence fees reduced to offset this excess sum on account. Plans are in-place to draw-down from this fund by employing additional resource to cope with the high demand whilst keeping the licensing fee within current levels in the short term.

Business Accommodation Reserves - £43k

Includes the Cambourne Office reserve of £23k relating to the access road and the Facilities Reserve of £75k created in 2015/16 to spread the cost of repairs. There is a separate capital reserve specifically for capital improvements to the Cambourne office (see below). It is planned that the reserves relating to the Cambourne office and Facilities improvements will be used to fund the office refurbishment programmes in the current year.

Land Charges - Appropriations - £99k

Set aside to either provide capital investment in Land Charges e.g. electronic service delivery or to offset unforeseen revenue demands that accrue but cannot be recovered through the current fee structure, set at the start of the year. The reserve has been

accumulated in recent years from high income levels which have out-stripped costs; a significant amount was withdrawn from this reserve in 2016-17, and a revenue bid approved for 2018-19 will use the £19k that was balance on the reserve at the time of the bid. By its nature, this reserve can only be utilised through the Land Charges function.

Private Stock Condition Survey - £90k

Set aside to fund a future survey on the condition of private housing in the district. This is part of a Housing Standards initiative. It was a statutory obligation imposed on local authorities to undertake a survey of this nature every 5 years - £15k is set aside from budget each year to meet these 5-year costs.

Children & Young People- £75k

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

Business Hub- £57k

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

Planning Reserves - £1,326k

Planning Policy reserve - £568k

Planning Policy reserve was created in 2017-18 with the funds allocated from

- Roll over from year 2016-17 relating to the Local Plan (£223,877);
- Topped up from the underspend projected to occur this year and to be used for future "commissioning" of SCDC specific policy work from the shared planning service policy team.

Major Developments Fees and Parish Liaison Reserve - £149k

This reserve has been established from pre-app and planning application fees received in respect of major developments, to be called on as and when necessary to ensure planning teams are resourced to support and progress applications for those developments.

This includes the balance remaining from the Planning Enforcement Reserve when it was decided to reduce that reserve from a maximum of £1m to £500,000, set aside to fund two

two-year fixed term posts, one in housing and one in planning, to support parish liaison and site development initiatives. It is expected that this reserve will be used to cover Planning bids for funds in 2018-19, including the cost of setting up the shared service.

It is now not expected that this reserve will be depleted in line with the budget for 2018-19, it is therefore proposed that £500k of this reserve is used in 2019-20 instead to fund a transformation programme for the Planning Service.

Growth Agenda Reserve - £346k

Northstowe Reserve - £128k

Transfer of DCLG Capacity Funding income to reserve. This amount was previously incorrectly carried forward as receipt in advance is £144k in Growth Agenda Reserve. A further £202k is PPAs received in advance in 2017-18 in relation to future projects.

Northstowe reserve has been established from pre-app and planning application fees received in respect of Northstowe, identified separately in recognition of its importance, to be called on as and when necessary to ensure planning teams are resourced to support and progress applications for the Northstowe development.

S106 Admin Fees - £109k

Transfer of S106 Admin fees transferred to Reserve to cover future S106 Admin Officer costs.

Brownfield Sites Reserve - £30k

DCLG Brownfields Sites income transferred to Reserve for future use.

Capital Reserves - £1,494k

Refuse Collection reserve - £887k

Refuse Supervisors' vehicles - £76k

This is a sinking fund being built-up to fund future replacement vehicles for the Shared Waste Service. There is also a sum of £61k set aside for replacement of Supervisors' vehicles.

Street Cleansing reserve - £391k

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

Air Quality monitoring - £6k

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

Footway Lighting reserve - £87k

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

Community Development - Capital - £5k

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

GF Revenue Reserves - Other - £296k

Travellers Site Reserve - £81k

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

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

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

South Cambs Crime & Disorder Partnership - £33k

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

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

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

Street Cleansing Vehicles Sinking Fund - £24k

As RCV, but in respect to Street Cleansing vehicles.

Health & Environmental Services - £24k

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

Economic Development - £13k

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

Waterbeach Depot - £10k

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

Tax base and council tax

Tax base

The tax base is one element in determining both the level of council tax to be set and the amount it is estimated will be collected. This calculation is governed by regulation and the formal setting of the tax base is delegated to the council's Chief Finance Officer to enable notification to be made to the major precepting authorities during January each year.

The tax base reflects the number of domestic properties in the district expressed as an equivalent number of band D properties, calculated using the relative weightings for each property band. The calculation of the tax base takes account of various discounts (for example a 25% discount for single adult households) exemptions and reliefs. Allowances are also made for the projected growth in the number of dwellings as well as including a deduction assumed for non-collection.

The tax base for 2019/20 has been calculated as 62,576.3. This reflects a 1.9% increase in the tax base compared with 2018-19.

Collection fund

Operation of the fund

The collection fund is a statutory fund, maintained by billing authorities such as the council, into which income from council tax and business rates is recorded and out of which respective amounts set for the year, are paid to the council and precepting bodies.

Council tax thresholds

Under the Localism Act, local authorities are required to hold a local referendum if they propose to increase Council tax above the relevant limit set by the Secretary of State.

In recent years this threshold has been set at 2%, with some shire districts, including this council, permitted to increase their element of council tax by up to £5, where this is higher than 2%. For 2019-20, the government has proposed that all shire districts can raise council tax for a band D property up to 3% or £5, whichever is higher. As a £5 increase is equivalent to 3.6%, this council does not have the option to propose an increase above £5 without holding a referendum.

The overall effect of the referendum requirements is such that a local authority would need to have reasonable expectation of public support for a level of council tax increase deemed to be excessive compared to the threshold, if acting in a prudent manner.

Council tax level

The option presented in this report is to increase Council tax by £5 p.a. in 2019/20 and each year thereafter.

	District council tax 2018-19 £	District council tax 2019-20 £	Difference £
Band A	93.54	96.87	3.33
Band B	109.13	113.02	3.89
Band C	124.72	129.16	4.44
Band D	140.31	145.31	5.00
Band E	171.49	177.60	6.11
Band F	202.67	209.89	7.22
Band G	233.85	242.18	8.33
Band H	280.62	290.62	10.00

Section 4

General Fund revenue budgets

Revised budget 2018-19

GF revenue budgets for the current year (2018-19) were reviewed as part of the MTFS. No adjustment of 2018-19 revenue budgets is proposed, as budgets are monitored monthly through the review of variances and forecast outturns, and management actions taken to ensure that spending is controlled and income optimised.

Budget 2019-20

Detailed budget estimates have been prepared for 2019-20, incorporating pressures, savings and additional income identified in the MTFS in November 2018. The resulting budget estimates are presented in Section 5. The GF revenue projections for 2019-20 to 2023-24 have been reviewed and changes proposed. These proposals are listed below and the resulting GF revenue forecast is presented in Section 6.

Directorate	Estimate 2018-19	Estimate 2019-20	Difference
Corporate Services - overheads	5,745	6,293	548
Directorate overheads			
Environmental Health	115	88	-27
Housing Management Service	31	31	0
Planning Admin	273	615	342
Total Directorate Overheads	419	734	315
Total overheads recharged to services	6,164	7,027	863
Service expenditure including overhead recharges			
Corporate Services	6,399	6,004	-395
Health & Environmental Services	6,639	7,247	608
Housing (General Fund)	1,373	1,561	188
Planning	4,727	5,247	520
Overheads not included in recharges	85	130	45
Total service expenditure	19,223	20,189	966

Precautionary items

These are items of expenditure, which may or may not occur and are listed in Appendix B. The Lead Member for Finance and the Chief Finance Officer have delegated authority to approve such expenditure. A budget of £75k has been assigned for precautionary items, but if this is, exceeded spending up to the level indicated would be met from reserves.

Bids and Savings

Revenue and capital bids are submitted for review, assessment and recommendation to council for funding. Tables of bids to be recommended are attached in Appendix C(a) – Revenue, and Appendix C(b) – Capital.

Strategy to deliver net savings target

There are a number of ways that the council will address the net savings target:

- The council's housing company, Ermine Street Housing Limited (ESH), will have its business plan and objectives reviewed to ensure these align with the emerging priorities in the Council's new Corporate Plan. To date, returns forecast in the company's business plan have been achieved a year ahead of schedule. However, whilst increased returns are expected to be significant, the timing and amounts are dependent on the local housing market and general economic factors. The MTF5 includes returns estimated in line with the latest ESH business plan and these will need to be reviewed in subsequent versions if the objectives of ESH are significantly revised.
- A programme of transformation and service review will be developed to ensure that the council is 'fit for the 21st century'.
- Further opportunities will be sought to identify and develop income streams through the commercialisation of council services where appropriate.
- Opportunities for investment of council funds, for example, in commercial property and green energy projects, will be pursued.

All of the items mentioned above are intended to generate recurring savings rather than single year items such as salary underspends.

Section 5

General Fund: Expenditure and funding 2019-20

NET EXPENDITURE	Estimate 2018-2019 £000	Estimate 2019-2020 £000
Directorate		
Corporate Services - overheads	5,745	6,293
Corporate Services	6,399	6,004
Health & Environmental Services	6,639	7,247
Housing (General Fund)	1,373	1,561
Planning	4,727	5,247
Items not included within Recharges - 09/01/18	85	130
Net Direct Service Expenditure	19,223	20,189
City Deal Funding Contribution	922	742
Savings not included in Service estimates	(449)	-
Expenditure on Precautionary Items	75	75
Council Actions	50	50
Net Service Expenditure	19,820	21,056
Internal Drainage Boards	198	202
Cost of borrowing to fund Capital spend	-	9
Interest on Balances	(1,702)	(2,004)
Capital Charges, MRP, etc.	(864)	(887)
Net District Council General Fund Expenditure	17,452	18,376
Appropriation to/(from) Earmarked Reserves	(443)	(390)
Appropriation to/(from) General Reserve	-	233
New Homes Bonus	(3,010)	(2,473)
General Expenses (Budget Requirement for capping purposes)	14,000	15,746
Revenue Support Grant	191	-
Rural Services Grant	(105)	(131)
(Surplus)/Deficit on Collection Fund re Council Tax	-	(82)
Retained Business Rates and Grant	(5,470)	(6,440)
Demand on Collection Fund to be raised from council taxpayers	8,617	9,093

Section 6

Five year General Fund revenue forecast 2018-19 to 2023-24

Five year General Fund revenue forecast is presented below:

MEDIUM TERM FINANCIAL STRATEGY General Fund	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	5 year
	Budget	Projection	Budget	Budget	Budget	Budget	Budget	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Inflation forecast for income and services			2.2%	2.0%	2.0%	2.0%	2.0%	
Employee costs	17,416	16,799	19,196	21,633	22,246	22,833	23,330	126,037
Service costs (net of income and recharges)	1,808	1,685	993	(607)	(619)	(632)	(644)	176
Cumulative savings from prior year(s)				-	(1,100)	(2,100)	(3,000)	(3,000)
Net direct service expenditure	19,223	18,484	20,189	21,026	20,527	20,102	19,686	120,013
Expenditure not included in service costs								
Precautionary items	75	-	75	75	75	75	75	375
Funding for Council Actions (transfer to Earmarked Reserve)	50	50	50	50	50	50	50	300
Rollovers from 2017-18 to 2018-19		84						84
Internal Drainage Boards	198	198	202	206	210	214	219	1,249
MRP on 2018-19 Capital bids			176	178	178	183	115	829
Total expenditure before bids	19,546	18,815	20,692	21,535	21,039	20,624	20,144	122,850
New bids in 2019-20				443	474	363	520	1,799
Additional MRP requirement due to Capital Bids				106	106	89	21	321
Cost of borrowing to fund the Capital spend (3% assumed rate)			9	6	7	10	15	48
Expenditure including bids in the year	19,546	18,815	20,701	22,089	21,627	21,086	20,701	125,019

MEDIUM TERM FINANCIAL STRATEGY General Fund	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	5 year
	Budget	Projection	Budget	Budget	Budget	Budget	Budget	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income and savings not included in service income								
Reversal of Depreciation included in Service costs	(864)	(1,063)	(1,063)	(1,063)	(1,063)	(1,063)	(1,063)	(6,381)
Revenue Support Grant	191							-
Rural Services Grant	(105)	(105)	(131)	(105)	(105)	(105)	(105)	(655)
New Homes Bonus Contribution to GF	(2,088)	(2,088)	(1,731)	(1,798)	(1,798)	(1,519)	(1,200)	(10,134)
Interest on balances including ESH growth per Business plan	(1,702)	(2,004)	(2,004)	(2,637)	(2,743)	(2,736)	(2,728)	(14,852)
Retained Business Rates	(5,470)	(5,553)	(6,440)	(3,439)	(3,490)	(3,543)	(3,596)	(26,061)
Council Tax	(8,616)	(8,616)	(9,093)	(9,644)	(10,204)	(10,766)	(11,218)	(59,541)
(Surplus)/Deficit on Collection Fund		(99)	(82)					(181)
Appropriations to/(from) Earmarked Reserves	(443)	(443)	(390)					(833)
Total income and funding not from services	(19,097)	(19,972)	(20,935)	(18,686)	(19,404)	(19,732)	(19,910)	(118,638)
Additional income/(savings) requirement to maintain working balance in the year	(449)	1,157	233	(3,403)	(2,223)	(1,355)	(789)	(6,380)
Potential appropriations to/from General Fund Reserve	-	1,157	233	(2,303)	(1,223)	(455)	(789)	(3,380)
Remaining cumulative savings requirement after appropriations		-	-	(1,100)	(1,000)	(900)	-	(3,000)
General Fund Reserve balances	(6,751)	(7,908)	(8,141)	(5,838)	(4,615)	(4,161)	(3,371)	

Section 7

Capital

The GF capital programme is summarised below:

Capital Programme	Revised	Budget	Budget	Budget	Budget	Budget
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	£'000	£'000	£'000	£'000	£'000	£'000
General Fund	34,506	36,361	40,584	23,263	23,019	23,267
Housing Revenue Account	18,637	27,031	35,851	21,947	12,000	13,616
Total Capital Expenditure	53,143	63,392	76,435	45,210	35,019	36,883
Financed By:						
Capital Receipts	(4,718)	(6,860)	(8,822)	(5,066)	(4,233)	(3,094)
S106 Agreement Contribution (ring fenced for Housing)	(4,026)	(3,058)	(9,342)	(4,253)	(3,937)	(1,404)
Cambridgeshire County Council (DFG)	(312)	(630)	(630)	(630)	(630)	(630)
Revenue	(5,095)	(12,622)	(12,603)	(7,323)	0	(2,435)
Housing Capital Reserve	(6,727)	(6,689)	(6,868)	(7,032)	(5,714)	(8,567)
Revenue Contribution from HRA towards software etc	(43)	(419)	(19)	(19)	(19)	(19)
Internal Borrowing - re Commercial Vehicles	(846)	0	(214)	(442)	(342)	(665)
Internal Borrowing - re other projects	0	0	0	(146)	0	0
External funding from CCC for Waste Vehicle	0	0	(61)	(67)	0	(68)
Earmarked Reserves	(922)	(607)	(5,187)	(233)	(144)	0
External Borrowing	(30,455)	(32,507)	(32,689)	(20,000)	(20,000)	(20,000)
	(53,143)	(63,392)	(76,435)	(45,210)	(35,019)	(36,883)

NET EXPENDITURE - General Fund	Revised	Budget	Budget	Budget	Budget	Budget
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Directorate/Cost centre	£'000	£'000	£'000	£'000	£'000	£'000
CORPORATE SERVICES - OVERHEADS						
ICT Development :						
PC Refresh Programme	15	10	10	10	10	10
New Server Technologies					15	15
Share Point Portal Server		10	10	10	10	10
Government Connect		5	5	5	5	5
Network security		10	10	10	10	10
Housing management system		387	8	8	4	4
Financial Management System (FMS)	130	10	10	10	10	10
Revenues / Benefits System	28					
Cash Receipting System		69				
Aerial Photography Refresh		15				
Desktop Transformation Programme	180	53		89	89	89
Customer Portal to Website	15					
Telephony Replacement		150				
Secure Phone Payments		34				

NET EXPENDITURE - General Fund	Revised 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
South Cambridgeshire Hall :	£'000	£'000	£'000	£'000	£'000	£'000
Secure Storage Facility at SC Hall	30					
Fire Escape Enclosures	50					
Planning Shared Service- Adaptions for flexible working on first floor	28					
Enhancement of ground floor facilities and catering provision	233					
Ground Floor Adaptations	130					
CORPORATE SERVICES DIRECTORATE						
Advance funding for housing company pilot scheme	28,055	12,507	12,689			
CLIC investment	2,400					
Contribution towards A14 upgrade			5,000			
Investment Strategy		20,000	20,000	20,000	20,000	20,000
CORPORATE SERVICES TOTAL	31,294	33,260	37,742	20,142	20,153	20,153

NET EXPENDITURE - General Fund	Revised	Budget	Budget	Budget	Budget	Budget
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
HEALTH & ENVIRONMENTAL SERVICES DIRECTORATE	£'000	£'000	£'000	£'000	£'000	£'000
Greater Cambridge Shared Waste Service :						
Team Manager Vehicles		59	23			
Refuse Collection Vehicles	846		275	508	342	734
Land Drainage :						
Tractors		80			80	
Flail Mowers		37	10		37	
Trailer	8		8			
Street Cleansing :						
Pavement Street Sweepers	67					
Mechanical Road Sweeper and Truck Replacements				305	305	305
Environmental Protection :						
Air Quality Monitoring Equipment		50				
Noise Monitoring Equipment		16				
Environmental Services Enforcement Vehicle		20				
Footway Lighting :						
LED Pilot Scheme		350				
HEALTH & ENVIRONMENTAL SERVICES TOTAL	921	721	462	741	486	734

NET EXPENDITURE - General Fund	Revised 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
HOUSING DIRECTORATE (GENERAL FUND)	£'000	£'000	£'000	£'000	£'000	£'000
Required GF Share of HRA Capital Expenditure	10	10	10	10	10	10
Repurchase of General Fund Sheltered Properties	1,100	1,100	1,100	1,100	1,100	1,100
Grants for the provision of Social Housing	502	500	500	500	500	500
Improvement Grants/Loans :						
Home Repairs Assistance	100	100	100	100	100	100
Disabled Facilities						
Mandatory	490	660	660	660	660	660
Discretionary	10	10	10	10	10	10
HOUSING (GENERAL FUND) TOTAL	2,212	2,380	2,380	2,380	2,380	2,380
PLANNING DIRECTORATE						
ICT new Planning system	80					
PLANNING TOTAL	80					
Gross Capital Expenditure (General Fund)	34,506	36,361	40,584	23,263	23,019	23,267

NET EXPENDITURE - General Fund	Revised	Budget	Budget	Budget	Budget	Budget
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	£'000	£'000	£'000	£'000	£'000	£'000
Fixed Assets	2,869	2,584	1,625	1,993	1,749	1,997
Revenue Expenditure funded from Capital under Statute (REFCUS)	31,637	33,777	38,959	21,270	21,270	21,270
	34,506	36,361	40,584	23,263	23,019	23,267
Financed By:						
Capital Receipts	(1,702)	(1,698)	(1,284)	(1,373)	(1,384)	(1,384)
S106 Agreement Contribution (ring fenced for Housing)	(502)	(500)	(500)	(500)	(500)	(500)
Cambridgeshire County Council (DFG)	(312)	(630)	(630)	(630)	(630)	(630)
Housing Capital Reserve	(298)					
Revenue Contribution from HRA towards software etc	(43)	(419)	(19)	(19)	(19)	(19)
Internal Borrowing - re Commercial Vehicles	(846)		(214)	(442)	(342)	(665)
External funding from CCC for Waste Vehicle			(61)	(67)		(68)
Earmarked Reserves	(349)	(607)	(5,187)	(233)	(144)	0
External Borrowing	(30,455)	(32,507)	(32,689)	(20,000)	(20,000)	(20,000)
	(34,506)	(36,361)	(40,584)	(23,263)	(23,019)	(23,267)

Housing Revenue Account	Revised	Budget	Budget	Budget	Budget	Budget
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Improvements - Existing Stock						
Water / Drainage Upgrades	80	81	83	85	86	88
Drainage Upgrades	310	310	310	0	0	0
Disabled Adaptations	849	866	883	902	920	938
Change of Tenancy - Capital	500	500	500	500	500	500
Rewiring	484	325	332	338	345	352
Heating Installation	1,980	2,020	2,062	2,103	2,145	2,188
Energy Conservation	1,020	200	204	208	213	217
Estate Roads, Paths & Lighting	15	60	61	63	64	65
Garage Refurbishment	52	53	54	55	56	57
Parking/Garages	86	149	153	156	159	163
Window Replacement	270	276	282	287	293	299
Re-Roofing	446	455	464	473	483	493
Full Refurbishments	200	200	200	200	200	200
Structural Works	10	250	250	250	250	250
Non-Traditional Refurbishment	0	0	0	0	0	0
Asbestos Removal	34	60	61	63	64	65
Kitchen Refurbishment	743	723	739	753	768	784
Bathroom Refurbishment	318	282	288	294	299	305
Fire Door Replacement Programme	0	180	184	187	0	0
Assumed adjustment in spend for varying stock numbers	0	10	38	77	42	(62)
Total Improvements - Existing Stock	7,397	7,000	7,148	6,994	6,887	6,902
Other Improvements						
Sheltered Housing and Other Stock	110	50	50	50	50	50
Flats	20	20	20	20	20	20
Central / Departmental Investment	19	0	0	0	0	0
Total Other Improvements	149	70	70	70	70	70

Housing Revenue Account	Revised	Budget	Budget	Budget	Budget	Budget
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Re-Provision of Existing Homes						
Robinson Court, Gamlingay	910	0	0	0	0	0
Total Re-Provision of Existing Homes	910	0	0	0	0	0
HRA New Build						
Pembroke Way, Teversham	483	353	0	0	0	0
Pampisford Road, Great Abington	200	0	0	0	0	0
High Street, Balsham	1,532	0	0	0	0	0
Woodside, Longstanton	249	0	0	0	0	0
Bannold Drove, Waterbeach	94	0	0	0	0	0
Gibson Close, Waterbeach	1,444	0	0	0	0	0
Highfields, Caldecote	446	0	0	0	0	0
Linton Road, Great Abington	1,302	2,605	0	0	0	0
Grace Crescent, Hardwick (Rented)	785	3,141	785	0	0	0
Grace Crescent, Hardwick (Shared Ownership)	521	2,084	521	0	0	0
Burton End, West Wickham	0	730	0	0	0	0
Acquisitions	1,560	0	0	0	0	0
Unallocated New Build / Acquisition Budget	300	9,573	25,890	13,369	4,224	5,700
Unallocated New Build / Acquisition - Section 106 funded	0	216	500	500	500	500
Total HRA New Build	8,916	18,702	27,696	13,869	4,724	6,200

Housing Revenue Account	Revised	Budget	Budget	Budget	Budget	Budget
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Other HRA Capital Spend						
Shared Ownership Repurchase	300	300	300	300	300	300
Self-Build Vanguard - Up front HRA Land Assembly Costs	695	540	618	695	0	0
HRA Share of Corporate ICT Development	270	419	19	19	19	19
Total Other HRA Capital Spend	1,265	1,259	937	1,014	319	319
Total HRA Capital Spend	18,637	27,031	35,851	21,947	12,000	13,491
Inflation Allowance	0	0	0	0	0	125
Total Inflated Housing Capital Spend	18,637	27,031	35,851	21,947	12,000	13,616
Housing Capital Resources						
Right to Buy Receipts	0	0	0	0	0	0
Other Capital Receipts (Land and Dwellings)	0	0	0	0	0	0
Other Capital Receipts (Self-Build Plot Sales)	(977)	(1,266)	(1,477)	(1,688)	(1,900)	0
Major Repairs Reserve	(6,429)	(6,689)	(6,868)	(7,032)	(5,714)	(8,567)
Direct Revenue Financing of Capital	(5,095)	(12,622)	(12,603)	(7,323)	0	(2,435)
Other Capital Resources (Grants / Shared Ownership / S106 funding)	(3,524)	(2,558)	(8,842)	(3,753)	(3,437)	(904)
Retained Right to Buy Receipts	(2,039)	(3,896)	(6,061)	(2,005)	(949)	(1,710)
Retained Right to Buy Receipts (Used by Registered Provider)	0	0	0	0	0	0
HRA CFR / Prudential Borrowing		0	0	(146)	0	0
Total Housing Capital Resources	(18,064)	(27,031)	(35,851)	(21,947)	(12,000)	(13,616)
Net (Surplus) / Deficit of Resources	573	0	0	0	0	0
Capital Balances b/f	(573)	0	0	0	0	0
Use of / (Contribution to) Balances in Year	573	0	0	0	0	0

Section 8

Risks and reserves

Risks and their mitigation

Risks and sensitivities

The council is exposed to a number of risks and uncertainties, which could affect its financial position, and the deliverability of the proposed budget. These risks include:

- Savings plans may not deliver projected savings to expected timescales;
- Assumptions and estimates, such as inflation and interest rates, may prove incorrect;
- Funding from central government (NHB and other grants) may fall below projections;
- The actual impact and timing of local growth on the demand for some services may not reflect projections used;
- The economic impact of the United Kingdom leaving the European Union may impact the council's income and expenditure, for example, planning fee income and inflation on good and services;
- Increases in council tax and business rates receipts due to local growth may not meet expectations;
- Business rates appeals, which may be backdated to 2010, may significantly exceed the provision set aside for this purpose. In particular, claims for mandatory charitable relief in relation to NHS hospitals may adversely impact business rates income;
- The business rates revaluation, which came into effect in April 2017, may reduce business rates receipts and increase the level of appeals;
- The impact of 100%/75% business rates retention, coupled with any additional responsibilities handed down to the council at that time and the outcome of the Fair Funding Review, may create a net pressure on resources;
- New legislation or changes to existing legislation may have budgetary impacts; and
- Unforeseen capital expenditure may be required.

Section 25 Report

Section 25 (s. 25) of the Local Government Act 2003 requires that the Chief Financial Officer (CFO) reports to the authority, when it is making the statutory calculations required to determine its council tax or precept, on the following:

- The robustness of the estimates made for the purposes of the calculations, and
- The adequacy of the proposed levels of financial reserves.

This includes reporting and taking into account:

- the key assumptions in the proposed budget and to give a view on the robustness of those assumptions;
- the key risk areas in the budget and to assess the adequacy of the council's reserves when reviewing the potential financial impact of these risk areas on the finances of the council; and
- it should be accompanied by a reserves strategy

This report has to be considered and approved by full council as part of the budget approval and council tax setting process.

The majority of the material required to meet the requirements of the Act has been built into the key reports prepared throughout the corporate budget cycle, in particular:

- MTFS 2018
- The Corporate plan and the budget reports to the February cycle of meetings.

This reflects the fact that the requirements of the Act incorporate issues that the council has, for many years, adopted as key principles in its financial strategy and planning; and which have therefore been incorporated in the key elements of the corporate decision-making cycle.

This also reflects the work in terms of risk assessment and management that is built into all of the key aspects of the council's work.

The Section 25 report will be included as Appendix 5 to the main MTFS report.

General reserves

GF reserves are held as a buffer against crystallising risks, and to deal with timing issues and uneven cash flows. As such, the level of reserves required is dependent on the financial risks facing the council, which will vary over time. The prudent minimum balance (PMB) and target level of GF reserves were reviewed and confirmed in the MTFS. No further changes are recommended at this time.

GF reserves	£m
November 2016 MTFS / February 2017 BSR – Recommended levels	
- Target level	3.00
- Minimum level	2.50

The projected levels of reserves for the budget setting period, based on the proposals included in this report, and assuming that all net savings requirements are delivered, are as follows:

Description	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000
Balance as at 1 April (b/fwd)	(6,751)	(7,908)	(8,141)	(5,838)	(4,615)	(4,161)
Contribution (to) / from reserves	(1,157)	(233)	2,303	1,223	455	789
Balance as at 31 March (c/fwd)	(7,908)	(8,141)	(5,838)	(4,615)	(4,161)	(3,371)

GF BSR Appendix A

Fees and charges

The council's constitution delegates the approval of fees and charges to the relevant portfolio holder, with the exception of the HRA rents and charges, which are to be recommended by the Cabinet to Council for approval.

HRA rents and charges are addressed in the HRA BSR, presented in Appendix 2 to the main MTFS report.

Home Improvement Agency fees

Approval of Cabinet is requested to delegate the decision in respect of any variation in fees to be charged by the Home Improvement Agency (HIA), to the Director of Housing and Environmental Services, following agreement of the proposed level of charges by the Shared HIA Board. Although a consistent fee needs to be agreed for the HIA, the formal approval of each of the three partner authorities is required, as the fees are payable as part of the capital Disabled Facilities or Repair Assistance Grants awarded by each Council.

An increase in fees may be necessary to replace the annual revenue support for the HIA, which is being progressively reduced by Cambridgeshire County Council and the Clinical Commissioning Group, as part of wider plans for the future funding and delivery of Disabled Facilities Grants through the Better Care Fund across Cambridgeshire as a whole. Revenue support from the Clinical Commissioning Group is withdrawn in full from April 2018.

Health and Environmental Services fees

- (a) Appendix 1 shows the recommended fees and charges for 2019/20. A short explanation of how the fees have been calculated is included below:

Active & Healthy 4 Life

- (b) Fees are set in discussion with the sports centres and are paid directly to the sports centres. The fees cover part of the cost of the initial assessment, gym sessions and part of the cost of the final assessment. The sports centres cover the majority of the assessment costs to enable the cost to clients to be kept to a minimum to encourage participation. The district council covers the cost of managing the scheme.
- (c) Fees were last amended in 2014 when the running of the scheme was brought in-house.
- (d) 2018/19 saw a marked increase in the number of participants referred-to and completing the scheme. This has resulted in an increase in class numbers. Any increased costs are being covered by the extra income made from increased participation. No change to charges is recommended.

Adult Friendly Netball League

- (e) The Adult Friendly Netball League has been running in South Cambridgeshire since 2008, building on the success of the 'Women Try Netball' programme which encourages women to get active. Approximately 1/2 of women and 1/3 of all men in England are damaging their health through inactivity. Physical inactivity directly contributes to one in six deaths in the UK². Netball is a sport that many women have taken part in at school and benefits their social, physical and mental wellbeing.
- (f) The fees charged to participating teams aims to cover the cost of the hire of courts for the duration of the league (alternate weeks, ten sessions) plus a tournament at the end. Each team also pays a £5 umpire fee each week direct to the umpire to cover umpire expenses. The fee does not cover the cost to the Council for facilitating the league.
- (g) In 2018 the cost per team was increased to £75. This was to account for the fact that there were 12 teams in the league (usually 14 to 16 teams per year). This resulted in income of £900. The cost of the court hire was £929.
- (h) Assuming 12 teams participate in 2019/20 the fee will remain at £75. It is proposed that any changes to the number of participating team will be used to recalculate the cost per team in order to cover the cost of court hire.

- (i) Despite increases, the cost per team continues to compare favourably with other not-for-profit, constituted local netball leagues.

Let's Get Moving

- (j) Let's Get Moving is a programme wholly funded by Public Health at Cambridgeshire County Council.
- (k) The programme runs a number of activities across the District, and the charges are calculated based on the covering the costs of room hire at each venue.
- (l) All activities currently cover their individual running costs, and the cost to the participant ranges from £2.50 - £3 per session.

Sports Camps

- (m) Camps on offer in 2018/19 were netball, athletics, and Quick Cricket/Rounders.
- (n) Fees are benchmarked against other equivalent camps held across the county. The fees are set at a level aimed at cost recovery, which takes into account the cost of the venue, instructors, first aiders and administration.
- (o) The fee was last increased in 2018/19. This was a considerable increase of 20% for single day bookings, and 11% for booking multiple days or participants. A small discount is available when booking more than one child onto a camp or for booking multiple days.
- (p) Total expenditure for 2018/19 was £14,405. Total income in the same period was £15,220. It is proposed that the fees for 2019/20 remain £24 for single bookings, and £20 for bookings eligible for discount. These fees allow for 2% increase in costs owing to inflation; and will continue to cover costs in the event of a marked increase in bookings eligible for the discounted rate.
- (q) SCDC are in the process of implementing an online payment system which could potentially remove some back-office admin costs from the process.

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Appendix 1: Proposed Health and Wellbeing Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
Active & Healthy 4 Life Fees (i) Initial assessment (ii) Gym sessions (one hour each x 24) (iii) Final assessment	Discretionary H&W PFH	£8.00 £3.00 £8.00	£8.00 £3.00 £8.00	None
Adult Friendly Netball League Fees a) Team participation fee	Discretionary H&W PFH	£75.00	£75.00	None
Let's Get Moving Fees (i) 1 hour session (ii) 1.5hour session (including refreshments)	Discretionary H&W PFH	£2.50 £3.00	£2.50 £3.00	None
Sports Camps (a) One day attendance (b) Two or more days attendance (per day) (c) Two or more siblings attendance on one or more days (per day)	Discretionary H&W PFH	£24.00 £20.00 £20.00	£24.00 £20.00 £20.00	None

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
1. ENVIRONMENTAL PROTECTION ACT 1990 / POLLUTION PREVENTION CONTROL ACT 1999 / PPC REGULATIONS 2000				

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
Standard process (includes solvent emission activities)	Statutory fee set by DEFRA	£1650	£1650	Statutory fees set by DEFRA
Additional fee for operating without a permit	Restructured for 2018/19	£1188	£1188	
PVRI, and Dry Cleaners		£155	£155	
PVR I & II combined		£257	£257	
VRs and other Reduced Fee Activities		£362	£362	
Reduced fee activities: Additional fee for operating without a permit		£99	£71	
Mobile plant**		£1650	£1650	
for the third to seventh applications		£985	£985	
for the eighth and subsequent applications		£498	£498	
<i>Where an application for any of the above is for a combined Part B and waste application, add an extra £310 to the above amounts</i>		£808	£808	

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
Annual subsistence charge				
Standard process Low		£772 (+£103)*	£772 (+£104)*	<p>* The additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation.</p> <p>Where a Part B installation is subject to reporting under the E-PRTR Regulation, add an extra £103 to the above amounts</p>
Standard process Medium		£1161 (+£156)*	£1161 (+£156)*	
Standard process High		£1747 (+£207)	£1747 (+£207)	
PVRI, and Dry Cleaners L/M/H		£79/£158/£237	£79/£158/£237	
PVR I & II combined L/M/H		£113/£226/£341	£113/£226/£341	
VRs and other Reduced Fees		£228/£365/£548	£228/£365/£548	
Mobile plant, for first and second permits L/M/H**		£646/£1034/£1506	£646/£1034/£1506	
for the third to seventh permits L/M/H		£385/£617/£924	£385/£617/£924	
eighth and subsequent permits L/M/H		£198/£316/£473	£198/£316/£473	
Late payment Fee		£52	£52	
Transfer and Surrender <ul style="list-style-type: none"> • Standard process transfer • Partial transfer • New Operator at Low Risk Reduced Fee Activity • Surrender: all Part B activities • Reduced fee activities: 	Statutory: DEFRA			Not applicable Statutory Fee
a)Transfers – Service Stations, Waste Oil Burners <0.4MW and Dry Cleaners		£169.00	£169.00	
b)Partial transfer		£497.00	£497.00	
		£78.00	£78.00	
		£0.00	£0.00	
		£0.00	£0.00	

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
Temporary Transfer for Mobiles (iii) First Transfer (iv) Repeat Following Enforcement or Warning	Statutory: DEFRA	£53.00 £53.00	£53.00 £53.00	Not applicable Statutory Fee
Substantial Change s10 & s11 (d) (e) Standard process (f) (g) Standard process where the substantial change results in a new PPC activity (h) Reduced fee activities Reduced fee activities are; Service Stations, Vehicle Refinishers, Dry Cleaners and Small Waste Oil Burners under 0.4MW	Statutory: DEFRA	£1005.00 £1579.00 £98.00	£1050.00 £1650.00 £102.00	Not applicable Statutory Fee
LAPPC Mobile Plant Charges (if not subject to simplified Permits) 1 Application Fee – No. of Permits 1 2 3 4 5 6 7 8 and over 2 Subsistence Fee – No. of Permits 1 2 3 4 5 6 7 8 and over	Statutory: DEFRA	£1650.00 £1650.00 £985.00 £985.00 £985.00 £985.00 £985.00 £985.00 £498.00 (Low/Med/High)	£1650.00 £1650.00 £985.00 £985.00 £985.00 £985.00 £985.00 £985.00 £498.00 (Low/Med/High)	Not applicable Statutory Fee

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
LA-IPPC Charges (Part A2)				
	Statutory: DEFRA			
a) Application		£3363.00	£3363.00	Fee set by DEFRA Every subsistence charge includes the additional £104 charge to cover LA extra costs in dealing with reporting under the E- PRTR Regulation
b) Additional Fee for Operating without a Permit		£1188.00 £1446.00	£1188.00 £1447.00	
c) Annual Subsistence – Low		£1610.00 £2333.00	£1611.00 £2334.00	
d) Annual Subsistence – Med			£3363.00	
e) Annual Subsistence – High				
f) Substantial Variation substantial variation (where 9 (2) (a) or 9 (2)(B) of the scheme applies)		£235.00 £698.00 £698.00	£235.00 £698.00 £698.00	
g) Transfer		£52	£52	
h) Partial Transfer				
i) Surrender				
Late Payment fee (new)				
Newspaper Advertisements				
Newspaper adverts may be required under EPR at the discretion of the LA as part of the consultation process when considering an application (see Chapter 9 of the General Guidance Manual). This will be undertaken and paid for by the LA and the charging scheme contains a provision for the LA to recoup its costs				

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
2. LICENCES				
Game Dealer	Statutory: Game Act 1831 & Game Licensing Act 1860	Nil	Nil	
Scrap Metal dealers licence Mobile licence Site licence	Discretionary H&ESPFH	£185.00 £230.00	£189.00 £235.00	Legislation governed by Scrap Metal Dealers Act 2013. Fee currently covers cost of administrating the service
Sex Shop Establishment	Discretionary H&ESPFH			Fees to be consistent with neighbouring authorities and ensure recovery of costs.
(i) Initial application		£3,800	£3,800	
(ii) Renewal		£690	£690	
Acupuncture, Ear Piercing, Tattooing & Electrolysis	Discretionary : H&ESPFH			To facilitate the identification of bona fide skin piercing businesses registration fees to be kept at cost
Business registration		£120.00	£122.00	
Personal Registration		£120.00	£122.00	
Mobile unit		£120.00	£122.00	
Mesotherapy & Dermal Fillers		£120.00	£122.00	
Houses in Multiple Occupation meeting the legal definitions	Legal formula	New Application £750.00 per 5yr period Renewal £450 per 5yr period New applications 01.04.18 onwards £375 per 1yr licence	New Application £750.00 per 5yr period Renewal £450 per 5yr period New applications 01.04.18 onwards £375 per 1yr licence	Appropriate fee commensurate with costs of admin and inspections

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
Caravan Sites = Mobile Homes Act 2013	Discretionary			
Licence fee application 0-2 Units		£30	£130.00	Fees set at cost recovery of administering the service Annual fee for 0-2 units set at a level to encourage registration
Licence fee application 3 – 9 units		£158.00	£260.00	
Licence fee – application 10 units or more		£265.00	£390.00	
Annual fee 0- 2 units		£20	£95.00	
Annual fee 3 to 9 units		£158.00	£245.00	
Annual fee 10 units or more		£210	£355.00	
Licence variation fee		£20	£85.00	
Transfer application fee		£30	£85.00	
Miscellaneous changes to existing licence details		£30	£85.00	

