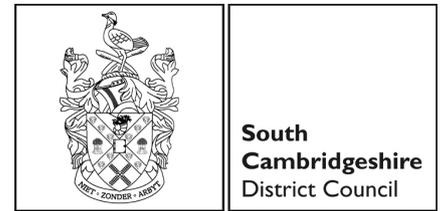


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28 May 2019

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

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **COUNCIL CHAMBER - SOUTH CAMBRIDGESHIRE HALL** at South Cambridgeshire Hall on **WEDNESDAY, 5 JUNE 2019 at 9.30 a.m.**

Yours faithfully
Mike Hill
Interim 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		PAGES
1. Apologies for Absence	To receive Apologies for Absence from Cabinet members.	
2. Declarations of Interest		
3. Minutes of Previous Meeting	To authorise the Leader to sign the Minutes of the meeting held on 1 May 2019 as a correct record.	1 - 4
4. Announcements		
5. Public Questions		
6. Issues arising from the Scrutiny and Overview Committee	Report attached from the Chairman and Vice-Chairman of the Scrutiny and Overview Committee.	5 - 6
7. Quarterly Performance Report (Quarter 4)		7 - 20
8. Strategic Risk Register		21 - 56

- 9. Reappointment of Brexit Advisory Group 57 - 62**
- 10. Bourn Airfield Supplementary Planning Document (SPD) 63 - 108**

Appendices A, C and E have previously been printed as part of the Scrutiny and Overview Committee agenda dated 21 May 2019. They are available on the website by typing this short URL (case sensitive) into a web browser and pressing Enter

<https://bit.ly/2QsboVk>

Appendices B and D are attached to the printed version of the agenda and also available online.

11. Date of next meeting

The next scheduled meeting will be on Monday 1 July 2019 starting at 9.30am.

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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

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

Security

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

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

Emergency and Evacuation

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

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

First Aid

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

Access for People with Disabilities

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Toilets

Public toilets are available on each floor of the building next to the lifts.

Recording of Business and Use of Mobile Phones

We are open and transparent about how we make decisions. We allow recording, filming and photography at Council, Cabinet and other meetings, which members of the public can attend, so long as proceedings at the meeting are not disrupted. We also allow the use of social media during meetings to bring Council issues to the attention of a wider audience. To minimise disturbance to others attending the meeting, please switch your phone or other mobile device to silent / vibrate mode.

Banners, Placards and similar items

You are not allowed to bring into, or display at, any public meeting any banner, placard, poster or other similar item. Failure to do so, will result in the Chairman suspending the meeting until such items are removed.

Disturbance by Public

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

Smoking

Since 1 July 2008, South Cambridgeshire District Council has operated a Smoke Free Policy. No one is allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

Food and Drink

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

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on
Wednesday, 1 May 2019 at 10.00 a.m.

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

Councillors:	Neil Gough	Deputy Leader and Lead Cabinet Member for Environmental Health 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:

Susan Gardner Craig	Head of People and Organisational Development
Kathryn Hawkes	Partnerships Officer
Mike Hill	Director of Housing and Environmental Services
Stephen Kelly	Joint Director of Planning and Economic Development
Rory McKenna	Deputy Head of Legal Practice
Siobhan Mellon	Development Officer - Climate and Environment
Bob Palmer	Interim Executive Director
Ian Senior	Democratic Services Officer
Katherine Southwood	Project Officer

Councillors Anna Bradnam, Dr. Claire Daunton, Dr. Douglas de Lacey, Brian Milnes, Peter Topping, Heather Williams and Nick Wright 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 authorized the Leader to sign, as a correct record, the Minutes of the meeting held on 3 April 2019, subject to the following:

Minute 4 – Announcements

In the first paragraph, between the words "...the development..." and "...of the first...", delete the commas and the words "...at Orchard Park...", and insert "...- at Marmalade Lane, Orchrda Park - ..." so that it states:

"The Joint Director of Planning and Economic Development announced that the Greater Cambridge Planning Service had recently won a national award for its contribution towards the development - at Marmalade Lane, Orchard Park - of the first co-housing scheme in Cambridge."

4. ANNOUNCEMENTS

There were no announcements.

5. PUBLIC QUESTIONS

Alison Webb, Chairman of the Gamlingay Community Safety Group, attended the meeting and asked the following question:

“Gamlingay Community Safety Group have had good support from our Police and Crime Commissioner Jason Ablewhite and his team. We would now like to ask what expertise, support and resource can South Cambridgeshire District Council offer to our Group? We need to make this new initiative a success. How can we all work together to create a model which sends a clear message that remote villages like Gamlingay are not an easy target for criminal activity?”

Thinking ahead, if this initiative is a success, could South Cambridgeshire District Council use this model to engage other parishes throughout South Cambridgeshire to adopt similar schemes?”

Members had previously received a copy of the Group’s mission statement.

Alison Webb summarised the local circumstances that had prompted the Group to contact South Cambridgeshire District Council. She said that the Group’s aims were, liaison with residents and key stakeholders, awareness of the issues and, ultimately, prevention of those issues.

The Leader, who was the local Member for Gamlingay, said that the Police and Crime Commissioner for Cambridgeshire and Peterborough had so far engaged positively and innovatively with residents, who had identified the addressing of rural crime as their leading priority.

The Programme Manager outlined the kind of resource that could be offered by the District Council. This might include, for example, a Development Officer attending meetings of the Gamlingay Community Safety Group and helping the Group to access funding from elsewhere and other forms of support from the police and from organisations such as the Crime and Disorder Reduction Partnership. Alison Webb highlighted the areas where help would be appreciated as including the promotion of activities, printing, website design and the costs associated with holding events.

Councillor Dr. Claire Daunton was grateful for the willingness of officers to provide such support as they could, and highlighted the Police and Crime Commissioner’s efforts to identify funding for community work and resilience.

Councillor Nick Wright said that, in the past, South Cambridgeshire District Council had helped to fund Police Community Support Officers. In reply, the Leader said that there was now less emphasis on PCSOs but that she was confident that appropriate liaison between stakeholders would help to secure community resilience.

6. ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE

Cabinet received and noted a report summarising the discussions of the Scrutiny and Overview Committee at its meeting on 16 April 2019. The report referred to

- The purchase of investment property
- The latest ICT Working Group update
- Vision and ambition for Scrutiny
- Work programme and Task and Finish Group

In connection with the ongoing issues with ICT, the Leader reported that the Local Government Association would be providing five days support. It would be vital for members of the ICT Working Group to engage with the LGA representatives in an effort to proceed towards resolving those issues. Councillor Philippa Hart (Lead Cabinet Member responsible for ICT) commented that the recent ICT outage at Cambridge City Council had been more systemic than had been the earlier one at South Cambridgeshire District Council. The Leader agreed that, while tolerance was in order, it was critical that solutions be found soon.

At the Leader's invitation, the Joint Director of Planning and Economic Development explained briefly how officers were addressing the issue of planning performance. There ensued a short discussion among those present.

7. **NEW ZERO CARBON COMMUNITIES GRANT**

Cabinet considered a report seeking its agreement to the establishment of a new Zero Carbon Communities grant scheme including criteria and guidance.

Councillor John Williams (Lead Cabinet Member for Finance) hoped that the new grants would help to promote behavioural change within local communities by encouraging the adoption of more environmentally-friendly energy and other measures. The Leader welcomed the opportunity for joint working between the Climate and Environment Advisory Committee and Grants Advisory Committee.

Following a short discussion, during which consideration was given to the need for a progress report in about 12 months' time, Cabinet **agreed** to the establishment of a new Zero Carbon Communities grant scheme with criteria as set out in Appendix 1 to the report from the Director for Health and Environmental Services.