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
Animal Welfare Licence	Discretionary			To encourage the start-up of small businesses and ensure that health & safety and animal welfare visits are made and appropriate advice given to proprietors. Charges are to cover the cost of Officers' time, administration on-costs all new Dog breeding establishments are subject to inspection, all others are risk based
Application Fee (all activities)	:H&ESPFH		£65.00	
Maintenance Fee (except exhibiting animals)::			£175.00	
1 Year			£345.00	
2 Year			£520.00	
3 Year				
Copy of licence, change of details not requiring an inspection			£10.50	
<ul style="list-style-type: none"> • Boarding of Animals: 				
Initial Rating or re-rating Inspection Fee:				
Up to 10 animals			£101.00	
11 – 30 animals			£135.00	
31 – 60 animals			£168.00	
61 – 99 animals			£201.00	
100+ animals			£235.00	
Variation of a licence requiring a re-inspection:				
Up to 10 animals			£101.00	
11 – 30 animals			£135.00	
31 – 60 animals			£168.00	
61 – 99 animals			£201.00	
100+ animals			£235.00	
<ul style="list-style-type: none"> • Dog Breeding 				
Initial rating or re-rating inspection fee			£35.00 + vet fee	
Variation of a licence requiring a re-inspection			£35.00 + vet fee	
<ul style="list-style-type: none"> • Hiring of Horses 				
Initial rating or re-rating inspection fee			£35.00 + vet fee	
Variation of a licence requiring a re-inspection			£35.00 + vet fee	
<ul style="list-style-type: none"> • Selling animals as pets 				
Initial rating or re-rating inspection fee			£168.00	
Variation of a licence requiring a re-inspection			£168.00	
<ul style="list-style-type: none"> • Exhibiting animals 				
Initial rating or re-rating inspection fee			£100.00	
Maintenance fee (3 years)			£520.00	
Variation of a licence requiring a re-inspection			£101.00	

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
Dangerous Wild Animals	Discretionary : H&ESPFH	£88.00 Plus relevant vet fees	£90.00 Plus relevant vet fees	To recover costs of inspection Officer's time with administrative on-costs veterinary costs borne by applicant where required
Zoos (6 year licence)	Discretionary : H&ESPFH	Actual costs involved	Actual costs involved	To cover the cost of providing the service with acknowledgment of the demands of animal welfare and public safety. Actual Officer costs (including vet & other officials' fees) for year together with any other charges incurred in the admin of zoo licensing
Street Trading	Discretionary : H&ESPFH			Simplified fee structure to recover costs of administering, monitoring & inspecting street trading provisions
4 Mobile Traders in villages up to 2 nights a week		£240.00	£245.00	
5 Over 2 nights a week		£450.00	£459.00	
Layby traders	Discretionary : H&ESPFH	£787.00 (including rates)	£803.00 (including rates)	Simplified fee structure to recover costs of administering, monitoring & inspecting provisions

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
3. HACKNEY CARRIAGE & PRIVATE HIRE VEHICLE LICENSING				
Driver's Licence <ul style="list-style-type: none"> • Grant • Renewal • Fee for knowledge base test for drivers – new applicants only • Replacement badge 		£220.00 £120.00 £50.00 £10.00	£225.00 £123.00 £50.00 £10.00	Recovery of the whole costs of the Hackney Carriage and Private Hire vehicle licensing system so that the costs of the service are borne by the user. Vehicle application fee to include door stickers from 2018
Operator's Licence (1yr) <ol style="list-style-type: none"> 1. Single vehicle 2. Two vehicles 3. Three to five vehicles 4. Six to ten vehicles 5. Eleven to Twenty vehicles 6. Twenty one vehicles and above 7. Name/address change to existing licence 		£98.00 £170.00 £228.00 £300.00 £362.00 £500.00 £10.00	£100.00 £173.00 £233.00 £306.00 £369.00 £510.00 £10.00	Legislation introduced in October 2015 requires Local Authorities to offer a fee for a Five year operator licence
Operator's Licence (5yr) <ol style="list-style-type: none"> i. Single vehicle ii. Two vehicles iii. Three to five vehicles iv. Six to ten vehicles v. Eleven to Twenty vehicles vi. Twenty one vehicles and above 	Discretionary : H&ESPFH	£430.00 £780.00 £1020.00 £1290.00 £1520.00 £2175.00	£439.00 £796.00 £1040.00 £1316.00 £1520.00 £2218.00	Small reduction in vehicle renewal fee reflects the streamlining and improved efficiency of the process
Vehicle Licensing (including inspection) <ul style="list-style-type: none"> • Grant (plate/ door signage stickers included) • Door signage - magnetic (on request) • Renewal • Replacement plate 		£145.00 £100.00 £20.00	£148.00 10.00 £102.00 £20.00	
Replacement PH Door signage (stickers x2)		£15.00	£15.00	
Replacement PH Door signage (magnetic x2)			£25.00	
Replacement H/C logo		£20.00	£20.00	

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
Small Lottery Licence 1. Grant 2. Renewal	Statutory: Gambling Act 2005	£40.00 £20.00	£40.00 £20.00	Not applicable Statutory Fee
Licence to Kill Game • Full year • Part year • Occasional	Statutory	£6.00 £4.00 £2.00	£6.00 £4.00 £2.00	Not applicable Paid to post office and then income transferred to SCDC half yearly Statutory Fee

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
Stray Dogs Seizure fee	Statutory: The Environmental Protection (Stray Dogs) Regulations 1992	Prescribed seizure fee £25.00	Prescribed seizure fee £25.00	Charge structure to reflect SCDC administration, transportation and kennelling costs Subject to contract changes
Seizure with transport and/or kennelling	Other charges Discretionary ESPFH	£57.00 Transportation/ Admin Fee Kennelling Fee £20.00 per day + VAT Veterinary Fees if applicable	£57.00 Transportation/ Admin Fee Kennelling Fee £20.00 per day + VAT Veterinary Fees if applicable	

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
<p>Water Sampling (Private Water Supplies Regulations 2009)</p> <p>Analysis, Sampling and Risk Assessment cost/year:</p> <ul style="list-style-type: none"> • Risk assessment (each assessment) • Sampling (each visit)¹ • Investigation (each investigation) • Granting an authorisation (each authorisation) • Analysis <ul style="list-style-type: none"> - Reg 10 analysis (small domestic) - Check monitoring (basic analysis) - Audit monitoring (chemicals etc.) <p>¹ No fee is payable where a sample is taken and analysed solely to confirm or clarify the results of analysis of a previous sample</p>	<p>Discretionary: H&ESPFH (up to maximum prescribed in Regulations)</p>	<p>Recovery of costs - max annual total cost:</p> <p style="text-align: center;">£500</p> <p style="text-align: center;">£100</p> <p style="text-align: center;">£100</p> <p style="text-align: center;">£100</p> <p style="text-align: center;">£25</p> <p style="text-align: center;">£100</p> <p style="text-align: center;">£500</p>	<p>Recovery of costs - max annual total cost:</p> <p style="text-align: center;">£500</p> <p style="text-align: center;">£100</p> <p style="text-align: center;">£100</p> <p style="text-align: center;">£100</p> <p style="text-align: center;">£25</p> <p style="text-align: center;">£100</p> <p style="text-align: center;">£500</p>	
<p>Food Health Certificate</p>	<p>Discretionary: ESPFH</p>	<p>£140.00 plus VAT</p>	<p>£140.00 (no VAT)</p>	<p>Fees set at a level which recovers Council costs at a commercial rate without costs being set so high that it inhibits local businesses from exporting food</p>

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
4. Refuse & Recycling Service				
Discretionary: H &ES PFH				
Hazardous Domestic Collections Per item, fridge/freezer/CRT monitor/TV/Microwave etc.		£25.00	£25.00	
Bulky Domestic Collections Bulky Household Waste two to three items(excluding hazardous waste items)		£30.00	£30.00	
Per item (after three) Max 9		£5.00	£5.50	
Emptying of contaminated bin/additional empty (per bin)			£30.00	
Clearance of rubbish from bin stores		By quote	By quote	
Annual 2 nd green bin charge – per additional 240 litre (October to October)		£35.00	£35.00	
Annual 2 nd green bin charge – Per additional 140 litre (October to October)		£30.00	£30.00	
Additional garden waste capacity for flats (per 1100 litre bin)			£75.00	
Bins				
Delivery of bin(s) for new property		£75.00	£77.50	
Additional approved black bin – large families etc		£50.00	£50.00	
Delivery of a replacement black bin (damaged/stolen)		£50.00	£50.00	
Delivery of a replacement green/blue bin (damaged /stolen)		Nil	Nil	
Additional blue bin charge		Nil	Nil	
Recycling Kitchen Caddy Sacks ((in packs of 50)		£3.00	£3.00	
Recycling Kitchen Caddy Sacks ((In packs of 10) Inc. delivery		£4.49	£4.49	

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
5. TRAINING COURSES				
Food Hygiene Level 2	Discretionary: ESPFH	£75.00 (General Public)	£75.00 (General Public)	Set at costs competitive with external organisations to encourage attendance at Environmental Health courses
Food Hygiene Level 3		£305.00	£305.00	
Health & Safety Level 2		£67.00	£67.00	
Health & Safety Level 3		£300.00	£300.00	

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	Council policy when setting the fee/charge
6. OTHER FEES AND CHARGES				
Staff involved in civil litigation	Discretionary: ESPFH	Varies due to specific Officer & time involved	Varies due to specific Officer & time involved	To cover staff costs
Provision of information – Local Land charge searches	Discretionary: ESPFH	£150 Maximum fee	£150 Maximum fee	To recover costs of administration and officer time in researching and reporting on environmental information.
Supply of specific information from records	Statutory: The Freedom of Information and Data Protection (Appropriate Limit and Fees) Regulations 2004	As listed in SCDC FOI Policy & Procedure April 2009	As listed in SCDC FOI Policy & Procedure April 2009	Fees vary due to nature of request (see SCDC web site FOI Fee Structure)
Officers offering chargeable advice including enforcement charges where legislation permits	Discretionary: ESPFH	£64/hr	£66/hr	To ensure that where services can be charged for SCDC covers as a minimum the cost of that advice or actions
Serving of improvement notices under the Housing Act 2004	Power to charge for serving improvement notices	£64/hr Max charge £250	£66/hr Max charge £250	New fee to cover officer time in preparation and serving of notices

Appendix 2: H&ES Fees and Charges 2019/20

Type of fee/ Charge	Fee/charge set by	Fee/Charge 2017/18	Proposed Fee/Charge 2018/19	Council policy when setting the fee/charge
Removal & Disposal of Abandoned Vehicles <ul style="list-style-type: none"> • Removal • Storage (per day) • Disposal 	Statutory: Refuse Disposal (Amenity) Act 1978 Removal, Storage & Disposal of Vehicle (Prescribed Sums & Charges) Regulations 1989 as amended	Removal £105.00 Storage £12.00 per day Disposal £85.00	Subject to contractual changes Removal 120.00 Storage £20.00 per day Disposal £85.00	Not applicable Statutory fee

Appendix 2: H&ES Fees and Charges 2019/20

Offence	Fee/charge set by Legislation	Fee/Charge 2018/19		Proposed Fee/Charge 2019/20		Council policy when setting the fee/charge
		Full amount of penalty	FP reduced if paid within 10 days	Full amount of penalty	FP reduced if paid within 10 days	
Depositing Litter	Environmental Protection Act 1990	£75.00	£50.00	£150	£50.00	Not applicable Statutory fee Reduction is a discretionary matter
Littering from a vehicle	Regulation 4 LOVR			£150	£50.00	
Section 55 offences – dog related offences	Clean Neighbourhood & Env Act 2005	£75.00	£50	£75.00	£50	
Smoking ban offences (smoking in a public place & failure to display 'no smoking' signs)	Sec 9 Health Act			Smoking: £50 No 'No Smoking' sign: £200	Smoking: £30 No 'No Smoking' sign: £150	
Failure to Produce Waste Transfer Note	Control of Pollution (Amendment) Act 1989	£300.00	£180.00	£300.00	£180.00	
Failure to Produce Waste Carriers Licence	Environmental Protection Act 1990	£300.00	£180.00	£300.00	£180.00	
Abandoning a Motor Vehicle	Sec 2(A)1 RD(A)/ Sec 10 CNEA	£200.00	£120.00	£200.00	£120.00	
Exposing 2 or more vehicles for sale on a road	Clean Neighbourhood & Environment Act 2005	£100.00	£60.00	£100.00	£60.00	
Repairing vehicle on the road	Clean Neighbourhood & Environment Act 2005	£100.00	£60.00	£100.00	£60.00	
Breach of a Community Protection Notice	Sec 48 Anti Social Behaviour, Crime and Policing Act 2014	N/A	N/A	£100	£65	
Breach of a Public Spaces protection Order	s.63 and/or s.67, Anti social Behaviour, Crime and Policing Act 2014	N/A	N/A	£100	£65	Full amount is statutory Reduced fee is discretionary

Appendix 2: H&ES Fees and Charges 2019/20

Offence	Fee/charge set by Legislation	Fee/Charge 2017/18	Proposed	Offence	Fee/charge set by Legislation	Fee/Charge 2017/18
Deface any Property by painting, writing, etc. (Graffiti & fly posting)	Anti-Social Behaviour Act 2003	£75.00	£50.00	£150.00	£50.00	Not applicable Statutory fee
Painting or affixing things to a structure on the Highway	Highways Act 1980	£75.00	£50.00	£150.00	£50.00	
Failure to place waste in prescribed container (Household)	Environmental Protection Act 1990	£100.00	£60.00	£110.00	£60.00	
Failure to place waste in prescribed container (Commercial)	Environmental Protection Act 1990	£100.00	£60.00	£110.00	£60.00	
Unauthorised distribution of literature on designated land	Environmental Protection Act 1990	£75.00	£50.00	£150.00	£50.00	
Noise from dwellings	Noise Act 1996	£100.00	No reduction	£110.00	£60.00	
Noise from licensed premises	Noise Act 1996	£100.00	No reduction	£500.00	No reduction	
Fly tipping Fixed penalty charge	Environmental Protection Act 1990	£400	£240	£400	£240	

Appendix 2: H&ES Fees and Charges 2019/20

Licensing Act 2003 – Fees (Statutory)

Premises/Club Licence	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	
Band A	£100.00	£100.00	Fee set by Central Government
Band B	£190.00	£190.00	
Band C	£315.00	£315.00	
Band D	£450.00	£450.00	
D and Primary Business Alcohol Sales x 2	£900.00	£900.00	
Band E	£635.00	£635.00	
E and Primary Business Alcohol Sales x 3	£1, 905.00	£1, 905.00	

Annual Fee	Fee/Charge 2018/19	Proposed Fee/Charge 2018/19	
Band A	£70.00	£70.00	Fee set by Central Government
Band B	£180.00	£180.00	
Band C	£295.00	£295.00	
Band D	£320.00	£320.00	
Band E	£350.00	£350.00	

Additional fees for large venues and events

Number in Attendance at any one time	Fee/Charge 2018/19	Proposed Fee/Charge 2019/20	
5,000 to 9,999	£1, 000	£1, 000	Fee set by Central Government
10,000 to 14,999	£2, 000	£2, 000	
15,000 to 19,999	£4,000	£4,000	
20,000 to 29,999	£8, 000	£8, 000	
30, 000 to 39,999	£16,000	£16,000	
40, 000 to 49, 999	£24, 000	£24, 000	
50, 000 to 59, 999	£32, 000	£32, 000	
60, 000 to 69, 000	£40, 000	£40, 000	
70, 000 to 79,999	£48, 000	£48, 000	
80, 000 to 89, 999	£56, 000	£56, 000	
90, 000 and over	£64, 000	£64, 000	
Temporary Events	£21 per event	£21 per event	

**Schedule of Maximum Fees – Gambling Act 2005
(Council has set maximum fee permitted)**

Classes of premises licence	Maximum non-conversion application fee in respect of provisional statement premises	Maximum non-conversion application fee in respect of other premises	Maximum annual fee	Maximum fee for application to vary licence	Maximum fee for application to transfer a licence	Maximum fee for application for reinstatement of a licence	Maximum fee for application for provisional statement
Regional casino premises licence	£8,000	£15,000	£15,000	£7,500	£6,500	£6,500	£15,000
Large casino premises licence	£5,000	£10,000	£10,000	£5,000	£2,150	£2,150	£10,000
Small casino premises licence	£3,000	£8,000	£5,000	£4,000	£1,800	£1,800	£8,000
Converted casino premises licence			£3,000	£2,000	£1,350	£1,350	
Bingo premises licence	£1,200	£3,500	£1,000	£1,750	£1,200	£1,200	£3,500
Adult gaming centre premises licence	£1,200	£2,000	£1,000	£1,000	£1,200	£1,200	£2,000
Betting premises (track) licence	£950	£2,500	£1,000	£1,250	£950	£950	£2,500
Family entertainment centre premises licence	£950	£2,000	£750	£1,000	£950	£950	£2,000
Betting premises (other) licence	£1,200	£3,000	£600	£1,500	£1,200	£1,200	£3,000

These fees are currently set at the maximum amount

Schedule of Abandoned Vehicles Fees – Road Traffic Act 1988 (Retention and Disposal of Seized Motor Vehicles) (Amendment) Regulations 2008

Table 1 – Regulation 6(2)

	1	2	3	4	5
1	Vehicle position and condition	Vehicle equal to or less than 3.5 tonnes MAM	Vehicle exceeding 3.5 tonnes MAM but equal to or less than 7.5 tonnes MAM	Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 tonnes MAM	Vehicle exceeding 18 tonnes MAM
2	Vehicle on road, upright and not substantially damaged or any two wheeled vehicle whatever its condition or position on or off road	£150	£200	£350	£350
3	Vehicle, excluding a two wheeled vehicle, on road but either not upright or substantially damaged or both.	£250	£650	Unladen–£2000	Unladen–£3000
				Laden–£3000	Laden–£4500
4	Vehicle, excluding a two wheeled vehicle, off road, upright and not substantially damaged	£200	£400	Unladen–£1000	Unladen–£1500
				Laden–£1500	Laden–£2000
5	Vehicle, excluding a two wheeled vehicle, off road but either not upright or substantially damaged or both	£300	£850	Unladen–£3000	Unladen–£4500
				Laden–£4500	Laden–£6000

Table 2 – Regulation 6(3)

	1	2	3	4	5
1	Two wheeled vehicle	Vehicle, not including a two wheeled vehicle, equal to or less than 3.5 tonnes MAM	Vehicle exceeding 3.5 tonnes MAM but equal to or less than 7.5 tonnes MAM	Vehicle exceeding 7.5 tonnes MAM but equal to or less than 18 tonnes MAM	Vehicle exceeding 18 tonnes MAM
2	£10	£20	£25	£30	£35

	2018/19	2019/20
Hazardous Domestic Collections		
Per item (Fridge / Freeze / CRT Monitor / TV / Microwares etc)	£25.00	£25.00
Domestic Collections		
Bulky Collections		
One to three items (excluding hazardous items)	£30.00	£30.00
More than three items (per item) Max 9	£5.00	£5.50
Charge to empty contaminated bin / additional empty (per bin)		£30.00
Clearance of rubbish from bin stores	By Quote	By Quote
Annual 2nd green bin charge - per additional 240 litre (October to October)	£35.00	£35.00
Annual 2nd green bin charge - per additional 140 litre (October to October)	£30.00	£30.00
Additional garden waste capacity for flats (per 1100l bin)		£75.00
Bins		
Delivery of bin(s) for new property (up to	£75.00	£77.50
NEW Additional approved black bin - Large families etc.	£50.00	£50.00
Delivery of a replacement black bin (damaged /stolen)	£50.00	£50.00
Delivery of a replacement green/blue bin (damaged /stolen)	FOC	FOC
Additional blue bin charge	FOC	FOC
Recycling Kitchen Caddy Sacks (in packs of 50)	£3.00	£3.00
Recycling Kitchen Caddy Sacks (in packs of 10) including delivery	£4.49	£4.49

**This page contains commercially sensitive information which is
exempt by virtue of Schedule 12A, Paragraph 3 of the Local
Government Act 1972 (As Amended)**

Please refer to Appendix !A

GF BSR Appendix B

Precautionary items

These are items of expenditure over which there is some doubt as to whether they will occur, but if they did, the council would be required to meet them. If the spending need does arise on any item, delegated authority has been given to the Finance and Staffing Portfolio Holder and the Chief Finance Officer to approve such expenditure (to be met from reserves), up to the level indicated for the relevant year:

	Total approved £000	Used in 2018-19 to Jan 2019 £000
Precautionary Items for 2018/19		
Homelessness - additional accommodation	60	0
DWP grant reduction - Universal Credit roll out	50	0
Additional use of credit cards - related fees	15	0
Awarded Watercourses - emergency works	15	0
Contaminated Land - remedial works	82	0
Clearance of Private Sewers	6	0
National Assistance Burials Act	5	10
District Emergencies	50	0
Material Price Managed Through MRF Contract	50	0
Fuel Inflation above the CPI allowance	20	0
Community Street Cleansing Initiative	30	
Total	383	10

Precautionary Items for 2019/20		
Homelessness - additional accommodation	60	
Waste MRF Contamination	100	
Potential cost of Holiday/Overtime back pay claims	70	
District By-Election	10	
National Assistance Burials Act	10	
Total	250	

GF BSR Appendix C(a) – Bids and Savings – Revenue bids

Category	Reference	Title	Description	2019/20	2020/21	2021/22	2022/23	2023/24
	Reference	Title	Description	2019/20	2020/21	2021/22	2022/23	2023/24
Bid	RB2	Additional resource required to support residents through the implementation of Universal Credit	Bid for staffing resources to aid the implementation of UC full service across SCDC. Key areas are Rents, OPHB and LCTS. The bid includes a Revenues and Benefits Support officer (grade 4) focussed on OPHB / LCTS / CTAX, a Contact Centre apprentice and 50% of a Recovery Officer (grade 4), split Council Tax (GF) Rents (HRA) 50/50. There is a separate HRA bid for 2xRent Officers and the other 50% of Recovery Officer post.	66,292	69,127	72,062	75,092	78,218
Unavoidable Revenue Pressure	RB2b	New bid for Grant Reduction-Universal Credit Implementation transfer of payment of Housing Costs to DWP	The introduction of UC may reduce the grant the Council receives from Department or Work and Pensions towards the cost of administer Housing Benefit. Modelling has been undertaken to estimate the likely reduction. The alternative to proving finance would be that 1.5 staff would need to be redeployed or may redundant. The processing times for HB, Council Tax Support, Discretionary Housing Payment would increase; which if severe could result in DWP intervention in respect of Housing Benefit. 2017/18 is significant year for SCDC as UC is introduced district wide as new claimants claim they will no longer claim hb but still claim CTS. Budget for year 2018-19 included £50k provision for the grant reduction and this is now part of the base budget. The bid shows the incremental increase on that cost.	12,270	29,953	29,953	29,953	29,953

GF BSR Appendix C(a) – Bids and Savings – Revenue bids

Bid	DS1	Establishment of post to support the Council's overview and scrutiny function - Democratic Representation Budget (F57)	Establishment of post of Scrutiny & Governance Adviser to support the development of an effective, evidence-based & outward looking scrutiny and overview function at SCDC through provision of advice, research & other support. The new post is required to support the new system of pre-decision scrutiny, monthly committee meetings & ambitious programme of scrutiny reviews through task & finish groups. No dedicated support or capacity exists to project manage the delivery of scrutiny reviews or undertake research. The Lead Cabinet Member for Customer Service & Business Improvement & Chairman of Scrutiny & Overview Committee support the establishment of a dedicated resource to enable the ambitions for the overview and scrutiny function to be achieved.	40,884	41,293	41,706	42,123	42,544
Bid	DS2	Establishment of Cabinet Support Officer post - Democratic Representation Budget (F57)	Establishment of Cabinet Support Officer post to provide a specialist support service to the Leader, Deputy Leader & Cabinet overall & overseeing the delivery of support services for Members & the Civic Function. At present the Chief Executive's EA provides some secretarial support for the Leader but there is insufficient capacity to provide the more dedicated support needed by the Leader or to support the wider Cabinet. This post will provide enable the Leader & Cabinet more effectively to carry out their roles. This post would also line manage a proposed new role of Members' Resource Officer ensuring that there is more resilience and greater flexibility in covering workloads.	34,817	35,465	35,517	35,872	36,231

GF BSR Appendix C(a) – Bids and Savings – Revenue bids

Bid	DS3	Establishment of Resource Officer (Members) post - Democratic Representation Budget (F57)	Establishment of Resource Officer post to contribute to the operation of the Democratic Services Team, providing support services for the Civic function. The post is needed to provide the capacity to support the Civic Function which is proposed to transfer from the Chief Executive's team to Democratic Services. This would free up capacity amongst the Democratic Services Officers to respond to the increased committee support workload associated with the new political management structure.	9,160	9,452	9,746	10,044	10,344
Bid	PP2	Establishment of a temporary post for two years initially to support the Council's Green Energy Investment Agenda (F02)	Establishment of post of Climate and Environment Officer to progress the Council's Green Energy investment agenda, particularly in relation to projects falling under the Re:fit programme and other projects for direct investment in green energy. This will be a fixed term post for a period of two years and will aim to be financial self-supporting. The primary objectives of the post will be to identify and implement projects with a view to generating income for the Council and to drive the SCDC green agenda.	42,917	44,567			
Funding	PP2a	Withdrawal from Earmarked Reserves	Withdrawal from Renewables reserve to fund bid PP2	(42,917)	(44,567)			
Bid	PP5	Restructuring of the Council's Policy, Performance & Projects function (F02)	Establishment of a post of Senior Policy, Performance & Project Officer (grade 7) and 2 Policy, Performance & Project Officers to support the development of an effective, evidence-based & outward looking function at SCDC through provision of advice, research & other support. The structure will be kept under review.	125,146	127,881	132,175	135,086	138,088

GF BSR Appendix C(a) – Bids and Savings – Revenue bids

Saving	PP6	Vacancies in Policy and Performance team	There are currently 4 vacancies in the Policy and Performance team the savings would fund the additional posts.	(165,885)	(169,203)	(172,587)	(176,038)	(179,559)
Unavoidable Revenue Pressure	FM7	Security guard	To employ a contract security guard that holds the relevant SIA accreditation that can deal with site security for ten hours per day and will include covering securing the site at the end of daily business. This is a trial for 1 year, with effectiveness of this solution reviewed for next budget.	36,400				
Unavoidable Revenue Pressure	HR1	Implementation of Customer Service portal	To provide project management and business analysis support for fast and complete implementation of the new customer services portal. It is envisaged that this will include business capacity and project management resource.	130,000				
Funding	HR2	Withdrawal from Earmarked Reserves	Withdrawal from Business Efficiency reserve to fund bid HR1	(130,000)				
Unavoidable Revenue Pressure	ICT1	ICT Security Enhancements	In June 2018 the government released the 'Cyber Security Minimum Standards' framework. This standard attempts to reduce and detect Cyber Attacks on ICT systems and council services. Failure to implement this would leave all councils under 3C support open to undetected attacks and failure to meet minimum government standards. The solution involves two discrete systems (1) centralised log and event monitoring and (2) automated remediation of security vulnerabilities. Both of these areas were highlighted recently within audit. Full cost: Year 1: 90k, year 2 onwards £75k. This is a 3 way initiative therefore HDC share will be £30k and £25k respectively.	30,000	25,000	25,000	25,000	25,000

GF BSR Appendix C(a) – Bids and Savings – Revenue bids

Unavoidable Revenue Pressure	ICT2	MS Licensing (Business Case Revenue)	Prior to the 3C ICT Shared Service Microsoft Licensing was a capital expense. With the implementation of Office 365 this cost was removed from SCDC budget. Consequently, SCDC had no budget for MS Licensing to transfer to 3C ICT, this bid is to correct that assignment.	50,000	50,000	50,000	50,000	50,000
Income	ICT3	Income Management System Replacement - revenue saving	The scope of this work is to replace the whole income solution with a more cost-effective product that enables the councils to improve services to customers. There have been a lot of industry improvements in recent years and we could offer more digital payment options and integration with online forms and applications.		(10,600)	(14,500)	(14,500)	(14,500)
Unavoidable Revenue Pressure	ICT5	Secure Telephone Payments - PCI DSS	Cambridge City Council (CCC), Huntingdonshire District Council (HDC) and South Cambridgeshire District Council (SCDC) are currently not compliant with the Payment Card Industry Data Security Standard (PCI DSS). All are working together with 3C ICT to support becoming compliant with PCI DSS. Customers can currently call both the Call Centre and back office services to make payments. These payments are processed by an agent using the Capita Paye.net system for all three councils. This system complies from a data entry perspective but the telephone connection is a risk as the user currently reads out their sensitive card/ personal details. We no longer record or store calls that include sensitive card data but there is a risk calls on our network could be compromised and the data stolen.	9,000	9,000	9,000	9,000	9,000

GF BSR Appendix C(a) – Bids and Savings – Revenue bids

Saving	ICTR2	Adjusted Revenue Budget due to resubmitted 3cICT Business Case - effect of a prior year bid	As per the revised 3C ICT Business Plan adopted by the Cabinet in April 2018, these are the savings proposed by the re-modelled 3C ICT business case.	(25,000)	(40,000)	(64,000)	(64,000)	(64,000)
Bid	PI1	Resource to lead a project to develop a process for sharing information on planning permissions and development	The Property Information Project was initiated in 2016 as a corporate project, with a view to developing a better understanding and intelligence on housing delivery and to improve data sharing across the organisation. The project has not progressed due to lack of resource capacity to lead and implement it, however the need remains, not only to inform monitoring (e.g. planning and s106 monitoring, revenues monitoring), but also to inform dwelling and financial forecasts. The bid is to fund a fixed term project manager and business analyst posts to review current processes and implement appropriate systems and procedures to meet the desired outcome.	43,354				
Funding	PI1a	Withdrawal from Earmarked Reserves	Withdrawal from Earmarked Reserves to fund bid PI1	(43,354)				

GF BSR Appendix C(a) – Bids and Savings – Revenue bids

Bid	SHL1	Homelessness Prevention work via Shire Homes Lettings - private sector leasing scheme	The Council set up a private sector leasing scheme, through a SCDC owned company - Shire Homes Lettings. The first property was taken on In September 2017 with an aim to increase to 40 by the end of 2018/19. The scheme provides affordable, good quality privately rented accommodation for those at risk of homelessness or currently homeless, helping to minimise the need for temporary accommodation especially, for example, expensive B&B accommodation. There is already an approved budget of £182,000 however the SHL Business plan shows increased costs taking into account an increase in the number of properties (10 per year), rental increases and staffing/ management costs. The Council receives a flexible homeless support grant which can be used to cover these costs. To date we know this grant will continue to be provided until 2019/20.	59,000	86,000	109,000	133,000	146,000
Bid	HGF10	Maintain a self-build register	The authority has a statutory duty to maintain a self-build register and a statutory planning duty to provide permissioned, serviced self-build plots to meet the need identified on the register. A budget bid of £15,290 is made to the General Fund as part of the 2019/20 budget process (rising to £30,290 from 2020/21) to meet the costs of maintaining a statutory self-build register, where initial grant funding is being phased out and the sub-regional rollout anticipated has not been possible.	15,290	30,290	30,290	30,290	30,290

GF BSR Appendix C(a) – Bids and Savings – Revenue bids

Bid	HGF1	Contribution to extend Cambridgeshire and Peterborough Trailblazer work	Short term funding was secured to for a Cambridgeshire and Peterborough Trailblazer project in 2017. The aim of the project was to create a multi agency approach to homeless prevention, including earlier work with families at risk of homelessness, training and awareness raising with other agencies to spot the signs of potential homelessness and to take action, and a landlord rents and solutions service to support landlords and their tenants. The project is due to end in June 2019, and discussions have started with partners on the possibility of extending the project due to the excellent work achieved and progress made. Agreement is therefore sought to enable us to contribute to the continuing work of the Cambridgeshire and Peterborough Trailblazer project subject to further negotiation and discussion with other partners. Sufficient resources for this will be available from the Council's flexible homeless support grant.	20,000					
Income	HGF2	Flexible Homeless Support Grant	Bids SHL1 and HGF1 will be funded through the Council's Flexible Homeless Support Grant during 2019/20 - we have not had any indication that this grant will not continue beyond that (although the amounts have been different every year), but neither have we had any confirmation for after 2019/20. Grant received in 2018-19 is approximately £210k, this is ringfenced. Some of it is used towards temporary accommodation costs and homelessness prevention payments (claimed back via Housing Benefit)	(79,000)	(79,000)	(79,000)	(79,000)	(79,000)	(79,000)

GF BSR Appendix C(a) – Bids and Savings – Revenue bids

Bid	HGF8	Study to identify suitable and available sites for accommodating gypsy & travellers/caravan dwellers	<p>Local Plan Inspector's Report indicated that the needs of gypsy & travellers no longer meeting the PPTS definition should be addressed through the plan review. The Housing Needs Assessment 2016 identified an additional need for 61 pitches for those that no longer meet the definition and provision of 12 plots for Travelling Showpeople. Given the increase in unauthorised encampments, and the costs associated with moving on/clear up, a transit/emergency stopping place should also be provided.</p> <p>This Bid is seeking revenue funding to commission a study to identify suitable and available sites and the funding streams available to deliver sites. Previously (approx 2 years) funds had been made available for a planning officer specialising in G&T issues but this post could not be recruited to.</p>	30,000				
Bid	HES1	Housing in Multiple Occupancy (HMO) Licensing	<p>In October 2018, legislation changes the definition of properties defined as Housing in Multiple Occupancy (HMO's) - properties with 5+ people from two or more separate households. HMO's are required to be licensed by SDC. It is anticipated that this legislative change will lead to a significant increase in the number of HMO's throughout the district, currently 73. It is anticipated that there could be up to 500 HMO's meeting the new definition.</p> <p>This proposal is to fund a temporary two-year full-time position. The role will identify all premises within the district which require licensing; inspect all new HMO's; and enforce against non-compliance to ensure a high standard of housing availability for communities within South Cambs. Undertaking 122 inspections in 2 years will make the role self financing.</p>	45,000	46,000			
Income	HES23	Income from HMO Licences	<p>Assuming we will issue 122 licences @£750 = £91,500, would cover the cost of the temporary position. However, we are not certain of the timing of when the licences will be issued.</p>	(68,625)	(22,875)			

GF BSR Appendix C(a) – Bids and Savings – Revenue bids

Bid	HES3	Volunteer Groups - Continue with Officer support with recycling and cleansing groups in City and South Cambs	<p>The service has a number of volunteers (150+) that work with our coordinator to improve their local environment and reduce waste.</p> <p>The volunteer support the service by helping out at local events; distributing leaflets to local residents; acting as a focal point in your community for recycling issues; talking to local groups about recycling; displaying posters on local notice boards; undertaking sweeping and community education events. This post will also support with compositing advice to offset changes to garden waste service. The officer will support residents to reduce contamination in the dry recycling thus reducing contract fee.</p> <p>The bid is to secure funding for a two-year period after which the programme will be reviewed</p> <p>The cost is to be shared between City and South Cambs 33/66 - ie £20k/£40k respectively.</p>	40,000	40,000			
Bid	HES8	Continuation of Healthy New Towns programme and roll-out to other growth sites in South Cambs	<p>The Northstowe Healthy New Towns Programme Manager post has been funded by NHS England between 28 November 2016 and 31 March 2019. The programme has achieved the following outcomes, which would not have been possible without the Programme Manager post: modelling tools to help understand number & type of housing for older people across district, additional investment from developer (£4.7m), age proofing development plans, early work on new care model (onward investment by CCG agreed). Funding for further three years would enable continuation to translate plans into reality, healthy living programme with community, ongoing collaboration with research partners and sharing learning and development of good practice with other sites. Includes salary, NI & pension. Seeking partner funding.</p>	57,764	60,023	60,635		

GF BSR Appendix C(a) – Bids and Savings – Revenue bids

Bid	HES4	MRF cost – reduction in income and increase costs (with current contract and market) under Amey contract	The pressure is due to changes in the world commodity market which has led to a fall in the secondary material value and an increase in the quality requirements of material for recycling. The cost is to be split between City and South Camb 50/50 - ie £100k per council.	100,000	100,000	100,000	100,000	100,000
Unavoidable Revenue Pressure	HES9	Property Growth	Property growth has a direct impact on that total cost of collection for over 3000 households built, the service requires an additional vehicle and 3 staff. The revenue cost for vehicle and staff in £155k per year. This calculation is for the service not just SCDC. The growth figures come from Greater Cambridge Housing Trajectory which shows greater growth in City in early years, which them balanced in future years. This updates the 2018-19 assumptions	(83,000)	69,000	221,000	221,000	465,000
Income	HES10	Property Growth	Contribution from CCC towards HES9	41,500	(787)	(55,490)	(55,490)	(158,353)
Income	HES11	Chargeable additional Garden Waste	There are currently approximately 3,000 additional garden waste bins being used by SCDC residents, from April 2019 this service will become chargeable. To dovetail into Cambridge City Council additional garden waste system the annual charge will operate from October to September at an annual charge of £35 per year. To enable sign up there will be a reduced charge of £20 per bin for resident from April 2019 to September 2019. It is estimated that this will generate net income of £20k for this period. In October 2019 subscribers will be charged £35 per bin for the full year – this will generate a net income of £60k for the period October 2019 – September 2020, and in following years this will increase to generate a net income of £70k in each October-September period.	(50,000)	(65,000)	(70,000)	(70,000)	(70,000)

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Bid	HES14	Support for Climate Change & Environment Advisory Committee	The new Climate Change and Environment Advisory Committee will be developing a work programme (to be agreed by Cabinet). In order to support the Committee, progress new actions, research good practice and lead the implementation of related change, a Grade 6 Development Officer post will be essential to support this. It is suggested that the post is funded via savings from the vacant Head of Environment Commissioning post (vacant from 25/09/18). It is likely that this post would be filled with an existing member of staff and that position back-filled. The saving is from a Grade 8 to a Grade 6. Costs include salary, NI and pension.	42,917	45,026	47,174		
Bid	HES30	Air Quality Resource officer	An air quality resource officer, a grade 3 post, to support the Capital bid HES22 using savings from HES23.	26,692	27,780	29,205		
Saving	HES23	Support for Climate Change & Environment Advisory Committee	The saving from the vacant post	(69,724)	(71,118)	(72,541)	(73,992)	(75,471)
	Total Net Bids / (Savings)	Total Net Bids / (Savings)	Total Net Bids / (Savings)	350,898	442,706	474,346	363,440	519,784

GF BSR Appendix C(b) – Bids and Savings – Capital bids

Category	Reference	Title	Description	2019/20	2020/21	2021/22	2022/23	2023/24
Bid	ICT7	Council Anywhere Hardware (62 devices)	Budget required to provide staff with ICT hardware which will allow them to work more collaboratively and flexibly; supporting the transformational change SCDC are striving towards. This will support the creation of future savings as a result of services becoming significantly more efficient and productive through the use of technology.	53,457				
Income	ICT7	Council Anywhere Hardware (62 devices)	Recharge to City for the above costs	(17,819)	(17,819)	(17,819)		
Bid	ICT10	Income Management System Replacement	The scope of this work is to replace the whole income solution with a more cost-effective product that enables the councils to improve services to customers. There have been a lot of industry improvements in recent years and we could offer more digital payment options and integration with online forms and applications.	69,000				
Saving	ICT10a	Income Management System - existing budget	Current budget in the Capital programme will no longer be required, so can be used towards funding the new system	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Unavoidable capital expenditure	ICT11	Telephony Replacement	The telephone system at South Cambridgeshire District Council (SCDC) is a BT Avaya CS1000 (Nortel) set up which has been in place since 2004. The system is currently in support but due to being in place for 14 years needs to be updated as it is no longer the most cost efficient or effective service available. The system is at its limit for extra extensions unless more licences are purchased, and the 2 ISDN 30s that form the core of the system are a reasonably expensive solution in the current market. The system offers limited scalability and no redundancy/failover or disaster recovery.	150,000				

GF BSR Appendix C(b) – Bids and Savings – Capital bids

			<p>The set up uses Nortel handsets which are end of life with no new units available for purchase, thus restricting the ability for SCDC to roll out more desks with these handsets provided. Recent purchases had to be 2nd hand and getting increasingly hard to source.</p> <p>The provision identified will fund a replacement. Investigation will be proposed to identify and implement technology to support the Council Anywhere programme eg. VOIP.</p>					
Unavoidable capital expenditure	ICT13	Secure Phone payments	<p>Cambridge City Council (CCC), Huntingdonshire District Council (HDC) and South Cambridgeshire District Council (SCDC) are currently not compliant with the Payment Card Industry Data Security Standard (PCI DSS). All are working together with 3C ICT to support becoming compliant with PCI DSS.</p> <p>Customers can currently call both the Call Centre and back office services to make payments. These payments are processed by an agent using the Capita Paye.net system for all three councils. This system complies from a data entry perspective but the telephone connection is a risk as the user currently reads out their sensitive card/ personal details. We no longer record or store calls that include sensitive card data but there is a risk calls on our network could be compromised and the data stolen.</p> <p>There are a number of technology solutions available that would take us out of scope for PCI DSS for phone payments and reduce the risk of credit card fraud. These options are currently being investigated and we are awaiting costings for additional options. We have used option 4 for costing this bid.</p> <p>Details for options obtained so far can be viewed in the attached draft Business Case.</p>	34,000				
Bid	HES15	Footway Lighting Service	<p>The bid is to enable the Footway Lighting LED Upgrade Project to progress; Year one funding of £376k was secured in 2017, from the Renewables Fund, with a capital bid for Year 2 costs being made to include the results of the High</p>	350,000				

GF BSR Appendix C(b) – Bids and Savings – Capital bids

			<p>Level Assessment (HLA) under the Re:fit programme. Unfortunately, due to delays in negotiating the Re:fit Access Agreement it has not been possible to carry out the HLA this time.</p> <p>This year two bid is therefore the capital cost necessary to complete the LED upgrade of all SCDC footways lights.</p>					
Funding	HES15	Footway Lighting Service	Withdrawal from Renewables Earmarked Reserve	(350,000)				
Unavoidable capital expenditure	HES20	Waste Service vehicles	<p>Scheduled replacement vehicles and additional vehicles for growth for service this includes vehicles for City and SCDC waste and SCDC Streets service.</p> <p>Figure for replacement vehicle cost net of existing budget for refuse collection and supervisor vehicles</p>	259,000	40,000	531,000	369,000	704,000
Unavoidable capital expenditure	HES21	Waste Service vehicles	<p>Scheduled replacement vehicles and additional vehicles for growth for service this includes vehicles for City and SCDC waste and SCDC Streets service. Figure for costs for vehicle growth.</p>		185,000	185,000		185,000
Bid	HES22	Mobile air quality monitors	<p>The Council is currently developing a new air quality strategy, which is being presented to the Climate and Environment Advisory Group. It is anticipated that one of the Actions to deliver the new strategy will be extend the Council's current air quality network, particularly in relation to particulates, throughout the district at identified hotspots or other areas of concern, in order to build an evidence based assessment of current local air quality throughout the entire district which will be essential in delivering the strategy objectives.</p> <p>The bid is an initial estimate for the purchase of mobile air quality monitors, diffusion tube chemical monitors and additional fixed continuous particulate monitoring stations. There is a budget rollover of £50k from 2017-18 to 2018-19 for purchase of Air Quality monitors, but the full cost of the required equipment is £100k</p>	50,000				

GF BSR Appendix C(b) – Bids and Savings – Capital bids

			Total All Net Capital Position Bids / (Savings)	587,638	197,181	688,181	359,000	879,000
			MRP	0	148,929	148,929	131,929	64,110
			Total with MRP	587,638	346,110	837,110	490,929	943,110

GF BSR Appendix D – Earmarked and specific funds

Fund	Balance at 31 March 2018 £000	Committed spend in 2018-19 £000	Projected balance at 31 March 2019 £000	Bids submitted for 2019-20 £000
Revenue reserves				
New Homes Bonus GCP Reserve	(4,668)	58	(4,610)	
New Homes Bonus A14 upgrade Reserve	(3,674)		(3,674)	
Business Rates Growth	(6,230)		(6,230)	
Renewables Reserve	(2,666)	555	(2,111)	£87,484 were requested to fund bid PP2 (Establishment of a temporary post for two years initially to support the Council's Green Energy Investment Agenda), of which 37,107 relates to year 2019-20, and £350k for bid HES15 (Footway Lighting Service). £200,000 is committed on the basis of the strategy agreed by the Cabinet in February 2018 and a further £42,917 relates to year 2019-20 of 2018-19 bid, total £630,024 expenditure projection.
Pension Deficit Reserve	(637)		(637)	
Planning Enforcement Reserve	(500)		(500)	
Business Efficiency Reserve	(240)		(240)	£130k requested to fund bid HR1 (Implementation of Customer Service portal) Proposed transfer of £1m from General Fund reserve to fund further efficiency initiatives.
Homelessness Reserve	(166)	(95)	(261)	Homelessness Support Grant allocation = £364k to be transferred to reserve. Projected draw on the reserve in 2019/20 is £237k: £197k in bids and £40k Housing Benefit Support
Taxi Licencing Reserve	(147)	45	(102)	£57,125 withdrawal planned to utilise the potential surplus being built in the reserve in 2018-19.
Business accommodation reserves	(141)	98	(43)	
Land Charges- appropriations	(118)	19	(99)	
Private Stock Condition Survey	(90)		(90)	
Children & Young People	(75)		(75)	
Business Hub	(57)		(57)	
Subtotal	(19,409)	680	(18,729)	

GF BSR Appendix D – Earmarked and specific funds

Breakdown of "Other" in GF Revenue				
Travellers Site Reserve	(81)		(81)	
RCV's Sinking Fund	(41)		(41)	
South Cambs Crime & Disorder Partnership	(33)		(33)	
Air Quality Monitoring	(29)		(29)	
Street Cleansing Vehicles Sinking Fund	(24)		(24)	
Health & Environmental Services	(24)		(24)	
Economic Development Portfolio Reserve	(13)		(13)	
Waterbeach Depot	(10)		(10)	
Land Charges- new burdens grant	(9)		(9)	
Swavesey Byeways Fund	(6)		(6)	
Contributions-Cambridge Sports Lake Trust	(6)		(6)	
Insurance All Risks	(6)		(6)	
Air Quality Monitoring	(6)		(6)	
Community Chest Grants	(3)		(3)	
Webb's Hole Sluice	(3)		(3)	
2012/13	(1)		(1)	
Total General Fund Revenue Earmarked reserves "Other"	(296)		(296)	

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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Version 2
Scrutiny and
Overview / Cabinet

South Cambridgeshire District
Council
Housing Revenue Account
Budget Setting Report
2019/20

February
2019

Version Control

	Version	for :	Anticipated Content
Current	1	Draft	Draft content for consultation - EMT
	2	Scrutiny and Cabinet	Member Scrutiny
	3	Council	Recommended final budget proposals
	4	FINAL	Final version for publication following Council

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Section 1

Introduction

Foreword by the Lead Cabinet Member for Housing

Housing is one of our administration's top priorities, and especially good quality housing which is affordable for people to live in, near to where they work. We have just over 2,400 households on our waiting list, so council house-building needs to be a high priority.

We have welcomed the government's announcement of the lifting of the borrowing cap on HRA borrowing and will be building our capacity, increasing the rate of building new council homes to take advantage of that opportunity when appropriate. Any further borrowing will be subject to a vote in Council, as was the case when we took on the original £205m debt, and the timing will depend on our using available carried-forward balances first.

The early phases of Welfare Reform have already presented some challenges to us, and we have resources in this budget to support tenants some of whom are now receiving Universal Credit, in the expectation that their numbers would increase. The roll-out to further types of claimants has just been halted, so we await further information from the government.

The expected contents of the Green Paper on housing and tenancy reform responding to the Grenfell Tower tragedy have been widely leaked, but there is more to come. We have already taken action to replace some of the fire doors in our flat blocks, and we will need to respond to anything that is relevant to us once it is published.

We have housing stock that is largely energy-efficient and in a good state of repair and we need to improve it where we can, and keep it in that condition.

Background

Housing Revenue Account budgets continue to be set in the context of a 30-year business plan, which is reviewed in November and February of each year.

The HRA Budget Setting Report covers both HRA revenue and capital spending. As the authority's landlord account, the HRA accounts for all services to tenants and leaseholders and is the account into which the proceeds of the rent and landlord service charges are credited.

Resource available to invest in housing is dependent upon the income streams for the Housing Revenue Account, the most significant of these being the rental income for the housing stock. The authority is now required to comply with a national approach to rent setting, where rents will be reduced by 1% for the last of 4 years, from April 2019, after which rent increases will return to inflation as measured by CPI, plus 1% for the following five years.

With income reducing in the short-term, it is imperative that the Housing Revenue Account continually reviews its priorities for investment, considering:

- The level of investment required in the existing housing stock
- The need to spend on landlord service (management and maintenance)
- The need to support, and potentially set-aside to repay, housing debt
- The ability to identify resource for investment in new affordable housing
- The ability to invest in new initiatives, income generating activities and discretionary services (i.e.; support)

There is a key requirement to ensure that the HRA can support a significant level of housing debt whilst also ensuring ongoing delivery of housing services. As at April 2018, the authority was supporting a housing debt of £204,429,000. The current policy does not assume set-aside of resource to allow for repayment of housing debt, but instead assumes the resource is used to deliver a new build programme in the medium term, in an attempt to ensure sustainability of the HRA.

Section 2

Review of National and Local Policy Context and External Factors

Review of National Policy Context

National Rent Setting Policy

The legislation approved as part of the Welfare Reform and Work Bill 2015, requires local authority landlords and registered providers to continue to apply a 1% rent reduction for the last of 4 years, from April 2019.

In respect of affordable rents, the government has required local authorities to determine what 80% of the market rent would be for a property, and to apply the 1% reductions to this rent level, with the resulting sum being the maximum which a local authority can charge at the end of the 4 year period.

After this, the authority is expected to return to the previous national rent policy of increases at CPI plus 1% per annum for a period of 5 years, with a government consultation in November 2018 surrounding the detailed approach to this and the proposed approach to the regulation of local authority rents in the future. The consultation indicates that local authority rents will from April 2020 be regulated by the Regulator of Social Housing, in line with all other registered providers of social housing. The consultation also indicates the intention to retain the requirement for social housing providers to ensure that combined rent and service charges for affordable rented properties are capped at the maximum of 80% of market rent upon re-let, but intend to introduce protection at the rate of CPI plus 1% for any re-let to an existing tenant.

For those properties still charged at the transitional social rents, which are still well below target social rent levels, the authority is expected to increase rents only in void properties to achieve convergence, recognising that the target rents will still reduce by 1% for a further year.

Housing Green Paper

Consultation on the Ministry of Housing, Communities and Local Government green paper 'A new deal for social housing' concluded on 6 November 2018. The formal outcome of the consultation and any resulting change in legislation is now awaited.

The five key principles in the consultation document were:

- a safe and decent home with a sense of security and ability to get on in life;
- improving and speeding up how complaints are resolved;
- empowering residents, ensuring voices are heard and landlords held to account;
- tackling stigma and celebrating thriving communities, challenging stereotypes
- building needed social homes ensuring a springboard to home ownership.

The consultation considered a vast number of points, including:

- introduce further safety measures in social housing and reviewing the decent homes standard and engaging residents in how to ensure homes are safe
- improve mediation for residents, ensuring access to advice and support, review process for the handling of complaints.
- review performance reporting, regulation and resident engagement
- Tackle stigma in social housing, provide good neighbourhood management, tackle anti-social behaviour.
- Strike a balance between funding housing associations to *deliver* new homes, and increase borrowing caps to allow local authorities' to build more, boost community led housing, increase supply of new homes by providing certainty over longer-term funding, support the development of more shared ownership homes.

The final point has been addressed in advance of the formal outcome of the consultation, with the abolition of the HRA borrowing cap and issue of an amending determination to implement this with immediate effect.

Mandatory Disposal of High Value Housing Stock

The Housing and Planning Act 2016 allowed Central Government to choose to impose a financial levy on stock owning authorities in respect of the assumed sale of higher value vacant housing stock.

The Housing Green Paper 'A new deal for social housing', indicates a clear commitment from government to revoke the legislation that would allow the levy to be introduced, with the following statement made:

'Therefore to increase councils' confidence to plan ambitious house building programmes, we are confirming in this Green Paper that the Government will not bring the Higher Value Assets provisions of the Housing and Planning Act 2016 into effect. We will look to repeal the legislation when Parliamentary time allows'.

As a result of this, the assumption that the authority will be required to dispose of assets to meet a levy was deferred until April 2020, with our financial modelling assuming that we do not begin to hold any voids until October 2019, pending confirmation that the legislation will be formally repealed in the outcome of the green paper.

The HRA Budget Setting Report retains this assumption, as at the time of writing this report, the outcome of the green paper had not been published. Scenario modelling is incorporated to demonstrate the impact on the HRA of the abolition of this policy, as is now hoped.

Welfare Reforms

Universal Credit

Universal Credit full service in Cambridge started 17th October 2018.

Tenants needing to apply for one of the six legacy benefits for the first time will need to apply for Universal Credit instead. Existing legacy benefit claimants will be 'naturally migrated' to Universal Credit if they have a prescribed change in their circumstance. To support existing housing benefit claimants (unless temporary or supported accommodation) with the transition to Universal credit, an additional payment of two weeks housing benefit is made.

Tenants in temporary or specified accommodation will receive Universal Credit for their living costs but housing benefit for their Housing Costs.

As part of the Delivery Partnership Agreement, requests for Personal Budgeting Support are being accommodated by Cambridge Citizens Advice Bureau (CAB). Whilst there has been low take up via the referral process, some Universal Credit customers are still able to contact Cambridge CAB directly. From April 2019, DWP will be funding PBS through a national partnership with Citizens Advice.

With high numbers of changes in the current benefit caseload, it is expected that many tenants will move to Universal Credit due to one of the specified changes in circumstances. From early 2020 to December 2023, a process of managed migration was expected to move remaining housing benefit claimants to Universal Credit, but recent announcements mean that this may now continue in a more phased manner, but with the same overall end date. Details of how and when are being considered by government.

Bids have been included in the HRA budget process, included within this report, to allow the recruitment of additional staff to:

- Support tenants through the transition period
- Provide advice and guidance, to include; how and where to claim Universal Credit, debt and budgeting advice, signposting to support agencies
- Make regular contact with claimants to ensure payments are made on an ongoing basis
- Liaise with DWP to arrange direct payment where applicable
- Enhance recovery action to minimise arrears
- Intervene in serious arrears cases to ensure arrears are collected, whilst also reducing the risk of homelessness

Benefit Cap

The project to manage the impact of the reduced Benefit Cap is progressing well and is continuing to support those affected. The Council is contacting those potentially affected, with a number of these households having been identified as receiving incomes that exempt them

from the cap or having started work or increased their hours of work which will remove them from the cap. Application of the cap was a rolling programme.

At the end of August 2018, 21 HRA tenants were impacted. The council has contacted all those affected to support and advise them. Some tenants may need short term Discretionary Housing Payments (DHP's) to support them until they are able to improve their circumstance. DHPs are used extensively to support those affected by welfare reforms. Officers have been working with tenants to find solutions that work for them.

Removal of the Spare Room Subsidy

Numbers of customers affected by the removal of the spare room subsidy continue to reduce slowly and currently there are 248 HRA tenants affected by the reform, with 193 impacted by a reduction of 14% and 29 by 25%. There are currently 17 HRA tenants who receive Discretionary Housing Payments to help towards their rent due to removal of spare room subsidy.

Limiting the Child Element to two children

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

It will not impact on current claimants with more than two children, unless they have more children, then the child allowances will not increase, subject to the above exemptions. There were 13 families claiming Housing Benefit where this restriction is in place when this was last reviewed.

Local Housing Allowance (LHA) Restriction

Social sector rents used in the calculation of Housing Benefit and the Housing Costs element of Universal Credit were anticipated to be restricted to the prevailing Local Housing Allowance rates from April 2019, with the rates being the maximum Housing Benefit payable, towards both rent and any service charges.

Following a number of representations at national level, at the present time, Government have indicated that they will not apply the Local Housing Allowance restriction to tenants in supported housing, nor the wider social rented sector.

Supported Accommodation Review

A review of the funding of this type of accommodation has taken place; the government has decided that none of the suggested proposals will be taken forward. Housing Benefit will remain in place to fund this accommodation.

It is the DWP's intention "to develop a robust oversight regime" of supported accommodation. We welcome this, as supported accommodation has historically been an area where local authorities sustain significant subsidy losses. There remains a risk to council finances, although this has no direct impact on the HRA.

Right to Buy Sales

During 2017/18, 40 right to buy applications were received and recorded, resulting in 20 completions. This compares to 65 applications in the previous year, which gave rise to 33 completions.

The table below highlights the activity over the last 5 years, with projections for the following 5 years:

Status	Year	RTB Sales
Actual Sales	2013/14	28
	2014/15	29
	2015/16	23
	2016/17	33
	2017/18	20
Estimated Sales	2018/19	20
	2019/20	20
	2020/21	20
	2021/22	15
	2022/23	15

In the first 7 months of 2018/19, 31 right to buy applications were received and 8 sales completed, supporting a view that interest remains relatively low following the peak that the threat of 'Pay to Stay' was believed to cause in 2016/17.

It is difficult to predict future sales, although the current low level of initial interest in the scheme, coupled with small interest rate rises and the continued uncertainty surrounding the basis for leaving the European Union, indicate that interest is likely to remain low, at least in the short term.

For the HRA Budget Setting Report 20 sales are assumed from 2018/19 for 3 years, reducing to 15 per annum from 2021/22 onwards.

Right to Buy Receipts

At 31 March 2018, the authority held £6,710,256 of right to buy receipts under the retention agreement with CLG, to be spent within 3 years of their original receipts date, to fund the delivery of new social housing, with a maximum of 30% of any dwelling being funded via this mechanism. Currently, the balance must be funded from the Council's own resources, or through borrowing, and the receipts cannot be used on replacement dwellings or dwellings receiving any other form of public subsidy.

With the latest increase in the Bank of England base rate taking the rate to 0.75%, any penalty interest payable on receipts not re-invested appropriately will now be at the rate of 4.75%.

A government consultation, which closed on 9 October 2018, considers the following amendments to the regulations surrounding the use and application of retained right to buy receipts:

- Extending the spending deadline from 3 to 5 years for receipts currently held, whilst retaining the 3 year timeframe for any future receipts received.
- Increasing the level of right to buy receipts which can be used to finance a new home from the current cap of 30%, to 50% in respect of social rented homes, where authorities

meet the eligibility criteria for the Affordable Homes Programme and can demonstrate a need for social housing over other affordable housing.

- Deter the use of receipts for acquisition of existing market homes by limiting the value of an acquisition to the cost of delivery of a new home as determined by Homes England and the Greater London Authority. This would mean a cap on the value of an acquisition for South Cambridgeshire District Council of £167,000.
- Allowing right to buy receipts to be used to fund shared ownership homes as well as rented.
- Allowing land held by the General Fund to be transferred to the HRA for the delivery of affordable homes at zero value, but with some suggestion a time limit may be imposed on how long the General Fund will have had to hold the land prior to transfer.
- Consideration of changes to allow transfer of receipts to a Housing Company or ALMO (Arm's Length Management Organisation), subject to some constraints.
- Allowing a 3 month 'interest free' window after each quarter to allow authorities to make decisions about whether to retain or pay over receipts.

The outcome of the consultation is still awaited at the time of writing this report.

Appendix D summarises the latest position in respect of receipts held and appropriately re-invested, highlighting that although a deadline has not yet been breached, the timing of investment through our capital programme is still critical if we are to avoid payment of any penalties.

As in previous years, a small number of strategic acquisitions have taken place in 2018/19 thus far, to ensure that sufficient resource had been invested by September 2018.

Newly arising receipts continue to be retained at the end of each quarter, subject to the delegated approval of the Executive Director (Corporate Services), with the Lead Cabinet Member for Housing informed if the recommendation were to be to pay receipts directly back to Central Government.

Any additional capital spending, and top up funding, required as a result of decisions to retain right to buy receipts are built into the Housing Capital Investment Plan at the next available opportunity.

Review of Local Policy Context

Housing Stock

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

Housing Category	Actual Stock Numbers as at 1/4/2018	Estimated Stock Numbers as at 1/4/2019
General Housing (Incl. use as Temporary Housing)	4,169	4,182
Sheltered Housing	1,056	1,056
Sheltered Housing – Equity Share	78	78
Miscellaneous Leased Dwellings	11	11
Shared Ownership / FTB Dwellings	57	63
Total Dwellings	5,371	5,390

A breakdown of the housing stock by property type is demonstrated in the table below:

Stock Category (Property Type)	Actual Stock Numbers as at 1/4/2018	Estimated Stock Numbers as at 1/4/2019
Bedsits	20	20
1 Bed	1,046	1,059
2 Bed	2,364	2,379
3 Bed	1,865	1,856
4 Bed	71	71
5 Bed	1	1
6 Bed	4	4
Total Dwellings	5,371	5,390

Leasehold Stock

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

Support for Vulnerable People

South Cambridgeshire District Council is currently contracted with the County Council to deliver a reduced level, £267,000 per annum, of tenure neutral support services to older people across the district, with a contract term of 3 years from April 2018, and an option to extend for one further year from April 2021.

The County Council are currently undertaking a review of housing related support, with the aim to achieve savings of £1 million. It is not yet known how this will impact the above contract.

External Factors

Strategic decision making continues to be impacted by factors outside of the control of the authority, with judgements having to be made about the likely direction of travel for many of these.

Appendix A provides details of the latest assumptions being incorporated into the financial forecasts, with any amendments since the last iteration of the business plan highlighted.

Section 3

Housing Revenue Account Resources

Rent

Rent Arrears, Bad Debt Provision and Void Levels

Performance in the collection of current tenant debt worsened during 2017/18, and is marginally worse still by December 2018, when compared to the same point in the previous year.

At the end of December 2018, current tenant arrears stood at £456,466 and former tenant arrears at £154,892, compared with £424,032 and £105,551 retrospectively at 31 March 2018. Although there are always some seasonal fluctuations in arrears levels throughout the year, the upward trend anticipated due to welfare reform changes continues to impact. The position is being carefully monitored, with staff working proactively with tenants in arrears. The long-term position is still anticipated to become more challenging now that the full rollout of direct payment is underway.

The level of annual contribution to the bad debt provision was reviewed again as part of the HRA Medium Term Financial Strategy, with the increased contribution of 0.4% for 2018/19 and 0.5% from 2019/20 retained. This assumption has not been amended as part of this HRA Budget Setting Report.

At 31 March 2018, the provision for bad debt stood at £352,054, representing 66.5% of the total debt outstanding at the time.

The estimated value of rent not collected as a direct result of void dwellings in 2017/18 was £324,024, representing a void loss of 1.14%, with higher than desired levels partly due to 'management' voids held pending disposal or re-development of a site.

At the end of 2017/18, 43 properties were unoccupied, representative of 0.8% of the housing stock, with approximately 14% of these being intentionally held vacant pending disposal, reconfiguration or re-development. At the end of December 2018, 52 properties were vacant according to the rent system, with approximately 4 of these being intentionally held vacant included in this.

The current assumption of 1.1% voids in general housing is still considered appropriate for the longer-term.

Rent Restructuring and Rent Levels

The authority still lets property on two differing rent levels, social rent and affordable rent, with the latter capped locally at the level of the Local Housing Allowance.

Property specific rent restructured target social rents still apply for the socially rented stock held in the HRA, but the requirement to reduce social housing rents, by 1% for a final year, means that target rents will continue to reduce in line with this. The authority still has the ability to close the gap between target social rent and the actual rent being charged for a dwelling, only when a property becomes void.

The average target 'rent restructured' social rent at the time of writing this report in 2018/19 across the socially rented housing stock was £106.53, with the average actual rent charged being £101.24, both recorded on a 52 week basis. At the time of writing this report, 35% of the social rented housing stock was being charged at target rent levels, compared with 31% in the previous year.

The gap between actual and target rent levels now equates to an annual loss of income of approximately £1,320,275 across the HRA, compared with the income assumption in the HRA Self-Financing Debt Settlement, where convergence was anticipated well before now.

There were 99 new build or acquired properties charged at the higher 'affordable rent' levels, equivalent to the Local Housing Allowance at the end of November 2018, with 11 of these being shared ownership homes.

Rent Setting

Rent levels continue to be set by Council in February of each year, following consideration at Cabinet.

From April 2019, the authority is required to apply the last year of a four year rent cut in social housing rents of 1% per annum.

In respect of longer-term financial forecasts, the assumption of a return to the previous policy of increasing rents by CPI (as measured at the preceding September), plus 1% each year, for 5 years from April 2020, is retained.

For affordable rented homes, the current requirement for local authorities is to determine what 80% of the market rent is for each dwelling, and ensure that the combined rent and service charges levied for a property does not exceed this level, minus the 1% reduction required each year for the four years from April 2016 remains. As local policy limits affordable rents to the Local Housing Allowance level (approximately 58% of market rent) from the point of introduction, it is argued that the 4 year reduction has already been applied for these properties at inception. As a result, affordable rents for 2019/20 will be reviewed in line with the Local Housing Allowance.

Service Charges

Service charges continue to be levied for services that are not true landlord functions, and are provided to some tenants and not others, depending upon the type, nature and location of the property. Some service charges are eligible for housing benefit, depending upon the nature of the service.

The approach to setting service charge levels for 2019/20 is detailed at **Appendix B**.

Other Sources of Income

Garages

The Housing Revenue Account had 953 residential garages at 1st April 2018, which are outside the curtilage of the dwelling. Approximately 263 garages were vacant at the time of compiling this report.

A number of the vacant garages have been identified as needing repairs or major works prior to being ready to let, or are being considered for demolition, disposal, self-build sites or re-development.

A two tier charging structure is applied for garages, with one rate for garages rented to tenants, and another for rental of garages by others, with the latter being subject to VAT at the prevailing rate. If a tenant holds more than two garages, VAT is also payable.

Other Property

In addition to dwellings held for rent, the HRA has a number of communal rooms and hub offices in sheltered schemes. Currently the costs of these buildings are recovered through service charges levied to residents.

A review of these assets is in progress to ensure that they are either well utilised for the purpose intended, or that consideration is given to alternative options for the use of each site, generating an income for the HRA where possible. Extensive consultation is being carried out as part of this review to ensure that all local views are taken account of.

Interest / Investment Income

The Housing Revenue Account receives interest on general or ear-marked revenue balances, any funds set-aside in the major repairs reserve or the revenue debt repayment reserve, any unapplied capital balances and in respect of any internal lending to the General Fund.

The interest rates available to the Council generally remain low, and market recovery is slow, although lending to Ermine Street Housing still provides a better return than lending to external third parties currently.

Other External Funding

In addition to income direct from service users, the Housing Revenue Account anticipates receiving external funding in the following forms:

- Section 106 Funding – The authority has a policy in respect of Section 106 Commuted Sums, which allows the first call on these to be to fund the delivery of new build affordable housing in the Housing Revenue Account. The assumption that this funding is utilised to deliver new affordable homes is incorporated into the Housing Capital Investment Plan.
- Support Funding – The authority expects to receive £267,000 per annum for tenure neutral support provided to older people across the district, with a contract which can be extended up to March 2021.

Earmarked & Specific Funds

Earmarked Funds – Revenue Reserves

In addition to General Reserves, the Housing Revenue Account still maintains a number of earmarked or specific funds. **Appendix C** details the current level of funding in these reserves.

Self-Insurance Fund

This is maintained to mitigate the risks associated with the authority self-insuring its housing stock. Costs in lieu of insurance claims are charged to the HRA in year, with the reserve available to meet any higher than anticipated remedial costs, allowing the HRA time to react to the additional expenditure incurred.

Major Repairs Reserve

A statutory reserve credited with depreciation in respect of the housing stock each year, with funding then in the Housing Capital Investment Plan, to meet the capital cost of works to HRA assets, or alternatively to repay housing debt.

HRA Set-Aside for Potential Debt Repayment or Future Re-Investment

Change in national housing policy, and the continued desire to invest resource in new build to replace lost stock and appropriately spend retained right to buy receipts, impacts the ability to set-aside resource to repay debt. This means the authority will have no alternative but to re-finance a significant proportion of the loan portfolio as each loan matures. The approach of using an ear-marked reserve, as opposed to making a formal voluntary revenue provision (VRP), allows the HRA to retain flexibility over the use of the limited resource that is available for set aside in the future.

Earmarked Funds – Capital Receipts

Right to Buy Attributable Debt Ear-Marked Capital Receipt

The HRA retains an element from all right to buy receipts over and above those assumed in the self-financing settlement, in recognition of the debt held in respect of the asset. These sums are held in a separate ear-marked capital reserve, allowing them to be utilised to repay debt should the authority so choose, or alternatively reinvest as deemed appropriate.

Right to Buy Retained One-for-One Ear-Marked Capital Receipt

With the Right to Buy Receipt Retention Agreement still in force, this reserve ensures that resource is separately identified for re-investment, and if necessary, repayment purposes.

Section 4

Housing Revenue Account Budget

Revised Budget - 2018/19

In-Year Budget Amendments

Service budgets for the current financial year are not reviewed as part of the budget setting process for the coming year, and any variations against the budget set are reported at outturn. Exceptions are made, however, in respect of items which are significant in nature, or which will materially affect projections for the budget year if amendments are not made in year.

For 2018/19 the only in year changes are in respect of the level of rent income expected to be received for the year, the associated change in bad debt provision, the anticipated interest that will be received by the HRA, directly impacted by the latest spending assumptions in the Housing Capital Investment Plan and the level of revenue funding of capital required based upon updates for other funding sources. The changes are summarised in the table below:

2018/19 Revised Budget	Original Budget February 2018 £	HRA MTFS November 2018 £	HRA BSR Proposed Changes £	HRA BSR January 2019 £
Net HRA Use of / (Contribution to) Reserves	991,120	(1,527,820)		
Savings / Increased Income			(138,490)	
Unavoidable Revenue Bids			450	
Non-Cash Limit Adjustments			966,710	
Revised Net HRA Use of / (Contribution to) Reserves				(699,150)
Variation on previously reported projection				828,670

The above figures include rollover approvals from 2017/18 in the second column, in addition to any changes approved as part of the Medium Term Financial Strategy in November 2018, with the net increase in the planned use of reserves identified in the current year, as part of the January 2019 committee cycle, incorporated in the right-hand column.

The net increase in costs for 2018/19 will result in a greater call on the use of Housing Revenue Account reserves than previously anticipated.

Budget - 2019/20

Overall Budget Position

Following changes made as part of the HRA Medium Term Financial Strategy in November 2018, the approach to setting the HRA budget for 2019/20 included a requirement to identify £142,000 of efficiency savings or areas where increased income could be generated for 2019/20, reducing to £95,000 for the following 4 years.

Efficiency savings identified will be used to create a corresponding Strategic Investment Fund for the same value, effectively to allow the re-allocation of resource across the service to ensure that housing priorities are met.

Proposed savings and any identified increases in income are detailed in **Appendix G (1)**, with the savings partially offset by unavoidable revenue pressures and reduced income in some areas.

The table below show a summary of the proposals included at **Appendix G (1)**, showing a net over-achievement against the £142,000 target set for 2019/20, before the impact of any non-cash limit adjustments. Savings are predominantly in respect of revenue repairs, where reductions have been proposed across a number of key areas of delivery.

Savings and increased income identified are partially offset by unavoidable revenue pressures. Once the proposed bids are incorporated, the position moves to one of an overall under-achievement against the balanced position sought, with strategic investment requests exceeding the new efficiency savings offered.

Proposal Type	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Efficiency Target Included	142,000	95,000	95,000	95,000	95,000
Reduction required to meet Efficiency Target	142,000	237,000	332,000	427,000	522,000
2019/20 Budget Items					
Savings	(239,090)	(239,090)	(239,090)	(239,090)	(239,090)
Increased Income	(246,600)	(246,600)	(246,600)	(132,620)	(132,620)
Unavoidable Revenue Pressures	63,130	63,130	420	420	420
Reduced Income	0	0	0	0	0
Net Savings Position (above) / below Efficiency Target Requirement	(280,560)	(185,560)	(153,270)	55,710	150,710

Proposal Type	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Strategic Investment Fund	(142,000)	(95,000)	(95,000)	(95,000)	(95,000)
Cumulative Strategic Investment Fund	(142,000)	(237,000)	(332,000)	(427,000)	(522,000)
Bids	297,980	293,980	314,980	201,000	201,000
Net Position (above) / below Strategic Investment Fund	155,980	56,980	(17,020)	(226,000)	(321,000)

Proposal Type	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Combined Position					
Net Position (above) / below Net HRA Efficiency / Investment Assumptions	(124,580)	(128,580)	(170,290)	(170,290)	(170,290)
Non-Cash Limit Adjustments	1,051,620	0	0	0	0
Net Position for the HRA (above) / below overall assumptions	927,040	798,460	628,170	457,880	287,590

The proposed bids and savings result in a position which is above the desired cash limit, and despite non-cash limit adjustments which affect the position for 2019/20 only, a balanced HRA revenue budget can be set over the 30 year life of the business plan, with minimal short-term borrowing. The level of general reserves currently held, along-side the use of funds set-aside for debt redemption, allow the HRA to fund both the required investment in the housing stock over the next 30 years and meet commitments in respect of new build housing in the medium term. If the authority is to attempt to utilise retained right to buy receipts to build homes for HRA ownership in the long-term, consideration will need to be given to where further savings may be found from or whether the authority is prepared to borrow and increase its overall housing debt.

During 2019/20, if the final details of some of the proposed changes in national housing policy are clear, particularly receipt of confirmation that the higher value voids levy legislation has been repealed, a further review of the strategic position for the HRA will be undertaken.

The overall revenue budget position for the Housing Revenue Account for 2019/20 is presented in **Appendix I**. A balanced budget can be set for 2019/20, assuming the delivery of savings as identified.

Section 5

Housing Capital Budget

Stock Investment and Decent Homes

Stock condition data is continually updated in respect of the housing stock, improving the information held to inform future decision making. The authority has procured, as part of a joint exercise with Cambridge City Council, updated software to record and report asset management data, as part of a wider project to implement a fully integrated housing management information system. The successful supplier of the new Housing Management Information System is Orchard, with ProMaster being their asset management offering and a mobile working solution provided by a third party, Kirona.

At 31 March 2018, 95.25% of the housing stock was reported as decent, compared with 93.75% at 31 March 2017, with 248 properties that were considered to be non-decent (in addition to refusals by tenants to access the property and undertake the necessary works), and another 96 anticipated to become non-decent during 2018/19.

In addition to decent homes investment, in 2018/19 the authority is still investing in energy conservation initiatives, such as external wall insulation and topping up of loft insulation. The budget for this type of discretionary investment has however been reduced significantly from April 2019 onwards, when the current programme of external wall insulation finishes.

Other investments include more controllable high heat retaining electric storage systems and investment in renewable energies where appropriate such as air source heat pumps. Health and safety work is being undertaken to upgrade the Councils fire doors in flats that have been identified through testing following the tragic event of Grenfell to be non-compliant this is being followed up with a rolling programme of door replacement and annual safety assessment.

Emergency lighting is being installed in flat blocks and smoke alarms have been installed that are linked to the emergency alarms in sheltered housing.

Changes proposed in the level of investment in the housing stock are detailed at **Appendix H**, with capital bids and savings identified at **Appendix G (2)**. The latest Housing Capital Investment Plan is included at **Appendix J**.

New Build & Re-Development

New Build and Re-Development Schemes Completed

At the time of writing this report 67 new homes had been completed since April 2012, all of which were built as affordable rented homes, with a further 13 shared ownership homes also completed.

Scheme	Status	Estimated Affordable Units	Scheme Composition	Scheme
Fen Drayton Road, Swavesey	Completed May 2016	20	4 x 1 Bed House 10 x 2 Bed House 5 x 3 Bed House 1 x 4 Bed House	Fen Drayton Road, Swavesey
Horseheath Road, Linton	Completed July 2016	4	1 x 2 Bed Bungalow 2 x 2 Bed Flat 1 x 2 Bed House	Horseheath Road, Linton
Hill Farm, Foxton	Completed January 2017	15	4 x 1 Bed House 6 x 2 Bed House 5 x 3 Bed House	Hill Farm, Foxton
Robinson Court, Gamlingay	Completed August 2018	6 plus 4 shared ownership and 4 market sale	4 x 1 Bed Flat 2 x 2 Bed Flat 2 x 1 Bed House (Shared Ownership) 2 x 2 Bed House (Shared Ownership) 2 x 2 Bed House (Market Sale) 2 x 3 Bed House (Market Sale)	Robinson Court, Gamlingay
Pampisford Road, Great Abington	Completed April 2018	6 plus 2 shared ownership	2 x 1 Bed Flat 2 x 2 Bed House 1 x 2 Bed Bungalow 2 x 2 Bed Bungalow	Pampisford Road, Great Abington

Scheme	Status	Estimated Affordable Units	Scheme Composition	Scheme
			(Shared Ownership) 1 x 3 Bed House	
Bannold Road, Waterbeach	Completed April 2018	16 plus 7 shared ownership	6 x 1 Bed Flat 6 x 2 Bed Flat 4 x 2 Bed House 2 x 2 Bed House (Shared Ownership) 5 x 3 Bed House (Shared Ownership)	Bannold Road, Waterbeach
Total		67 rented 13 shared ownership 4 market sale		Total

New Build and Re-Development Schemes on Site or Approved to Proceed

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

Scheme	Status	Estimated Affordable Units	Indicative Scheme Composition (Subject to Change)	Scheme Budget (Gross of subsidy / capital receipts)
Pembroke Way, Teversham	Planning approved	5	2 x 1 Bed Flat 1 x 1 Bed Bungalow 2 x 2 Bed House	876,960
Woodside, Longstanton	On site	3	3 x 2 Bed House	422,230
Balsham Buildings, High Street, Balsham	On site	9 plus 4 shared ownership	7 x 1 Bed Flat 2 x 2 Bed Flat 4 x 2 Bed House (Shared Ownership)	1,848,900
Gibson Close, Waterbeach	On site	6 plus 3 shared ownership	4 x 1 Bed Flat 2 x 2 Bed House 3 x 2 Bed House (Shared Ownership)	1,452,340
Highfields, Caldecote	On site. Contract to be signed shortly	3	1 x 1 Bed House 2 x 2 Bed House	448,960

Scheme	Status	Estimated Affordable Units	Indicative Scheme Composition (Subject to Change)	Scheme Budget (Gross of subsidy / capital receipts)
Linton Road, Great Abington	On site	13 plus 5 shared ownership	6 x 1 Bed Flats 2 x 2 Bed House 5 x 3 Bed House 2 x 2 Bed House (Shared Ownership) 3 x 3 Bed House (Shared Ownership)	3,907,000
Grace Crescent, Hardwick (Rented)	On site	27	16 x 1 Bed Flats 9 x 2 Bed Houses 1 x 3 Bed House 1 x 4 Bed House	4,711,480
Grace Crescent, Hardwick (Shared Ownership)	Developer on site. Contract agreed and to be signed shortly	12 shared ownership	6 x 2 Bed Flat (Shared Ownership) 4 x 2 Bed House (Shared Ownership) 2 x 3 Bed House (Shared Ownership)	3,125,540
Burton End, West Wickham	Planning approved. Not yet in contract	3 plus 1 shared ownership	1 x 1 Bed Bungalow 1 x 2 Bed Bungalow 1 x 2 Bed House 1 x 3 Bed House (Shared Ownership)	730,020
Total		69 rented 25 shared ownership		17,523,430

New Build and Re-Development Schemes in the Pipeline

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

The current list of pipeline schemes is included in **Confidential Appendix K**, due to the commercial sensitivity surrounding some of the early stage negotiations.

Some schemes deliver only new provision of affordable rented housing and as such will be eligible for 30% of the scheme to be funded using retained right to buy receipts. Many of the schemes, in order to be planning policy compliant, include a mix of affordable rented and intermediate housing (usually shared ownership). Shared ownership dwellings are not currently eligible for use of retained right to buy resource, but instead can be part funded using Section 106 commuted sums if they are available.

New Build – Other (including use of RTB Funding)

The pipeline new build schemes in **Confidential Appendix K** would be sufficient to ensure that the authority can appropriately re-invest all of the right to buy receipts currently retained, if the majority of the offers made are successful, and South Cambridgeshire District Council subsequently contract to acquire the new build affordable homes on all of these sites. It is, however, unlikely that all of the pipeline schemes will proceed with the Council as the registered provider partner, and therefore other options continue to be explored.