8. **SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL - AN ORGANISATION FOR A SUSTAINABLE FUTURE: UPDATE**

Cabinet **received and noted** a report updating it on the organisational review following the completion of the first phase of work by Castlerigg. Phase one had involved collating data from across the Council relating to structures, financial information, policies and service delivery information and further informed by interviews with Cabinet members, senior management, staff and external partners.

In response to questions from Councillor Anna Bradnam, the Leader said that Castlerigg had used its own methodology, which had included an analysis of other local authorities.

Councillor Peter Topping expressed grave concern at the limited extent of consultation carried out, and the amount of money involved. The Leader explained that the report had identified an existing unacceptable culture and the sum of money referred to was the amount anticipated as being necessary to improve the situation. The objective was to transform South Cambridgeshire District Council into a 21st Century Local Authority.

In response to several issues raised by Councillor Heather Williams, The Leader said that every effort would be made to minimise the risk of job losses and to empower officers. Option 5 set out in the Castlerigg report gave rise to the opportunity for financial

savings. The Council's Business Plan highlighted the importance of farming to the local economy.

In response to concern about the escalating cost of the review, Councillor Neil Gough outlined the options for further development work, but confirmed that there was no commitment to incurring further costs.

There followed a short discussion focussing on capacity.

Councillor Heather Williams paid tribute to the effectiveness of the legal and monitoring officers available to South Cambridgeshire District Council.

Councillor Nick Wright raised the issue of the increased number of meetings.

9. DATE OF NEXT MEETING

Those present noted that the next scheduled Cabinet meeting would be on Wednesday 5 June 2019 starting at 9.30am.

**The Meeting ended at 11.30
a.m.**

Agenda Item 6



**South
Cambridgeshire**
District Council

REPORT TO: Cabinet 5 June 2019
FROM: Councillor Grenville Chamberlain, Chairman, Scrutiny and Overview Committee
Councillor Brian Milnes, Vice Chairman, Scrutiny and Overview Committee

Update from the Scrutiny and Overview Committee Chairman

Purpose

1. This report is to inform Cabinet of the discussions of the Scrutiny and Overview Committee at its meeting of 21 May 2019, which Cabinet may wish to take into account in its decision making.

Bourn Airfield Supplementary Planning Document (SPD)

2. The committee considered the draft Bourn Airfield SPD and associated documents to be published for consultation.
3. Des O'Brien representing Bourn Parish Council addressed the committee and highlighted severe concerns regarding the dismissal of an option for direct access from Bourn Airfield onto the A428 and the impact of this on local roads and villages.
4. Councillor Tumi Hawkins also addressed the meeting as the local member representing Caldecote. She echoed Bourn Parish Council's concerns regarding lack of direct access to the A428 and questioned the traffic modelling that had been used. Councillor Hawkins also raised concerns regarding the build boundary and buffer zone, emphasising the need for Bourn Airfield to be completely separate from Caldecote and for parcel 4 to be entirely woodland.
5. The committee had a very long and in depth discussion about the SPD, raising some serious concerns regarding transport and traffic modelling, provision of community services including GP services and the potential pressure on existing community facilities in Cambourne, buffer zones with existing developments, and place making.
6. The committee agreed the following recommendations to Cabinet:
 - (a) The committee has severe reservations regarding transport. Committee members felt that there needed to be access from Bourn Airfield to the A428. The committee was concerned that the scale of modal shift desired was highly unlikely to be achieved.
 - (b) The committee was unconvinced by Highways England and other transport assessments and was concerned that transport infrastructure would not be in place before the development was built.
 - (c) How health services, including social prescribing, will be provided in accordance with the development of the Council's Health and Wellbeing policy, should be

consulted on with the Cambridgeshire and Peterborough Clinical Commissioning Group.

- (d) The village centre should be located in the centre of the settlement.
 - (e) There should be additional attention to place making, especially the village centre and more inclusion in the SPD of how economic development support will be provided where planning is not able to, such as for example to enforce occupancy of empty retail units, and, to include provision of amenities for youth and the aged.
 - (f) The committee had concerns about buffer zones on the eastern and western sides of the development. It should be ensured that these do not include gardens.
7. Given the reservations it had, the committee did not feel it could endorse the SPD in its current state.

Strategic Risk Register

8. The committee reviewed the draft Strategic Risk Register and made a number of comments and suggestions which officers agreed to incorporate. These included:
- The committee felt that while some of the risk controls were clear and succinct, which the committee liked, some of the controls were aspirational.
 - Regarding IT risks, the committee requested the inclusion of reference to the Scrutiny ICT Working Group.
 - The committee pointed out reference being made to the names of officers who have left the organisation, and felt that it may be preferable to refer to role titles rather than names.
9. The committee felt that the document was a big improvement and agreed to note it.

2018-19 Quarter 4 Performance Report

10. The committee considered the Quarter 4 Performance Report. Committee members requested a standard deviation and a scale on the graph be included in future reports.
11. The committee also raised concerns regarding the poor performance of the Customer Contact Centre. It is hoped that the committee will consider a report on this at its July 2019 meeting.

Scrutiny ICT Working Group update

12. The Vice Chairman of the committee provided a brief update on the ongoing work of ICT Working Group. The LGA has offered the Council 5 days of ICT support, which would be discussed with the Head of ICT to ensure best value is achieved from this time.
13. The committee was informed that a meeting had taken place to work on resolving the issues with the Chamber microphone system and progress had been made in moving this forward.

Report Author: Victoria Wallace, Scrutiny and Governance Adviser

Agenda Item 7



South
Cambridgeshire
District Council

Report To: Cabinet

05th June 2019

Lead Cabinet Member(s): Cllr Philippa Hart

Lead Officer: Director of Corporate Services

2018-19 Q4 Performance Report

Purpose

1. To provide Cabinet with a statement on the Council's Q4 position with regard to its key performance indicators (by exception) and an update in respect of the Council's in-flight projects. Reporting this way gives Officers and Members the opportunity to examine any areas of concern and decide on the appropriate action.

Recommendations

2. Cabinet is invited to review the performance indicator results and comments, and in-flight project updates in this report and the appendices attached, recommending, where appropriate, any actions, including redeployment of resources, required to address issues identified for consideration by Cabinet.

Reasons for Recommendations

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

Background

4. This is the fourth quarterly position statement for 2018/19, providing updates in respect of:
 - Quarter 4 Key Performance Indicators exceptions (**Appendix A**), as identified by CEMT (17th April 2019)
 - In-flight projects at 31st March 2019 (**Appendix B**).

Key Performance Indicators (KPIs)

5. Cabinet agreed a suite of Key Performance Indicators (KPIs) to provide a strategic overview of organisational health during the 2018-19 financial year. Performance against Key Performance Indicators, plus accompanying narrative, was reported in full to CEMT on 17th April 2019.
6. Within their review of full KPI results, CEMT identified exceptions for onward submission to Scrutiny and Overview Committee and Cabinet (included at **Appendix A**). These exceptions are made up of all Red and Amber results (as defined in paragraph 8), plus Green results where CEMT have identified that exceptional performance or circumstances have taken place.

7. The data in **Appendix A** shows actual performance against target and intervention levels, which were agreed at the beginning of the year by Directors in consultation with Portfolio Holders. The Council uses a 'traffic light' system to denote performance, whereby:
- **Green** signifies performance targets which have been met or surpassed;
 - **Amber** denotes performance below target but above intervention level. It is the responsibility of service managers to monitor such performance closely, putting in place remedial actions at the operational level to raise standards as required.
 - **Red** denotes performance below the intervention level. This represents underperformance of concern, and should prompt interventions at the strategic level which are likely to involve the reallocation of resources and proposals to redesign how services are provided.