The assumption has been retained, that the authority utilise resource previously set-aside for the potential redemption of housing debt, combined with revenue resource that can be released as a result of capital receipts that have been received from the sale of HRA land and dwellings on the open market in recent years, or that are anticipated to be received from the sale of self-build plots, to fund building new homes. This is anticipated to provide sufficient resource to allow the appropriate re-investment of existing and anticipated retained right to buy receipts in the medium term, without the immediate need to pass any funding to a registered provider.

Self-Build Plots

Following identification, as part of the HRA Medium Term Financial Strategy, that the sale of self-build plots is not realising the capital receipts originally anticipated, a full review of the Self-Build business case was undertaken. The review highlighted an impact for the General Fund in respect of the costs of maintain a self-build register once government grant is exhausted, but also reviewed the role of HRA land in the provision of plots.

As part of the self-build pilot, a gross capital receipt of £250,000 was originally assumed, with costs of £50,000 to prepare the plot for sale, resulting in a net capital receipt to the HRA of £200,000 per plot. This assumption was reduced to a gross capital receipt of £160,000 as part of the HRA Medium Term Financial Strategy, based upon the market offers received for the first few plots.

As part of the review of the business case, updated external expert valuation advice was sought in respect of the potential values for plots in the pipeline, with a resulting view that in current market conditions, with economic uncertainty at present, future plots may have gross value in the region of £105,526 using mid-point valuations where ranges were provided.

The cost of preparing plots for sale was also reviewed, with an average cost of £38,594 to date. With revised plot values and cost, the net receipt to the HRA would be £66,932, which when compared to an average value of £12,493 for the site as amenity land, still delivers a return to the HRA, whilst also facilitating an additional home in the district. On the basis that it is not cost effective for the HRA to develop these single or minimal dwelling sites itself, the Executive Management Team considered and approved the business case review at a meeting in November 2018, agreeing to continue with the sale of the identified HRA land as self-build plots.

As a result, the revised costs and anticipated land receipts have been incorporated into this iteration of the HRA business plan for forecast purposes, but recognising that the HRA is required to ensure that best value is achieved on a plot by plot basis, achieved and demonstrated by marketing the dwelling on the open market.

19 sites (25 potential plots) are currently being progressed, with 3 single plot sites and 1 triple plot site in receipts of bids to date and a further site approved for marketing. 4 further sites have outline planning permission and 4 are at the pre-planning stage. Others are still undergoing investigation and feasibility work.

The table below details sites which already have approval for disposal:

Location	Status	No. of plots
Benet Close, Milton	Approved bid	1
Macaulay Avenue, Great Shelford	Approved bid	3 (Custom Build)
Cambridge Road, Balsham	Approved bid	1
Blacksmiths Close, Babraham	Approved bid	1
Horseshoes Lane, Weston Colville	Approved for sale	1
Total		7

Section 106 Funding

Commuted Sums Money received in lieu of Affordable Housing

Commutated sum payments received through the planning process, in lieu of the delivery of affordable housing, are made available in the first instance to the HRA to invest in affordable homes.

The Council currently holds £4.43m in commuted sums for affordable housing. The following table provides an update of when current sums held have to be spent (year-end prior to deadline date), against the resource committed to date

Year	Section 106 sum to be spent	Cumulative Section 106 sum to be spent	Resource committed / spent General Fund	Resource committed / spent HRA	Cumulative resource still to be committed
	£	£	£	£	£
2018/19	49,927	49,927	50,000	817,880	-
2019/20	571,040	620,967	0	283,900	-
2020/21	235,518	856,485	0	0	-
2021/22	94,500	950,985	0	0	-
2022/23	293,180	1,244,165	0	0	92,385
2023/24	68,824	1,312,989	0	0	161,209

2024/25	381,213	1,694,202	0	0	542,422
2025/26	2,236,454	3,930,656	0	0	2,778,876
2027/28	494,614	4,425,270	0	0	3,273,490
			50,000	1,101,780	

Commitments to date include:

Scheme	Fund	2018/19 £	2019/20 £	Ongoing £
Emmaus – 10 en-suite bed-spaces	General Fund	50,000	0	0
High Street Balsham – contribution towards delivery of 4 shared ownership homes	HRA	104,600	0	0
Gibson Close, Waterbeach – contribution towards 3 shared ownership homes	HRA	97,180	0	0
Linton Road, Great Abington – contribution towards 5 shared ownership homes	HRA	250,000	0	0
Grace Crescent, Hardwick – contribution towards 12 shared ownership homes	HRA	366,100	233,900	0
Burton End, West Wickham – contribution to 1 shared ownership home	HRA	0	50,000	0
		867,880	283,900	0

With £3,273,490 of resource still to be re-invested, and a commitment to invest the sum in new HRA homes wherever possible, expenditure of £500,000 per annum, and associated Section 106 match funding has been retained in the Housing Capital Plan for the next 5 years.

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

Asset Acquisitions & Disposals

Consideration continues to be given to the strategic acquisition or disposal of assets, in line with the current HRA Acquisition and Disposal Policy.

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

In 2018/19 to date, 6 properties have been acquired on the open market. There are no further planned acquisitions this year, but the option is retained in case new build investment does not proceed as currently anticipated.

Receipts from individual asset disposals are only recognised in the HRA's reserves when received, and after all relevant costs have been provided for, whilst there are assumptions incorporated about the level of receipts from the sale of self-build plots, allowing planned utilisation of the funds to release resource elsewhere in the HRA to facilitate the appropriate reinvestment of retained right to buy receipts. Any delay in the receipt of these capital sums will significantly impact the authority's ability to spend right to buy receipts appropriately.

As part of the quarterly decision as to whether the authority should retain right to buy receipts, pass them to a registered provider, or as a last resort pay them over to central government, officers need to consider the progress in respect of the sale of self-build plots and any other capital receipts which may have been received by that point in any year. There is a risk judgement that needs to be made as part of this quarterly decision making process.

Capital Bids, Savings and Re-Phasing

There are capital bids incorporated as part of the 2019/20 HRA Budget Setting Report, alongside a number of areas of re-allocation and re-phasing.

Detailed changes are presented in **Appendix H** and capital bids are described in **Appendix G(2)**, with the overall financial and presentational impact of the following items being incorporated into the Housing Capital Investment Plan presented at **Appendix J** :

- Inclusion of a bid to reflect a net increase in the housing capital planned maintenance programme, including a proposed increase in Estate Roads & Lighting £44,700, Parking/Garages £62,440, Structural Works £240,000, Asbestos Removal £25,220, partially offset by reductions in Drainage Upgrades £30,600, Heating Installation £61,200, Energy Conservation £20,400, Kitchen Refurbishment £34,240 and Bathroom Refurbishment £42,900.
- Inclusion of a bid for £183,020 for the replacement of fire doors, in line with updated legislative requirements.
- Adjustments to budgets for new build schemes that have now received approval, recognising the need to vire resource from the unallocated new build budget to scheme specific budgets, as identified in **Appendix H**.
- Re-phasing of new build schemes as identified in **Appendix H**.
- Re-phasing of the unallocated new build programme utilising retained right to buy receipts, recognising the current schemes in the pipeline and their estimated delivery timescales.
- Adjustment to the level of resources held for works to new build dwellings and to meet the cost of inflation, as a result of the changes above.

Section 6

HRA Treasury Management

Background

Statutorily, the Housing Revenue Account is required to set a balanced budget, including recognition of the revenue implications that arise from capital financing decisions.

HRA Borrowing

As at 1 April 2018, the Housing Revenue Account was supporting external borrowing of £205,123,000 in the form of 41 maturity loans with the Public Works Loans Board (PWLB), with rates ranging between 3.44% and 3.53%. The loans have varying maturity dates, with the first £5,000,000 due to be repaid on 28th March 2037 and the last loan on 28th March 2057.

The HRA Capital Financing Requirement (HRA CFR) stood at £204,429,000 due to a small amount (£694,000) of internal borrowing from the HRA by the General Fund. The General Fund is required to pay the HRA annual interest on the internal borrowing as part of the Item 8 Determination for the HRA. The interest rate payable to the HRA can be determined by the authority, but must be deemed reasonable and stand up to external scrutiny from auditors.

Recent changes in legislation mean that the HRA is no longer subject to a borrowing debt cap. The authority can borrow within its HRA as long as it can demonstrate that the HRA can support the borrowing and that the resource is being utilised in the provision of social or affordable housing.

The authority may now choose to borrow to deliver additional affordable housing to ensure that the authority can maintain a programme of new build affordable housing over the longer-term.

The 2019/20 HRA Budget Setting Report does not review the potential sources of lending (ie; Internal, Inter-Authority, Public Works Loans Board, Market) types of borrowing, lengths of loans or rates available for taking out any additional borrowing at this stage. This will need to be undertaken at the point at which any borrowing is considered as part of the coming year's budget.

Debt Repayment / Re-Investment

Set-Aside for Repayment of HRA Debt

The current debt repayment strategy for the HRA, not to set-aside resource to repay housing debt, but to instead invest resource in new build housing, assumes the need to re-finance the borrowing when loans mature.

The potential debt repayment or re-investment reserve stood at £8,500,000 at 1 April 2018, with the current assumption being that this will be re-invested in order to extend the life of the business plan, once other resources are exhausted.

Regular consideration will need to be given, in the context of the current financial climate, whether the authority wants to retain the current re-investment strategy, or re-consider some element of set-aside if resources allow.

Section 7

Summary and Overview

Uncertainties and Risk

Risk Assessment

Consideration is given to any changes in the perceived level of internal or external risk that the housing service is subject to, ensuring that the authority is able to sustain a financially viable Housing Revenue Account.

The authority maintains a risk register, incorporating specific risks affecting the Housing Revenue Account, considering the likelihood and impact associated with each risk, and the mitigation in place to counteract these. The risk register is regularly reviewed and updated.

HRA Reserves

Housing Revenue Account General Reserves

General reserves are held to help manage risks inherent in financial forecasting. Risks include changes in legislative and statutory requirements, inflation and interest rates, unanticipated service needs, rent and other income shortfalls and emergencies. The reserve allows the authority time to respond to unanticipated events, without an immediate and unplanned impact on service delivery.

For the Housing Revenue Account the minimum level of reserves of £2m is proposed to be retained, recognising the need to safeguard the Council against the risk and uncertainty in the current financial and operational environment for housing.

Financial Assumptions and Sensitivity

The current financial assumptions, reviewed and used as part of this report, are detailed in **Appendix A**, and are derived from information available at the time of preparing this report, utilising both historic trend data and specialist expert advice and opinion, where required.

In making financial assumptions there will always be a number of alternative values that could have been used. To mitigate the risks associated with this, modelling of key sensitivities is undertaken to provide context to the financial impact that a change in an assumption will make.

Appendix F provides details of the key sensitivities modelled in the preparation of the HRA Budget Setting Report 2019/20.

Options and Conclusions

Overview

The budget for 2019/20 has been constructed in the wider context of the national position for social housing. The authority still seeks to achieve a balance in investment against key housing priorities as follows, although this still proves challenging:

- Investment in the existing housing stock
- Investment in the delivery of new affordable homes
- Investment in new initiatives and income generating activities
- Spend on landlord services (i.e. housing management, responsive and void repairs)
- Support for, and potential repayment of, housing debt

A 1% rent cut for a final year, the time and top up constraints currently associated with the retention and re-investment of right to buy receipts and the rollout of Universal Credit locally, continue to pose significant financial challenges for the HRA into the future.

Summary and Conclusions

As part of the 2018/19 HRA Medium Term Financial Strategy an efficiency target of £142,000 was set for 2019/20, reducing to £95,000 for the following 4 years was incorporated into future financial forecasts.

Net revenue savings have been identified from 2019/20, which deliver against the target set for the year.

From a capital perspective, a number of bids have been made for the period from 2019/20 onwards, to include the introduction of a new door replacement programme based upon the latest safety advice and a net increase in the investment in the existing housing stock.

The business plan allows for the continuation of a small programme of new build housing, sufficient to utilise current and anticipated retained right to buy receipts, up to 2029/30, i.e.; for a further 11 years. After this point, there will not be resource available to build new homes without borrowing to do so, or to repay any significant proportion of the existing housing debt, unless further savings are identified or assumptions change with a positive impact on the financial forecasts for the HRA.

Once the authority has formal confirmation that the sale of higher value voids legislation is to be repealed and the outcome of a number of other housing consultations is known, it will be necessary to undertake a strategic review of the financial position for the HRA, with a view to balancing any revenue savings to be sought going forward, with the need to have a 30 year capital investment plan which can be fully funded, whilst also meeting aspirations to deliver new affordable homes.

Any review will include:

- Reviewing spending on HRA revenue services, both management and maintenance
- Reviewing spending on the existing housing stock, to include both decent homes and discretionary expenditure
- Exploring alternative delivery models for the provision and ongoing management of social housing

- Exploring alternative delivery models to maintain a new build housing programme
- Exploring the potential to borrow further within the HRA now that the borrowing cap has been lifted
- Reconsidering the long-term approach to debt set aside, in the context of the current financial climate

During February 2019, both Cabinet and Council will consider the budget proposals for the HRA, prior to decision.

The HRA Budget Setting Report recommends, in summary:

- Approval of changes in property rents, with social housing rents subject to a 1% rent cut from April 2019, whilst new affordable rents will be reviewed to ensure that rents and charges are no higher than 80% of market rent, less the 1% reductions from April 2019. Locally affordable rents are set at Local Housing Allowance level, which ensures that this is the case without the need for detailed review on a property by property basis, and as such rents will be adjusted in line with revised Local Housing Allowance rates.
- Approval of garage rents as detailed in **Appendix B**
- Approval of service charges as detailed in **Appendix B**
- Approval of the unavoidable revenue pressures, reduced income, savings and increased income summarised in Section 4 of this report, and include in detail at **Appendix G(1)**
- Approval of the HRA revenue budget for 2019/20 as shown in **Appendix I**
- Approval of any capital bids and savings as detailed at **Appendix G(2)**
- Approval of the Housing Capital Programme for 2018/19 to 2023/24 as shown in **Appendix J**
- Agreement to retention of the balance of the £95,000 efficiency target and corresponding Strategic Investment Fund for 4 years from April 2020, to ensure that a balanced revenue budget can be set for the next 30 years, alongside a sustainable capital investment programme, whilst emerging priorities are also addressed

Business Planning Assumptions

Appendix A

Business Planning Assumptions (Highlighting Changes)

Key Area	Assumption	Comment	Status
General Inflation (CPI)	2.2% for 2019/20, 2.1% for 2020/21 and 2% ongoing	General inflation on expenditure included at 2.6% for 2018/19, then 2.2%, 2.3% and 2% ongoing, per Bank of England projections.	Retained
Capital and Repairs Inflation	3.2% for 2019/20, 3.1% for 2020/21 and 3% ongoing	Based upon inflation as measured by the Retail Price Index (RPI), assuming this to be 1% above CPI over the longer-term. This concurs with the majority of current contracts held by the HRA.	Retained
Debt Repayment	Set-aside to repay debt if resource allows	Assumes set-aside to repay debt as loans reach maturity dates only if resource allows, after any surplus re-invested in income generating assets. No resource currently available.	Retained
Capital Investment	Partial Investment Standard	Base model assumes a partial investment standard in the housing stock, compared with a basic decent homes standard. This will be reviewed again during 2019/20.	Retained
Pay Inflation	1.3% Pay Progression plus: 2019/20 – 2.0% 2% ongoing	Assume allowance for increments at 1.3%. Pay inflation at 2% for 2019/20 and ongoing, with a return to long-term government aim now from 2019/20, reflecting economic recovery.	Retained
Employee Vacancy Allowance	HRA share of £500,000 total	Employee budgets assume a vacancy allowance of £500,000 per annum for the Council as a whole, apportioned to the HRA on an FTE basis	Retained
Rent Increase Inflation	-1% for 2019/20. CPI plus 1% for 5 years, then CPI plus 0.5% from 2025/26	Rent decrease of 1% for 2019/20, then CPI plus 1% for 5 years, after which revert to inflation plus 0.5%. Assume CPI in preceding September is as above. Affordable rents and charges reviewed in line with Local Housing Allowance levels.	Retained
Rent Convergence	Void Only	Ability to move to target rent achieved only through movement of void properties directly to target rent.	Retained
External Lending Interest Rate	2%	Interest rates based on latest market achievement, including interest from Ermine Street Housing	Retained

Key Area	Assumption	Comment	Status
Internal Lending Interest Rate	2%	Assume the same rate as anticipated can be earned on cash balances held, so as not to detriment the General Fund over the longer term.	Retained
External Borrowing Interest Rate	3.03%	Assumes additional borrowing using current PWLB rates, currently 3.03%.	Amended
Internal Borrowing Interest Rate	3.03%	Assume the same rate as external borrowing to ensure flexibility in choice of borrowing route.	Amended
HRA Minimum Balances	£2,000,000	Maintain HRA minimum balance at £2,000,000, pending a review once the impact of the higher value voids levy and other housing policy changes are clear.	Retained
Right to Buy Sales	20 for 3 years from 2018/19, then 15 sales ongoing	Retain assumption of 20 for 2018/19 to 2020/21 then 15 per annum ongoing from 2021/22.	Retained
Right to Buy Receipts	Settlement receipts excluded. Retained receipts included.	Debt settlement receipts excluded as assumed to fund General Fund housing capital expenditure. Anticipated one-for-one receipts included. Debt repayment proportion reported as at 1/4/2018 and assumed available for intended use.	Retained
Void Rates	1.1%	Assumes 1.1% per annum from 2018/19 onwards.	Retained
Bad Debts	0.4% for 2018/19, then 0.5% from 2019/20	Bad debt provision of up to 0.5% over 2 years to reflect the requirement to collect 100% of rent directly for new benefit claimants, following phased implementation of Universal Credit by 2020.	Retained
Efficiency Target	£142,000 for 2019/20, then £95,000 for 4 years	Inclusion of an efficiency target at £142,000 (3%) for 2019/20, then £95,000 (2%) per year ongoing, for 4 years from 2020/21.	Retained
Responsive Repairs Expenditure	Adjusted pro rata to stock changes	An assumption is made that direct responsive repair expenditure is adjusted annually in line with any change in stock numbers.	Retained
Strategic Investment Fund	£142,000 for 2019/20, reducing to £95,000 for next 4 years	Creation of a Strategic Investment Fund to be able to facilitate new investment and respond to pressures. To be reviewed again as part of 2019/20 budget process.	Retained
Service Reviews and Restructures	On case by case basis	Service review outcomes assumed to deliver to the HRA as indicated in the review business case, and incorporated once impact is known.	Retained

Service Charges

Appendix B

Charge Description	Charge Basis	Current Charges 2018/19 (£)	Proposed Charges 2019/20 (£)	Increase (%)	Increase (£)
General Housing					
Use and Occupation Fee	Weekly	As per Target Rent	As per Target Rent	-1%	Variable
Sewage	Weekly	4.65 to 5.56	As per Anglian Water Standard Rates	TBC	TBC
White Goods Charge (per item)	Weekly	1.50	1.50	0%	0.00
Management Charge (Third Party)	Weekly	As per third party charge	As per third party charge	TBC	TBC
General Stock - Flats					
Blocks with Door Entry	Weekly	3.37	3.44	2.2%	0.07
Blocks without Door Entry	Weekly	2.24	2.29	2.2%	0.05
General Sheltered Schemes					
Sheltered Charge (Staffing)	Weekly	4.78 to 6.44	4.93 to 6.63	Variable	Variable
Communal Premises Charge	Weekly	0.00 to 15.61	0.00 to 16.63	Variable	Variable
Grounds Maintenance Charge	Weekly	0.23 to 2.35	0.26 to 2.32	Variable	Variable
Communal Heating / Lighting (Elm Court)	Weekly	7.71	7.48	(3%)	(0.23)
Water (Elm Court)	Weekly	2.72	2.24	(17.6%)	(0.48)
White Goods Charge (per item)	Weekly	1.50	1.50	0%	0.00
Alarm Charge	Weekly	3.00	3.00	0%	0.00
Mobile Alarm Solution	Weekly	3.50	3.50	0%	0.00
Elderly Equity Share (As per Sheltered Housing recovered quarterly, plus charges below)					
External Property Repairs	Quarterly	14.30 to 28.34	5.85 to 30.16	Variable	Variable
Management Fee (10%)	Quarterly	9.23 to 34.06	7.80 to 34.45	Variable	Variable
Temporary Accommodation					
Temporary Let Charge	Weekly	32.00	32.00	0%	0.00
Community Alarm Service					
Council Supplied Alarm	Weekly	4.47	4.47	0%	0.00

Group Alarms	Weekly	4.47	4.47	0%	0.00
Mobile Alarm Solution	Weekly	5.47	5.47	0%	0.00
Installation Charge (Within 30 mile radius)	One-Off	30.00	30.00	0%	0.00
Installation Charge (Outside 30 mile radius)	One-Off	36.00	36.00	0%	0.00
Replacement Pendant Charge	One-Off	50.00	50.00	0%	0.00
Garage and Storage Unit Rents					
Garages or Storage Unit Rented to Tenant	Weekly	8.75	8.94	2.2%	0.19
More than 2 Garages Rented to Tenant	Weekly	8.75 plus VAT	8.94 plus VAT	2.2%	0.19 plus VAT
All Other Garage and Storage Unit Rentals	Weekly	11.84 plus VAT	12.10 plus VAT	2.2%	0.26 plus VAT
Leasehold Charges for Services					
Solicitors' pre-sale enquiries	One-Off	110.00	110.00	0%	0.00
Copy of lease	One-Off	30.00	30.00	0%	0.00
Re-mortgage Enquiry/Copy of Insurance schedule	One-Off	30.00	30.00	0%	0.00
Notice of Assignment/Notice of Charge/Notice of Transfer	One-Off	90.00	90.00	0%	0.00
Deed of Variation – Administration plus CCC Solicitor fees and own solicitor	One-Off	50.00 550.00+	50.00 550.00+	0%	0.00
Home Improvements – Administration Only Inclusive of Surveyor Visit	One-Off	30.00 125.00	30.00 125.00	0%	0.00
Retrospective consent for improvements	One-Off	Above + 25.00	Above + 25.00	0%	0.00
Registering sub-let details	One-Off	50.00	50.00	0%	0.00
Advice interview for prospective purchasers	One-Off	50.00	50.00	0%	0.00

HRA Earmarked & Specific Funds

Appendix C

2018/19 (£'000)

HRA Earmarked & Specific Revenue Funds (£'000)

Self-Insurance Reserve

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

Debt Set-Aside (Revenue)

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

HRA Earmarked & Specific Capital Funds (£'000)

Debt Set-Aside (Capital)

	Opening Balance	Contributions	Expenditure to November	Current Balance
Debt Set-Aside	(4,619.7)	(265.8)	0.0	(4,885.5)

Major Repairs Reserve

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

RTB Retained Receipts Reserve

	Opening Balance	Contributions	Expenditure to November	Current Balance
RTB Retained Receipts	(6,710.3)	(1,146.4)	624.2	(7,232.5)

Capital Receipts

	Opening Balance	Contributions	Expenditure to November	Current Balance
Capital Receipts	(573.2)	(1,692.1)	0.0	(2,265.3)

Retained Right to Buy Receipts

Appendix D

Quarter date for Receipt	Retained 1-4-1 Receipt Value (Per Quarter)	Retained 1-4-1 Receipt Value (Cumulative)	Amount of New Build Expenditure Required (Cumulative)	Deadline for Receipt to be spent on New Dwelling	Qualifying Spend by Deadline (Cumulative)	Retained 1-4-1 Receipt Spent (Cumulative)	Balance of Retained 1-4-1 Receipts to be Spent or Paid to CLG (Cumulative)	Further New Build Spend Required by Deadline (Cumulative)
30/06/2014	190,149.46	3,624,577.44	12,081,924.80	30/06/2017	13,297,663.86	3,989,299.16	0.00	0.00
30/09/2014	542,412.66	4,166,990.10	13,889,967.00	30/09/2017	16,388,697.43	4,916,609.23	0.00	0.00
31/12/2014	490,971.13	4,657,961.23	15,526,537.43	31/12/2017	17,124,841.80	5,137,452.54	0.00	0.00
31/03/2015	417,089.12	5,075,050.35	16,916,834.50	31/03/2018	18,016,710.40	5,405,013.12	0.00	0.00
30/06/2015	417,483.31	5,492,533.66	18,308,445.53	30/06/2018	18,374,584.47	5,512,375.34	0.00	0.00
30/09/2015	527,469.65	6,020,003.31	20,066,677.70	30/09/2018	20,097,445.54	6,029,233.66	0.00	0.00
31/12/2015	446,035.59	6,466,038.90	21,553,463.00	31/12/2018			436,805.24	1,456,017.46
31/03/2016	330,902.72	6,796,941.62	22,656,472.07	31/03/2019			767,707.96	2,559,026.53
30/06/2016	310,654.33	7,107,595.95	23,691,986.49	30/06/2019			1,078,362.28	3,594,540.95
30/09/2016	687,638.85	7,795,234.80	25,984,115.96	30/09/2019			1,766,001.13	5,886,670.45
31/12/2016	1,410,994.28	9,206,229.08	30,687,430.25	31/12/2019			3,176,995.41	10,589,984.71
31/03/2017	592,869.81	9,799,098.89	32,663,662.95	31/03/2020			3,769,865.22	12,566,217.41
30/06/2017	1,045,231.05	10,844,329.94	36,147,766.45	30/06/2020			4,815,096.27	16,050,320.91
30/09/2017	412,813.15	11,257,143.09	37,523,810.29	30/09/2020			5,227,909.42	17,426,364.75
31/12/2017	527,534.91	11,784,678.00	39,282,259.99	31/12/2020			5,755,444.33	19,184,814.45
31/03/2018	330,590.84	12,115,268.84	40,384,229.45	31/03/2021			6,086,035.17	20,286,783.91
30/06/2018	1,008,074.19	13,123,343.03	43,744,476.75	30/06/2021			7,094,109.36	23,647,031.21
30/09/2018	138,294.39	13,261,637.42	44,205,458.05	30/09/2021			7,232,403.75	24,108,012.51

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New Build Investment Cashflow

Appendix E

New Build / Re-Development Scheme	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
	£'0	£'0	£'0	£'0	£'0	£'0
Robinson Court Re-Development	910	0	0	0	0	0
Pembroke Way, Teversham	483	353	0	0	0	0
Pampisford Road, Great Abington	200	0	0	0	0	0
High Street, Balsham	1,532	0	0	0	0	0
Woodside, Longstanton	249	0	0	0	0	0
Bannold Road, Waterbeach	94	0	0	0	0	0
Gibson Close, Waterbeach	1,444	0	0	0	0	0
Highfields, Caldecote	446	0	0	0	0	0
Pinton Road, Great Abington	1,302	2,605	0	0	0	0
Grace Crescent, Hardwick (Rented)	785	3,141	785	0	0	0
Grace Crescent, Hardwick (Shared Ownership)	521	2,084	521	0	0	0
Burton End, West Wickham	0	730	0	0	0	0
Acquisitions	1,560	0	0	0	0	0
Unallocated New Build / Acquisition	300	9,573	25,890	13,369	4,224	5,700
New Build - Section 106 funded	0	216	500	500	500	500
Total Expenditure	9,826	18,702	27,696	13,869	4,724	6,200
Use of Retained Right to Buy Funding						
Pembroke Way, Teversham	(97)	(71)	0	0	0	0
Pampisford Road, Great Abington	(45)	0	0	0	0	0
High Street, Balsham	(318)	0	0	0	0	0
Woodside, Longstanton	(75)	0	0	0	0	0
Bannold Road, Waterbeach	(28)	0	0	0	0	0
Gibson Close, Waterbeach	(289)	0	0	0	0	0

New Build / Re-Development Scheme	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
	£'0	£'0	£'0	£'0	£'0	£'0
Highfields, Caldecote	(134)	0	0	0	0	0
Linton Road, Great Abington	(282)	(564)	0	0	0	0
Grace Crescent, Hardwick	(236)	(942)	(236)	0	0	0
Burton End, West Wickham	0	(164)	0	0	0	0
Acquisitions	(468)	0	0	0	0	0
Unallocated New Build / Acquisition	(69)	(2,155)	(5,825)	(2,005)	(949)	(1,710)
Total Use of Retained Right to Buy Funding	(2,039)	(3,896)	(6,061)	(2,005)	(949)	(1,710)
Section 106 Funding						
High Street, Balsham	(105)	0	0	0	0	0
Gibson Close, Waterbeach	(97)	0	0	0	0	0
Linton Road, Great Abington	(250)	0	0	0	0	0
Grace Crescent, Hardwick (Shared Ownership)	(366)	(234)	0	0	0	0
Burton End, West Wickham	0	(50)	0	0	0	0
New Build - Section 106 funded	0	(216)	(500)	(500)	(500)	(500)
Total Section 106 Funding	(818)	(500)	(500)	(500)	(500)	(500)
Total to be funded from HRA Resources (DRF & MRR) and Sales Receipts	(6,969)	(14,306)	(21,135)	(11,218)	(3,275)	(3,990)
Total HRA Borrowing	0	0	0	(146)	0	0

Key Sensitivity Analysis

Appendix F

Topic	Business Plan Assumption	Key Sensitivity Modelled	Financial Impact
General Inflation	General Inflation using CPI at 2% for expenditure long-term	Volatility in the economy could lead to an increase in external costs. 1% increase in general inflation for expenditure only for the life of the plan.	Long-term borrowing is required by year 10 if existing commitments are to be met.
Sale of Higher Value Voids Levy	Assumed deferred payment from April 2020	Assume that the primary legislation is repealed and the policy is not implemented at all.	By year 30 of the business plan there would be sufficient resource to redeem approximately 93% of the HRA debt or alternatively to re-invest this sum in new homes.
Capital and Planned Revenue Investment Real Increase Inflation	Capital and Planned Revenue Investment Inflation at 3% in the longer-term	A real increase of 1% is allowed for building inflation for the longer-term. Assume that real inflationary increase required is 2% for remaining life of the plan.	Long-term borrowing is required by year 10 if existing commitments are to be met.
Direct Payments (Universal Credit)	Bad Debts at 1.5%	Evidence from the pilot authorities for direct payment indicated that collection rates may fall from 99% to 95%. Assume bad debts at 5% from 2019/20.	Long-term borrowing is required by year 3 if existing commitments are to be met.

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Revenue Budget Proposals

Appendix G (1)

HRA Revenue Bids and Savings - 2019/20 Budget

Category	Bid / Saving	Description	Linked Proposal	Bid / (Saving)			
				2019/20	2020/21	2021/22	2022/23
Saving	Review of revenue funded property maintenance budgets and resulting net reduction in spending	Proposed reduction to revenue programme (Internal Paintwork £10,000, Garden Works £43,610, Specialist Investigations £31,000, Asbestos Surveys £40,930, External Property Works £61,110, Maintenance of Disabled Adaptations £20,410, Internal Works £49,080, Flats £16,470), partially offset by increases to Revenue Programme (Cyclical Works - Revenue £28,320, Heating Service Contracts £61,290, Electrical Surveys £22,770 and response repairs £73,280 to offset adjustment for stock reductions.		(87,160)	(87,160)	(87,160)	(87,160)
Saving	Reduction in budgets for sheltered housing	A review of budgets across the sheltered housing service has resulted in a marginal reduction in anticipated spending.		(12,660)	(12,660)	(12,660)	(12,660)
Saving	Reduction in recharges and operational overheads and inflation not required	A review of recharge and overhead budgets, coupled with only applying inflation to budgets where required, results in a net saving to the HRA from 2019/20.		(139,270)	(139,270)	(139,270)	(139,270)
Increased Income	To recognise the fee income associated with funding the new additional Development Project Officer roles and pert	This increased income proposal links to a bid for two Development Project Officer roles (new build) and a part time Project Support Officer. It is anticipated that the roles will be self sustaining for at least 3 years through the fee arrangement of 1.95% for each new build scheme to cover the costs of the post to deliver capital projects. Additional new build	A	(113,980)	(113,980)	(113,980)	0

	time Project Support Officer for HRA New Build	homes increase the rental income to the HRA and deliver new homes as part of the councils core objectives.					
Increased Income	Increased rent income	Additional rent income is anticipated from 2019/20 based upon the latest stock numbers, void predictions and rent levels being charged.	B	(90,920)	(90,920)	(90,920)	(90,920)
Increased Income	Increased service charge income	Additional service charge income is anticipated from 2019/20, particularly in respect of sheltered housing charges.		(41,700)	(41,700)	(41,700)	(41,700)
Unavoidable Revenue Pressure	Employment of two Housing Assistants to manage the risk to the Housing Revenue Account due to the roll out of Universal Credit	The proposal is to employ two fixed term Housing Assistants on a grade 4 to support Universal Credit (UC) claimants to ensure they pay their rent, support the Housing Officers to chase rent arrears in conjunction with the Rent Recovery Team and support the Neighbourhood Support Officer (NSO) dedicated to dealing with high level complex arrears cases. In addition to their primary function they will also be expected to undertake Tenancy Audit surveys. It is expected that as UC rolls out this will become their focus. As evidence of spend to save the NSO dedicated to high level rent arrears recovered over £18k within an estimated 6 months period. The proposal will also help people sustain their tenancies thus avoiding eviction and homelessness.		62,710	62,710	0	0
Unavoidable Revenue Pressure	Increase in bad debt provision	The increase in rent income from 2019/20 drives a corresponding increase in the level of resource required to be set aside to meet the cost of bad debt.	B	420	420	420	420

Reduced Income	None	N/A		0	0	0	0
Bid	Two additional Development Project Officers to support the work of the Council's Development Team	The current and projected pipeline will more than double the workload of the Development Team - therefore two additional officers are required to join the existing Development Project Officer and Head of Development (new build) to deliver the additional new build council housing and bring further new build schemes into contract in future years. The overall expected programme of investment 2019-2022 of circa £48m generates an in house fee based on the 1.95% fee charge of circa £832k over the 3 years. Netting off existing staff costs there is sufficient income to self sustain these additional posts and to allow work to begin to generate income to continue to cover the posts. These posts are self financed from internal fees charged. Please note : from year 4 the current pipeline and budget assumptions may not support the continuation of these 2 new posts.	A	100,950	100,950	100,950	0
Bid	To fund a part time Project Support Officer for HRA New Build	We have approval for a part time Project Support Officer to cover the work of the self build/modular housing 'team'. This bid seeks to extend this role to a full time role with the additional half role covering work to support the new build development team. The role would be wholly funded from the internal development fee charged on each and every new build scheme that starts on site. The overall expected programme investment 2019-2022 of circa £48m generates an in house fee based on the 1.95% fee charge of circa £832k over the 3 years. Netting off existing staff costs there is sufficient income to self sustain these additional posts and to allow work to begin to generate income to continue	A	13,030	13,030	13,030	0

		to cover the posts. This post is self financed from internal fees charged.					
Bid	Gas & Electrical Safety Compliance Software	This software automatically checks certification for gas and electrical installations to ensure correct completion of the documentation, full statutory compliance and produces error reports where compliance is not achieved. It replaces a manual operation. The total number of certificates can exceed 10,000 per year. This will monitor all compliance requirements relating to gas and electrical safety, and may be expanded into other areas of compliance such as fire risk and energy performance over time.		15,500	15,500	15,500	15,500
Bid	Reviewing the Response Repairs, Voids and Packaged Works partnering contract in preparation to retender the work	The bid is to employ specialist advice, subject to procurement, to take forward the consultation with Members, residents, staff and other stakeholders on the options available for the delivery of the Response Repairs, Voids and Packaged Works contract. The contract has been extended and will end in March 2020. Consultation on the options and the consequences both contractual and financial need to be fully understood by all parties. This will enable procurement to be undertaken in 2020/21, giving a year for potential mobilisation.		25,000	0	0	0
Bid	Additional staffing resource in the Rent Recovery Team	Additional staffing input is anticipated to be required to tackle collection rent and recovery of arrears once Universal Credit begins to roll out more widely.		77,500	77,500	77,500	77,500
Bid	HRA contribution to Communications Team	The HRA is required to make a contribution towards the cost of the Corporate Communications Team, who support both General Fund and HRA Services for the Council.		45,000	45,000	45,000	45,000
Bid	Revenue costs associated with fire door	A capital programme to replace fire doors will result in an increase in revenue expenditure to ensure that doors are serviced and		21,000	42,000	63,000	63,000

	replacement programme	maintained appropriately.					
Total Net Bids / (Savings)				(124,580)	(128,580)	(170,290)	(170,290)

HRA Non-Cash Limit Adjustments - 2019/20 Budget

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Category	Bid / Saving	Description	Linked Proposal	Bid / (Saving)			
				2019/20	2020/21	2021/22	2022/23
Non-Cash Limit	Increase in direct revenue funding of capital expenditure	An increase in the revenue resource to fund capital expenditure is anticipated in 2019/20 as a direct result of reductions in the level of self-build receipts anticipated and delays in the receipt of shared ownership sales income.		1,104,550	0	0	0
Non-Cash Limit	Increase in interest due to the HRA	Based upon the latest cash balance projections for 2019/20, the HRA is expected to receive a greater sum in interest earned for 2019/20		(47,900)	0	0	0
Non-Cash Limit	Marginal increase in depreciation	Based upon the latest estimated stock numbers, the level of depreciation anticipated to be charged in 2019/20 is marginally lower than previously assumed		(5,030)	0	0	0
Total Net Non-Cash Limit Adjustments				1,051,620	0	0	0

Capital Budget Proposals

Appendix G(2)

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Category	Bid / Saving	Description	Linked Proposal	Bid / (Saving)			
				2019/20	2020/21	2021/22	2022/23
Capital Bid	Review of capital investment in the housing stock and resulting net increase in investment	Net Increase to HRA capital property maintenance programme. Proposed increase in Estate Roads & Lighting £44,700, Parking/Garages £62,440, Structural Works £240,000, Asbestos Removal £25,220, partially offset by reductions in Drainage Upgrades 30,600, Heating Installation £61,200, Energy Conservation £20,400, Kitchen Refurbishment £34,240 and Bathroom Refurbishment £42,900.		183,020	183,020	183,020	183,020
Capital Bid	Compliance - Fire Door Replacement Programme	Funding to allow replacement of fire doors in line with revised fire safety legislative requirements		180,000	180,000	180,000	0
Total Net Capital Position Bids / (Savings)				363,020	363,020	363,020	183,020

Capital Budget Amendments

Appendix H

Area of Expenditure and Change	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Total Housing Capital Plan Expenditure per HRA MTFS	18,842	26,645	35,011	20,688	11,828
Improvements – Existing Stock					
Removal of inflationary element of drainage upgrade works	0	(30)	(41)	0	0
Reintroduction of budget for structural works to dwellings	0	240	240	240	240
Reduction in investment for heating installation	0	(61)	(61)	(62)	(63)
Reduction in discretionary investment in energy conservation	0	(20)	(37)	(54)	(55)
Increased investment in works to parking areas	0	62	64	65	66
Increased investment in estate roads, paths and lighting	0	45	45	47	48
Increased investment in asbestos removal works	0	25	26	27	27
Reduction in investment in kitchen replacements	0	(35)	(34)	(35)	(36)
Reduction in investment in bathroom replacements	0	(43)	(43)	(44)	(46)
Introduction of a door replacement programme	0	180	184	187	0
Other minor changes	0	0	1	1	2
Adjustment to decent homes investment due to anticipated stock changes	0	(9)	(5)	(17)	(11)
Other Improvements					
No changes	0	0	0	0	0
Re-Provision of Existing Homes					
No changes	0	0	0	0	0
Acquisition and New Build					
Inclusion of scheme specific budget for Grace Crescent, Hardwick (Shared Ownership)	521	2,084	521	0	0
Inclusion of scheme specific budget for Burton End, West Wickham	0	730	0	0	0
Adjustment to unallocated new build budget based upon latest spending approvals	(310)	(2,258)	(638)	209	0
Adjustment to unallocated S106 new build budget based upon latest spending approvals	(366)	(284)	0	0	0

Area of Expenditure and Change	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Other HRA Capital Spend					
Adjustment to budgets for self-build plot preparation costs, based upon latest costs per plot and number of anticipated plots to be brought forward	(50)	(240)	618	695	0
Inflation Allowance					
No change	0	0	0	0	0
Total Housing Capital Plan Expenditure per HRA BSR	18,637	27,031	35,851	21,947	12,000

HRA Summary 2018/19 to 2023/24

Appendix I

Description	2018/19 £0	2019/20 £0	2020/21 £0	2021/22 £0	2022/23 £0	2023/24 £0
Rental Income (Dwellings)	(28,008,880)	(27,559,960)	(28,371,710)	(29,502,500)	(30,592,100)	(31,293,900)
Rental Income (Other)	(426,990)	(652,630)	(666,130)	(679,250)	(692,630)	(706,290)
Service Charges	(1,001,970)	(1,064,860)	(1,086,230)	(1,107,010)	(1,128,210)	(1,149,830)
Contribution towards Expenditure	(280,840)	(288,720)	(289,180)	(289,620)	(23,070)	(23,530)
Other Income	(120,320)	(120,960)	(123,500)	(125,970)	(128,490)	(131,060)
Total Income	(29,839,000)	(29,687,130)	(30,536,750)	(31,704,350)	(32,564,500)	(33,304,610)
Supervision & Management - General	4,761,200	5,122,850	5,291,080	5,509,220	5,754,630	5,970,250
Supervision & Management - Special	1,826,420	1,814,680	1,856,040	1,904,970	1,739,260	1,783,830
Repairs & Maintenance	4,133,950	4,151,390	4,276,230	4,276,010	4,405,700	4,485,980
Depreciation – to Major Repairs Res.	6,455,470	6,662,610	6,868,450	7,032,300	7,124,360	7,156,730
Debt Management Expenditure	1,400	1,400	1,430	1,460	1,490	1,520
Other Expenditure	318,950	470,320	487,730	511,330	538,330	567,020
Total Expenditure	17,497,390	18,223,250	18,780,960	19,235,290	19,563,770	19,965,330
Net Cost of HRA Services	(12,341,610)	(11,463,880)	(11,755,790)	(12,469,060)	(13,000,730)	(13,339,280)
HRA Share of operating income and expenditure included in Whole Authority I&E Account						
Interest Receivable	(631,380)	(546,220)	(343,510)	(210,870)	(271,230)	(379,200)
(Surplus) / Deficit on the HRA for the Year	(12,972,990)	(12,010,100)	(12,099,300)	(12,679,930)	(13,271,960)	(13,718,480)
Items not in the HRA Income and Expenditure Account but included in the movement on HRA balance						
Loan Interest	7,178,920	7,178,920	7,178,920	7,179,640	7,181,830	7,181,830
Housing Set Aside	0	0	(6,833,000)	(1,667,000)	6,100,000	2,094,000
Appropriation from Ear-Marked Reserve	0	0	0	0	0	0
Direct Revenue Financing of Capital	5,094,920	12,621,740	12,603,300	7,322,950	0	2,434,560
(Surplus) / Deficit for Year	(699,150)	7,790,560	849,920	155,660	9,870	(2,008,090)
Balance b/f	(10,096,300)	(10,795,450)	(3,004,890)	(2,154,970)	(1,999,310)	(1,989,440)
Total Balance c/f	(10,795,450)	(3,004,890)	(2,154,970)	(1,999,310)	(1,989,440)	(3,997,530)

Housing Capital Investment Plan

Appendix J

Description	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
Improvements - Existing Stock						
Water / Drainage Upgrades	80	81	83	85	86	88
Drainage Upgrades	310	310	310	0	0	0
Disabled Adaptations	849	866	883	902	920	938
Change of Tenancy - Capital	500	500	500	500	500	500
Rewiring	484	325	332	338	345	352
Heating Installation	1,980	2,020	2,062	2,103	2,145	2,188
Energy Conservation	1,020	200	204	208	213	217
Estate Roads, Paths & Lighting	15	60	61	63	64	65
Garage Refurbishment	52	53	54	55	56	57
Parking/Garages	86	149	153	156	159	163
Window Replacement	270	276	282	287	293	299
Re-Roofing	446	455	464	473	483	493
Full Refurbishments	200	200	200	200	200	200
Structural Works	10	250	250	250	250	250
Non-Traditional Refurbishment	0	0	0	0	0	0
Asbestos Removal	34	60	61	63	64	65
Kitchen Refurbishment	743	723	739	753	768	784
Bathroom Refurbishment	318	282	288	294	299	305
Fire Door Replacement Programme	0	180	184	187	0	0
Assumed adjustment in spend for varying stock numbers	0	10	38	77	42	(62)

Description	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
Total Improvements - Existing Stock	7,397	7,000	7,148	6,994	6,887	6,902
Other Improvements						
Sheltered Housing and Other Stock	110	50	50	50	50	50
Flats	20	20	20	20	20	20
Central / Departmental Investment	19	0	0	0	0	0
Total Other Improvements	149	70	70	70	70	70
Re-provision of Existing Homes						
Robinson Court, Gamlingay	910	0	0	0	0	0
Other Re-provision	0	0	0	0	0	0
Total Re-provision of Existing Homes	910	0	0	0	0	0
HRA Acquisition and New Build						
Pembroke Way, Teversham	483	353	0	0	0	0
Campisford Road, Great Abington	200	0	0	0	0	0
High Street, Balsham	1,532	0	0	0	0	0
Woodside, Longstanton	249	0	0	0	0	0
Bannold Drove, Waterbeach	94	0	0	0	0	0
Gibson Close, Waterbeach	1,444	0	0	0	0	0
Highfields, Caldecote	446	0	0	0	0	0
Linton Road, Great Abington	1,302	2,605	0	0	0	0
Grace Crescent, Hardwick (Rented)	785	3,141	785	0	0	0
Grace Crescent, Hardwick (Shared Ownership)	521	2,084	521	0	0	0
Burton End, West Wickham	0	730	0	0	0	0
Acquisitions	1,560	0	0	0	0	0

Description	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
Unallocated New Build / Acquisition Budget	300	9,573	25,890	13,369	4,224	5,700
Unallocated New Build / Acquisition - Section 106 funded	0	216	500	500	500	500
Total HRA New Build	8,916	18,702	27,696	13,869	4,724	6,200
Other HRA Capital Spend						
Shared Ownership Repurchase	300	300	300	300	300	300
Self-Build Vanguard - Up front HRA Land Assembly Costs	695	540	618	695	0	0
HRA Share of Corporate ICT Development	270	419	19	19	19	19
Total Other HRA Capital Spend	1,265	1,259	937	1,014	319	319
Total HRA Capital Spend	18,637	27,031	35,851	21,947	12,000	13,491
Inflation Allowance for New Build and Other HRA Spend	0	0	0	0	0	125
Total Inflated Housing Capital Spend	18,637	27,031	35,851	21,947	12,000	13,616
Housing Capital Resources						
Right to Buy Receipts	0	0	0	0	0	0
Other Capital Receipts (Land and Dwellings)	0	0	0	0	0	0
Other Capital Receipts (Self-Build Plot Sales)	(977)	(1,266)	(1,477)	(1,688)	(1,900)	0
Major Repairs Reserve	(6,429)	(6,689)	(6,868)	(7,032)	(5,714)	(8,567)
Direct Revenue Financing of Capital	(5,095)	(12,622)	(12,603)	(7,323)	0	(2,435)
Other Capital Resources (Grants / Shared Ownership / S106 funding)	(3,524)	(2,558)	(8,842)	(3,753)	(3,437)	(904)
Retained Right to Buy Receipts	(2,039)	(3,896)	(6,061)	(2,005)	(949)	(1,710)
HRA CFR / Prudential Borrowing	0	0	0	(146)	0	0

Description	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
Total Housing Capital Resources	(18,064)	(27,031)	(35,851)	(21,947)	(12,000)	(13,616)
Net (Surplus) / Deficit of Resources	573	0	0	0	0	0
Capital Balances b/f	(573)	0	0	0	0	0
Use of / (Contribution to) Balances in Year	573	0	0	0	0	0
Capital Balances c/f	0	0	0	0	0	0
Right to Buy Receipts						

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

Appendix 3

Capital and Investment Strategies 2019-20 to 2023-24

1. Introduction

1.1 The Capital Strategy forms a key part of the council's overall corporate planning framework. It provides the mechanism by which the council's capital investment and financing decisions can be aligned with the council's overarching corporate priorities and objectives over a medium term, five years, planning horizon.

1.2 The strategy sets the framework for all aspects of the council's capital expenditure; including planning, prioritisation, management and funding. The strategy has direct links to the council's corporate Asset Management Plan (AMP) and forms a key part of the council's Medium Term Financial Strategy (MTFS).

1.3 In addition to the Capital Strategy, the Council is now required to have an Investment Strategy, and this is attached as Appendix 3 A.

1.4 The key aims of the Capital Strategy are to:

- Provide a clear context within which proposals for new capital expenditure are evaluated to ensure that all capital investment is targeted at meeting the council's vision, aims, approaches and actions;
- Deliver projects that focus on delivering revenue benefits in the form of spend to save, spend to earn or generate growth in revenue income;
- Set out how the council identifies, programmes and prioritises capital requirements and proposals arising from business plans, service plans, the AMP and other related strategies;
- Consider options available for funding capital expenditure and how resources may be maximised, to generate investment in the area, to determine an

affordable and sustainable funding policy framework whilst minimising the ongoing revenue implications of any such investment;

- Identify the resources available for capital investment over the MTFS planning period; and
- Establish effective arrangements for the management of capital expenditure including the assessment of project outcomes, budget profiling, deliverability, and the achievement of value for money.

2. Capital programme needs and priorities

2.1 Underlying the Capital Strategy is the recognition that the financial resources available to meet corporate priorities are constrained in the current economic and political climate. Central government support for capital investment has reduced significantly over the last few years, along with these reductions is the recognition that the council must rely on internal resources and find ways in which investment decisions can be either self-sustaining or generate positive returns both in terms of meeting corporate objectives and producing revenue savings.

2.2 Against the background of limited central government support the AMP identifies the total capital investment needed to support the Council's aims and objectives such as housing and economic development.

2.3 Significant investment in council housing over the last few years has succeeded in producing a property portfolio generally at or above the decent homes standard and, the delivery of a new build programme with the first 80 new properties being completed already. Imposed reductions in property rent of 1% for 4 years from April 2016 and the threat of the need to sell high value voids impacted the Council's ability to continue this level of programme in the longer term, necessitating a strategic review of assets, service delivery and financing. In the short term the new build programme has been maintained by utilising resources previously ear-marked for potential debt redemption, but this does mean that the authority will need to re-finance its housing debt when it matures. A commitment to repeal the sale of high value voids legislation and the removal of the HRA borrowing cap mean that a longer-term program of new build can now be developed.

2.4 As the majority of the council's assets are housing there are limited opportunities to raise capital receipts through disposals, therefore the limited capital resources

available through grant, capital receipts and private sector contributions are prioritised to maximise outputs with minimum ongoing future revenue costs.

2.5 Capital investment in the council's wholly owned subsidiary, Ermine Street Housing (ESH), offers the opportunity to realise interest receipts which will contribute to the council's revenue funding.

2.6 Cambridgeshire is an area of growth with the Greater Cambridge Partnership (formerly City Deal) offering financial support to deliver infrastructure to facilitate the delivery of homes and business space, as set out in the draft local plans for Cambridge City and South Cambridgeshire council areas. This will in turn contribute towards council funding in the longer term in the form of additional council tax and business rates receipts.

2.7 Another opportunity is the designation of Enterprise and Development Zones, including sites at Cambourne Business Park, Cambridge Research Park and Northstowe, which have the potential to offer incentives to enable the creation of new businesses and employment.

2.8 In detail:

- **Economic Investment:** The council will continue to seek investments that generate longer term growth. These projects will yield a combination of revenue generation (business rates or interest), jobs and capital infrastructure investment, based on sound business cases.
- **Existing Housing:** Significant investment has been made in recent years to raise the standard of council dwellings to meet the government's decent homes standard. In addition to the decent homes investment the authority has previously invested in energy conservation projects such as external wall insulation, solar energy initiatives and renewable heating sources. Reduced energy conservation programmes will continue but with the investment level lower due to the reductions in rental income.
- **New Housing Supply and Housing Partnerships:** South Cambridgeshire District Council are no longer formerly part of the joint venture with Cambridge City Council to deliver a shared governance Housing Development Agency, but continue to work closely with the authority on strategic housing delivery issues. South Cambridgeshire District Council are now managing a new build programme in-house, which is anticipated to deliver an average of just over 50 new homes per

annum to meet local housing need. Opportunities to work with the Combined Authority to deliver new affordable homes in the district are also being fully explored.

- **Corporate Property:** To manage its maintenance liability the council is rationalising its office accommodation through sub-let of office space, providing a contribution to ongoing revenue savings. A process of on-going reviews will identify potential alternative use of office buildings and car park for capital investment to generate long term revenue savings.
- **ICT:** The council's ICT service is shared with Cambridge City and Huntingdonshire District Councils, appropriate investment into ICT hardware and software will be undertaken on a case by case basis, the primary focus being improved technologies on a spend to save basis.
- **Refuse and Recycling Collection:** A shared trade and domestic waste collection service with Cambridge City Council supported by capital investment will achieve long term revenue savings through service rationalisation and vehicle efficiencies.
- **Community Projects:** Capital grants to other organisations where the council incurs no staff or other recurring costs; these organisations are expected to raise additional capital resources from the National Lottery, Sports Council, etc. The council has a funding toolkit on its website to assist organisations seeking funding.

3. Governance

3.1 The council has various mechanisms in place which seek to ensure that there is an integrated approach to addressing cross-cutting issues and developing and improving service delivery through its capital investment in pursuance of the council's over-arching aims.

3.2 An integrated service and financial planning process is followed. Within this framework all proposals for capital investment are required to demonstrate how they contribute to the council's aims and objectives. The evaluation process for investment proposals aligns corporate objectives with costs and benefits ensuring delivery of efficiency and value for money. Investment appraisal forms and the criteria for prioritising capital bids are available to managers on the Council intranet.

3.3 Specific governance processes include:

- Democratic decision making and scrutiny processes which provide overall political direction and ensure accountability for the investment in the capital programme.

These processes include:

- The Council which is ultimately responsible for approving investment and the capital programme;
 - The Cabinet which is responsible for setting the corporate framework and political priorities to be reflected in the capital programme, Cabinet receiving quarterly monitoring reports;
 - The Scrutiny and Overview Committee which is responsible for scrutiny of the Capital Strategy and capital programme.
-
- Officer groups which bring together a range of service interests and professional expertise. These include:
 - The Executive Management Team which has overall responsibility for the strategic development, management and monitoring of the capital programme;
 - Corporate Management Team, providing service manager review and monitoring of key areas;
 - Specific project boards with wide ranging membership, for example the Greater Cambridge Partnership Board;
 - Management teams which overview reports for investments prior to Executive Management Team and Cabinet approval;
 - Management groups created to oversee significant capital projects as required.

3.4 Council assets are kept under review, valuations of land and property being undertaken by a professionally qualified valuer every five years, with an annual review at year end to ensure material changes in asset value are accounted for. The Corporate Asset Management Plan, Housing Revenue Account Business Plan and capital programme ensuring a comprehensive forward plan of maintenance and improvement work is maintained and delivered.

4. Funding strategy

4.1 In general terms, the major source of capital funding available to the council has been grant approvals allocated by central government to specific or non-specific projects. This is a diminishing resource and where a priority is identified alternative funds need to be sourced.

4.2 There are a range of other potential funding sources which may be generated locally either by the council or in partnership with others. Each project or programme will be subject to the approval process to include funding and lifetime costings of the asset going forward.

4.3 New sources of funding are being identified in partnership with neighbouring authorities and organisations, for example the Greater Cambridge Partnership.

4.4 Unallocated capital receipts received prior to April 2012 are available for general use and as such will be used for GF and/or HRA capital expenditure. Capital receipts received after April 2012 primarily relate to HRA property and land sales, the use of which is subject to detailed national regulations and associated guidance. The HRA Business Plan and council capital programme provide details of anticipated capital receipts and the proposed use of these within the constraints imposed.

4.5 The council sets aside a Minimum Revenue Provision (MRP) for debt repayment in accordance with its MRP policy as set out in the Treasury Management and Investment Strategy presented alongside this Capital Strategy.

4.6 The Capital Strategy considers all potential funding options open to the council and aims to maximise the financial resources available for investment in service provision and improvement within the framework of the MTFS. The main sources of capital funding are summarised below:

- Central government
 - Grants are allocated in relation to specific programmes or projects and the council would seek to maximise such allocations, developing appropriate projects which reflect government and partnership led initiatives and agendas while addressing the needs of the district.
 - A significant amount of current funding is in the form of the New Homes Bonus (NHB) part of which is allocated to fund future capital infrastructure through the Greater Cambridge Partnership.

- Third party funding
 - Capital grants represent project specific funding for capital projects, in addition to those from central government, more usually received from quasi-government sources or other national organisations. In developing capital proposals, the council will seek to maximise such external contributions, subject to any related grant conditions being consistent with the council's policy, aims and outcomes.

- Private contributions
 - The council will also seek to implement the new Community Infrastructure Levy to support on-going investment.
 - The council will continue to work with the private sector to utilise or re-purpose redundant assets to facilitate regeneration and employment creation.

- Locally generated funding
 - The council has discretion to undertake prudential 'unsupported' borrowing under the Prudential Code. This discretion is subject to compliance with the Code's regulatory framework which requires any such borrowing to be prudent, affordable and sustainable.
 - Given the pressure on the council's revenue budget in future years, prudent use will be made of this discretion in cases where there is a clear financial benefit such as invest to save, spend to earn or regeneration schemes which do not increase expenditure in the longer term.

- Capital receipts from asset disposal
 - Most disposals relate to dwellings sold under the government right to buy scheme, the scheme allows the retention of some of the receipts subject to certain conditions i.e. used to fund the delivery of new social housing to a maximum of 30% of any dwelling funded through this method, the balance being funded from the council's own resources or through borrowing.
 - Capital receipts from asset disposal are a finite funding source and it is important that a planned and structured manner of disposals is created to support the priorities of the council. Cash receipts from the disposal of surplus assets are to be used to fund new capital investment as and when received, with restrictions on the use of HRA receipts for any other purpose.

- Lease finance
 - where alternative funding is not available for vehicles or minor equipment and the revenue budget does not allow for a full capital repayment and there is a robust business case then the option of leasing may be considered.

- Revenue
 - Capital expenditure may be funded directly from revenue as specific budget provision, however, the pressures on the council's revenue budget and council tax levels limits the extent to which this may be exercised as a source of capital funding for the General Fund. Revenue is used extensively to support the HRA programme, whilst maintaining the minimum level of reserves.

4.7 Council resources will be allocated to programmes based on asset values to manage long term yield and revenue implications. Where possible capital receipts will be focussed on those assets with short term life span, e.g. vehicles and equipment, and the unsupported borrowing on long term assets e.g. land and buildings.

5. Capital programme

5.1 The council's capital programme and its funding for 2019/2020 to 2023/24 is summarised below. The detailed capital programmes for the GF and HRA can be found in the relevant Budget Setting Report (BSR).

Capital Programme 2019/20 to 2023/24

Capital Programme	Estimate 2019/2020 £'000	Estimate 2020/2021 £'000	Estimate 2021/2022 £'000	Estimate 2022/2023 £'000	Estimate 2023/2024 £'000
General Fund	36,361	40,584	23,263	23,019	23,267
Housing Revenue Account ¹	27,031	35,851	21,947	12,000	13,616
Total Capital Expenditure	63,392	76,435	45,210	35,019	36,883
¹ – HRA capital expenditure excludes the contribution to corporate ICT and therefore differs from totals in the HRA BSR.					
Financed by:					
Capital Receipts	(6,860)	(8,822)	(5,066)	(4,233)	(3,094)
S106 Agreement Contribution	(3,058)	(9,342)	(4,253)	(3,937)	(1,404)
Cambridgeshire CC (DFG)	(630)	(630)	(630)	(630)	(630)
Revenue	(12,622)	(12,603)	(7,323)	0	(2,435)
Housing Capital Reserve	(6,689)	(6,868)	(7,032)	(5,714)	(8,567)
Revenue Contribution from HRA towards software etc.	(419)	(19)	(19)	(19)	(19)
Internal Borrowing re Commercial vehicles	0	(214)	(442)	(342)	(665)
Internal Borrowing re other projects	0	0	(146)	0	0
External funding from CCC for Waste Vehicles	0	(61)	(67)	0	(68)
Earmarked Reserves	(607)	(5,187)	(233)	(144)	0
External Borrowing	(32,507)	(32,689)	(20,000)	(20,000)	(20,000)
	(63,392)	(76,435)	(45,210)	(35,019)	(36,883)

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APPENDIX 3 A - INVESTMENT STRATEGY

1. Introduction

The Local Government Act 2003 (the Act) and supporting regulations requires the Council to 'have regard to' the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code, the CIPFA Treasury Management Code of Practice (the Code) and MHCLG Investment Guidance (the Guidance) to ensure that the Council's capital investment plans are affordable, prudent and sustainable.

In February 2018 the Secretary of State issued new guidance on Local Government Investments (the Guidance), which widened the definition of an investment to include all the financial assets of a local authority as well as other non-financial assets held primarily or partially to generate a profit. This wider definition includes investment property portfolios as well as loans made to wholly owned companies or associates, joint ventures or third parties. The Guidance applies for financial years commencing on or after 1 April 2018.

The Guidance requires the Strategy to be approved by Full Council on an annual basis and sets out the disclosure and reporting requirements. Any mid-year material changes to the Strategy will also be subject to Full Council approval.

The Guidance sets out the Government's position on borrowing in advance of need, which is that Authorities must not borrow more than, or in advance of their needs, purely to profit from the investment of the extra sums borrowed. The Council must have regard to the Guidance but is able to depart from it where such departure can be justified.

The Council has noted and has had regard to the Guidance. It has decided to depart from the Guidance in this instance, and within the parameters set out in this Strategy, for the purposes of delivering Business Plan objectives and maintaining a robust financial position. The Council has set out within this Strategy its approach to risk and risk mitigation, including the requirement for fully tested and scrutinised business cases, due diligence indicators and regular and formal reporting and scrutiny of investment decisions and performance.

2. The Strategy

The Strategy aims to provide a robust and viable framework for the acquisition of commercial property investments and pursuance of redevelopment and regeneration opportunities that can deliver positive financial returns for the Council.

Investments will be focussed within the District, the Greater Cambridge Partnership area and the Travel to Work Area as shown in [Appendix 3A.5](#).

Investment relating to the Strategy will be directed towards three streams of activity:

2.1. Stream 1

Prime and close to prime commercial real estate investment let on long leases to good covenants which will provide a secure long-term income over and above their ability to pay back the purchase price debt.

The contributions from Stream 1 investments will include:

- ◆ Yield / profit
- ◆ Long term capital uplift

2.2. Stream 2

Investment which can generate regeneration or economic development benefits **as well as** positive financial returns for the Council. Financial returns for the Council may come in the form of increased business rates income, New Homes Bonus where the investment is within the District and residential letting income from Build to Rent developments.

The contributions from Stream 2 investments will include positive financial returns for the Council, and may also include the following:

- ◆ Investing in climate and environmental initiatives
- ◆ Investing in Social Capital
- ◆ Redeveloping Council owned assets
- ◆ Building homes and commercial premises
- ◆ Using public land and buildings to achieve long-term socio-economic development within the District and wider Greater Cambridgeshire Area, as identified in the Local Plan and [Appendix 3A.5](#)

2.3. Stream 3

Investment partnerships with third party developers to deliver new homes that will include:

- ◆ Acquisition of 3rd party land
- ◆ Include public sector and bank debt
- ◆ Incorporation of grants and other funding
- ◆ A sharing of risk and reward between partners

The investment assessment criteria for all three streams are shown in [Appendix 3A.1a](#)

3. Financing the Strategy

The Council will fund the investment property acquisitions by utilising the most appropriate and efficient funding strategy available at the time of purchase. The Council has the option of utilising prudential borrowing, capital receipts, and reserves and may consider other structures such as joint ventures with pensions and insurance funds. Financing decisions will link to the Council's Medium Term Financial Strategy and Treasury Management Strategy.

4. Governance Arrangements

It is necessary to have a framework for determining which properties and development opportunities should be invested in.

A dedicated Officer level Property Selection Team (PST) will be formed and structured as outlined in [Appendix 3A.4](#). This team will advise a Property Investment Governance Board (PIGB) on potential purchases and development opportunities that meet the pre-determined selection criteria contained within the Strategy. The PST will identify investment opportunities based on the selection criteria set out in this Strategy, will carry out all necessary due diligence and will present a full business case to the PIGB for approval.

The structure of the PIGB is also outlined in [Appendix 3A.4](#). The purpose of the PIGB is to challenge and scrutinise investment opportunities identified by the PST, ensuring that only credible options are progressed, and providing the forum for the strategic management of the overall portfolio of investments, consistent with the aims of the Strategy.

The PIGB will assist the Executive Director in his decision making by reviewing, challenging and approve the progression or rejection of property investments.

To enable the timely and decisive decision making which is essential in this type of industry, to respond to opportunities as they arise, regular meetings of the PIGB will be scheduled.

Decisions delegated to the Executive Director will be subject to fulfilment of the minimum criteria set out within the Strategy, satisfaction with the business case and risk assessment, and will have regard to the approval of the PIGB.

Acquisitions and development opportunities that do not meet the minimum criteria set out within the Strategy may still be considered where they would bring other compelling benefits to the District, but would require Cabinet approval.

5. Capacity, Skills and Use of External Advisors

The Guidance requires that elected members and officers involved in the investment decision making process have appropriate capacity, skills and information to enable them to take informed decisions as to whether to enter into a specific investment. In addition, it places a duty on the Council to ensure that advisors negotiating deals on behalf of the Council are aware of the core principles of the prudential framework and the regulatory regime in which the Council operates.

The Council will appoint specialist advisors to provide training to ensure that relevant officers and members have the required skills to make informed decisions and assess the associated risks. This training will take place before any investment decisions associated with the Strategy are considered. The PST will include representatives from Legal Services and Corporate Finance, who will ensure that advisors and officers negotiating deals are aware of the Council's financial and regulatory frameworks.

The Council recognises that investing in land and properties to generate yield and capital returns is a specialist and potentially complex area. The Council will engage the services of professional property, legal and financial advisors, where appropriate, to access specialist skills and resources to inform the decision-making process associated with this Strategy.

The Council recognises that it is responsible for property investment decisions at all times and will ensure that undue reliance is not placed upon our external service providers and will maintain sufficient in-house expertise to manage the procurement of investments, through the PST.

6. Prudential Indicators

The Guidance requires local authorities to develop quantitative indicators that allow Councillors and the public to assess a local authority's total risk exposure as a result of commercial property investment decisions.

The indicators associated with the Council's proposed Commercial Property Investment Strategy are detailed below.

6.1. Debt to Net Service Expenditure (NSE) Ratio

This indicator measures the gross debt associated with Commercial Property Investments as a percentage of the Council's net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.

Estimate £'000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Limit
Gross Debt	-	20,000	40,000	60,000	80,000	100,000	
NSE	18,815	20,701	22,089	21,627	21,086	20,701	
Debt to NSE Ratio	0%	97%	181%	277%	379%	483%	500%

The indicator shows that the debt level proposed by the Strategy will be approximately up to 5 times the level of the Council's net revenue budget if the proposed investment in the Strategy is funded solely from borrowing.

Given that the Strategy will take the risk profile of investments into account in the decision-making process and the Council sees property investments as a long-term investment this ratio is reasonable. A maximum limit of 500% has been set for this indicator.

6.2. Commercial Income to NSE Ratio

This indicator measures the Council's dependence on the income from commercial property investments to deliver core services.

Estimate £'000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Limit
Commercial income	2,004	2,600	3,200	3,800	4,400	5,000	
NSE	18,815	20,701	22,180	21,718	21,177	20,786	
Commercial income to NSE Ratio	10.7%	12.6%	14.4%	17.5%	20.8%	24.1%	30%

The additional income generated from the investments set out within this Strategy will be equivalent to 24% of the Council's Net Service Expenditure by 2023/24. This ratio is considered reasonable and includes the revenues generated from Ermine Street Housing. A maximum limit of 30% has been set for this indicator.

6.3. Investment Cover Ratio

This indicator measures the total net income from property investments compared to interest expense.

Estimate £'000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Commercial income	2,004	2,600	3,200	3,800	4,400	5,000
Interest cost	-	594	1,188	1,782	2,376	2,970
Investment cover Ratio	n/a	4.38	2.69	2.13	1.85	1.68

The indicator shows that the net income from property investments is expected to be at least 1.68 times higher than the anticipated interest expense.

6.4. Loan to Value (LTV) Ratio

This indicator measures the amount of debt compared to the total asset value. In the period immediately after purchase it is normal for the directly attributable costs of purchasing commercial property investments to be greater than the realisable value of the asset (e.g. because of non-value adding costs such as stamp duty). The initially high LTV ratio in 2019/20 is due to the inclusion of the assets of Ermine Street Housing that have been purchased from reserves. A decrease in the loan to value ratio from 2020/21 reflects that debt finance will be raised through Public Works Loan Board borrowings and property values are expected to remain constant, however borrowings will be repaid.

Estimate £'000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Total debt	-	20,000	40,000	60,000	80,000	100,000
Total asset values	63,553	86,597	128,478	153,509	177,559	201,715
LTV Ratio	-	4.33	3.21	2.56	2.22	2.02

Each year the Council will assess whether assets purchased via the Strategy retain sufficient value to provide security of investment using the fair value model in *International Accounting Standard 40: Investment Property*. If the fair value of assets is not sufficient to provide security for the capital investment the Strategy will provide detail of the mitigating

actions that are being taken, or are proposed to be taken, to protect capital investment.

6.5. Target Income Returns (Yield)

This indicator shows net revenue income compared to equity and is a measure of achievement of the property portfolio. The net return is shown after making allowance for financing and borrowing costs.

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Target income returns	-	2.5%	2.5%	2.5%	2.5%	2.5%

6.6. Gross and Net Income

Estimate £'000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Gross Income:	3,728	5,046	6,509	8,690	9,397	10,107
Net Income	2,004	2,600	3,200	3,800	4,400	5,000

The net income target of £2.6m in 2019/20 to £5M by 2023/24 from Commercial Property Investments is not currently incorporated into the Council's financial projections for the period up to 2023/24. This income will need to be delivered if current service delivery is to be maintained by the Council.

The non-achievement of this income will require the identification of alternative savings proposals, which may result in cuts in service.

The achievement of the target income required from the Strategy will be closely monitored as part of the Council's standard budget monitoring process.

6.7. Operating Costs

Estimate £'000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Operating Costs	59	233	259	260	260	260

The above operating costs relate to the cost of the Council's PST. The costs shown reflect the cost of managing the procurement of assets under this Commercial Property Investment Strategy and developing the future pipeline of investments.

Additional operating costs may be incurred as a result of the purchase of Commercial Investment Properties. Any such costs will be factored into the financial appraisals as part of the purchase assessment to ensure that target net rates of return are achieved. This indicator may therefore be revised once investments are made.

6.8. Vacancy Levels and Tenant Exposures

Estimate £'000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Operating Costs	0%	0%	0%	0%	0%	0%

This indicator measures and sets targets for the void periods within the property portfolio.

The target of 0% reflects the strong tenant covenant strengths that will be required under the Stream 1 investment criteria. Void periods will be factored into the financial appraisals as part of the assessment criteria where relevant, therefore this indicator may be revised once investments are made.

Appendix 3A.1 - PROPERTY INVESTMENT STREAM 1

1. Objective

The objective of the Stream 1 investment criteria is to establish a framework for the identification of commercial property investments which, if acquired, would provide the Council with a positive rental return and capital growth.

The investment criteria are designed to ensure that funds are invested in properties that deliver yield and security commensurate with the Council's risk appetite.

Each potential investment will be evaluated to ensure the income received is sufficient to provide an acceptable rate of return following the payment of borrowing costs, acquisition costs, management fees and any running costs.

Purchases will take regard of the need to diversify the Council's property portfolio to manage risks across the entire portfolio.

2. Market Analysis and Background

As with other forms of investment at their most basic level, property investment is a trade-off between risk and return. A traditional well diversified property portfolio (spread across different property sectors and geographical regions) will deliver long term rental and capital growth with relatively low risk. Prime property in the target regions covered by this Strategy will typically provide an initial yield of between 5-7% with the additional prospect of capital growth leading to a higher total return to the Council.

The Strategy will adopt the same underlying principle of diversification in acquiring property investments offering a similar return profile. The three main property sectors will be included (industrial, office and retail) and in turn, these will be additionally diversified on criteria including location, the lease term and lot size. When added to the existing portfolio this will assist in protecting the Councils overall risk and return profile should an individual property investment cease to be income producing (for example, it is undergoing refurbishment or awaiting a new tenant).

3. Property Acquisition Methodology

Identification, consideration and recommendation of assets suitable for acquisition will be undertaken by the PST in conjunction with outside specialist guidance and support, procured in accordance with the Council's Contract Procedure Rules.

The PST and appointed agents will undertake a search of the market which will include approaches and introductions of opportunities direct from the sellers, their agents and third parties.

Introductions from third party agents will be accepted on a first come first served basis by verbal or written communication to the PST. If after the introduction the Council wishes to pursue the purchase further written agreement on the "basis of engagement" and fees will be required.

The use of independent consultants will be required to assess properties prior to bidding and any purchase will be subject to due diligence on all physical, financial and legal aspects of the property to address its suitability as an asset for long term security and growth.

All investments considered for purchase will undergo qualitative and quantitative appraisal to establish portfolio suitability which will consider rental levels, location, property type, rent review and lease expiry pattern, tenant(s), industry sector, tenure, lease covenants, market exit constraints and physical and environmental factors. In addition, 3rd party advice will be called upon where specialist market knowledge is required.

Property investment markets are, in general, controlled by national and regional commercial property agencies and establishing links and relationships with several such property agents is the best method of sourcing suitable properties for acquisition. Staffing resources

will need to be made available to source suitable property assets for acquisition that match the criteria set under the Strategy. This can be done by both recruitment into the PST team and by employing additional external expertise as required.

4. Minimum Investment Criteria

For a Stream 1 property investment to be considered by the PIGB for recommendation to the Executive Director it must: -

- 4.1.** Achieve a minimum weighted score of 100 from the investment criteria matrix shown in [Appendix 3A.1a](#);
- 4.2.** Have an Net Initial Yield of 5% after making allowance for purchasers costs;
- 4.3.** Be accompanied by a full business case prepared by the PST.

Each potential property investment will undergo a qualitative and quantitative appraisal and risk assessment to establish portfolio suitability and the legal and financial implications of the purchase. The findings of these appraisals will be reported to the PIGB as part of the business case. [Appendix 3A.1b](#) details the specific areas that will be included in the business case as a minimum.

All acquisitions, where relevant, will be subject to building and plant survey, independent advice and valuation.

An investment opportunity that does not meet the minimum criteria under investment stream 1 may have separate investment or regeneration benefits and therefore may be considered separately under Stream 2 of the strategy.

5. Risk Management

5.1. Financing Risk - As with all investments, there are risks that capital values and rental values can fall as well as rise. To mitigate against future unfavourable market forces, Stream 1 acquisitions will be made on the basis that the Council is willing and capable of holding property investments for the long term i.e. 35 years +. This will ensure income and capital returns are considered over the long term thereby smoothing out any cyclical economic/property downturns.

Where the purchase of a property is reliant on increases in borrowing the business case will factor in fixed rate borrowing costs. By utilising fixed rate borrowing options the Council will be protected from future increases in financing costs.

5.2. Portfolio Risk – void periods. To mitigate the risk of void periods where the property is either partially or fully vacant, or a tenant has defaulted on its rental obligations, the investment portfolio will be actively managed. The investment criteria specified in the scoring matrix will tend to favour secure property investments i.e. high-quality buildings in prime locations, thus mitigating the risk of void periods on re-letting.

Void periods for commercial investment properties acquired under this Strategy will be monitored and vacancy levels will be reported to the PIGB throughout the year so that they can be actively managed.

6. Portfolio Management

Newly purchased property acquired under this Strategy would be added to the existing portfolio and Corporate PPM would undertake asset and property management to maintain and improve the performance of an investment property; or additional specialist resources may need to be bought in as necessary. This would include ensuring statutory and regulatory compliance, tenant compliance, landlord responsibilities, securing receipt of rents, dealing with voids and insurance matters. The costs associated with these areas would be considered in the financial appraisal for the property acquisition.

The property asset management will be subject to an annual review and incorporated within the Property Asset Management Plan (PAM) which is presented to Full Council annually.

APPENDIX 3A.1a Investment Criteria Matrix

The PST will score the property against the scoring criteria shown below in order of priority. The minimum score for Stream 1 at least 100 out of a maximum score of 184; this is equivalent to at least the 54th percentile of the maximum. There will however be a trade-off between the level of return and the score. For example, a high return would reflect higher risk and consequently a lower score; conversely, a lower level of return would reflect a lower level of risk and a higher score.

The table below shows the suggested scoring criteria to be applied when considering an investment property.

Score		4	3	2	1	0
Scoring Criteria	Weighting Factor	Excellent / very good	Good	Acceptable	Marginal	Unacceptable
Location	12	Major Prime	Micro Prime	Major Secondary	Micro Secondary	Tertiary
Tenancy Strength	10	Single tenant with strong financial covenant	Single tenant with good financial covenant	Multiple tenants with strong financial covenant	Multiple tenants with good financial covenant	Tenants with poor financial covenant strength / vacant
Tenure	9	Freehold	Lease 125 years plus	Lease between 50 & 125 years	Lease between 20 & 50 years	Lease less than 20 years
Occupiers lease length	5	Greater than 10 years	Between 7 and 10 years	Between 4 and 7 years	Between 2 and 4 years	Less than 2 years; vacant
Building Quality / obsolescence	4	Newly Built	Recently refurbished	Average condition and likely to continue to be fit for current use for 25+ years	Aged property with redevelopment potential	Nearing end of useful life / unlikely to continue when lease expires
Repairing obligations	4	Full repairing and insuring	Internal repairing – 100% recoverable	Internal repairing – partially recoverable	Internal repairing – no recoverable	Landlord
Lot size	2	Between £6m and £12m	Between £4m & £6m or £12m and £18m	Between £2m & £4m or £18m and £20m	Between £1m & £2m or £20m & £25m	Less than £1m or more than £25m

Investment Criteria Definitions

Location - property is categorised as prime, secondary or tertiary in terms of its location desirability. For example, a shop located in the best trading position in a town would be prime, whereas a unit on a peripheral neighbourhood shopping parade would be considered tertiary.

Tenancy Strength – the financial strength of a tenant determines the security of the property’s rental income. A financially weak tenant increases the likelihood that the property will fall vacant. The minimum acceptable financial strength for any given tenant will be determined through financial appraisal of company accounts and the use of appropriate methods of risk assessment and credit scoring. To minimise management and risk, the preference will be for single occupancy investments wherever possible.

Tenure – anything less than a freehold acquisition will need to be appropriately reflected in the price. If leasehold, is the lease free from unencumbered/onerous terms? Is the rent periodically reviewed to take into account inflation and upward market movement?

Occupational Lease Length – the lease term will determine the duration of the tenant’s contractual obligation to pay rent. The most attractive investments offer a long lease with a strong tenant covenant. The lease term will reflect any tenant break clauses.

Building Quality – a brand new or recently refurbished building will not usually require capital expenditure for at least 15 years. This is attractive for income investors requiring long term rental income with the minimum of ongoing capital expenditure.

Repairing Obligations – under a Full Repairing & Insuring Lease (FRI), the tenant is responsible for the building’s interior and exterior maintenance / repair. The obligation is limited to the building’s interior under an Internal Repairing & Insuring Lease (IRI). The preference will be to favour FRI terms (or FRI by way of service charge i.e. all costs relating to occupation and repairs are borne by the tenants and administered through a service charge).