In-Flight Project Tracker

8. A report was previously presented on a monthly basis to provide EMT with information relating to the Council's in-flight Business Improvements and Efficiency (BIEP) projects. This report lapsed following the completion of that programme, and in October 2018 EMT requested that an equivalent report is produced to provide an overview of project performance to enable effective scrutiny and management of projects.
9. The in-flight project tracker at **Appendix B** was developed and presented to EMT on 21st November 2018 and it was agreed that this would be included as part of the regular performance report to CEMT, Scrutiny and Overview and Cabinet going forwards.

Consultation responses

Council Performance Indicator and in-flight project updates are prepared in liaison with lead officers in each directorate.

Effect on Strategic Aims

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

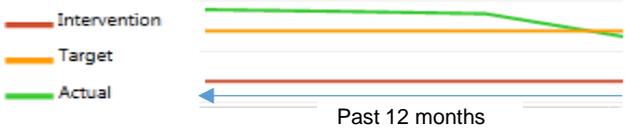
Background Papers: None

Report Authors:

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Phil.bird@scambs.gov.uk

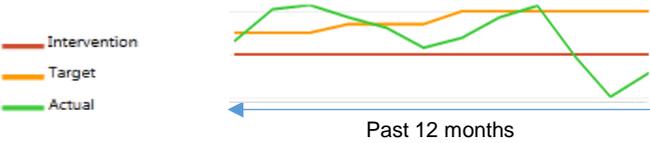
Kevin Ledger – Policy and Performance Officer
Telephone: (01954) 713018
Kevin.ledger@scambs.gov.uk

Appendix A - Key Performance Information

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments	
Landlord Services					
AH204 % tenants satisfied with responsive repairs					
Geoff Clark					
	Dec	97.97	97	92	The March result is provisional based on survey results received to date. The final result and commentary will be reported in the next quarterly update. December's result is now confirmed at 97.97%. This is a reduction from the 98.7% reported within the Q3 report, but remains above target. Prior to Q4 provisional result, performance throughout the year has consistently exceeded the target of 97% satisfaction.
	Mar	96.45	97	92	

Report continues on the following page

Appendix A - Key Performance Information

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments	
Contact Centre					
CC303 % of calls to the Contact Centre that are handled (answered)					
Dawn Graham					
	Jan	79.29	90	80	Recent performance levels have been impacted by staffing levels (including periods of unavoidable and unplanned staff absence), as well as the provision of training to new staff and allocation of resource to cover the print room service.
	Feb	70.13	90	80	
	Mar	75.67	90	80	
CC307 Average call answer time (seconds)					
Dawn Graham					
	Jan	239	100	180	A number of measures are in place to address performance levels going forward. We are currently in the process of training new recruits, and are seeking to extend current temporary staff whilst training of permanent employees takes place. Training will also be provided to service specific champions within the Contact Centre, who will be available to provide newer team members with guidance in relation to certain types of queries. Measures are being implemented to increase staff retention, including recruitment of apprentices. The Contact Centre is also contributing to the corporate customer portal project to look at reducing call volumes, and is seeking to embed self-service as the first option for all customer enquiries. Discussions are taking place to allow seconded staff to provide backup during periods of unplanned absence and peak call volumes.
	Feb	345	100	180	
	Mar	272	100	180	
Corporate Services					
CC305 % of formal complaint responses sent within timescale (all SDCD)					
EMT					
10	Dec	70	80	70	The March figure was not available at the time that this report was submitted to CEMT. A detailed quarterly performance report has been created and submitted to CEMT to allow the identification of trends and actions that need to be taken to work towards achievement of targets going forward.
	Mar		80	70	
Finance					
FS109 % invoices paid in 30 days					
Peter Maddock					
	Jan	94.97	98.5	96.5	The Council's Procurement Officer has worked to identify underlying late invoice payment trends. This has been used to target the delivery of some additional T1 system and invoice payment training and key messages. This includes the importance of ensuring invoices are date stamped upon arrival. This analysis will continue to take place to identify training needs and ensure that consistent improvement in payment results is achieved.
	Feb	90.65	98.5	96.5	
	Mar	96.58	98.5	96.5	
HR					
FS116 Staff sickness days per FTE (non-cumulative)					
Susan Gardner Craig					
	Dec	2.64	1.75	2.5	The March figure was not available at the time that this report was submitted to CEMT. A full sickness monitoring report is provided quarterly to CEMT and Employment and Staffing Committee as part of ongoing in depth sickness reporting arrangements.
	Mar		1.75	2.5	

Appendix A - Key Performance Information

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
FS117 Staff turnover (non-cumulative)				
Susan Gardner Craig				
Dec	0.72	3.25	4.00	The March figure was not available at the time that this report was submitted to CEMT. A full staffing monitoring report is provided quarterly to CEMT and Employment and Staffing Committee as part of ongoing in depth staffing reporting arrangements.
Mar		3.25	4.00	

Report continues on the following page

Appendix A - Key Performance Information

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	
Environ. Health & Licensing				
ES406 % major non-compliances resolved (in rolling year)				
Rob Lewis				
	Dec	68.42	90	80
	Mar		90	80
				The March figure was not received in time for submission to CEMT.
ES401 % business satisfaction with regulation service				
Rob Lewis				
	Dec	81	90	80
	Mar		90	80
				This March figure was not received in time for submission to CEMT.

Report continues on the following page

Appendix A - Key Performance Information

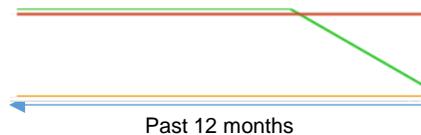
PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
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Dev. Management

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

Eileen Paterson

Intervention
Target
Actual



Dec	10.34	5	10
Mar	5.7	5	10

The improvement seen in the March result is due to the commencement of a new designation period.

PN505 % customers satisfied with Planning and New Communities

Paul Frainer



Jan	60	70	60
Feb	72	70	60
Mar	67	70	60

The information reported under PN505 is not fully representative as the PI data is gathered through customer satisfaction surveys, of which only a very low percentage (<10%) are being returned post-planning application decision. Efforts are being made to increase response rates - the customer satisfaction form has been re-designed and made available online. It will also be distributed by the SCDC registration team alongside all Decision Notices.

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Appendix B - In-Flight Project Tracker: Growing Local Businesses and Economies

R	Not on track or within agreed tolerance
A	Not on track but within agreed tolerance
G	On track
	No highlight report received

Project Name	Programme	Project Manager (and Sponsor)	Project Status	Project Partners	Project Start	Target End	Expected End	Overall RAG	Jan	Feb	Mar	Comments
Building 4010	Economic Development	David Ousby (Bob Palmer)	Initiation	U+I (business park owners), Combined Authority business board	Oct-18		Mar-21	G	G			An update is due shortly on the decision of the Business Board and the next steps.
Northstowe Enterprise Zone – Crate UK (business park operator) investment proposal.	Economic Development	David Ousby (Bob Palmer)	Emerging	Crate UK, Gallaghers (land owner), Combined Authority business board.								Awaiting terms from land owners (Gallagers)
Land to rear of SCDC offices	Economic Development	David Ousby (Bob Palmer)	Emerging	McA								Site is within Cambourne West development and expected to be suitable for B1 (c) trade counter uses. Current owner (McA) are going through the Reserved Matters Process. Expect site to be available for investment towards the end of 2019.
Cambourne Business Park land to south of estate road in Enterprise Zone	Economic Development	David Ousby (Bob Palmer)	Emerging	All business park owners, Combined Authority business board								Site is within an application for residential/commercial use. Request to owners to split site allowing for commercial investment

Appendix B - In-Flight Project Tracker: Housing that is Affordable for All to Live in

R	Not on track or within agreed tolerance
A	Not on track but within agreed tolerance
G	On track
	No highlight report received

Project Name	Programme	Project Manager (and Sponsor)	Project Status	Project Partners	Project Start	Target End	Expected End	Overall RAG	Jan	Feb	Mar	Comments
Northstowe (Phase 1) Sports Pavilion	Housing that is affordable	Kirstin Donaldson (Mike Hill)	Delivery		Apr-18	Aug-21	Aug-21	R			R	November - Tender marked. Preferred bidder informed of success. Contacts pending. December - Contracts signed. Red as third month with no Highlight Report
Northstowe (Phase 1) Community Centre	Housing that is affordable	Kirstin Donaldson (Mike Hill)	Pending		Mar-19	Oct-22	Oct-22					Paper expected at EMT in Mar 2019.
Northstowe (Phase 2) Civic Hub	Housing that is affordable	TBC	Pending	Homes England			Jun-22					Homes England have now nominated SCDC to deliver the Civic Hub.
Programme of Council Housing build	Housing that is affordable	Gill Anderton (Mike Hill)	Emerging									Exploiting the removal of the borrowing cap
Investment partnership with developers	Housing that is affordable	David Ousby (Bob Palmer)	Emerging									This project is to explore opportunities to enter into investment partnerships with developers in order to bring forward developments that include affordable housing provision. A paper was submitted for consideration by EMT on 17th Dec. This requested a budget in order to carry out due diligence work, including drawing up of an Invitation to Tender to allow framework to be set up and mini-competition to take place. EMT agreed to commission the legal work required to develop invitation to tender and subsequent framework contract in order to prevent future legal challenges on the procurement of investment partnerships
Enabling work to upgrade of Cambourne Business Park Estate Road (Link to Cambourne West)	Housing that is affordable	David Ousby (Bob Palmer)	Emerging	U+I, McA (land owners)								This relates to enabling work to ensure link road is built as a condition of bringing land formerly zoned for employment as mixed use commercial / residential. This would open business park up to more footfall. Linked to business park Deed of Release to allow residential development on areas previously designated for employment only. Currently enabling work only - no budget implications.
Local Plan	Housing that is affordable	Caroline Hunt										To seek commentary for next report if this is an agreed project.

Appendix B - In-Flight Project Tracker: Being Green to our Core

R	Not on track or within agreed tolerance
A	Not on track but within agreed tolerance
G	On track
	No highlight report received

Project Name	Programme	Project Manager (and Sponsor)	Project Status	Project Partners	Project Start	Target End	Expected End	Overall RAG	Jan	Feb	Mar	Comments
Waterbeach Depot Solar PVs	Climate and Environment	Kevin Ledger (Bob Palmer)	Closing	Bouygues Energies and Services	Oct-18		Mar-18	G	G	G	G	Handover completed 22 Mar. Solar Panels now live. Feed-in-Tariff application received by Good Energy. Project to move to Closing Stage.
Investing in Green Energy at South Cambs Hall site	Climate and Environment	Kevin Ledger (Bob Palmer)	Initiation	Bouygues Energies and Services	Oct-18			G	G	G	G	High Level Assessment document presented to Climate and Environment Committee and made available to all members of CMT and EMT. Questions log set up to ensure that all queries that are raised are followed up on. EMT have agreed to commissioning Bouygues to carry out Investment Grade Proposal (IGP). Kick off meeting held on 12 Mar. First Programme Board scheduled for 17 Apr.
Footway lighting upgrade to LED and exploration of additional environmental benefits available through lighting stock	Climate and Environment	Helen Taylor (Trevor Nicoll)	Initiation	Bouygues Energies and Services			Dec-19 (phase 1)	G	G	G	G	A draft Project Brief has been prepared and was due to be sent to Bouygues at the end of March. This has been delayed due to checks on the work undertaken by a contractor to review and develop a new asset inventory for SCDC footway lights and assess the conditions of these lights. This information is necessary to the work to outlined in the Project Brief for Bougyues. Similar work is also required on lights owned by Housing prior to an LED upgrade if this stock is to be included within the project scope.

Appendix B - In-Flight Project Tracker: A Modern and Caring Council

R	Not on track or within agreed tolerance
A	Not on track but within agreed tolerance
G	On track
	No highlight report received

Project Name	Programme	Project Manager (and Sponsor)	Project Status	Project Partners	Project Start	Target End	Expected End	Overall RAG	Jan	Feb	Mar	Comments
OneVu Customer Portal	A 21st Century Council	Sonia Constant (Susan Gardner Craig)	Delivery	3C ICT	Oct-18	Oct-20	Oct-20	A	R	A	A	<ul style="list-style-type: none"> • Civica have resolved CRM API technical issue following identification of the cause by Civica, IEG4 and 3C ICT. Now awaiting user account set up so that a secure connection can be created between IEG4 and Civica. • Demo with the interim Chief Executive, Mike Hill - positive feedback about the potential of My South Cambs to improve customer service, reduce manual processing for staff and cross-Council promotion. • Started discussions about how we can help businesses, either through a business portal or by adapting My South Cambs. We are liaising with Johanna Davies and business leads to investigate best option for businesses. • Opened discussions with the new Housing project manager. The project team are picking up this in mid-April to plan out where both projects can align over the next 18 months. • Initial discussions with Kirstin Donaldson regarding how My South Cambs and the branding project can work together. • Duty Planning Calendar online functionality has been successfully tested and Planning payment form created. Implementation plan needs to be drawn up with the Contact Centre Team Leader, Rob Ellis and Planning. • Investigating options for communicating to different stakeholders: Cambourne Times, what teams work with residents, Parish Council e-newsletters and messaging on notice boards. • Issue - 3C Digital do not have the capacity to commit to developing the portal unless scheduled via the quarterly Digital Steering Group. This isn't an issue for major updates that we know of in advance, but small jobs that need to wait for at least 4 months is hindering the progress of this project. To be discussed with Project Sponsor and Joe Bedingfield (3C ICT Digital Manager)
Shared Planning Service	A 21st Century Council	Liz Jackson (Stephen Kelly)	Delivery	City	Jul-18	Jul-20	Jul-20	G	G	A		

Appendix B - In-Flight Project Tracker: A Modern and Caring Council

Project Name	Programme	Project Manager (and Sponsor)	Project Status	Project Partners	Project Start	Target End	Expected End	Overall RAG	Jan	Feb	Mar	Comments
Council Anywhere	A 21st Century Council	Andrew Francis (Susan Gardner Craig)	Delivery	3C ICT	Sep-18	May-19	Jul-19	R	R	A	A	<p>Rollout of hardware still on schedule to commence the last week of April. Prioritisation of service areas has been undertaken by the three businesses, and this is in the process of being turned into a specific rollout plan by 3C. Shared service teams will be managed first, with other teams following across the three councils.</p> <p>Work done:</p> <ul style="list-style-type: none"> CA policy and guidance shared across champions and CMT, and this will shortly be ready for publication. Prioritisation order of the three councils services has taken place and supplied to 3C. Another CA champion session has been held to update champions with current information. <p>Work still needed:</p> <ul style="list-style-type: none"> Clear communications plan needs to be set out for delivery of the rollout schedule – this is becoming critical as we move closer to hardware rollout. We need colleagues to be completely clear on what is expected of them (clear desk, attendance etc) as we come to deliver hardware. Completion of migration process for 365 to the new CA tenancy, to enable full functionality of office 365 collaboration software – this is a critical element of the project. Still awaiting clarity on insurance arrangements.
Page 19												
New Housing System	A 21st Century Council	Caroline Huggon (Trevor Nicoll)	Delivery	3C ICT				G	G	G	G	<p>Completed close down report for Procurement Project and circulate to the Programme board.</p> <ul style="list-style-type: none"> Produce draft PID for implementation programme and circulate to board for comments. Send board information about the BA resource from Orchard and costs when received. Update Risks and Issues log Meeting with Nigel Brown, 3C ICT Technical Architect to discuss design requirements. Liaise with Emma Alterton to ensure the project is scored on the priority list. Programme Manager meeting with CCC Project Manager Jon Staff to agree how project will be run and communication schedules, etc Review comments on PID and send out revised draft for approval at Programme Board meeting. Technical design meeting with Orchard on 21st March Project Board meeting 22nd March Check final arrangements for demo days on 2nd, 3rd and 4th April Programme Manager to book monthly meetings with Martyn Hilliam, SCDC Project Manager
Environmental Health System	A 21st Century Council	Paul Ashbridge (Trevor Nicoll)	Delivery	3C ICT	Oct-18	TBC	TBC	G	G	G	G	<p>Key activities completed last reporting period:</p> <ul style="list-style-type: none"> Submission of Tender Documents to Market 1st March Begin to conduct To-Be Process Mapping. Extension of CCC Current Supplier Contract for M3PP until March 2020 Extension of SCDC Current Supplier Contract for Lalpac until March 2020 Clarification Questions from Tender Procurement Training Sessions Planned 14th March / 1st April