Lot Size – to maintain portfolio balance the preference will be for no single property investment to exceed £12m for a single let property.

In addition to the above criteria the PIGB and the Executive Director should, when assessing the merits of an investment, specifically consider compatibility with all SCDC policies on matters relating to use such as: -

- Alcohol or tobacco production or sale;
- Animal exploitation;
- Environmentally damaging practices;
- Gambling;
- Pornography.

APPENDIX 3A.1b - Stream 1 Business Case

The PST will prepare a business case for Stream 1 investments where the minimum weighted score target has been met. The business case will include the following as a minimum:

a) Financial Appraisal

A detailed financial appraisal setting out the projected income and costs associated with a potential acquisition along with an assessment of the proposed financing options and associated risks and considerations.

b) Lease Classification

A lease should be classified, for accounting purposes, as an operating lease rather than finance lease, to ensure that all rental income can be treated as revenue income (rather than a mix of capital receipt and revenue income). Operating leases are those where the risks and rewards of ownership are retained by the lessor (the Council) and must meet certain criteria. The main criteria being that the lease term should not be for the major part of the property's economic life and at the start of the lease, the total value of minimum lease payments (rents) should not amount to a significant proportion of the value of the property.

c) Risk Management Assessment

A detailed risk assessment of the potential purchase, including but not limited to:

- Specific risks associated with individual assets:
- Tenant default on rental payment (covenant risk)
- Risk of failure to re-let (void risks)
- Costs of ownership and management
- Differing lease structures (e.g. rent review structure, lease breaks).
- Sector risk (portfolio spread)

Market Risks, including risks of structural change or market failure, which may affect the market as a whole or particular subsectors or groups of property:

- Illiquidity upon sale (e.g. lot size, transaction times, availability of finance)
- Failure to meet market rental expectations (forecast rental growth)
- Failure to meet market yield expectations (forecast yield shift)
- Risk of locational, economic, physical and functional depreciation through structural change
- Risks associated with legislative change (e.g. planning or changes in fiscal policy)

d) Portfolio Assessment

An assessment to establish suitability against the Council's existing property portfolio which will consider rental levels, location, property type, rent review and lease expiry patterns, industry sector, tenure, lease covenants, market exit constraints and physical and environmental factors.

e) Report on Title

To confirm ownership.

APPENDIX 3A 1.2 - PROPERTY INVESTMENT STREAM 2

1. Objective

The objective of the Stream 2 investment criteria is to establish a framework for the identification of properties or land for redevelopment. These opportunities may deliver placemaking or economic development benefits, as defined in the Councils Business Plan, **as well as** positive financial returns for the Council in the form of future revenue income streams or capital uplifts. Future revenue income streams could include increases in retained business rates income and New Homes Bonus.

Developed properties may be retained for the benefit of their long-term rental income and will become an investment asset after completion.

The Stream 2 investment criteria will be designed to ensure that the financial returns delivered from investments are commensurate with the deemed levels of associated risk. A higher risk investment will therefore require the delivery of greater financial returns.

2. Market Analysis and Background

Stream 2 investment opportunities could come in a diverse range of forms. Examples include, but are not limited to:

- Investing in climate and environmental initiatives
- Investing in Social Capital
- Redeveloping Council owned assets;
- Building homes and commercial premises;
- Using public land and buildings to achieve long-term socio-economic development within the District and wider Greater Cambridgeshire Area, as identified in the Local Plan and Appendix A4 of this strategy;

As with other forms of investment there is a trade-off between risk and return. Given the more speculative nature of this type of investment activity the risks associated with this type of investment may, in some cases, be higher than those associated with Stream 1 activity. It may be possible to share risks and rewards of Stream 2 activities with adjoining councils and other public sector and private sector partners.

The assessment criteria for Stream 2 activities needs to be agile enough to allow significantly different schemes to be assessed using the same overarching principles.

For a Stream 2 property investment to be considered by the PIGB and the Executive Director it must: -

- a) Deliver a rate of return commensurate with the deemed level of risk associated with the investment;
- b) Be accompanied by a full business case prepared by the PST, and other officers where relevant.

The investment opportunities considered under Stream 2 could vary significantly and, due to the speculative nature of some schemes, there will be higher risks attached to some investment opportunities.

The minimum yield for a low risk Stream 2 investment would be the 2% over the term of the investment, after making allowance for financing, operating and borrowing repayment costs. A high-risk scheme may be required to achieve a return of 20%.

Each potential Stream 2 investment will undergo a qualitative and quantitative appraisal and risk assessment to establish the financial returns, financial and legal implications and risks associated with the purchase. The findings of these appraisals will be reported to the PIGB as part of the business case.

An investment opportunity that does not meet the minimum criteria under investment stream 2 may have separate investment or regeneration benefits and therefore may still be considered for progression however decision making in this case is to be reserved to the Cabinet.

3. Acquisition / Development Methodology

Identification, consideration and recommendation of assets suitable for acquisition and / or development will be undertaken by the PST in conjunction with internal and external specialist guidance and support.

All investments considered for purchase will undergo qualitative and quantitative appraisals to establish financial suitability and risks. In addition, 3rd party advice will be called upon where specialist market knowledge is required.

4. Minimum investment criteria

In addition to the investment criteria matrix in [Appendix 3A.1a](#), Stream 2 investments will be assessed for their strategic fit against the Objectives and Focus Areas contained within the 2019-24 Business Plan

4.1. Business plan objectives

The PIGB will from time to time advise the target scores for the business plan objectives, and the weighting to be given to individual focus areas within each business plan area

5. Risk Management

5.1. Financing Risk

As with all investments, there are risks that capital values, rental values and development values can fall as well as rise. Where the acquisition or development is reliant on increases in borrowing the business case will factor in fixed rate borrowing costs commensurate with the anticipated holding period of the asset. By utilising fixed rate borrowing options the Council will be protected from future increases in financing costs.

Financial returns from Stream 2 activities may come in the form of capital receipts either in place of or in addition to revenue returns. This would need to be considered carefully as part of the overall Strategy given the requirement to achieve net revenue returns of 2.5% from the investment strategy overall.

6. Business Case

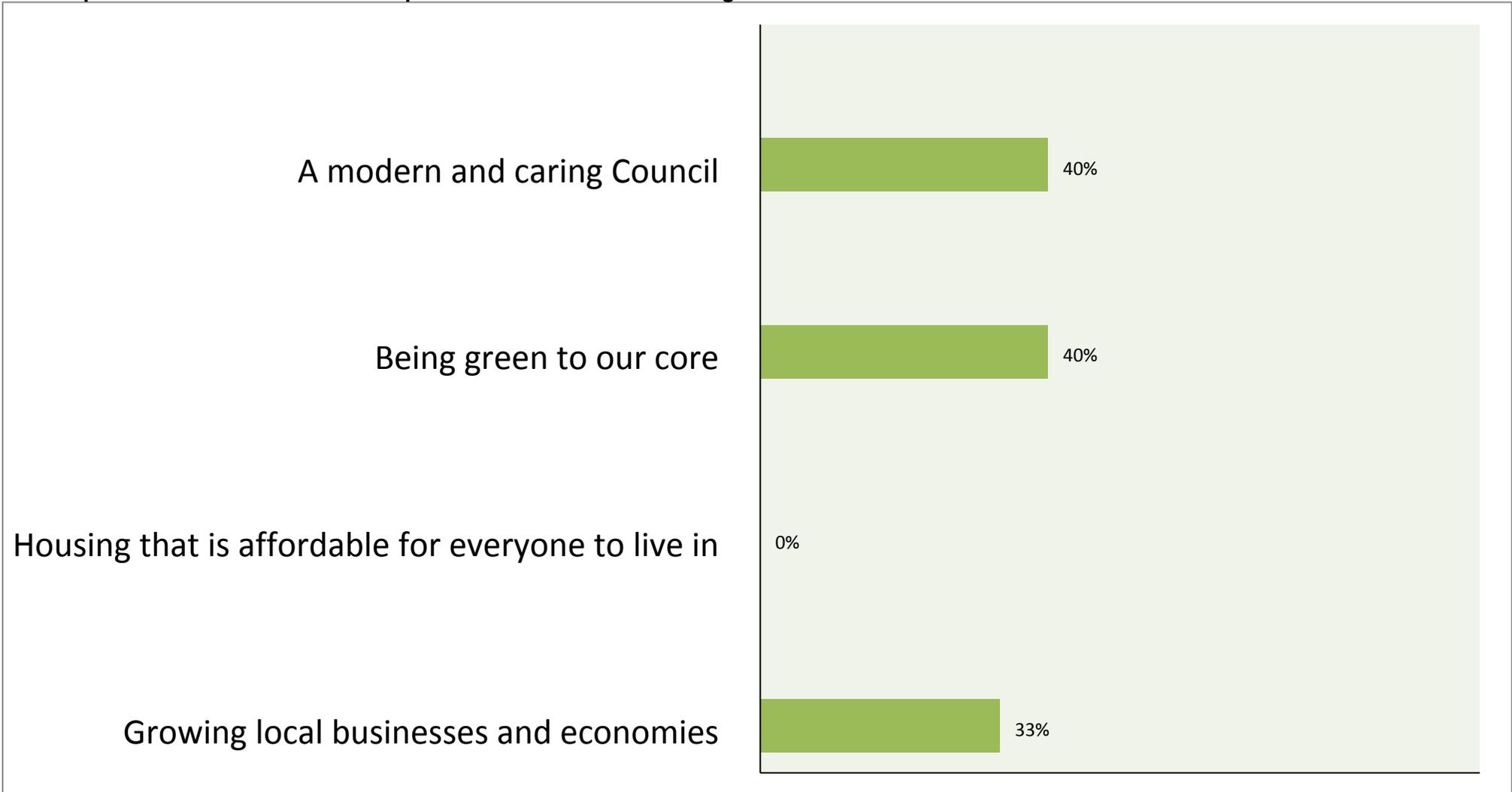
The PST will prepare a business case for Stream 2 investments where the minimum weighted score target has been met ([Appendix 3A.6](#))

The minimum score target will be determined by the Interim Executive Director, in consultation with the Lead Member for Finance, once the Business Plan objectives and focus areas have been finalised.

Example: Enterprise Zone investment / development – Stream 2 scheme fit against Draft Business Plan

Draft Business Plan areas	score	focus area	actions	measures
<p>1 Growing local businesses and economies</p>	33%	We will make it easy to do business in South Cambridgeshire	Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit	Number of new start-ups and small business growth by 2024
		We will improve environmentally friendly transport links	Improve walking, cycling and public transport links between existing villages and employment sites	Successful delivery of new or improved travel routes
<p>2 Housing that is affordable for everyone to live in</p>	0%			
<p>3 Being green to our core</p>	40%	We will increase green energy generation and promote environmentally friendly energy consumption	Explore opportunities for renewable energy generation and maximise the energy efficiency of the Council offices and estate.	Renewable energy generated onsite
		We will maintain and improve air quality across the district	Reduce carbon footprint and impact on air quality of the Council's activities	Install electric vehicle charging points at our Cambourne and Waterbeach offices for staff, members and visitors
<p>4 A modern and caring Council</p>	40%	We will generate new and innovative sources of income to invest in services for local people	Develop options to generate income by investing in the district in line with the criteria set out in the Council's investment strategy	Income generated from investments
		We will reduce costs and improve customer service	Develop and support Councillors to ensure that they can best serve their communities	Carry out a programme of Member development and training as part of the Organisational Development strategy

Example: Enterprise Zone investment / development – Stream 2 scheme fit against Draft Business Plan



APPENDIX 3A.3 - PROPERTY INVESTMENT STREAM 3 – Investment Partnerships

1. Objective

The objective of the Stream 3 investment criteria is to establish a framework for the identification of properties or land for development of new homes through Investment Partnerships. These opportunities may deliver regeneration or economic development benefits as well as positive financial returns for the Council in the form of future revenue income streams or capital uplifts. Future income streams may include:

- Rental income from Council Housing (HRA Affordable Homes);
- Rental income from Private Rented Sector Housing (PRS) through Ermine Street Housing;
- Capital receipts from Intermediate Home Ownership staircasing;
- Capital receipts from Right to Buy;
- Increases in retained business rates;
- New Homes Bonus.

Developed properties may be retained for the benefit of their long-term rental income and will become an investment asset after completion.

The Stream 3 investment criteria will be designed to ensure that the financial returns delivered from investments are commensurate with the deemed levels of associated risk. A higher risk investment will therefore require the delivery of greater financial returns.

2. Market Analysis and Background

Stream 3 Investment Partnerships could come in a diverse range of forms. Examples include, but are not limited to:

- Building homes and commercial premises;
- Using public land and buildings to achieve long-term socio-economic sustainability for the District and wider Greater Cambridgeshire Area, as identified in the Local Plan and Appendix A4 of this strategy.

As with other forms of investment there is a trade-off between risk and return. Given the more speculative nature of this type of investment activity the risks associated with this type of investment may, in some cases, be higher than those associated with Stream 1 activity. However, these risks and rewards would be shared with the investment partner.

The assessment criteria for Stream 3 activities needs to be agile enough to allow significantly different schemes to be assessed using the same overarching principles.

3. Minimum Investment Criteria

For a Stream 3 property investment to be considered by the PIGB it must: -

- Deliver a rate of return commensurate with the deemed level of risk associated with the investment;
- Be accompanied by a full business case prepared by the PST, and other officers where relevant.

The scoring matrix for Stream 3 investments will be based on the targets for Stream 2 investments. Schemes with higher risks will be expected to deliver higher levels of return to cover the risk considerations, and only schemes that deliver the assessed rate of return will pass the minimum assessment criteria.

The minimum net rate of return for a low risk Stream 3 investment would be the 2% required to deliver the savings attached to the Investment Strategy, after making allowance for financing costs and borrowing costs.

Each potential Stream 3 investment will undergo a qualitative and quantitative appraisal and risk assessment to establish the financial returns, financial and legal implications and risks associated with the purchase. The findings of these appraisals will be reported to the PIGB as part of the business case.

An investment opportunity that does not meet the minimum criteria under investment stream 3 may have separate investment or regeneration benefits and therefore may still be considered for progression however decision making in this case is to be reserved to the Cabinet rather than the PIGB.

4. Acquisition / Development Methodology

Identification, consideration and recommendation of assets suitable for acquisition and / or development will be undertaken by the PST in conjunction with internal and external specialist guidance and support.

All investments considered for purchase will undergo qualitative and quantitative appraisals to establish financial suitability and risks. In addition, 3rd party advice will be called upon where specialist market knowledge is required.

In addition to the investment criteria matrix in [Appendix 3A.1a](#), Stream 3 investments will be assessed for their strategic fit against the Objectives and Focus Areas contained within the 2019-24 Business Plan

The PIGB will from time to time advise the target scores for the business plan objectives, and the weighting to be given to individual focus areas within each business plan area

5. Risk Management

5.1. Financing Risk

As with all investments, there are risks that capital values, rental values and development values can fall as well as rise. Where the acquisition or development is reliant on increases in borrowing the business case will factor in fixed rate borrowing costs commensurate with the anticipated holding period of the asset. By utilising fixed rate borrowing options the Council will be protected from future increases in financing costs.

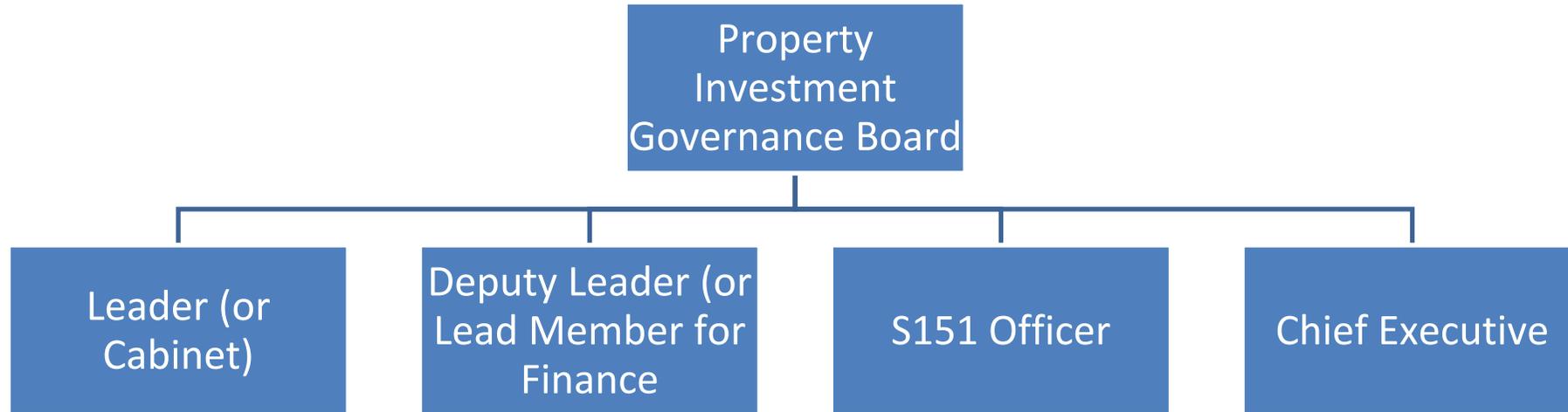
Financial returns from Stream 3 activities may come in the form of capital receipts rather than revenue returns. This would need to be considered carefully as part of the overall Strategy given the requirement to achieve net revenue returns of 2.5% from the Strategy overall.

6. Business Case

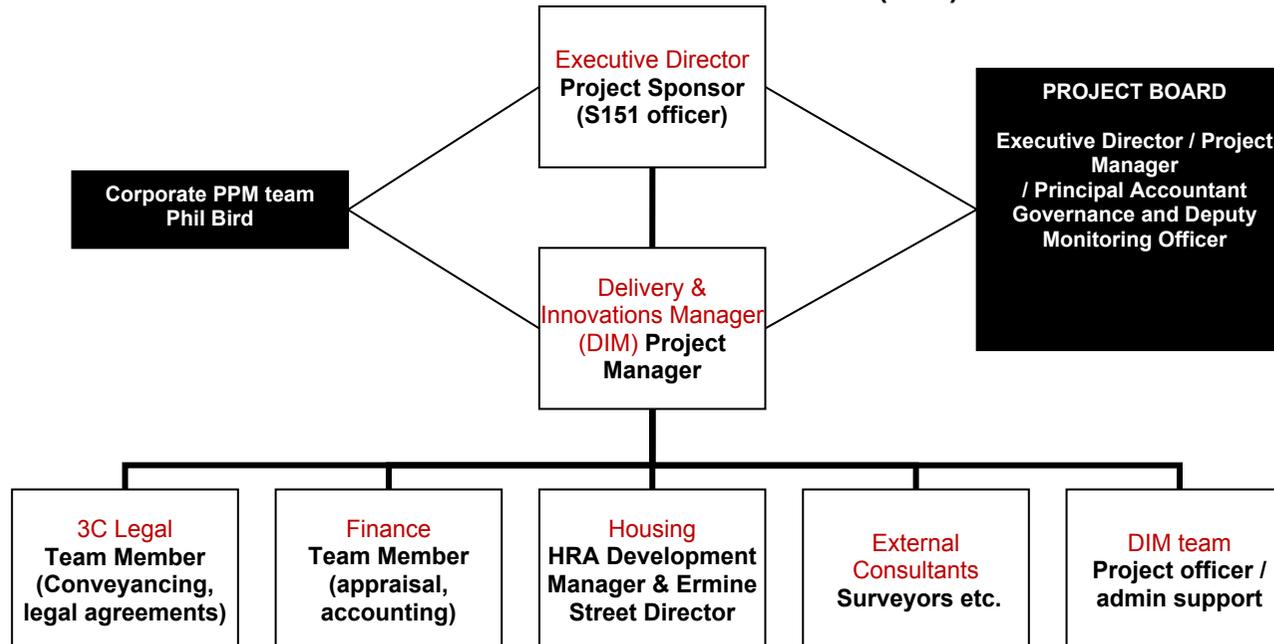
The PST will prepare a business case ([Appendix 3A.6](#)) where the minimum weighted score target has been met.

The minimum score target will be determined by the Interim Executive Director, in consultation with the Lead Member for Finance, once the Business Plan objectives and focus areas have been finalised.

PROPERTY INVESTMENT GOVERNANCE BOARD (PIGB) STRUCTURE



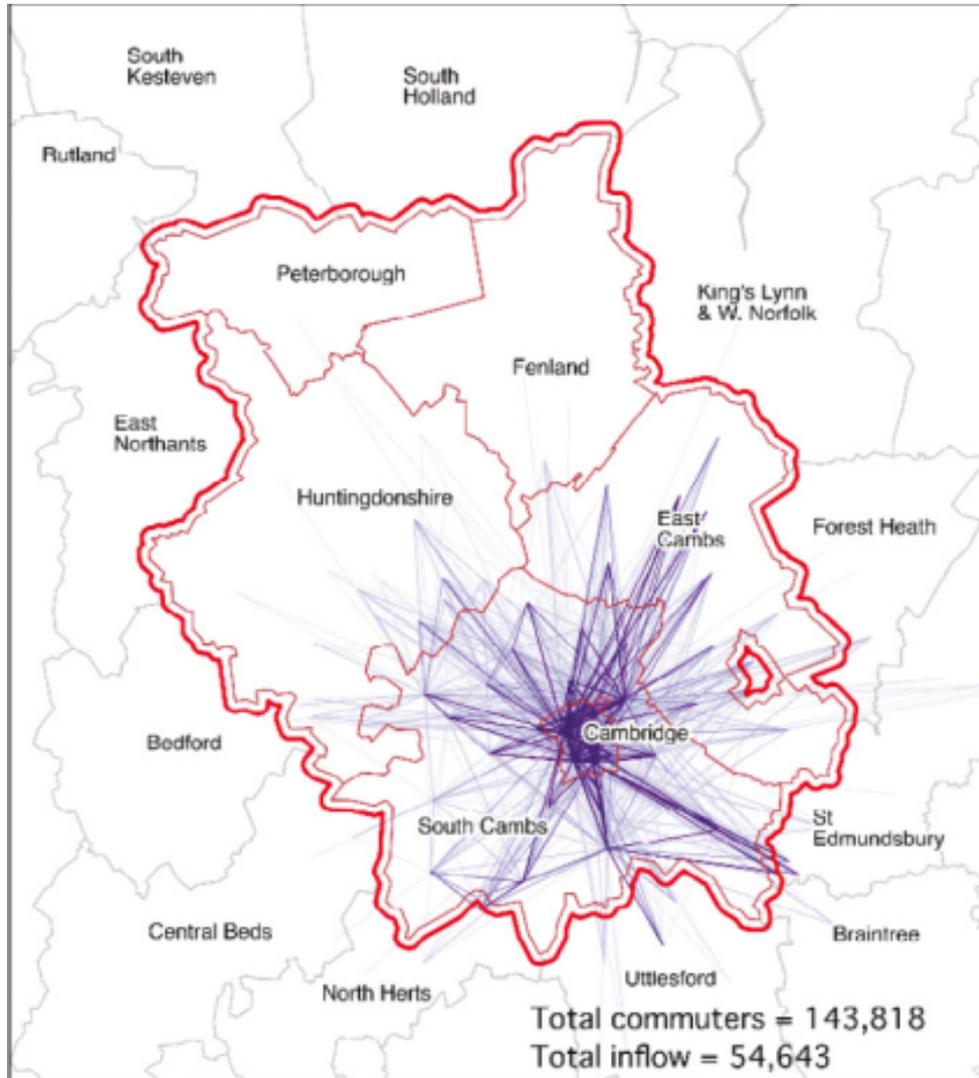
PROPERTY SELECTION TEAM (PST) STRUCTURE



APPENDIX 3A.5 Investment Area

Investment Target Area

The investment target area outside of the Local Plan boundary follows the definition of the Greater Cambridge commuting pattern, as identified in the Cambridgeshire and Peterborough Independent Economic Review (September 2018)



APPENDIX 3A.6 Stream 2 & 3 Business Case outline

The business case will include the following as a minimum:

Reasons - *Why is the investment needed?*

Options - *What are the options available?*

Benefits - *What would be the benefits of the investment? How would it help deliver the Business Plan objectives?*

Investment Appraisal - *A detailed financial appraisal setting out the projected income and costs associated with a potential acquisition along with an assessment of the proposed financing options and associated risks and considerations.*

Risk Management Assessment - *A detailed risk assessment of the potential investment, including mitigation measures that can be employed:*

- Specific risks associated with the proposed investment:
- Risk of failure (sales / letting void risks)
- Costs of ownership and management
- Differing ownership structures (e.g. wholly owned subsidiaries).
- Sector risk (portfolio spread)

Market Risks, including risks of structural change or market failure, which may affect the market as a whole or particular subsectors or groups of property:

- Illiquidity upon sale (e.g. lot size, transaction times, availability of finance)
- Failure to meet market value expectations (forecast value growth)
- Failure to meet market yield expectations (forecast yield shift)
- Risk of locational, economic, physical and functional depreciation through structural change
- Risks associated with legislative change (e.g. planning or changes in fiscal policy)

Portfolio Assessment - *An assessment to establish suitability against the Council's existing property portfolio which will consider rental levels, location, property type, rent review and lease expiry patterns, industry sector, tenure, lease covenants, market exit constraints and physical and environmental factors.*

Legal

- Report on title (to confirm ownership)
- Options for legal structures (e.g. use of wholly owned subsidiaries)
- Advice on SDLT and VAT linked to use of legal structure options

Estimated Timescale

- Proposed start date
- Estimated end date
- Duration

Estimated project resources

- Identify role and name of officers
- Estimate the demand on officer time
- Identify resource gaps and whether these can be met
- Identify external resources required and estimated budget cost

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Appendix 4

Treasury Management Strategy Statement 2019-20 to 2021-22

1. Executive Summary

- 1.1 The council is required to receive and approve, as a minimum, three main treasury management reports each year, which incorporate a variety of policies, estimates and actuals.
- 1.2 The first and most important is the Treasury Management Strategy Statement (this report) incorporating prudential and treasury indicators which covers:
- Capital plans (including prudential indicators)
 - A Minimum Revenue Provision policy which explains how unfinanced capital expenditure will be charged to revenue over time;
 - The Treasury Management Strategy (how investments and borrowings are to be organised) including treasury indicators; and
- 1.3 A mid-year treasury management report is produced to update members on the progress of the capital position, amending prudential indicators as necessary and to advise if any policies require revision.
- 1.4 The outturn or annual report compares actual performance to the estimates in the Strategy.
- 1.5 The statutory framework for the prudential system under which local government operates is set out in the Local Government Act 2003 and Capital Financing and Accounting Statutory Instruments. The framework incorporates four statutory codes. These are:
- The Prudential Code prepared by CIPFA
 - The Treasury Management Code prepared by CIPFA
 - The Statutory Guidance on Local Authority Investments prepared by Ministry of Housing, Communities and Local Government (MHCLG)
 - The Statutory Guidance on Minimum Revenue Provision prepared by MHCLG
- 1.6 CIPFA have published a revised Prudential Code (2017 edition) with accompanying Guidance Notes for Practitioners (2018 edition) and the Treasury Management Code (2017 edition).

- 1.7 The MHCLG have also published a revised Investment Guidance and Minimum Revenue Provision Guidance (both commenced on 1st April 2018). This report therefore reflects the new requirements. The most notable change is the requirement to expand the Investment Strategy to non-financial assets such as investments in property.
- 1.8 The council's S151 Officer has considered the deliverability, affordability and risk associated with the council's capital expenditure plans and treasury management activities. The plans are affordable and where there are risks such as the slippage of capital expenditure or reductions in income or value from investments these have been considered and are mitigated or at an acceptable level. The council has access to specialist advice where appropriate.
- 1.9 Treasury management reports are required to be adequately scrutinised before being recommended to Council. The Treasury Management Strategy is scrutinised by the Overview and Scrutiny Committee alongside the council's budget papers each year. Scrutiny and approval of the half year and outturn reports is delegated to the Audit and Corporate Governance Committee.

2. **Recommendations**

Council is asked to approve:

- 2.1 This report, including the estimated Prudential & Treasury Indicators for 2019/20 to 2021/22, inclusive, as set out in Appendix C;
- 2.2 To increase the upper limit of investment in Ermine Street Housing (ESH) to £64.561m in 2018/19, £76.068m in 2019/20 and £88.757m in 2020/21 in line with the current ESH business plan. This lending will be supported by external borrowing to the extent necessary to maintain a minimum £20m working cash balance (i.e. total investment balance less loans to Ermine Street Housing);
- 2.3 To set the council's operational boundary and authorised borrowing limit for external debt in relation to its need to borrow (as expressed by the Capital Financing Requirement), being £5m and £10m respectively over this amount.

3. **Background**

3.1 Treasury Management Activities

3.2 The council is required to comply with the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice. The council is required to set prudential and treasury indicators, including an authorised limit for borrowing, for a three-year period and should ensure that its capital plans are affordable, prudent and sustainable. The council also follows MHCLG Investment Guidance.

3.3 The council contracted with Link Asset Services during 2018/19 to provide treasury management advice on developments and best practice in this area and information on the creditworthiness of potential counterparties, deposit and borrowing interest rates and the economy.

4. Borrowing Policy Statement

- 4.1 The Council is permitted to borrow under the Prudential Framework, introduced with effect from 1st April 2004.
- 4.2 At present the only debt held by the authority relates to the 41 loans from the PWLB for self-financing the HRA taken out in 2012 totalling £205,123,000.
- 4.3 The council does anticipate that there may be some external borrowing for the period 2019/20 to 2021/22, inclusive. Hence the recommendation above to increase the council's external authorised borrowing Limit.
- 4.4 In the event that external borrowing is undertaken the council is able as an eligible local authority to access funds at the PWLB Certainty Rate (a 0.20% discount on loans) until 31st October 2019.
- 4.5 The council will not borrow more than or in advance of its needs purely to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the council can ensure the security of such funds.

5. Minimum Revenue Provision (MRP) Policy Statement

- 5.1 Minimum Revenue Provision (MRP) is the revenue charge that the council is required to make for the repayment of debt, as measured by the underlying need to borrow, rather than actual debt. The underlying debt is needed to finance capital expenditure which has not been fully financed by revenue or capital resources. As capital expenditure is generally expenditure on assets which have a life expectancy of over one year it is prudent to charge an amount for the repayment of debt over the life of the asset or some similar proxy figure.
- 5.2 The Local Authorities (Capital Finance and Accounting) regulations require local authorities to calculate for the financial year an amount of MRP which is considered to be 'prudent'.
- 5.3 There is no requirement to charge MRP where the Capital Financing Requirement (CFR) is nil or negative at the end of the preceding financial year.
- 5.4 The Housing Revenue Account share of the CFR is not subject to an MRP charge.
- 5.5 There is no requirement to make a MRP charge on an asset until the financial year after that asset becomes operational.
- 5.6 The Government has issued revised guidance (issued in January 2018) on the calculation of MRP. The council is required to have regard to the guidance based on the underlying principle that the provision should be linked to the life of the assets for which the borrowing is required.
- 5.7 However, the guidance is clear that differing approaches can be considered if the resulting provision is prudent.
- 5.8 In general, the council will make a minimum revenue provision based on the equal instalment method, amortising expenditure equally over the estimated useful life of the asset for which the borrowing is required. However, no provision will be made in

respect of expenditure on specific projects where the Chief Financial Officer determines that receipts will be generated by the project to repay the debt.

- 5.9 Where a loan is made to a wholly owned subsidiary of the council, the loan is deemed to be secured on the assets of the company. Evidence of the ability to repay the loan will be based on the company's business plan and asset valuation, and no minimum revenue provision will be made. The council will review the loan and business plan annually, where there is evidence that suggests the full amount of the loan will not be repaid it will be necessary to reassess the charge to recover the impaired amounts from revenue.
- 5.10 Exceptionally, where capital expenditure is part of a loan agreement to other than a wholly owned subsidiary, the council may register a fixed and floating charge over the counterparty assets to secure the council's interest in the investment, or alternately an equity share interest in an asset with value.
- 5.11 The council is considering a programme of investment in commercial property using powers under S12 of the Local Government Act 2003. This is deemed capital expenditure and will be financed from cash balances and/or external borrowing as appropriate at the time. MRP will be provided for using the useful life determinant with regard to maximum lives permitted in the revised MHCLG MRP guidance of 50 years for freehold land and 40 years for all other assets. MRP will be made on the purchase of these properties from the date that rental income is earned.

6. The council's Capital Expenditure and Financing 2018/19 to 2021/22

- 6.1 The council undertakes capital expenditure on long-term assets. These activities may either be:
- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, developer contributions, revenue contributions, reserves etc.), which has no resultant impact on the council's borrowing need; or;
 - If insufficient financing is available, or a decision is taken not to apply other resources, the funding of capital expenditure will give rise to a borrowing need.
- 6.2 Details of capital expenditure forms one of the required prudential indicators. The table below shows the proposed capital expenditure and how it will be financed.

Table 1 – Capital expenditure and financing

£'000	2017/18	2018/19	2019/20	2020/21	2021/22
	Actual	Estimate	Estimate	Estimate	Estimate
Capital expenditure					
General Fund	4,436	4,051	23,854	27,895	23,263
HRA	16,972	18,637	27,031	35,851	21,947
Third party loans - ESH	10,845	28,055	12,507	12,689	-
Third party loans - Other	-	2,400	-	-	-
Total capital expenditure	32,253	53,143	63,392	76,435	45,210
Resourced by:					
Capital receipts	(1,417)	(4,718)	(6,860)	(8,822)	(5,066)
Other contributions	(18,630)	(17,125)	(24,025)	(34,924)	(20,144)
Total available resources for financing capital expenditure	(20,047)	(21,843)	(30,885)	(43,746)	(25,210)
Un-financed capital expenditure	12,206	31,300	32,507	32,689	20,000

7. The council's Prudential and Treasury Management Indicators

7.1 The table below shows the Capital Financing Requirement (CFR), which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period. This is termed the Operational Boundary.

Table 2 - Capital Financing Requirement and cumulative external borrowing

£'000	2017/18	2018/19	2019/20	2020/21	2021/22
	Actual	Estimate	Estimate	Estimate	Estimate
CFR as at 1st April					
- General Fund	20,938	32,672	63,255	95,006	126,896
- HRA	204,429	204,429	204,429	204,429	204,429
Total	225,367	237,101	267,684	299,435	331,325
Un-financed capital expenditure	12,206	31,300	32,507	32,689	20,000
Minimum Revenue Provision (MRP)	(472)	(717)	(756)	(799)	(689)
CFR as at 31st March	237,101	267,684	299,435	331,325	350,636
Movement in CFR	11,734	30,583	31,751	31,890	19,311
Estimated external gross debt / borrowing (including HRA reform)	205,123	205,123	237,630	270,319	290,319
Authorised limit for external debt	249,100	277,684	309,435	341,325	360,636
Operational boundary for external debt	249,100	272,684	304,435	336,325	355,636

7.2 During the above financial years the Council will operate within the 'authorised' and 'operational' borrowing limits contained within the Prudential Indicators set out in the Council's Treasury Management Strategy Statement. The anticipated Prudential & Treasury indicators are shown in Appendix C.

7.3 It is recommend that, from 2018/19 onwards, the authorised limit and operational boundary for external debt are set with reference to the estimated CFR, to ensure that the council has sufficient approved borrowing capacity, if needed.

8. Investment Strategy

8.1 The Council's overall approach to investment in financial and non-financial assets is outlined in the Capital and Investment Strategies presented in a separate report to Cabinet.

Financial Asset Counterparties

8.2 The full listing of approved counterparties is presented at Appendix A, showing the category under which, the counterparty has been approved, the appropriate deposit limit and how duration limits are determined.

8.3 The Council's loans as at 31 March 2018 and 30 September 2018 were as follows: -

	2017/18		2018/19	
	Actual as at 31 March 2018		Actual as at 30 September 2018	
	£m	Rate %	£m	Rate %
Loans:				
Local authorities	4.00	0.83	9.00	0.83
Clearing banks	20.50	0.71	27.00	0.90
Other banks	5.00	0.87	5.00	1.11
Housing Associations	5.00	1.25	5.00	1.25
Money Market Funds	3.43	0.46	1.62	0.67
Building Societies with assets:				
- Greater than £10bn	8.00	0.76	16.50	0.77
- Between £5bn and £10bn	0.00			
- Between £1.5bn and £5bn	0.00			
Shares	0.05		0.05	
Ermine Street - South Cambs Ltd	35.50	3.74	49.08	3.78
Other Investments				
Total Loans	81.48		113.25	

8.4 Loan security

The Chief Financial Officer will review at least annually the list of approved organisations and make appropriate amendments to individual organisations on the list, but not to the principles on which it is compiled without the approval of the cabinet.

9. Brexit Update

9.1 At the time of writing this report there is still considerable uncertainty around the country's proposed exit from the EU on 29 March 2019, following the cancellation of the parliamentary vote on 11 December 2018. This is currently now scheduled for the week commencing 14 January 2019.

9.2 The council will continue to monitor the situation and to take advice from treasury advisors as appropriate.

10. Money Market Fund (MMF) Reforms

- 10.1 The Money Market Fund Regulation came into force on 21st July 2018 which impacts immediately on any new funds created. Existing funds will have to be compliant by no later than 21st January 2019.
- 10.2 The above Regulation provides investors with a new way of categorising a MMF depending on the level of risk, which could cause fluctuations in their capital values. All the MMFs that the Council uses will be converted from a Constant Net Asset Value (CNAV) to a Low Volatility Net Asset Value (LVNAV) on a month by month basis up to the compliant date of 21st January 2019. In practice, little practical impact has been seen, so no changes are recommended in the investment strategy in relation to these funds.

11. Interest Rates & Interest Received

- 11.1 Link Asset Services is the Council's independent treasury advisor. In support of effective forecasting the Council needs to be aware of the potential influence of interest rates on treasury management issues for the Council. Link's opinion on interest rates is presented at Appendix B.
- 11.2 Total interest and dividends of £917,585 has been received on the Council's deposits up to 30th November 2018 (for this financial year) at an average rate of 1.30% (1.06% in 2017/18). This is an under-achievement compared with the budget to date of £108,655, as interest rates have been lower than had been anticipated.
- 11.3 The Bank of England's Monetary Policy Committee decided to increase its Base Rate by 0.25% to 0.75%, on 2nd August 2018. This is reflected within Link's interest rate predictions at Appendix B.

12. Implications

Financial Implications

The prudential and treasury indicators have been amended to take account of known financial activities.

Risk management

Treasury risks are managed through compliance with the investment strategy and consideration of Security, Liquidity and Yield, in that order, when assessing potential treasury investments.

13. Consultation responses

- 13.1 None required.

14. Background papers

No background papers were used in the preparation of this report.

15. Appendices

- 15.1 Appendix A – The Council's current counterparty list
Appendix B – Link's opinion on UK forecast interest rates
Appendix C – Prudential and Treasury Management Indicators
Appendix D – Glossary of Terms and Abbreviations

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.

No background papers were used in the preparation of this report

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Telephone: (01954) 713072

Current Counterparty List

The full listing of approved counterparties is shown below, showing the category under which the counterparty has been approved, the appropriate deposit limit and current duration limits. These counterparties have also been shown under Specified and Non-Specified Investments (in line with MHCLG Guidance).

Name	Council's Current Deposit Period	Category	Limit (£)
Specified Investments: -			
All UK Local Authorities	N/A	Local Authority	10m
All UK Police Authorities	N/A	Police Authority	10m
All UK Fire Authorities	N/A	Fire Authority	10m
Debt Management Account Deposit Facility	N/A	DMADF	Unlimited
Barclays Bank Plc	Using Link Asset Services Credit Criteria	UK Bank	10m
HSBC Bank Plc	Using Link Asset Services Credit Criteria	UK Bank	10m
Lloyds Bank Plc	Using Link Asset Services Credit Criteria	UK Bank	10m
Santander UK Plc	Using Link Asset Services Credit Criteria	UK Bank	10m
Other UK Retail & Clearing Banks	Using Link Asset Services Credit Criteria	UK Banks	10m
Subsidiaries of UK Banks (provided the subsidiaries are UK-incorporated deposit takers under the Financial Services and Markets Act 2000 and provided loans are for a maximum period of three months)	Using Link Asset Services Credit Criteria	UK Banks	3m
Places for People Homes Ltd	Using Link Asset Services Credit Criteria	Registered Housing Association	5m
Close Brothers Ltd	Using Link Asset Services Credit Criteria	UK Retail Bank	5m

Name	Council's Current Deposit Period	Category	Limit (£)
Money Market Funds: HSBC GLF MMF Aberdeen Standard Life Deutsche GLS Barclays Call Account	Liquid Rolling Balance	Financial Instrument	10m (per fund)

Name	Council's Current Deposit Period	Society Asset Value (£'m) – as at 1st May 2018	Limit (£)
Other Specified Investments - UK Building Societies: -			
Nationwide Building Society	Using Link Asset Services Credit Criteria	221,670	Assets greater than £10,000m Limit - £10m
Yorkshire Building Society		42,047	
Coventry Building Society		42,573	Assets between £10,000m and £5,000m Limit - £5m
Skipton Building Society		21,024	
Leeds Building Society		18,484	
Principality Building Society		9,263	Assets between £5,000m and £1,500m Limit - £3m
Nottingham Building Society		3,988 (Jun 2018)	
Name	Council's Current Deposit Period	Category	Limit (£)
Non-Specified Investments: -			
All UK Local Authorities – longer term limit	Over 1 year and up to 5 years	Local Authority	10m per single counterparty
CCLA Local Authorities' Property Fund	Minimum of 5 years	Pooled UK Property Fund	Up to 10m
South Cambs Ltd - Housing Co.	Up to 5 years	Loan	107m
UK Municipal Bonds Agency	N/A	Share Capital	0.050m

Link Asset Services - Prospects for interest rates

The council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the council to formulate a view on interest rates. The following table gives our central view.

Link Asset Services Interest Rate View														
	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	2.00%
3 Month LIBID	0.80%	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	0.90%	1.00%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%
12 Month LIBID	1.10%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
5yr PWLB Rate	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
10yr PWLB Rate	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
25yr PWLB Rate	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.40%

The flow of generally positive economic statistics after the quarter ended 30 June meant that it came as no surprise that the MPC came to a decision on 2 August to make the first increase in Bank Rate above 0.5% since the financial crash, from 0.5% to 0.75%. Growth has been healthy since that meeting but is expected to weaken somewhat during the last quarter of 2018. At their November meeting, the MPC left Bank Rate unchanged, but expressed some concern at the Chancellor's fiscal stimulus in his Budget, which could increase inflationary pressures. However, it is unlikely that the MPC would increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. The next increase in Bank Rate is therefore forecast to be in May 2019, followed by increases in February and November 2020, before ending up at 2.0% in February 2022.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. However, over about the last 25 years, we have been through a period of falling bond yields as inflation subsided to, and then stabilised at, much lower levels than before, and supported by central banks implementing substantial quantitative easing purchases of government and other debt after the financial crash of 2008. Quantitative easing, conversely, also caused a rise in equity values as investors searched for higher returns and purchased riskier assets. In 2016, we saw the start of a reversal of this trend with a sharp rise in bond yields after the US Presidential election in November 2016, with yields then rising further as a result of the big increase in the US government deficit aimed at stimulating even stronger economic growth. That policy change also created concerns around a significant rise in inflationary pressures in an economy which was already running at remarkably low levels of unemployment. Unsurprisingly, the Fed has continued on its series of robust responses to combat its perception of rising inflationary pressures by repeatedly increasing the Fed funds rate to reach 2.00 – 2.25% in September 2018. It has also continued its policy of not fully reinvesting proceeds from bonds that it holds as a result of quantitative easing, when they mature. We therefore saw US 10 year Treasury yields rise above 3.2% during October 2018 and also saw investors causing a sharp fall in equity prices as they sold riskier assets.

Rising bond yields in the US have also caused some upward pressure on bond yields in the UK and other developed economies. However, the degree of that upward pressure has been dampened by how strong or weak the prospects for economic growth and rising inflation are in each country, and on the degree of progress towards the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crises, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

Investment and borrowing rates

- Investment returns are likely to remain low during 2019/20 but to be on a gently rising trend over the next few years.
- Borrowing interest rates have been volatile so far in 2018-19 and have increased modestly since the summer. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt;

PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

£'000	2017/18	2018/19	2019/20	2020/21	2021/22
	Actual	Estimate	Estimate	Estimate	Estimate
PRUDENTIAL INDICATORS					
Capital expenditure					
General Fund	4,436	4,051	23,854	27,895	23,263
HRA	16,972	18,637	27,031	35,851	21,947
Third party loans - ESH	10,845	28,055	12,507	12,689	-
Third party loans - Other	-	2,400	-	-	-
Total capital expenditure	32,253	53,143	63,392	76,435	45,210
Capital Financing Requirement (CFR) as at 31 March					
- General Fund	20,938	32,672	63,255	95,006	126,896
- HRA	204,429	204,429	204,429	204,429	204,429
Total	225,367	237,101	267,684	299,435	331,325
Change in CFR	11,734	30,583	31,751	31,890	19,311
Deposits at 31 March	81,431	85,000	70,000	60,000	50,000
External Gross Debt	205,123	205,123	237,630	270,319	290,319
Ratio of financing costs to net revenue stream					
- General Fund	-2%	-2%	-2%	-1%	-1%
- HRA	24%	24%	24%	24%	24%

PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

£'000	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
TREASURY INDICATORS					
Authorised limit					
for borrowing	249,100	277,684	309,435	341,325	360,636
for other long-term liabilities	0	0	0	0	0
Total	249,100	277,684	309,435	341,325	360,636
HRA	205,123	205,123	205,123	205,123	205,123
Operational boundary					
for borrowing	249,100	272,684	304,435	336,325	355,636
for other long-term liabilities	0	0	0	0	0
Total	249,100	272,684	304,435	336,325	355,636
Upper limit for total principal sums deposited for over 364 days	41,000	70,000	80,000	95,000	95,000
Limits for exposure to fixed and variable rate borrowing (borrowing less investments)					
Fixed rate borrowing / deposits	159%	178%	176%	176%	176%
Variable rate borrowing / deposits	-59%	-68%	-71%	-71%	-71%
Maturity structure of new fixed rate borrowing		Upper Limit	Lower Limit		
10 years and above		100%	0%		

Treasury Management – Glossary of Terms and Abbreviations

Term	Definition
Authorised Limit for External Borrowing	Represents a control on the maximum level of borrowing
Capital Expenditure	Expenditure capitalised in accordance with regulations i.e. material expenditure either by Government Directive or on capital assets, such as land and buildings, owned by the Council (as opposed to revenue expenditure which is on day to day items including employees' pay, premises costs and supplies and services)
Capital Financing Requirement	A measure of the Council's underlying borrowing need i.e. it represents the total historical outstanding capital expenditure which has not been paid for from either revenue or capital resources
Certificates of Deposit (CDs)	Low risk certificates issued by banks which offer a higher rate of return
CIPFA	Chartered Institute of Public Finance and Accountancy
Corporate Bonds	Financial instruments issued by corporations
Counterparties	Financial Institutions with which funds may be placed
Credit Risk	Risk of borrower defaulting on any type of debt by failing to make payments which it is obligated to do
MHCLG	Ministry for Housing, Communities & Local Government (formerly the Department for Communities & Local Government, DCLG)
Enhanced Cash Funds	Higher yielding funds typically for investments exceeding 3 months
Eurocurrency	Currency deposited by national governments or corporations in banks outside of their home market
External Gross Debt	Long-term liabilities including Private Finance Initiatives and Finance Leases
Government CNAV	Highly liquid sovereign stock based on a Constant Net Asset Value (CNAV)
HRA	Housing Revenue Account - a 'ring-fenced' account for local authority housing account where a council acts as landlord
HRA Self-Financing	A new funding regime for the HRA introduced in place of the previous annual subsidy system
London Interbank Offered Rate (LIBOR)	A benchmark rate that some of the leading banks charge each other for short-term loans

Term	Definition
London Interbank Bid Rate (LIBID)	The average interest rate which major London banks borrow Eurocurrency deposits from other banks
Liquidity	A measure of how readily available a deposit is
MPC	Monetary Policy Committee - The Bank of England Committee responsible for setting the UK's bank base rate
Low Volatility Net Asset Value (LVNAV)	Highly liquid sovereign stock based on a Constant Net Asset Value (CNAV)
Non-Ring-Fenced Bank (NRFB)	Government & Bank of England rules will apply to all UK Banks which have to split their business into 'core' retail and investment units known as Ring and Non-Ring-Fenced Banks for the 1 st January 2019 deadline
Non-Specified Investments	These are investments that do not meet the conditions laid down for Specified Investments and potentially carry additional risk, e.g. lending for periods beyond 1 year
Operational Boundary	Limit which external borrowing is not normally expected to exceed
PWLB	Public Works Loans Board - an Executive Government Agency of HM Treasury from which local authorities & other prescribed bodies may borrow at favourable interest rates
Ring Fenced Bank (RFB)	Government & Bank of England rules will apply to all UK Banks which have to split their business into 'core' retail and investment units known as Ring and Non-Ring-Fenced Banks for the 1 st January 2019 deadline
Security	A measure of the creditworthiness of a counter-party
Specified Investments	Those investments identified as offering high security and liquidity. They are also sterling denominated, with maturities up to a maximum of 1 year, meeting the minimum 'high' credit rating criteria where applicable
Supranational Bonds	Multi-lateral Development Bank Bond
UK Government Gilts	Longer-term Government securities with maturities over 6 months and up to 30 years
Variable Net Asset Value (VNAV)	MMFs values based on daily market fluctuations to 2 decimal places known as mark-to-market prices
UK Government Treasury Bills	Short-term securities with a maximum maturity of 6 months issued by HM Treasury
Weighted Average Life (WAL)	Weighted average length of time of unpaid principal
Weighted Average Maturity (WAM)	Weighted average amount of time to maturity
Yield	Interest, or rate of return, on an investment

Appendix 5

Financial Administration (S25 report)

When a local authority is calculating its budget requirement and consequent council tax, the Chief Financial Officer is required under Section 25 of the Local Government Act 2003 to report on:

- the robustness of the estimates made for the purposes of the calculations; and
- the adequacy of the proposed financial reserves.

The emphasis is to ensure that the estimates are sufficient to cover regular recurring costs plus any reasonable risks and uncertainties and, in the event of unexpected expenditure, that there are adequate reserves to draw on. The calculations relate to the budget for the forthcoming year and the legal requirement may, therefore, be interpreted as reporting only on the 2019-20 estimates and the reserves up to 31 March 2020.

At South Cambridgeshire District Council, the Interim Executive Director – Corporate Services as the Chief Financial Officer considers the estimates for the financial year 2019-20 to be sufficiently robust and the financial reserves up to 31 March 2020 to be adequate.

The main areas of risk arise from the system of Retained Business Rates, introduced in 2013-14. On 5 October 2015 the Chancellor of the Exchequer set out plans for local government to gain new powers and retain local taxes so that, by the end of Parliament, local government will be able to retain 100% of local taxes including all revenue from business rates. Latest indications are that retention will be limited to 75% and that the baselines within the business rates system will be reset in 2020-21 following the Fair Funding Review. It is therefore difficult to forecast future income with any certainty, especially with high levels of outstanding appeals.

The Fair Funding Review may also impact on New Homes Bonus, which currently supports both revenue and capital spending.

Other risks include the realisation of savings which have been included in the estimates and the risk that the underlying growth in the number of dwellings may not be achieved.

As at the end of March 2020, the estimated balances are £8.14m and £3.00m on the General Fund and Housing Revenue Account respectively. The prudent minimum balance for the General Fund is £3m due to the present period of local government changes and economic uncertainty. The projected balance as at 31 March 2024, as shown in the Medium Term Financial Strategy, is £3.37m.

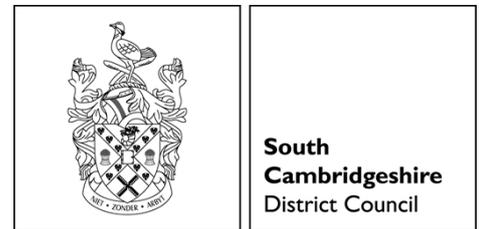
The minimum balance for the Housing Revenue Account is £2m, as in future years any unexpected capital works may have to be financed from revenue and cover is needed for uninsured losses which could exceed the insurance reserve. The Medium Term Financial Strategy for the HRA projects a balance as at 31 March 2024 of £3.99m.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Agenda Item 11



REPORT TO: Cabinet

6 February 2019

LEAD CABINET MEMBER: Lead Cabinet Member for Finance

LEAD OFFICER: Head of People and Organisational Development

Organisational Change Policy and Procedure

Purpose

1. The purpose of this report is to present to Cabinet a revised Organisational Change policy and procedure and to recommend adoption of the policy and procedure.
2. This is not a key decision because it does not result in the authority incurring expenditure which or the making of savings which are significant having regards to this Council's budget for the service or function to which relates. Neither does it have an effect on communities living or working in the area.

Recommendations

3. It is recommended that Formal Cabinet:
 - a) Note the report and the changes to the policy;
 - b) Approve adoption of the policy.

Reasons for Recommendations

4. The Organisational Change policy and procedure was scheduled for review and subsequently has been updated in line with best practice, legislative updates, EELGA change guidance, the Council's strategic aims, in consultation with Trade Unions and feedback from employees.

Background

A draft Organisational Change policy and procedure was considered at the Trade Union meeting on Tuesday 4th September 2018. Feedback was received from both GMB and UNISON and has been updated and agreed by UNISON on 5th November 2018 and agreed by GMB on 7th December 2018.

In addition, managers were consulted on the policy. One key focus for consultation with managers was to ensure that the revised policy and procedure is more user friendly. The policy and procedure was approved by EMT for consideration by Cabinet on Tuesday 4th December 2018.

The Employment and Staffing Committee, at its meeting on 17th January 2019, recommended the revised policy and procedure to Cabinet with a minor amendment to emphasise the protection for staff on maternity leave. The amendment can be found under pages 4 and 6 of the policy confirming that the Council will comply with any duties under the Maternity and Parental Leave Regulations 1999. Also amended in the procedure on page 11.

Considerations

5. The key changes to the policy and procedure are as follows:

Details of the change	Rationale
<p>The addition of 12 months' pay protection for suitable alternative employment to a post one grade lower or where a member of staff at risk of redundancy applies for and is offered a vacant post one grade lower. Pay protection guidance can be found in appendix 2 of the Organisational Change Policy and Procedure.</p>	<p>The Policy acknowledges that the needs of the Council are paramount but that it will also avoid redundancies where possible. The inclusion of 12-month salary protection for movement to 1 grade lower provides an option which avoids redundancies. On average this will be cost saving as paying the salary for 12 months will generally be lower versus redundancy costs whilst also retaining talent in the Council.</p>
<p>Placing individuals at risk of redundancy has been moved to the implementation period of a change programme and is not announced in the consultation period. Instead individuals in scope will be provided with information in writing how they are '<i>affected by change</i>' during the consultation period.</p>	<p>Placing individuals at risk of redundancy during the consultation period can cause undue stress; the proposed terminology of being '<i>affected by change</i>' would potentially reduce anxiety for staff. By using the terminology '<i>affected by change</i>' and not placing staff at risk during a consultation it should help staff to feel that their views are being listened to rather than, as some staff can feel, that the outcome has already been decided. It also defers placing staff at risk until after they are actually at risk of redundancy and not because they are within scope of the change.</p>
<p>The Policy and Procedure have been restructured in line with the change journey and into phases to make it more user friendly for a line manager and employee. Other documents have also been added to increase usability – glossary of terms, TUPE FAQ and individual meeting checklists. There is also a reduction in word count to reduce length of the procedure and to avoid duplications. There is an increase in the number of appendices to provide clarity and additional guidance.</p>	<p>Whilst the Policy and Procedure is still long, there is a lot of material to cover. The introduction of a clickable contents page to take a manager/employee to a relevant section helps navigate the document as well as addition of useful documents. This is all aimed towards making the policy more user friendly.</p>
<p>The addition of a scoping meeting with HR to scope out all work required prior to the start of any change programme.</p>	<p>The meeting is necessary to advise the manager on how the policy applies to their proposed change and review key factors of the change programme; communications, timelines, job evaluation process, those in scope of the change etc.</p>

<p>Clarity to the Procedure; The addition of clarity on communication with absent staff. Appeals process into one area of the procedure in the format of a table. Fixed term workers treatment included in its own section.</p>	<p>This brings clarity to the procedure, e.g. ensuring that managers aware of process for dealing with those absent during a change programme.</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------

Options

6. The decision available to Formal Cabinet is whether to approve the Organisational Change Policy and Procedure, suggest amendments or reject the changes.
7. It is recommended that the policy is adopted.

Implications

8. 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

9. There is a potential for less redundancy payments with the introduction of the 12 months' pay protection which means a cost saving to the Council. This is due to the fact that in the majority of cases, 12 months of protecting a salary will be less than the cost of the redundancy payment whilst also keeping the member of staff in employment.

Staffing

10. There is minimal risk to the organisation by the suggested changes to the Policy and Procedure. One potential risk is the employee's right under case law to refuse suitable alternative employment on their own defined reasonable grounds; for some, the offer of redundancy payment may be preferred to the suitable alternative offer of pay protection to a one grade lower post. In these situations, communication is key and the Procedure minimises this risk by encouraging the member of staff to discuss the offer of suitable alternative employment with the manager in the first instance and if following this there is still disagreement, the provision of the ability to appeal. Managers will be advised by HR on reasonable grounds for refusal of suitable alternative employment on a case by case basis which also minimises any potential risk and provides a consistency of approach to the application of the policy.

Equality and Diversity

11. An Equality Impact Assessment (EqIA) has been carried out and there is no detrimental impact identified. Adjustments may need to be made for individuals with disabilities in terms of interviews for vacancies, redeployment. Pregnant or employees on maternity leave will be given priority in terms of identifying suitable alternative employment/redeployment purposes. The updated Policy and Procedure also brings enhanced clarity to the right of absent staff right to be consulted.

Consultation responses

12. GMB and UNISON have been duly consulted on the policy. EMT, at its meeting on 4 December 2018, considered the Policy and Procedure, and requested that it be forwarded to Employment and Staffing Committee. Employment and Staffing Committee has commented on the revisions and recommended the revised policy and procedure to Cabinet.

Background Papers

- a) ACAS guidance and relevant employment legislation
- b) Chartered Institute of Personnel and Development
- c) East of England Regional Council for Local Government Services - Joint Guidance on Change Management
- d) Maternity and Parental Leave Regulations 1999 (SI 1999/3312)

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

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

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Appendix 1

Organisational Change Policy and Procedure

Document Control	
Date of Last version	August 2013
Latest review	January 2019
Name of Reviewer	Bethan Gregory
Consultation	EMT/Trade Unions Employment & Staffing Committee
Approved by	

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1. Context and Policy Statement

- 1.1. This policy sets out the Council's approach to dealing with change initiatives including reorganisation and potential redundancies.
- 1.2. South Cambridgeshire District Council needs to remain responsive and flexible in how it operates in order to provide and deliver excellent service to the Council's residents. This will involve a process of continuous service improvement and innovation which may result in a need for organisational change with an agile and appropriately skilled workforce.
- 1.3. This policy cannot give a guarantee of no compulsory redundancy as the future needs of the Council are paramount. However, the Council aims to avoid compulsory redundancy where possible and managers are required to explore measures to avoid redundancies as far as it is reasonable to do so.
- 1.4. Organisational change may include one or more of the following
 - Closure, transfer or restructuring of a specific service or facility;
 - Decision to accept a tender for a service previously in-house *;
 - Specific programme designed to achieve efficiency savings;
 - Response to a statutory requirement.

**consider TUPE implications*
- 1.5. Organisational Change does not include minor changes which could be but not limited to changes such as contract variations to working environment or line management which would be administered in a fair, reasonable and consultative matter.
- 1.6. The Council is committed to managing organisational change in a fair, consistent and compliant manner and will be underpinned by the following principles:
 - To protect, wherever possible the Council's workforce from compulsory redundancy, and to mitigate the effect of any such redundancies where they may be unavoidable;
 - To be open and fair, and give regard to equality and consistency in treatment for all council employees;
 - To pay particular regard to statutory obligation with regards to maternity and parental leave employment law provisions
 - To support employees during change and help them to explore opportunities for redeployment and continued employment with the Council;
 - To aim to retain the skills, knowledge and experience that the Council needs to deliver services;
 - To upskill employees to ensure staff are skilled for the future needs of the Council;
 - The aim to deliver change in the most cost effective way;
 - To ensure that appropriate consultations are carried out with recognised trade unions and individual employees in respect of restructuring and redundancy proposals. Consultation will commence at the earliest opportunity and will continue throughout the process.

1.7. **The Council's Commitments to you** - the Council is committed to treating all employees whose jobs are affected by change in a fair and effective manner. To support employees facing change, redundancy or redeployment to minimise adverse impacts of change and to ensure employees are provided with support to cope with change and maintain well-being. The policy is intended to allow flexibility in handling potential redundancy situations whilst maintaining operational efficiency and ensuring the highest possible standards of customer service throughout any periods of change. Where this is necessary, the organisation will ensure that:

- the total number of redundancies made is kept to a minimum;
- Trade Unions are involved during the process;
- employees and, where appropriate, their representatives are fully consulted on any proposals and their implementation;
- selection for redundancy is based on clear criteria that will, as far as possible, be objectively and fairly applied;
- every effort is made to redeploy or find alternative work for employees selected for redundancy; and
- support and advice is provided to employees selected for redundancy to help them find suitable work when their employment has come to an end.

1.8. Communication

The Council will communicate plans for organisational change through various channels available for example this may be via (but not limited to):

- Corporate Briefings
- Team meetings
- Newsletters
- Intranet
- Recognised Trade Unions

1.9. The Council will give regard to the Guidance document on change management produced by the East of England regional council.

2. Eligibility

2.1. This policy & procedure applies to all South Cambridgeshire District Council employees.

2.2. This policy will only apply to employees on secondment if their substantive post is affected by a proposed organisational change or redundancy.

2.3. In order to meet the requirements of Fixed Term Worker Regulations, South Cambridgeshire District Council will ensure fixed term employees are consulted, have the same opportunities and receive redundancy payments where they are due. Fixed term workers may be included in the ring fence for newly created job opportunities if appropriate, this will be considered and discussion with the union on a case by case basis.

3. Links to other policies and guidance

- East of England regional council – Guidance on change management (joint document with trade unions)
- Flexible Retirement policy
- Pay Policy Statement – re-engagement policy
- Acas - Redundancy handling guidance and TUPE transfer guidance
- Maternity and Parental Leave Regulations 1999
- Shared Parental Leave Regulations 2014
- Paternity and Adoption Leave Regulations 2002

4. Equality Impact Assessment

An Equality Impact Assessment Screening form has been completed. No adverse impacts were identified.

The recognised trade unions have been consulted on the policy and procedure. The procedure now follows.

PROCEDURE

5. Procedure Phase 1 – Establishing the Need for Change

- 5.1. The first step is to establish whether change is necessary and then the scale of the change that might be required.
- 5.2. If a need for change is identified then a lead manager/s for the proposed organisational change must be identified who will meet with a member of the HR team to carry out a scoping meeting prior to any action being taken. The scoping meeting will include guidance on this policy's application and will cover matters such as the scope and impact of the change, engagement with staff, communication strategy, business case proposal, job description audit, consideration for voluntary redundancy and more.
- 5.3. In assessing the need for change the Council will wherever possible take all reasonable steps to minimise compulsory redundancy including:
 - Restrictions on external recruitment;
 - Not filling vacancies to allow natural wastage;
 - Seeking applicants for flexible retirement or voluntary redundancy subject to the resourcing needs of the Council;
 - Maximising opportunities for retraining or redeployment to other roles;
 - Reducing temporary agency staff, consultants and the use of overtime;
 - Voluntary reductions in working time
 - Alternative working patterns.

6. Procedure Phase 2 - Making the Case

- 6.1. After a review of the need for change the next steps will be for the lead manager to prepare a written business case setting out the rationale of the proposed organisational change for Executive Management Team approval. Templates and guidance available from the HR team.
- 6.2. It would be advisable that early informal discussion with the trade unions and staff directly affected by the proposed options for change should occur prior to formal consultation begins. Proposed consultation documents will be shared with Trade Unions in advance of a formal consultation.

7. Procedure Phase 3 - Consultation

- 7.1.1. The Council will consult with recognised trade unions (GMB and Unison) and individual employees at the earliest practical opportunity where there is a proposal to make one or more staff redundant.
- 7.1.2. Consultation will begin in good time prior to the proposed changes taking place. The statutory minimum consultation periods for proposed redundancies will always be observed. These are:
 - Where an organisation is proposing to make changes where redundancy may occur and, where these changes affect 20 to 99 employees at one establishment over a period of 90 days or less, consultation will commence at least 30 days before the first dismissal takes effect;

OR

- Where an organisation is proposing to make changes where redundancy may occur and where these changes affect 100 or more employees at one establishment over a period of 90 days or less, consultation will commence at least 45 days before the first dismissal takes effect.

- 7.1.3. Proposed redundancies of 100 or more employees at one establishment in a 90 day period or less must be notified to the Secretary of State, Department for Business, Innovation and Skills. Notice must be given, in writing on Form HR1, at least 45 days before the first dismissal takes place.
- 7.1.4. Where an employer is proposing to dismiss 20 to 99 employees, the Secretary of State must be notified at least 30 days before the first dismissal takes effect.
- 7.1.5. For redundancies involving less than 20 employees, the Council will consult with affected employees and their representatives for a minimum of 30 days. This is not a statutory requirement but is regarded as best practice.
- 7.1.6. During the 30-day consultation period the lead manager or line or delegated manager and a member of the HR team will meet with affected individual employees to discuss the proposed change and how the proposed changes will affect the individual. The meeting must be a genuine opportunity to hear the views of the employee; to answer questions and to discuss/explore alternatives to redundancy. The employee has the right to be represented by a trade union or accompanied by a work colleague at this meeting.
- 7.1.7. All staff affected by the proposed change will be communicated to in writing that they are affected by the change.
- 7.1.8. Individual employees or staff as a group can request to have further opportunities to meet with their line manager and/or HR to discuss their concerns or questions in relation to the organisational change.
- 7.1.9. The Council will make reasonable adjustments for employees who are unable to deal with written correspondence and requirements due to disability.
- 7.1.10. Absent Staff
- 7.1.11. If a staff member is absent during the consultation period the staff member should be contacted in line with staff who are in attendance at work; a decision will be made on the best approach to contact employees absent by reason of being on annual leave, parental leave, sickness, maternity, paternity, shared parental leave, sabbatical. If the staff member is absent for a long period of time then communication will be provided in writing.
- 7.1.12. Should the trade unions or a non-represented employee have reached an agreement before the end of the statutory period then this can constitute completion of consultation period.
- 7.1.13. An outcome report will be published or presented to detail the outcome of the consultation.

8. Procedure Phase 4 - Implementation Period

8.1. The implementation period starts following the conclusion of the formal consultation period upon publication of the outcome report.

8.1.1. The following information explains the various ways in which employees can be matched and allocated to roles that will exist after the change.

8.2. Assimilation

8.2.1. The Council will identify within the new structure any posts which can be deemed as near equivalent posts via a job matching exercise. Employees will be assimilated where the job remains at least 80% unchanged taking account that the level of responsibility, skills, tasks and terms and conditions of the new post are substantially the same as the current post and there is no other 'at risk' or 'affected by change' member of staff who qualifies for consideration by virtue of holding a broadly similar post.

8.2.2. Employees who are assimilated will not be served notice of redundancy and will not have a trial period. The employee is automatically appointed to the role due to the fact that the role is substantially similar in the new structure as in the old structure therefore there is no assessment process or trial period. If the employee declines the role then there is no entitlement to redundancy pay.

8.2.3. Employees cannot be assimilated into a role at a different grade to the current post.

8.3. Ring fenced Competition

8.3.1. Ring fencing applies where there is no change between the role in the old and new structure and there are fewer roles available than employees matched to roles.

8.3.2. An assessment process is required to determine which employee(s) should be appointed to the role(s) but there is no requirement for a trial period. If the appointed employee declines the role, there is no entitlement to redundancy pay.

8.4. Suitable Alternative Employment (SAE)

8.4.1. SAE applies where the role in the new structure is not fundamentally the same as the employee's current role but sufficiently similar to be considered possible alternative employment. These will be identified by the manager as possible alternative roles based on requirements of the employee's current role compared with the duties responsibilities and skills required and grade of the new role. The roles are likely to have:

- similar weekly working hours;
- similar or acceptable duties;
- is within the employee's capability

8.4.2. Roles that are one grade lower than the employee's current role can be considered with appropriate pay protection (see appendix). If an employee unreasonably

refuses an offer of suitable alternative employment there is no entitlement to redundancy pay.

8.4.3. The Council will comply with obligations under relevant legislation with respect to the Council's duty to offer any suitable alternative employment to employees on maternity and other relevant parental leave regulation.

8.4.4. Offer of Suitable Alternative Employment

8.4.5. The offer of alternative employment will be in writing and it will explain any differences between the original post and the alternative offer. The offer will be made and communicated to the employee prior to the end of their old contract. The alternative job must start no later than four weeks after the end of the old contract. The employee's acceptance of the offer should be in writing to the recruiting manager. A trial period of four weeks will be offered.

8.4.6. Employees with concerns regarding the suitability of the offer should first raise these with their line manager, HR, or lead of the change programme. If the employee still feels that the issue is unresolved the employee has a right to appeal details for which are in Section 12 of the Procedure.

8.4.7. Trial periods and re-training

8.4.8. A trial period will be offered where an employee moves to suitable alternative employment. This will be for a period of 4 weeks but can be extended by agreement of both parties. An extended trial period may be offered to enable further training, which may be necessary to provide the employee with the skills and knowledge to undertake the full range of duties and responsibilities.

8.4.9. If during the trial period the individual reasonably decides to reject the post or the Council feels the employee is unsuitable for the post then the employee will not forfeit their right to a redundancy payment.

8.4.10. If during the trial period the individual unreasonably decides to reject the post and, the Council feels the employee is suitable for the post then the employee could forfeit their redundancy payment.

8.5. **Restricted competition selection**

8.5.1. Restricted competition selection applies where the role is not considered suitable alternative employment for any employees in the affected staff group. In these circumstances, employees from the affected staff group will be given an opportunity to apply for the role before it is advertised more widely in order to retain the employment of affected employees or as an additional way to mitigate redundancies.

8.5.2. A recruitment exercise is required to assess an employee's suitability for the role(s) and the appointment is subject to a probation period.

8.6. **Open Competition**

8.6.1. Open competition applies after employees from the affected staff group have been given an opportunity to apply for the role. Any remaining vacant roles at this stage can be advertised and filled in line with the Council's recruitment policy. Pay

protection may be considered for a post one grade lower when the employee is at risk or under notice of redundancy and is successful in securing another post through open competition.

8.7. At Risk of Redundancy

8.7.1. Individuals potentially at risk of redundancy will be advised during the implementation period and a letter will be issued by the HR team to formally advise the employee of this. See glossary for further guidance of definition of at risk.

8.7.2. The employee will be advised that support will be provided, subject to the individual's needs, this may include, but is not limited to, the following:

- Coaching in job application and interview skills
- Weekly copies of the Councils current vacancy list
- Information about redundancy figures and, where appropriate, pension estimates
- Retirement advice
- Counselling

8.8. Voluntary Redundancy

8.8.1. The consultation with the appropriate trade unions will examine whether there is scope to consider requests for voluntary redundancy. In defining the categories of employees from whom it is prepared to accept volunteers, the Council will apply fair and objective criteria. Applications will then be invited from all relevant employees. A closing date for applications will be applied.

8.8.2. If an employee expresses an interest in accepting this option, they will be provided with an estimate of redundancy figures and, where appropriate, pension estimates.

8.8.3. Employees must put their request in writing to their manager with a copy to HR.

8.8.4. The Council has the right to refuse applications from employees whose skills, knowledge and expertise the Council wishes to retain. Such requests will not be unreasonably refused. Where the request is refused it will normally relate to the needs of the service or the loss of key skills to the Council.

8.8.5. Where there are more volunteers than required a selection process will be agreed with the Manager, HR and trade unions.

8.9. Compulsory Redundancy

8.9.1. Where voluntary redundancy or early/flexible retirement has not produced suitable or sufficient volunteers, the Council, in consultation with the trade unions will consider the criteria to be used for compulsory redundancy selection.

8.9.2. There may be circumstances where selection will not be relevant, such as:

- when there is only one employee or;
- where an entire group of employees are to be declared redundant.

8.9.3. In these cases suitable alternative employment will be sought and where this is not possible then redundancy will apply.

8.9.4. The selection criteria for redundancy may include:

- Specific skills;
- Essential qualifications;
- Experience;
- Work performance/standard of work;
- Attendance record and timekeeping, discounting any disability-related absence;
- Disciplinary record;
- Aptitude for work/ability to undertake the duties and responsibilities of the posts which are retained.

8.9.5. The purpose of the criteria is to ensure that employees are fairly selected for redundancy. The Council will ensure that the aims of selection criteria will:

- Ensure the Council retains a balanced and appropriately skilled workforce for the future which is able to meet customer and service needs;
- Ensure the Council manages its resources in the most efficient way taking into account the costs of achieving change.

8.9.6. Care will be taken to ensure that the selection process is not directly or indirectly discriminatory. Records will be kept throughout the selection process. Attendance records, disciplinary records, performance and development reviews, work quality records and personnel files will be used. Appendix 3 – Selection Criteria Assessment Form

9. Procedure Phase 5 – Concluding the Change Period

9.1. Notice of Redundancy

9.1.1. If no suitable alternative employment has been found, then notice of redundancy will be issued in line with the employee's contract of employment. This will confirm the date at which employment with the Council will cease.

9.1.2. Throughout the notice period efforts to secure alternative work will continue to avoid the redundancy. The HR team will help the employee to identify any new vacancies or opportunities that may be suitable for them. The employee is also expected to regularly check job vacancies on the Council's intranet site and emailed list of vacancies from HR team.

9.1.3. During the last 1/3rd of the redundancy notice period the Council will give proper and fair consideration to an employee's refusal of suitable alternative employment in light of the short length of time remaining in employment as a possible reasonable ground of employee's refusal.

9.1.4. The Head of the Paid Service (normally the Chief Executive), in consultation with the Executive Director/Director must authorise all redundancies prior to the issue of the notice.

9.1.5. No dismissal will take place until the statutory consultation period with the trade unions has been completed unless the unions or a non-represented employee have reached an agreement before the end of the statutory period.

9.2. **Pay in Lieu of Notice (PILON)**

9.2.1. Pay in Lieu of Notice (PILON) will not normally be paid. However, consideration will be made in exceptional circumstances, and where this is supported by a business case (Appendix 5 – proforma) and, with the authorisation of the Executive Director/Director. PILON is a taxable payment.

9.3. **Redundancy Payments**

9.3.1. The Council will make redundancy payments in accordance with the Council's policy and the Employee Relations Act 1996 as amended from time to time.

9.3.2. Redundancy compensation will be payable to employees who are dismissed by reason of redundancy in line with statutory redundancy payments. To be eligible for a redundancy payment the employee must have been continuously employed in local government for 2 years or more at the effective date of termination.

9.3.3. In the event of redundancy, whether voluntary or compulsory, it is necessary to determine the length of an individual's continuous service in order to establish whether they are entitled to a redundancy payment and the amount of redundancy payment. Service accrued via successive employment contracts, without a break of a statutory week¹ with certain other employers covered by the Modification Order, counts in determining length of continuous service.

9.3.4. Where an individual is declared redundant, and is entitled to a redundancy payment, a statement will be prepared setting out details of the redundancy payments to which they are entitled Appendix 6 – Redundancy Payment Examples

9.3.5. Service to be taken into account - the amount of any statutory redundancy payment will be based on length of continuous (unbroken) service, with an organisation listed on the Modification Order at the date of redundancy, the employee's age and actual weekly pay* see below

9.3.6. Weekly Pay* - Where an employee's actual weekly pay is less than the statutory redundancy weekly pay (check with HR for the current amount), then this amount will be used to calculate the redundancy figure.

9.3.7. The employee is entitled to receive:

- Half a week's pay for each year of employment in which the employee was aged 21 or under;
- One week's pay for each year of employment in which the employee was aged between 22 and 40; and
- One and a half weeks pay for each year of employment in which the employee was aged 41 or over

9.3.8. The maximum number of years of employment that can be taken into account is 20.

¹ Statutory weeks are counted from Sunday to Saturday

9.3.9. Employees on a variable hours contract and therefore no mutual obligation established regarding offering or accepting work, will have entitlement calculated on an individual basis over a continuous twelve-week period and in line with the number of hours worked.

9.3.10. Modification Order. Employees who are offered and accept employment with another organisation listed on the Modification Order before the date of redundancy, and where the start date for the new job commences within four weeks of the date of termination, will not be entitled to their redundancy payment. Their continuity of service will be preserved. Employees should check the relevant rules applicable to them if they are seeking or are offered such a job – the exact timescale involved will depend on the day of the week they are made redundant and when that offer is received.

9.4. LGPS redundancy benefits

9.4.1. Eligibility for redundancy benefits from the LGPS is separate to eligibility for a redundancy payment. If the employee is a member of the LGPS, is aged 55 or over, and has the required duration of membership they will be entitled to immediate payment of pension

10. Re-engagement of ex-South Cambridgeshire District Council Employees

10.1. Please refer to the Council's Pay Policy Statement

10.2. Chief Executive, Executive Director and Directors; the Council will not normally re-engage under a contract of services or re-employ any individual who has previously been employed by the Council and, on ceasing to be employed, is in receipt of a severance or redundancy payment. Only in exceptional circumstances* will re-engagement be considered.

10.3. All other grades of employee; the Council will not normally re-engage under a contract of services or re-employ any individual who has previously been employed by the Council and, on ceasing to be employed, is in receipt of a severance or redundancy payment within three years from cessation of employment, this includes casual bank assignments. Only in exceptional circumstances* will earlier re-engagement be considered.

10.4. *Exceptional circumstances. There are very few circumstances in which the council will consider re-engagement of former employees who have been previously made redundant as outlined above. Exceptional circumstances are defined as imminent risk of service failure.

11. Support

11.1. Support Services are available for all staff during organisational change such as;

- Staff counselling services
- Redeployment support
- ACAS guide – how to manage change

11.2. Assistance for employees under notice of redundancy. The Council recognises the anxiety suffered by employees who are under notice of redundancy. The Council will provide as much support as possible during the formal consultation and notice period. This will include for staff under notice of redundancy:

- Paid time off to look for work
- Assistance in finding alternative work elsewhere including practical assistance writing CVs, attending interviews etc.
- Redundancy counselling
- Reasonable paid time off work to look for other work or to attend a meeting with the Benefits Agency
- Unpaid time off to undertake training for alternative employment outside the Council or to consult a *bone fide* financial advisor

11.3. Requests for time off should be made in the first instance to the relevant line manager and will not be unreasonably refused.

11.4. **Redeployment**

11.4.1. Employees have a shared responsibility with the Council in seeking redeployment and should adopt a reasonable and flexible approach when considering alternative jobs.

11.4.2. Where the employee is disabled the Council will take all reasonable steps and consider reasonable adjustments to support the employee in securing redeployment.

11.4.3. Redeployment List

11.4.4. A record of all staff who have been identified as 'at risk' will be held by the HR Team. Employees should complete a redeployment questionnaire. Appendix 4 – Redeployment Questionnaire & Guidance Notes.

11.4.5. The employee is responsible for submitting the completed form to HR in good time.

11.4.6. **HR Support**

11.4.7. The HR team will provide support and advice to individuals and line managers throughout this process. You can discuss any redeployment, re-training, interview skills training or job opportunities queries that you may have. Other redundancy support may also be provided.

11.4.8. **Vacancies**

11.4.9. All vacancies in a new organisational structure will be restricted to staff affected by change in the first instance.