Appendix B - In-Flight Project Tracker: A Modern and Caring Council

Project Name	Programme	Project Manager (and Sponsor)	Project Status	Project Partners	Project Start	Target End	Expected End	Overall RAG	Jan	Feb	Mar	Comments
Development of an investment strategy	A 21st Century Council	David Ousby (Bob Palmer)	Closing		Dec-18	Feb-19	Feb-19	G		G	G	This project has been successfully completed following adoption of the Investment strategy by full Council on 21st February 2019.
New Shared Planning Service System	A 21st Century Council	Nick Burton (Stephen Kelly)	Delivery	3C ICT/City	Oct-18			A	A	A	A	<ul style="list-style-type: none"> Uniform document templates training (1st and 8th March) Joint session with the county council on how to set up and configure Uniform (4th March) Get users access to the new Idox DMS system and associated software in time for training (12th/13th March) APAS/Uniform code mapping workshop (14th March) Agree and take delivery of data extract from Agile APAS Recruit someone into data cleaning temporary post. Project amber as Complete data and code mapping, prepare data using Transform and send to Idox (by 29th March) not completed.
Yotta Waste System	A 21st Century Council	Tony Allen (Trevor Nicoll)	Delivery	3C ICT/City				A	A	A	A	<ul style="list-style-type: none"> Project was at Amber due to risks to the project and newness of IEG4 portal and Yotta Alloy and the development may take longer than expected or may not be completed. Digital Team have delivered 3 integrated forms for City, 1 for SCDC and 1 POC for HDC. More work is required – HDC sprint booked for May. More sprints required for City and SCDC. Risks with sprints and that IEG4 integration was not available for portal has opened a functionality gap for the City – Adhoc processes may not be able to be deployed until Portal is ready. Mobile Device Management is not ready. 3C ICT looking at alternative that they are trying to get to work. There is a risk that it will not be ready. This will mean that the Tablets could only be deployed at risk and an alternative method to install the application will be required. CCC have hit a major snag in Openspaces data. This is currently being investigated and alternative options identified
Facilities improvement projects	A 21st Century Council	Lee Jones (Phil Bird)	Pending									Improvements will include: carpets, external storage unit, reception re-modelling, Council chamber AV equipment, Washrooms.
New HR System	A 21st Century Council		Emerging									HR systems at SCDC, City and Hunts are approaching end of contract. Each Council needs to investigate the procurement of a new solution, and there is therefore the potential to buy once, use three times. A confidential Business Case has been shared with Heads of HR
Information Sharing post	A 21st Century Council		Emerging									Further information required regarding this project.



REPORT TO: Cabinet

5 June 2019

**Lead Cabinet
Member** Leader of the Council

LEAD OFFICER: Suzy Brandes; Jonathan Tully,

Strategic Risk Register

Purpose

1. The Council has a Risk Management Strategy which is approved by the Audit & Corporate Governance Committee. This sets out that the Council should have a Strategic Risk Register. It was recognised that this required a full review to ensure that is stayed up to date and reflected the latest Business Plan of the Council.

Recommendations

2. Cabi is being asked to:
 - review the amended draft version of Strategic Risk Register in [Appendix A](#), and approve the document.

Background

3. It was agreed that the Strategic Risk Register required a full review and update. The Risk Management Team has consulted with managers and members to inform the latest draft version of the register, included in Appendix A.
4. The document is presented in the same format as reports produced by the current Risk Management software 4Risk. The original draft version of the risk register is presented as Appendix B for reference.

Consultation with Management

5. The Council initially held a risk management workshop with both members of the Executive Management Team and the Corporate Management Team.
6. Groups were established to focus on specific risk themes. Notes were drafted, and these were then reviewed by the other members of the management team. This process was useful as it started from a clean slate. As part of this process it became clear that several risks were cross cutting and appeared in more than one theme, and that there was an opportunity to condense the risks.
7. The notes from this workshop are included in [#Appendix C – Notes from the CMT / EMT Risk Management Workshop](#) for reference.
8. Key observations from this workshop included:
 - the register should be condensed, as there were cross cutting risks; and
 - most of the inherent risks scored “5” (assuming there was no control in place);

9. The results were then presented to Corporate Management Team. Following discussion CMT decided that there was not much benefit in reporting the inherent risk. A preferred approach would be to focus on the residual risks (where we are today), and the target risks (where we would like to be).

Consultation with Members

10. The Council held a further workshop with Members to discuss the Risk Management Framework. Managers were also invited to participate.
11. The session was chaired by Zurich which helped to provide an independent forum and external advice.
12. The notes from this workshop are included in [#Appendix D – Notes from the Members Risk Management Workshop](#)
13. A key observations from Members was that there is an opportunity to make the new register brief so that resources are focussed on the core risks.

Conclusion

14. Information from Risk Management Workshops, and the Business Plan, has been used to inform the contents of a draft Strategic Risk Register.
15. Cabinet is asked to review and approve the contents of the Strategic Risk Register.

Background Papers: None.

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Appendix A – Draft Risk Register (New 4Risk format)

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
G	Infrastructure Failure Head of Service: Susan Gardner Craig Risk Owner: Alex Young	Cause Major IT failure of infrastructure and systems Consequence Leading to complete loss of service in one or more areas Resulting in potential to miss statutory obligations, damage to property, endangering life, financial, reputational damage	I = 5 L = 4 20	<ul style="list-style-type: none"> ICT Strategy and Business Plan agreed by Cllrs in 2017. Server Consolidation Project underway to improve resilience from previous SCDC stand-alone exposure. Independent Penetration / Resilience testing undertaken as part of PSN compliance Business continuity plan updated and exercised, with lessons learned shared from previous events Appropriate investment in IT Council Anywhere enables working at multiple sites 5 days support from LGA 	I = 5 L = 1 5	<ul style="list-style-type: none"> Provide sufficient resources to support ICT Strategy Complete Council Anywhere programme Undertake comprehensive fail-over tests for Servers. 	31/03/20 Alex Young 31/03/20 Andrew Francis 31/03/20 Alex Young
B	Insufficient people resources and skills Head of Service: Susan Gardner Craig Risk Owner: Susan Gardner Craig	Cause Council unable to recruit in a high employment area, national skills shortages in certain skills areas (HGV drivers, planners), high cost of living (housing), transport infrastructure, inability to match market place pay & package levels, Consequence Leading to Staff shortage, lack of suitable skills and capacity, not fulfilling aspirations of the workforce; Resulting in Inability to deliver services and business plan, negative impact on current staff.	I = 4 L = 4 16	<ul style="list-style-type: none"> Good management and leadership (1:1s, PDR, etc) Diversity of work and development opportunities Employee package Apprenticeships Adaptable and flexible workforce Focus on personal and career development Positive and enabling culture Shared Services Golden Hellos Employee referral scheme Developing a career progression scheme, particularly in Planning Offering trainee HGV Driver places Participation in national apprenticeship Trailblazer programmes Branding and selling South Cambs Disability Confidence scheme Commitment to provision of Essential Worker affordable homes in corporate Business Plan 	I = 4 L = 2 8	<ul style="list-style-type: none"> Recruit to new posts once structures agreed Undertake review of recruitment Keep under review employment policies and update as required Set up Member task and finish group to look at disability confidence scheme Promote Apprenticeships and work experience across all service areas 	30/09/19 SGC 31/12/20 SGC 31/12/20 SGC 31/12/20 SGC 31/12/20 SGC