11.4.10. Priority and/or guaranteeing interviews for all other vacancies in the Council whilst at risk or under notice of redundancy will depend on whether the employee meets essential criteria of the advertised post and the similarity of the current and new post.

11.4.11. Vacancies will be advertised on the council's intranet - Insite. Employees, who are 'At Risk', must ensure that they regularly check for job opportunities.

11.4.12. Link with Pay Protection

11.4.13. All employees on pay protection are responsible to seek and apply for vacancies to enhance their career development. If a vacancy arises and all essential criteria are met by the candidate on pay protection then the employee will be guaranteed an interview.

12. Appeals

12.1. Appeals can only take place once the consultation has closed and implementation period has started.

Stage of procedure	When	Who can appeal?	Address appeal to	On what ground	Timescales	Process
Phase 4/5 on notice of redundancy	On issue of notice of redundancy	Employee issued with notice of redundancy	Director of Service Area Cc HR	Reasonable grounds – not just unhappy with a decision. For example, unfair selection for redundancy or failure to consult him/her about the redundancy situation.	Submitted within 5 working days of the letter issuing notice or dismissing by reason of redundancy	A meeting will then be arranged with the Service Director who will consider the case and determine whether or not to confirm the decision. The outcome of the appeal will be communicated to the employee in writing within five days of the meeting. The decision of the appeal hearing will be final.
Phase 4/5 refusal of suitable alternative employment	After raising informally with line manager	Employees deployed to SAE post after receiving offer in writing.	Director of Service Area Cc HR	Reasonable grounds why not accepting the offer. Factors such as pay, hours, location, status, environment and responsibilities will be taken in account by a Service Director.	Submitted within 5 working days of the letter of suitable alternative employment.	As above.
Phase 4 – Voluntary Redundancy	If voluntary redundancy application is refused	Applicants for voluntary redundancy	Director of Service Area Cc HR	Reasonable grounds as to why believe decision should be reviewed	Submitted in writing within 5 working days of the decision.	As above

Appendix 1 Glossary of Terms

Term	Definition
At risk	Where a post has been identified as being substantially altered, has disappeared or is one of a number of similar posts which will reduce as a result of organisational change, 'At Risk' will be the term used to describe the employment status of the individual employee
Under notice	If no suitable alternative employment has been found then notice of redundancy will be issued in line with the employee's contract of employment.
Redeployment	Appointment to a post in the new structure following a member of staff being at risk of redundancy which may have different terms and conditions to the prior post.
Redeployment List	A list of staff members at risk of redundancy held by the HR team with a view to being given priority to job vacancies dependent on skill suitability.
Assimilation	When a post in the new structure is 80% unchanged compared with the existing post an employee would move into the new post by virtue of the posts being 80% the same. If more than one staff member is in a suitable post the posts will be ring-fenced. This used to be referred to as 'slotting in'.
Restricted Competition	Staff affected by the organisational change /restructuring are given priority for the selection and appointment to posts in the new structure.
Ring-fenced	Ring fencing applies where there is no change between the role in the old and new structure and there are fewer roles available than employees matched to roles.
Expression of Interest	An application form which allows a staff member to apply for a role when on the redeployment list.
Suitable Alternative Employment	A post offered to a member of staff in the new structure which is of similar status, weekly working hours, and duties as the existing post.
Selection Criteria	Criteria used to appoint to posts in the new structure.
Affected by Change	During the consultation process any posts that are affected by the proposed change will be identified. Staff in these posts will be advised in writing how the proposed change affects their post.

Appendix 2 Pay Protection

Pay protection will apply only where a South Cambridgeshire District Council employee moves to a new post which is no more than one grade lower than the existing post.

Pay Protection Scope

The Council's policy on pay protection provides protection for an employee's basic pay where it is reduced as a result of:

- Organisational restructuring;
- Redeployment into a post one grade lower than current post holding where an employee is at risk or under notice of redundancy

Aim

The purpose of pay protection is to reduce the number of staff leaving the Council by reason of redundancy and to retain the skills and experience of employees who have been identified as redundant by alleviating the immediate salary impact of this and provide a period of time for staff to adjust to their lower salary. It is also aimed to encourage employees to accept redeployment at lower salary levels where appropriate to retain their services.

The Council recognises the need to ensure that pay protection arrangements do not directly or indirectly lead to inequalities in pay and this guidance is in line with current legislation.

Entitlement

Pay protection will apply to redeployment and assimilation only where an employee has over 2 years continuous service with South Cambridgeshire District Council and where the new post is no more than one grade lower than the existing post.

Basic Pay

The pay protected will be the current pay rate for the job as defined by the pay and grading structure at the time of appointment to the new post.

Where an employee applies for and is offered a post as 'redeployment' if the new pay rate is lower than the existing pay rate, '**pay protection**' will apply (pay protection is the difference between the old and new pay rates from date of appointment in new post:

- For the first 12 months in post - 100% protection

Pay not protected includes additional hours worked (over-time), pay-related allowances, non-pay related allowances (e.g. annual leave), adjustments to the hourly rate due to standardisation of the working week, market supplements.

There will be no annual increment progression on the protected grade. If entitled to cost of living then this will be applied.

Changes to pay protection

If during the 12 month period the employee voluntarily changes job then the pay protection will normally cease upon appointment to the new post. Consideration may be given on a case by case basis for portability of pay protection if it is agreed that the new job is a realistic career opportunity and the same grade as the current grade. On these occasions the pay protection would continue until the original 12 month expiry date – i.e. it cannot be extended past 12 months in total.

Pay protection may end within the 12 month period if the new current grade catches up with the protected basic salary.

At the end of the 12 month pay protected period, salary will be adjusted to the nearest equivalent salary scale point within the current grade according to protected salary.

There is no right to appeal at the end of pay protection.

Where pay protection applies, the additional cost will be funded from the originating area's budget.

Example Pay Protection for Suitable Alternative Employment and Redeployment through open competition

If the Council identifies a post as 'suitable alternative employment' and offer the post to the redundant employee, pay protection will be offered. Where the new post is a lower grade and the employee's current spinal column point is higher than the grade maximum, pay will be reduced to the maximum in the new band and the difference paid as 'protection' pay. As follows:

Example: (The salary change takes effect at the end of successful completion of the 4 week trial period).

Employee's current salary is £39,105

New post – grade 5 - Salary range for new post: £28,329 - £32,947

New Salary: £32,947 *

Pay Protection element: £6,158**

*Employee is at the top SCP point so would only receive appropriate increases on the new salary at pay progression relating to cost of living.

**The pay protection element will remain at £6,158 for 12 months (subject to single status guidance and/or changes to hours/post)

Appendix 3 – Selection Criteria Assessment Form

Selection Criteria Assessment Form

Name	
Section/Service area	
Job title	
Grade	
Start date at SCDC	

	Weighting	Score
Specific skills		
Essential qualifications		
Experience		

Work performance/standard of work		
Attendance record and timekeeping		
Disciplinary record		
Aptitude for work/ability to undertake the duties and responsibilities of the posts which are retained		

Selection Criteria Assessment Form

Guidance notes

- The proposed selection criteria and weightings will be subject to consultation with the trade unions
- The criteria and their relative weightings will be determined by the current and future needs of the organization. Weightings will take into account the council's service delivery requirements and need to maintain a balanced workforce.
- To achieve a total score for each employee, criteria should be weighted by a factor to reflect its relative importance.
- Assessments must be objective and supported by documented and verifiable evidence wherever possible. Managers should not allow preconceived opinions to influence the assessment process.
- Scoring should be carried out independently by two managers who know all the employees in the selection pool.
- Detailed notes should be kept at all stages of the assessment process, in order that they can be referred to in the case of an appeal.

Appendix 4 – Redeployment Questionnaire

Redeployment Questionnaire

All employees who are at risk of redundancy will need to complete this form to help the Council to find suitable alternative employment. Please complete the form and return it to Human Resources (Cambourne). Please attach separate sheets if used.

Section A	
First name(s)	Surname
Department	Section
Work phone	Home phone
Current job title	Grade
Current working hours	Location
Section B	
Transferable skills (skills you use in your current job or outside work, which you could use in a different job)	

Describe the kind of job you believe is suitable for you

Would consider changing your work location, altering your working hours, accepting a fixed-term contract, accepting a lower graded post, and/or move to a different staff category?

Is there anything that we need to take account of in terms of redeployment?

(physical restrictions, family needs, location etc)

Do you wish to apply for vacancies on a Job Share basis

Yes / No

Signature

Date

Guidance Notes: Redeployment Questionnaire

These guidance notes have been provided to assist you in the completion of the relevant sections of the Redeployment questionnaire.

You must complete the Redeployment questionnaire to be placed on the Redeployment list. This is your opportunity to tell us about your skills and experience so take time to complete the form providing examples to demonstrate any skills and experience (what you did, how you did this, the outcome).

This Profile will be used to initially assess whether vacant posts could be suitable alternative/alternative employment for you. It will form part of your application for any alternative posts which you express an interest in so you should include information from your current role but also any transferable skills, training, achievements, knowledge or abilities from previous roles or past experience. There is also the opportunity to add any additional information that you think would be relevant.

You should look on the Council's [Intranet - Insite](#) for details of any new vacancies. The link to this page will be emailed to you on a weekly basis.

Employees have a shared responsibility with the council in seeking redeployment and should adopt a reasonable and flexible approach when considering alternative jobs.

Where you wish to be considered for a vacancy which has not been flagged to you as potentially being Suitable Alternative Employment, you will be required to complete a regular application form to indicate your interest. You will need to do this for each specific vacancy that you wish to be considered for. The Redeployment questionnaire will then be used to assess your suitability for the post, particularly in terms of determining similarities between your current role and the redeployment opportunity and also assessing your key skills and experience against the essential criteria.

At the time of application, you may, however, upload additional information such as a supporting statement or CV, along with your application form. This will give you the opportunity to provide information about your skills and experience in relation to the person specification for that particular vacancy which is not already adequately covered within the Skills Profile.

Completing the Skills Profile:

Section A: Personal Details

Please ensure that all fields in Section A are fully completed.

HR will be able to assist you with any details or dates that you are not sure about.

Section B: Transferable skills

Please think about the main duties and responsibilities for your role, what skills and abilities that you use and how these could be applied to other job roles.

You may also have other skills, knowledge and abilities which do not form part of your current work role, they may have been gained through outside activities, personal interests and responsibilities you have become involved in for personal interest or development.

These may include the skills under headings such as: communication (oral and written), interpersonal, customer service, financial awareness, technical, planning and organising skills, creativity and innovation, initiative and problem-solving, your ability to work for and with others and your knowledge of the council's services. These are only examples, and you may categorise your skills base as you consider appropriate.

You may wish to use extracts from your PDR.

Section C: Qualifications, training, study, personal development

Please tell us about any qualifications, training, study or personal development that you have undertaken. These may have been gained at college, university, home learning or through another organisation or body that you are connected with.

Section D: Experience

Please tell us about any experience that you have had. This may be work related (previous jobs or work experience) or voluntary experience (volunteering, local community groups, school governor, coaching or mentoring).

Section E: This covers the type of job role that you may be interested in

Please describe the type of role that you are interested in being redeployed to. For example, you may wish to move from a back office role to a customer facing position, or you may wish to only be considered for office based roles.

You will need to tell us if there is anything, such as location, hours of work, family care needs or physical restriction that we need to take into account.

It also allows you to confirm whether you would consider changing your work location, altering your working hours, accepting a fixed-term contract, accepting a lower graded post, and/or moving to a different staff category.

Appendix 5 – PILON business case form

Pay in lieu of notice (PILON) business case form

Name of employee being made redundant	
Job role	
Service area	
Manager/Service Head	
Date of notice of redundancy	
Contractual notice period	
Business case for recommending PILON	
Business impact including any impact on customer service	

OR

Case on Compassionate grounds

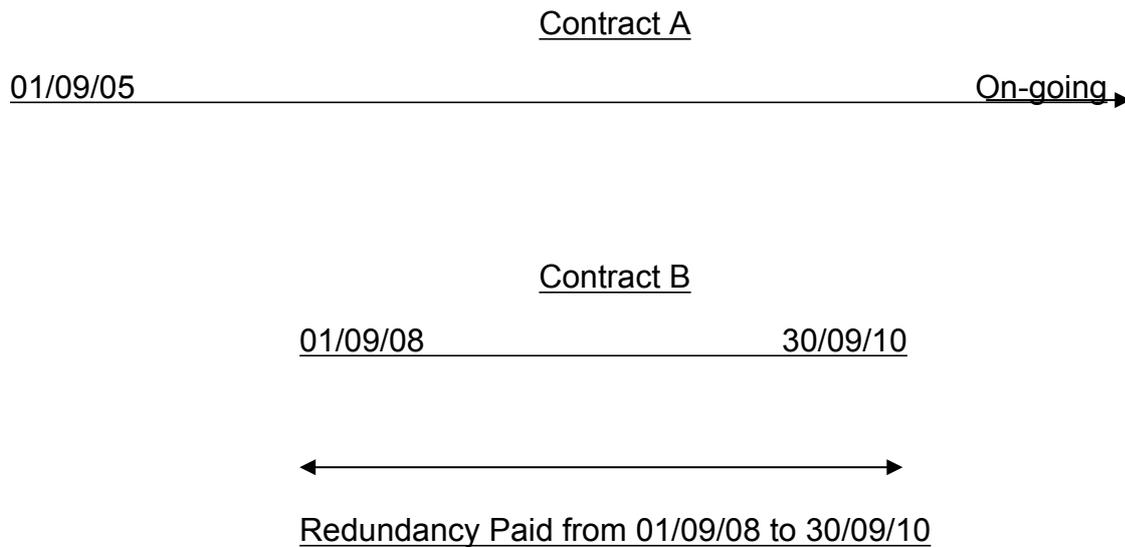
Pay in Lieu of Notice (PILON) will not be paid unless authorised by the Executive Director/Director

Signature: _____ **Date:** _____

Appendix 6 – Illustrative Redundancy Payment

Example A

An employee is employed in a part-time position starting 01 September 2005 (contract A). On 01 September 2008, he/she accepts an additional part-time post (contract B) and is employed on simultaneous contracts. Contract B is made redundant with effect from 30 September 2010. The employee's length of service in contract B exceeds 2 years. This means that he/she is eligible for a redundancy payment based on the employee's continuous service start date for that contract, i.e. 01 September 2008 to 30 September 2010



Example B

An employee is employed in a part-time position starting 01 September 2005 (contract A). On 01 September 2008, he/she accepts an additional part-time post (contract B) and is employed on simultaneous contracts. Contract B is made redundant with effect from 01 August 2010. The employee is not eligible for redundancy pay in respect of this contract because he/she has less than 2 years continuous service in that contract.

Statutory weeks are counted from Sunday to Saturday

Appendix 7 Individual Consultation Checklist

Name:		Job Title:	
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Date:		Location:	
Representative	Yes/No: Name:	If no, are they happy to continue alone:	
How are you feeling?			
Explain the purpose of the meeting			
Discuss current situation and what this means or might mean to the individual			
What are your initial thoughts, questions?			

Appendix 8 – TUPE FAQ

What does TUPE mean?

TUPE stands for Transfer of Undertakings (Protection of Employment) Regulations. Where a service transfers to a new organisation, or into the organisation, staff will be transferred to the new organisation under the TUPE regulations.

What happens to my existing terms and conditions?

Under the TUPE regulations you will maintain the terms and conditions you currently have unless the terms and conditions of the new employer are more favourable in which case you can elect to be employed under their terms and conditions.

Is continuous service protected under TUPE?

Yes.

How long will my terms and conditions be protected?

The answer is, as with many legal queries, "it depends". TUPE applies to all employees who were employed in the grouping immediately before the transfer, or who would have been so employed if they had not been dismissed by reason of the transfer, unless that reason was for an "economic, technical or organisational reason entailing changes in the workforce ("ETO").

All of the transferor's rights, powers, duties and liabilities under or in connection with the transferring employees' employment contracts pass to the transferee and any acts or omissions of the transferor before the transfer are treated as having been done by the transferee.

The transferee takes on the transferring employees on their existing terms and conditions of employment.

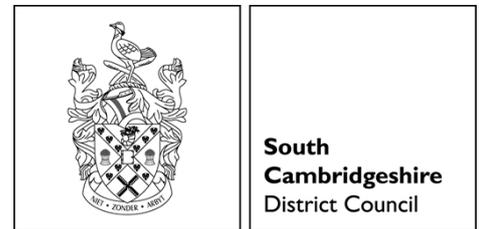
Changes to terms and conditions will be void if the sole or principal reason for the change is the transfer itself unless (i) the reason for the variation is an ETO, or (ii) the reason for the variation is the transfer but the terms of the employment contract permit the employer to make the variation.

An employer cannot change terms and conditions (even by agreement) where the reason for the change is the transfer itself and there is no economic, technical or organisational reason for the change. Under TUPE the contract of employment transfers.

What happens if I don't want to transfer to the new employer?

If you do not want to transfer to the new organisation this would be deemed a resignation from your position.

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REPORT TO: Cabinet

6 February 2019

LEAD CABINET MEMBER: Lead Cabinet Member for Finance

LEAD OFFICER: Susan Gardner-Craig – Head of People and Organisational Development

Disability Confident scheme

Purpose

1. The purpose of this report is to present to Cabinet information in respect of the Government's Disability Confident scheme.

Recommendations

2. It is recommended that Cabinet:
 - a) that that the council signs up the Disability Confident scheme and commits to achieving Level 1
 - b) establishes a Member Task and Finish group to take forward a programme of work to enable the Council to achieve the requirements of the Disability Confident scheme.

Reasons for Recommendations

3. The Council, at its meeting on 19 July 2018, considered a Motion from Councillor Peter McDonald which requested the Employment and Staffing Committee to review the Council's activity to promote equality and diversity amongst its workforce and in particular, actively seeks ways to make South Cambridgeshire District Council an Employer of Choice for people with disabilities.
4. A commitment by the council to sign up to the Disability Confident scheme would result in agreeing a set of actions and activities which would ensure that the council meets the requirements of the scheme. It is recommended that a Member Task and Finish group, supported by officers, is established to consider and take forward a work programme.

Background

5. The Two Ticks – positive about disabled people scheme, was widely known recognition given by Job Centre Plus to employers based in Great Britain who had agreed to take positive action to meet five commitments regarding employment, training, retention and career development of disabled employees. In 2016, the Department for Work and Pensions launched Disability Confident which replaced the Two Ticks Scheme.
6. In August 2018 the Minister for Disabled People, Health & Work, Sarah Newton MP, wrote to public sector employers about the scheme to raise the profile and encourage participation. The Employer campaign document is attached at Appendix 1.

7. The Disability Confident scheme supports employers to improve how they attract, recruit and retain disabled workers. The scheme has three levels which are designed to demonstrate different levels of commitment and support for people with disabilities. There are resources for employers such as on-line materials and self-assessment tools. Employers must complete each level before moving onto the next. The first step involves formal sign up the Government scheme, this demonstrates the organisations commitment to achieving Level 1.
8. There is no cost to signing up however, there may be future costs should the council need to make building, facilities or desk space modifications to improve accessibility. The council does have a facilities management budget which would cover small works. If the work was significant (removal of walls or additional toilet/changing facilities) the facilities team would submit a budget bid for council consideration.
9. To be recognised as Disability Confident Committed the organisation will need to agree to the Disability Confident commitments and identify at least one action that you'll carry out to make a difference for disabled people. See Appendix 2 and 3 for details.
10. Following sign up, the organisation will receive:
 - a certificate in recognition of achievement
 - a badge for the website and other materials for 12 months
 - a self-assessment to help the organisation to continue the journey to becoming a Disability Confident Employer (Level 2)
11. Once an organisation has signed up for level 1 it can progress to level 2, a Disability Confident Employer, by self-assessing the organisation around 2 themes:
 - getting the right people for your business
 - keeping and developing your peopleDisability Confident Employers are recognised as going the extra mile to make sure disabled people get a fair chance.
12. The organisation, having confirmed the completion of the online self-assessment, will be registered as a Disability Confident Employer for 2 years. The organisation will receive:
 - a certificate in recognition of your achievement
 - a badge for your website and other materials for 2 years
 - information on how to become a Disability Confident Leader (Level 3)
13. Level 3: Disability Confident Leader is aimed at organisations who wish to act as a champion within your local and business communities.

To reach this level organisations need to:

- have the self-assessment validated from outside the business
- show what has been done as a Disability Confident Leader

Once recognised as a Disability Confident Leader, the organisation will receive:

- a certificate in recognition of your achievement
- a badge for your website and other materials for 3 years

Options

14. There are two options:

Option 1

The council could commit to signing up to the Disability Confident scheme which would provide a recognised framework in terms of meeting the council's ambition to make South Cambridgeshire District Council an Employer of Choice for people with disabilities. It is recommended that Cabinet endorse this approach.

15. If Cabinet indicate a that this is the preferred option, it is also recommended that a Member Task and Finish group is established to:
- Recognise the role of Members in terms of being community leaders for the scheme
 - Consider the requirements of the Disability Confident Scheme in relation to the council
 - Identify the current measures undertaken by the council in relation to disabled people and,
 - Scope and take forward a work programme to meet the requirements of the scheme

16. Option 2

Alternatively, the council could propose a work programme which would be underpinned by the ambition and commitment made set out by Council in July. However this would not carry the national recognition.

17. There are no other national schemes which recognise and support employer commitments for people with disabilities.

Implications

18. 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

19. There is no cost associated with signing up to the Disability Confident scheme as such and the support materials are available on-line and free of charge. However, there is a potential for additional costs should the council need to make building or facilities alterations to improve accessibility generally.
20. Specific assistance for an individual employee such as equipment, furniture, assistance or travel to and from work may be funded through the Access to Work scheme. This scheme has been used for current employees in order to provide a range of adjustments and aids.

Staffing

21. There is full council commitment to making South Cambridgeshire District Council a great place to work and this includes people with disabilities. The council is in an area of high employment and is competing for

Equality and Diversity

22. The council is committed to ensuring fairness and equality of access to employment and services.

Consultations (including from the Youth Council)

23. Employment Committee considered the Disability Confident Scheme at its meeting on 17 January 2019. The committee indicated full support.

Background Papers

- a) ACAS guidance and relevant employment legislation
- b) Chartered Institute of Personnel and Development
- c) Government website <https://disabilityconfident.campaign.gov.uk/>

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

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

Report Author: Susan Gardner-Craig, Head of People and Organisational Development
Telephone: (01954) 713285

Disability Confident Employer campaign

September 2017

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Background

17.3% of people of working age in the UK are disabled or have a health condition...

but only 11.4% of people in work are disabled or have a health condition.

56% of employers said they see clear business benefits in employing people from disadvantaged groups...

but a 2013 study revealed only 8% of employers had recruited someone with a disability or long-term health condition in the previous year.

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So why are employers less likely to employ disabled people?

Why is there a problem?

The employment rate for disabled people or those with a health condition has been significantly lower than for non-disabled people for many years.

The causes of this are long-term, systemic and cultural.



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Issues include:

- Some disabled people struggle to find suitable employment opportunities
- Many employers may be reluctant to recruit disabled people, and have misconceptions about what this would mean for their business
- Some employees are not provided with adequate support for their physical or mental health whilst in the workplace

Creating opportunities

- The Government is committed to supporting disabled people and those with health conditions to find and stay in work.
- Sustainable change will require society-wide action, including efforts from government, employers, disabled people themselves and others.
- Many organisations are already creating inclusive workplaces and we want this to become normal practice for all employers.

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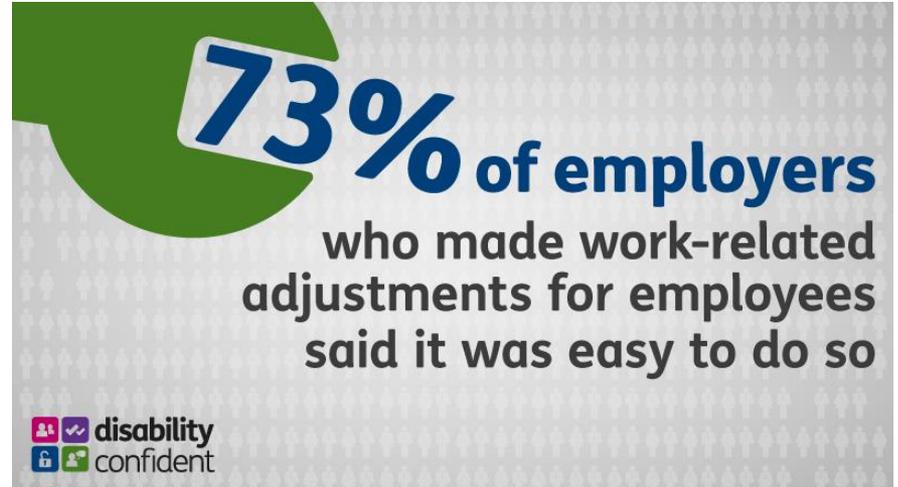
Disability Confident

- Disability Confident was launched in 2013 to replace the 'Two Ticks – positive about disabled people' scheme. It plays an important role in helping employers make the most of the opportunities provided by employing disabled people.
- We need more employers to sign up as Disability Confident and improve their disability employment practices.
- We need your help to encourage more employers to sign up.

Why become Disability Confident?

Being Disability Confident is an opportunity for employers to lead the way in their community and to discover skills and talents they can't do without.

It can help *all* your people fulfil their potential and contribute fully to your team's success.



Benefits to your business include:

- Enabling you to draw from the widest possible pool of talent
- Helping you secure high quality staff who are skilled, loyal and hard working
- Improving your reputation by demonstrating your commitment to fair employment practices

What is Disability Confident?

The Disability Confident scheme:

- provides employers with the confidence, skills and tools they need to help them recruit and retain disabled staff as they progress in their careers
- challenges misconceptions towards disability and employment
- increases understanding and awareness of disabilities, both mental and physical
- supports employers to make the most of the talents and insights disabled people can bring to the workforce

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How to become Disability Confident

The Disability Confident scheme has three levels. You must complete each level before moving on to the next.



Level 1: Disability Confident Committed

Sign up to the Disability Confident commitments and identify at least one thing you'll do that will make a difference for disabled people.



Level 2: Disability Confident Employer

Self-assess your business against the themes of getting the right people for your business, and keeping and developing your people.



Level 3: Disability Confident Leader

Be seen as a champion in your local and business communities.

When you complete each level you will receive a certificate in recognition of your achievement, a badge to use on your website and other branding materials for 12 months (Level 1); 24 months (Level 2); or 36 months (Level 3).

You can start your Disability Confident journey by [signing up online](#).



Disability Confident employer campaign

Campaign objective

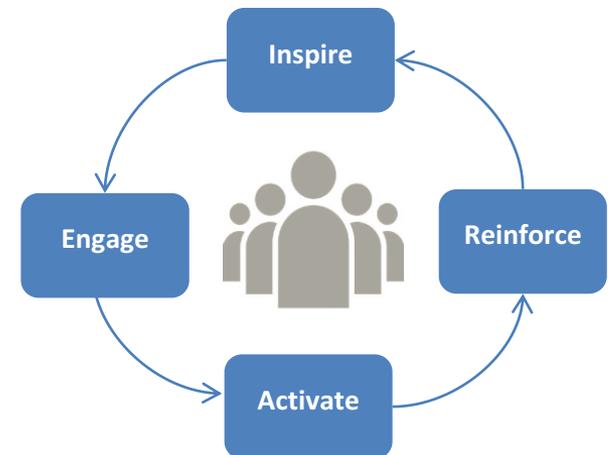
Encourage employers to sign up as Disability Confident, to help them create more employment opportunities for disabled people

The campaign aims to:

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raise employers' awareness of the Disability Confident scheme

- engage employers on disability employment and show them how they can get involved
- inspire employers to demonstrate their commitment to disability employment and sign up to Disability Confident



Disability Confident employer campaign

Business led

The campaign is being led by a new [Disability Confident Business Leaders Group](#) (BLG).

The support of senior, widely respected business leaders is essential in demonstrating to employers the many business benefits that can come from recruiting, retaining and supporting disabled people to thrive in work.

Sector focused

Our sector-based approach will involve sector and trade bodies, peer-to-peer engagement and messages relevant to that industry.

It will use a wide range of channels and voices to engage employers, including case studies from each business sector.

BLG members
Arsenal FC
Barclays
BT Group
Channel 4
GlaxoSmithKline
John Lewis
KPMG
Mars UK
Microsoft Royal
Mail Sainsbury's
Whitbread

How can you help?

Sign up: Employers can become Disability Confident by signing up on the [GOV.UK website](https://www.gov.uk/disability-confident).

Progress: Employers who are already signed up at Level 1 can consider what they need to do to progress to Level 2 and beyond.

Influence: Employers who are already Disability Confident can use their influence to help to positively change attitudes, behaviours and cultures in their networks, supply chains and communities.

Support: We need strategic delivery partners to support and extend the reach of the campaign.

Who can you help to become Disability Confident?

Disability Confident Level 1

The Level 1 commitments are:

- inclusive and accessible recruitment
- communicating vacancies
- offering an interview to disabled people
- providing reasonable adjustments
- supporting existing employees

The actions include (employers must identify at least one):

- work experience
- work trials
- paid employment
- apprenticeships
- job shadowing
- traineeships
- internships
- student placements
- sector-based work academy placements

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Disability Confident – COMMITTED

LEVEL 1



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Hiring **good people**
is good business

Be Disability Confident



Disability Confident – COMMITTED

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This guidance explains how to become a **Disability Confident Committed** employer at level 1 of the Disability Confident scheme.

March 2018

Disability Confident – COMMITTED

Ministerial foreword

Congratulations on taking this step on your Disability Confident journey.

I have a vision for a society in which disabled people and those with health conditions are able to work in good jobs and achieve their full potential. Whether you are in the private, public or third sector, your organisation will want to be able to draw from the widest pool of talented people when recruiting. Disabled people will be able to bring skills, commitment and energy to help your organisation to flourish.

Recognising that 83% of people will acquire a disability while already in work, you will also want to know how best to keep the disabled people who are already with you.

The Disability Confident scheme can help give your organisation the skills and confidence you need to recruit, retain and develop disabled people. Disability Confident can also help develop the skills and insight to better tap into the estimated £249 billion of spending power that disabled people and their families can wield.

Being Disability Confident will produce benefit for your business or organisation, for its shareholders or the communities it serves, and for disabled people themselves.

I am proud of Disability Confident, I think it is making a real impact, and the many thousands of employers who have already signed up are thinking differently and obviously believe so too. I am pleased that you are joining us on this journey and I wish you the very best of success.



Sarah Newton MP

Minister for Disabled People, Health and Work

Disability Confident – COMMITTED

Introduction

The Disability Confident scheme supports employers like you to make the most of the talents disabled people can bring to your workplace. The scheme aims to help you successfully recruit and retain disabled people and those with health conditions. Being Disability Confident is a unique opportunity to lead the way in your community, and you might just discover someone your business cannot do without.

It was developed by employers and disabled people's representatives to make it rigorous but easily accessible – particularly for smaller businesses.

The scheme is voluntary and access to the guidance, self-assessments and resources is completely free.

The 3 levels are designed to support you on your Disability Confident journey. **You must complete each level before moving on to the next.**

Your journey starts with:

- reading this pack
- providing your contact details on GOV.UK
- signing up to the Disability Confident statements
- identifying at least one action that you will do



[See how your business can be Disability Confident](#)

Once you have read this guidance, sign up to become [Disability Confident Committed](#) on our website.

Disability Confident – COMMITTED

Getting started

As you progress on your Disability Confident journey you may have questions. To help you, we have provided links to further information, advice and guidance. We have also added case studies and videos to bring the Disability Confident journey to life. These materials are indicated through the icons shown below.



Information



Case study



Guidance



Video

We will continually add to and update the resources behind them. We are always interested in material employers have found helpful in their own Disability Confident journey. If you have any useful links please email them to the [Disability Confident team](#).

More information



[A practical guide for practitioners working with disabled people and those with long term health conditions.](#)



[Mencap Good for Business](#) - The benefits of employing a people with a learning disability.



[Acas: UK Workplace experts](#)



The [Recruitment Industry \(RIDI\)](#) celebrate progress and recognise the success of organisations that are making headway in increasing the inclusion of disabled professionals.



[Chartwells Independent](#) have recruited, trained and supported Steven, who has autism. He has become a highly regarded member of the catering team at Old Swinford Hospital School in Stourbridge.

Disability Confident – COMMITTED

The Disability Confident commitments

To become **Disability Confident Committed** and start your Disability Confident journey, you will need to consider the commitments below and then sign up on the [Disability Confident registration page](#).

At this level you will be committing to the actions in the list below, and will also commit to taking at least one action from the activity list. You should be prepared to deliver on these commitments within the next 12 months.

Ensure your recruitment process is inclusive and accessible

By:

- ensuring against discrimination
- making job adverts accessible
- providing information in accessible formats (for example, large print)
- accepting applications in alternative formats (for example, electronically)

More information



[Recruitment and disabled people](#)



[Accessible communication formats](#)



[Guidance on finding talent – top tips](#)



[Guidance on inclusive shortlisting](#)



[Recruitment – asking questions about disability and health](#)

Disability Confident – COMMITTED

Communicate and promote vacancies

By:

- advertising vacancies through a range of channels
- getting advice and support from Jobcentre Plus, Work Programme providers, recruiters and/or your local disabled people's user led organisations (DPULOs)
- reviewing current recruitment processes

More information



[Range of communication channels to reach disabled people](#)



[Working with disabled people's user led organisations](#)

Offer an interview to disabled people

Encourage applications by offering an interview to an applicant who declares they have a disability this does not mean that all disabled people are entitled to an interview. They must meet the minimum criteria (for example sometimes shown as desirable skills) for a job as defined by the employer.

The aim of this commitment is to encourage **positive action**, encouraging disabled people to apply for jobs and provide an opportunity to demonstrate their skills, talent and abilities at the interview stage.

An employer can take steps to help or encourage certain groups of people with different needs, or who are disadvantaged in some way, to access work or training. **Positive Action** is lawful under the Equality Act.

It is important to note that there may be occasions where it is not practicable or appropriate to interview all disabled people that meet the minimum criteria for the job. **For example:** in certain recruitment situations such as high-volume, seasonal and high-peak times, the employer may wish to limit the overall numbers of interviews offered to both disabled people and non-disabled people.

Disability Confident – COMMITTED

In these circumstances the employer could select the candidates who **best** meet the minimum criteria for the job rather than **all** of those that meet the minimum criteria, as they would do for non-disabled applicants.

Anticipate and provide reasonable adjustments as required

By:

Making sure disabled workers aren't seriously disadvantaged when applying for and doing their jobs.

More information



[Reasonable adjustments for disabled workers](#)



[Reasonable adjustments are often straightforward \(Acas guide\)](#)

Support any existing employee who acquires a disability or long term health condition, enabling them to stay in work

By:

Retaining an employee who has become disabled, thus keeping their valuable skills and experience and saving on the cost of recruiting a replacement. **More information**



[Access to Work guide for employers](#)



[Musculoskeletal health in the work place tool kit](#)



[Mental Health Toolkit for employers](#)



[EY](#) talk about their approach to recruiting talented disabled people and how they support staff who acquired a disability during their career.



[IMG Productions](#) (IMG) is one of the world's leading television production companies. Their journey to becoming Disability Confident began when producer Simon Birri acquired a disability following a brain aneurysm.

Disability Confident – COMMITTED

Activity that will make a difference for disabled people

To become Disability Confident Committed, you must also commit to offering disabled people **at least one** of the following. Tick each of the activities, so that you have a record of what you have committed to.

1 Work experience

This is usually a fixed period of time that a person spends with your business, when they can learn about working life and the working environment.

More information



[Employer guides to work experience](#)



[Minimum wage: work experience and internships](#)

2 Work trials

This is a way of trying out a potential employee before offering them a job. This can be informal or can be by agreement with Jobcentre Plus. If this is agreed with Jobcentre Plus, an employer can offer a work trial if the job it may lead to is for 16 hours or more a week and lasts for at least 13 weeks. The work trial can last for up to 30 days.

More information



[Jobcentre Plus help for recruiters: work trials](#)

3 Paid employment (permanent or fixed term)

Jobcentre Plus offers a range of recruitment services that can help you as an employer.

More information



[Jobcentre Plus help for recruiters](#)



[Recruiting disabled people](#)

Disability Confident – COMMITTED

4 Apprenticeships

These are for new and current employees. They combine working with studying for a work-based qualification. If your business is based in England you may get a grant or funding to employ an apprentice.

More information



[Apprenticeships](#)



[Employ an apprentice](#)

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5 Job shadowing opportunities

These positions:

- offer potential employees experience of a workplace and occupational skills that are different from what they are used to
- are usually limited to observation only, are non-paid and don't give direct work experience, responsibility or skills
- ideally last between half a day and 2 days

More information



[What is job shadowing?](#)

Disability Confident – COMMITTED

6 Traineeships

These help young people who want to get an apprenticeship or job but don't yet have the right skills or experience.

More information



[Traineeships](#)



[Traineeships: employers](#)

7 Paid internships and supported internships

This is a period of paid work experience lasting between 1 and 4 months, usually taking place during the summer. A supported internship is aimed at disabled people still in education who are seeking work experience.

More information



[Advertise an internship](#)



[Leonard Cheshire Change100](#)



[Providing quality internships: guidance for employers](#)

8 Student placements

These are university or college qualifications. They are usually for a set period of time, between 4 to 6 months.

9 Sector-based work academy placements

These help you fill vacancies more effectively. They are available through Jobcentre Plus. They provide sector-based training, work experience and a guaranteed job interview.

More information



[Sector-based work academies: employer guide](#)



[Recruiting disabled people](#)

Disability Confident – COMMITTED

What happens next?

When you have read this pack and agreed to the commitments and at least one action from the activities list, you will need to [sign up as a Disability Confident Committed employer](#) on our website. You need to do this before you can move on to the next stage. You will be asked to:

- provide your contact details
- sign up to the Disability Confident commitments
- identify at least one action that you will commit to do

In return we will send you:

- a **certificate in recognition of your achievement** as a Disability Confident Committed employer
- a **Disability Confident Committed badge** that you can use in your own business stationery and communications for 12 months
- information on taking the next step to become a [Disability Confident Employer](#).

As a Disability Confident Committed employer we will include your business name, town and DC status in a list of all businesses signed-up to the scheme on [our website](#).

Disability Confident Branding Guidelines:

You can find a copy of the [Disability Confident branding guidelines](#) on the DC website.

If you require a copy of your DC badge in a different format please email the [Disability Confident Team](#) (dwp.disabilityconfident@dwp.gsi.gov.uk).

Disability Confident – COMMITTED

Definition of disability

Someone is disabled under the [Equality Act 2010](#) if they have a physical or mental impairment that has a 'substantial' and 'long-term' adverse effect on their ability to carry out normal day-to-day activities. This means that, in general, the:

- person must have an impairment that is either physical or mental
- impairment must have adverse effects that are substantial
- substantial adverse effects must be long-term, for example, it takes much longer than it usually would to complete a daily task like getting dressed
- [long-term substantial](#) adverse effects must be effects on normal day-to-day activities, such as a breathing condition that develops as a result of a lung infection

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[Guidance for employers about their responsibilities under the Equality Act 2010](#)

Long-term health conditions

Examples of long-term conditions include:

- high blood pressure
- depression
- dementia
- arthritis

Long-term conditions can affect many parts of a person's life, from their ability to work and have relationships, to their housing needs and educational attainment.

Disability Confident – COMMITTED

Mental health conditions

A mental health condition is considered a disability if it has a long-term effect on your normal day-to-day activity. This is defined under the Equality Act 2010.

A condition is 'long-term' if it lasts, or is likely to last, 12 months.

'Normal day-to-day activity' is defined as something you do regularly in a normal day, such as using a computer, working set times or interacting with people.

If a mental health condition means they are disabled, they can get [support at work](#) from their employer.

Page 566 There are many different types of mental health condition, including:

- depression
- anxiety
- bipolar disorder
- obsessive compulsive disorder
- schizophrenia
- self-harm

What isn't counted as a disability?



See [guidance on conditions that aren't covered by the disability definition](#), for example addiction to non-prescribed drugs or alcohol.

March 2018

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