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
C2	Failure to meet targets for building new affordable Council housing and failure to spend the right to buy receipts; Head of Service: Heather Wood Risk Owner: Kirstin Donaldson	Cause Lack of experienced, commercial new-build development and project management skills, experience and capacity. Consequence Leading to Failure to build an average of 70 new affordable homes each year and spend Right-to-Buy receipts lack of housing for residents, inequality of housing arrangements, failure to meet the highest housing need, Resulting in Corporate business plan commitments are not delivered, reputational and financial damage due to handing back Right-to-Buy receipts to Govt with a high-interest penalty or S106 money to developers, potential increase in the cost of managing homelessness.	I = 4 L = 4 16	<ul style="list-style-type: none"> Local plan sets 40% affordable policy target Council supports new HRA Borrowing freedoms Support to develop parish plans and develop exception sites Organisation Development Plan targets hard-to recruit skills The Housing Revenue Account (HRA) business plan has been updated to reflect the 1% rent cut for four years announced in the Government's July 2015 Budget. The loss of £134m from the HRA Business Plan has had a significant impact on the Council's build programme. Revised HRA Business Plan was approved in February 2018 and agreed to continue 1.95% surcharge to new build capital budget to enable recruitment of 2 extra staff new build officers. New interim Team Manager appointed to cover vacancy in Head of New Development. Development & Investment Manager sitting with the team and providing technical mentoring to interim Team Manager External experienced contractor appointed 2 days per week to keep current projects on-track 	I = 4 L = 2 8	<ul style="list-style-type: none"> Development of the new build strategy (Kirstin Donaldson) Agree HRA borrowing requirements with Cabinet now that HRA borrowing cap has been lifted. Consider recruitment of further interim, experienced housing development contractors (Rob Dean recruited as Interim Development Project Manager and Nick Lockley as Development Project Officer (New Build)) 	31/03/20 Kirstin Donaldson Peter Maddock 31/12/19 31/03/20 Kirstin Donaldson
K	Effective project and programme management Head of Service: Susan Gardner Craig Risk Owner: Phil Bird	Cause Failure to identify and effectively manage and join-up projects and programmes of work to deliver business benefits and corporate Business Plan objectives Consequence leading to to failure to generate income, increased costs, non-delivery of service, resources deployed ineffectively, programmes across the organisations not aligned and duplicated resulting in failure to deliver benefits to community, reputational damage, financial pressures, legal challenge, impact on people and places	I = 4 L = 4 16	<ul style="list-style-type: none"> Corporate Programme Manager re-tasked to design and set up cross-cutting corporate Programmes to deliver business change / ICT, corporate Business Plan, Climate & Environment projects, Local Plan and Major Growth Sites. Cabinet agreed Programme roles and funding (£40k) for Organisation Review in February 2019. MSP and Prince 2 trained employees and toolkit available Project methodology (roles & responsibilities) Training fund available to refresh and develop skills Transformation & Change funding available to support extra Programme and Project resource across SCDC. Business Analysts skills and experience available in-house and 2 posts recruited for 18 months. Use of external consultants to support where necessary. 	I = 3 L = 2 6	<ul style="list-style-type: none"> Ensuring adequate governance arrangements for every programme and project Provision of training Ensuring sufficient people resources for each project 	31/12/20 Phil Bird 31/12/20 Phil Bird 31/12/20 Phil Bird

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
I	Organisational Review and Operating Model Head of Service: Mike Hill Risk Owner: Mike Hill	<p>Cause</p> <p>Following the change in Council priorities and the move to a more cross-cutting Business Plan and “One Council” approach, the Council’s previous operating model, organisational values, capabilities, and structure fail to deliver the new Council’s strategic outcomes for residents, communities and businesses</p> <p>Consequence</p> <p>Leading to</p> <p>insufficient staff strategic leadership and operational capacity in the right places, continued “silo” approach to customers and service delivery, failure to develop the Council’s information and data capabilities to deliver a modern Council, inability to join up data to understand the needs of customers and design and deliver services around residents and businesses, failure to deliver a more commercial approach and to generate income to fund Council work, organisational values and behaviours do not underpin “Leadership, Trust and Empowerment”</p> <p>Resulting in</p> <p>the Council does not have an appropriate operating model going forward and fails to sustainably deliver the growth, prosperity, housing and environmental improvements for residents and businesses set out in the Council’s new Business Plan.</p>	I = 4 L = 4 16	<ul style="list-style-type: none"> Phase 1 analysis of SCDC completed. Phase 2 development of new operating model and change programme agreed by Cabinet in March 2019. Transformation Fund set up to resource change programme. 	I = 2 L = 3 6	<ul style="list-style-type: none"> Set out vision for organisation change (March / April 19 – Leader & CEx); Recruit new Strategic Management Team of Chief Executive and Directors (by October 2019); Appoint SCDC Programme Manager and Change Manager (May 2019); Develop engagement and comms plan for colleagues, Members and Partners (April 2019); Work with Cabinet-appointed external consultants Castlerigg to deliver Phase 2 work (by September 2019); Ensure Council Organisational Review is effectively aligned with Shared Planning Service change programme (Programme Managers) 	<p>31/03/20 Mike Hill</p> <p>30/09/19 Mike Hill</p> <p>31/03/20 Mike Hill</p> <p>31/03/20 Mike Hill</p> <p>31/03/20 Mike Hill</p>

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
A	Information Governance Head of Service: Susan Gardner Craig Risk Owner: Jo Brooks	<p>Cause Failure to effectively manage information and data handling and retention, use of incorrect information and legal non-compliance</p> <p>Consequence</p> <p>Leading to loss or corruption of data, inability to access or share data across services and with Partners, staff don't know what data SCDC holds, data is held and duplicated in multiple systems</p> <p>Resulting in SCDC does not use data effectively to understand and predict residents' needs and design services to meet those needs, Harm to customers (individuals, organisations, staff, etc), financial penalties and reputational damage).</p>	I = 5 L = 3 15	<ul style="list-style-type: none"> • Training • Good practice • Staff resources • Policies, guidance • IT Systems • IT Security policies • Document Storage • GDPR and DPA compliance • Protocols & Sharing agreement Member awareness • PSN compliance achieved. 	I = 5 L = 2 10	<ul style="list-style-type: none"> • Resolve compliance issue on credit cards / payment processing • Issue clear guidance to staff on data management issues • Ensure compliance with data scanning requirements 	31/03/20 Jo Brooks
H	Governance of Shared Services Head of Service: Mike Hill Risk Owner: Trevor Roff	<p>Cause Ineffective and bureaucratic Shared Service decision-making processes are not open and transparent</p> <p>Consequence</p> <p>Leading to lack of clarity of and Councillor involvement in what Shared Services are expected to deliver and how decisions are taken and failure to learn and apply that learning to improve services</p> <p>Resulting in Shared Services are not effectively governed and delivering against business plans, fail to retain staff and provide resilience, and fail to deliver services for residents.</p>	I = 5 L = 3 15	<ul style="list-style-type: none"> • Shared Service Agreement signed by all Councils; • Governance structure has been in place for 3 years; • Annual Business Plans produced by each Shared Service; • Annual Report agreed in July each year 	I = 3 L = 2 6	<ul style="list-style-type: none"> • Shared Service Agreement Appendices to be completed with Recharge mechanisms, Exit Strategy etc; • Governance arrangements to be reviewed and presented to CEx's in May 2019; • Service MoU's to be completed for Planning, ICT, Legal and Waste as priorities – all other Shared Services to have MoU's in place following Governance review. • 2018-19 Annual Review to be agreed in July 2019; • Learning is captured and shared via effective governance processes. 	31/03/20 Mike Hill 31/03/20 Mike Hill 31/03/20 Mike Hill 31/03/20 Mike Hill

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
C1	Housing delivery and maintaining 5-year housing supply Head of Service: Stephen Kelly Risk Owner: Sharon Brown	<p>Cause Failure to meet targets in housing and affordable homes delivery, standards and design, or appropriately plan for new housing, failure to address national changes in housing and welfare policies, miss targets in local plan housing delivery as allocated in the 2018 local plan;</p> <p>Consequence</p> <p>Leading to lack of suitable, sustainable housing for residents, high house prices, lack of workforce for the businesses in the area, shortage of transport and facilities</p> <p>Resulting in low growth in business in the area, unhealthy and unhappy population, public dissatisfaction, reputational damage, worsening air quality and environmental, If the Council were in future unable to demonstrate a five-year supply or meet the housing delivery test, the NPPF provides a tilted balance in favour of development applications.</p>	I = 3 L = 4 12	<ul style="list-style-type: none"> Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR) Tracking of outline planning permissions through to implementation Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff. Neighbourhood Planning Toolkit to enable parishes to develop local housing and design policies reflecting local circumstances Tracking of delivery against Housing Delivery test New Housing Strategy agreed by Cabinet in April 2019 Major Sites Programme Board meeting every 2 months. Council agreed investment in extra air quality monitoring resources in February 2019 New, extra Climate Change & Environment Officer appointed in March 2019 Climate Change & Environment Advisory Committee set up in September 2019 SCDC an active member of Greater Cambridge Partnership to deliver improved transport facilities 	I = 3 L = 3 9	<ul style="list-style-type: none"> Implement an adequate workforce plan which addresses risk around difficulties in recruitment and retention of planners Develop sites to access Combined Authority £100m funding for new affordable homes Housing Strategy action plan progress to be reported to Cabinet on an annual basis Complete Air Quality Strategy Develop Environment Strategy 	31/03/20 Paul Frainer 31/03/20 Heather Wood / Geoff Clark 31/03/20 Julie Fletcher 31/03/20 Gemma Barron 31/03/20 Siobhan Mellon
D	Flooding Head of Service: Mike Hill Risk Owner: Paul Frainer	<p>Cause In a low-lying area with high water table, periods of heavy rain cause high-levels of surface water run-off and rising ground-water and river-levels</p> <p>Consequence</p> <p>leading to houses, businesses and infrastructure are flooded</p> <p>resulting in people forced to leave their homes and are unable to access their workplaces for days or weeks, disrupting communities and damaging the local economy / water and food supplies are disrupted due to flood water contamination / SCDC services are interrupted as staff are diverted to manage emergency response.</p>	I = 4 L = 3 12	<ul style="list-style-type: none"> Local Plan policies and Sustainable Environment SPD address flood reduction and mitigation; SCDC is active in CPLRF; SCDC practices its Emergency Plan and Business Continuity Plan responses; Sandbag service provided by Greater Cambridge Shared Waste Service; Parishes supported to have own Emergency Plans and resources. 	I = 4 L = 2 8	<ul style="list-style-type: none"> Annual inspections of award drainage system. 	31/03/20 Gemma Barron

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
E	Unsustainable financial position Head of Service: Trevor Roff Risk Owner: Peter Maddock	<p>Cause Government Spending Review 2019 reduces money to SCDC, while Fair Funding Review 2021 reallocates money away from SCDC to social care. New Homes Bonus is reduced / removed and Business Rates Retention is changed, impacting on SCDC as a growth area. Economic Growth reduces and so tax income to Govt reduces, impacting on Local Government Settlement, cost of "growth" sees demand for services outstrip income from new business rates or Council tax</p> <p>Consequence</p> <p>leading to SCDC funding pressure in 2021 = £3.4m, of which £2.3m is covered from reserves leaving a gap of £1.1m</p> <p>resulting in reduced income for SCDC with no reduction in demand for services, inability to set a balanced budget, services changes and reductions and increased charges to residents and businesses.</p>	I = 4 L = 3 12	<ul style="list-style-type: none"> • MTFS agreed by full Council in February 2019 • 3-stream Investment Strategy to increase income agreed by Council in February 2019 • SCDC Members and Officers actively engaged in regional and national policy debates via East of England, DCN etc. • FMS system procured • Finance policies & procedures • Staff training • Budgeting cycle linked to Business Plan • New Deputy s.151 Officer appointed • Quarterly reports by / to Heads of Service to track budget performance. • Audit (Internal / External) • Income generating activities underway across Council 	I = 4 L = 3 12	<ul style="list-style-type: none"> • Implement Investment Strategy • Monitor changes in government funding policies and exploit any opportunities that arise • Implement FMS Budget & Forecasting module to give managers tighter controls over costs and income. 	<p>31/03/20 Trevor Roff</p> <p>31/03/20 Peter Maddock</p> <p>31/03/20 Suzy Brandes</p>

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
F	Supporting Councillors to be effective Head of Service: Susan Gardner Craig Risk Owner: Kathrin John	<p>Cause Councillors require training and development to be fully effective in their roles</p> <p>Consequence leading to Councillors unaware of, unable to access information on nor understand the complexities of the Council's Constitution, their roles, the Services it provides, the demands on staff and how the Council operates</p> <p>resulting in Councillors experience difficulties taking informed decisions, developing and setting policy, supporting officers to deliver services, and resolving residents' local issues.</p>	I = 3 L = 4 12	<ul style="list-style-type: none"> Member Development Programme - Members are equipped with the skills, knowledge and information they need to carry out their roles Scrutiny and Overview Committee provides opportunity for Members to ask questions, examine key operational and policy issues and carry out in depth reviews. Review of the Constitution by Member Task and Finish Group to ensure it meets statutory requirements; is fit for purpose and reflects best practice Organisational capacity in place for Member and governance support, including sufficient budget for effective Member Development 	I = 3 L = 2 6	<ul style="list-style-type: none"> Review and update Member Development Programme to respond to changing and emerging training and development needs of Members; Conclusion and implementation of Constitution review and briefing of all Members on outcomes; Implementing revised staffing arrangements to increase capacity for Scrutiny and Overview function; Review capacity, both staffing and budget, in place to support Member Development function; Improve and update website with service information; Completion of Service Plans setting out what service is being delivered, to what quality and cost standards. 	31/07/19 Kathrin John 31/12/19 Kathrin John 31/07/19 Kathrin John 31/07/19 Kathrin John 30/09/19 Gareth Bell 31/08/19 Phil Bird
L	Organisational culture doesn't reflect organisational direction Head of Service: Susan Gardner-Craig Risk Owner: Susan Gardner-Craig	<p>Cause Council is unable to access appropriate skills, behaviours and attitudes in Councillors, Managers and Staff</p> <p>Consequence leading to failure to embed appropriate organisational culture, poor behaviour and poor working practice</p> <p>resulting in ineffective use of resources, reputational damage, failure to deliver, loss of partner engagement, low retention and recruitment of excellent staff, poor Member-Officer partnership working, negative customer impact on work colleagues, lack of joined approach.</p>	I = 4 L = 3 12	<ul style="list-style-type: none"> Established leadership programme Training opportunities for all staff Recruitment process addressing business needs Appraisal and performance management Organisational development strategy Inward/Outward balance (learning from others, peer reviews) Celebrating success Commitment to staff Comms strategy & engagement Touchdown Good recruitment practices Inclusive & enabling organisational structure Corporate briefings, team meetings (structure of engagement) 	I = 2 L = 2 4	<ul style="list-style-type: none"> Review of recruitment Leadership and management development Staff award schemes South Cambridgeshire branding 	31/03/20 SGC 31/03/20 SGC 31/03/20 SGC 31/03/20 SGC

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
M	Brexit Lead officer: Mike Hill Risk Owner: Trevor Nicoll	<p>Cause UK exits from European Union (with or without a Deal)</p> <p>Consequence</p> <p>Leading to fuel shortages, disruption to food supplies, water and medical supplies, transport delays, inability to move waste to European processors, reduction in business / investment confidence, reduced consumer spending</p> <p>Resulting in SCDC staff and residents unable to travel as part of daily life, stockpiling of food and fuel trigger shortages, reduction in spending and businesses collapse leading to job losses, increase in benefits demands and homelessness, inability to pay Council Tax.</p>	I = 2 L=4 8	<ul style="list-style-type: none"> Member-led Brexit Working Group convened and reported recommendations in Autumn 2018. SCDC fully engaged in CPLRF Emergency Planning meetings and reporting arrangements locally and to Government around Brexit SCDC Heads of Service have assessed service and resident impacts. Extra fuel ordered and stored for SCDC operations Staff home locations mapped to support flexible deployment of officers in the event travel / fuel disruption 	I = 2 L=4 8	<ul style="list-style-type: none"> Attend CPLRF Brexit Strategic Co-ordination Group and Tactical Coordination Group meetings. 	Mike Hill / Trevor Nicoll (as convened)
J	Consultation and engagement with public Head of Service: Susan Gardner-Craig Risk Owner: Gareth Bell	<p>Cause Council does not effectively “join-up” its consultation and engagement with staff, public and Partners</p> <p>Consequence</p> <p>Leading to customer exclusion, lack of public support and lack of public understanding of the role of Local Government and District Council specifically, failure to make appropriate decisions approved by local residents, multiple consultations are launched at the same time leading to “consultation fatigue” and key residents and groups are missed out, overlooked and not correctly engaged with</p> <p>Resulting in lack of public trust, public dissatisfaction with the Council’s performance, reputational damage, inability to achieve the Council’s aims, Failure to gather and understand the needs and priorities of residents and businesses, Council takes decisions that are not informed by residents’ views, ambitions and concerns, confusion and contradictions in change, policy and strategy developments.</p>	I = 4 L = 2 8	<ul style="list-style-type: none"> Business plan formulated annually after public consultation Suitable governance arrangements in place Training opportunities for all staff and members Commissioning – partial process Project methodology (roles & responsibilities) Tool kit Corporate Programme officer Communication forward plan 	I = 3 L = 2 6	<ul style="list-style-type: none"> Ensure effective communication strategy in place and adhered to Ensure ongoing and frequent updates are fed in to communications forward plan by all services. 	31/03/20 Gareth Bell 31/03/20 Gareth Bell

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
L	Demographic Change Lead Officer Mike Hill Risk Owner Paul Frainer	<p>Cause Failure to plan for a growing (from 156,000 to 200,000) and ageing population (50% increase in those aged 75 yrs) in South Cambs</p> <p>Consequence Leading to increased pressure on council resources, services no longer meet needs of local residents and businesses, new and existing communities experience community cohesion</p> <p>Resulting in service failure, increased chronic health conditions impact increase service demand, reputational damage, financial costs</p>	I = 2 L=4 8	<ul style="list-style-type: none"> • SCDC invests in building new communities, not just new houses, via Planning & Economic Development Service and Sustainable Communities & Wellbeing Service • S.106 agreements prioritise early provision of community facilities and community development staff to build community cohesion and reduce mental ill-health issues. • Local Plan agreed in 2018 to deliver sustainable and affordable homes for all. 	I = 2 L=3 6	<ul style="list-style-type: none"> • Ensure Business Plan and MTFS aligned and actions delivered 	31/03/20 Mike Hill

Appendix B – Draft Strategic Risk Register (Original working version)

Risk title	Risk Owner	Cause	Consequence	Risk Control	Residual Impact	Residual Likelihood	Further actions	Target Impact	Target Likelihood
Information Governance	Bob Palmer Phil Bird	Failure to effectively manage information and data handling and retention	Leading to inappropriate use of data info, Resulting in harm to customers (individuals, organisations, staff, etc), financial penalties and reputational damage	<ul style="list-style-type: none"> • Training • Staff resources • Policies • IT Systems • Document Storage • IT Security policies • Partnerships • Good practice • IGWS • Protocols & Sharing agreement • Guidance • Member awareness • Close down non-compliance issue on credit cards / payment processing • Issue clear guidance to staff on data management issues • Ensure compliance with data scanning requirements • GDPR and DPA compliance 	5	4			
Effective project and programme management	Phil Bird	Failure to identify and effectively manage projects to deliver corporate plan and corporate objectives	Leading to resources deployed ineffectively Resulting in failure to deliver benefits to community, financial loss, reputation loss Leading to failure to generate income, increased costs, non-delivery of service, Resulting in reputational damage, financial constraints, legal challenge, impact on people and places	<ul style="list-style-type: none"> • Training • Prince 2 trained employees • Policies & procedures • Toolkit • Identified resources (Finance/People) • Clear objectives • Timescales • Corporate plan • Project methodology (roles & responsibilities) • Training • Governance • Tool kit • Corporate Programme office • Commissioning 	4	2			
Inappropriate organisational culture	Susan Gardner-Craig	Failure to embed appropriate organisational culture	Leading to poor behaviour and poor working practice Resulting in ineffective use of resources, reputational damage, failure to deliver, loss of partner engagement, retention and recruitment of excellent staff, disconnect across organisation.	<ul style="list-style-type: none"> • Leadership • Training • Recruitment • Appraisal process • HR + OD strategy • Inward/Outward balance (learning from others, peer reviews) • Celebrating success • Comms strategy & engagement • Inclusive & enabling organisational structure • Corporate briefings, team meetings (structure of engagement) • Commitment to staff 	4	2			

Risk title	Risk Owner	Cause	Consequence	Risk Control	Residual Impact	Residual Likelihood	Further actions	Target Impact	Target Likelihood
Infrastructure failure	Bob Palmer / Head of 3C ICT	Major IT failure of infrastructure and systems	Leading to complete loss of service in one or more areas Resulting in potential to miss statutory obligations, damage to property, endangering life, financial, reputational damage	<ul style="list-style-type: none"> ICT Strategy Resilience + Backup Partnership working to understand wider context of risks Penetration / Resilience testing Council Anywhere enables working at multiple sites Business continuity planning, testing and experience from previous events 	5	2			
Planning for Local Context” or “Changing demographic	Stephen Kelly / Mike Hill	Failure to plan for (population) growth / demographic change/climate change	Leading to increased pressure on council resources, quality of place/life, impact on existing communities / community cohesion Resulting in Service failure, reputational damage, financial costs	<ul style="list-style-type: none"> Intelligence Local plan Partnership workings – GCP, GCGP CA, Parish Councils MTFS Corporate Plan Workforce plan Support to develop parish plans Good partnerships – joined up services Local plan – range of housing/services MTFS Access to intelligence + pop Older People’s strategy Awareness of policy changes Reviewing policies – Benefits Engagement – Digital Community Development Promoting + enabling 	2	2			
Organisation is ill-equipped to deal with a major incident	Mike Hill	Failure to have in place appropriate & robust plans & skills / training / sufficient procedures / preparations / resources to address an emergency, provide response and recovery to any major incident / event	Leading to failure to protect & support the public, failure of legal duty, inability to help community, return to normal, inability to deploy appropriate resources Resulting in loss of life / damage to property / reputational reputational, legal and long term people and places damage / failure to meet basic needs of residents	<ul style="list-style-type: none"> BCP EP CPLRF Training Exercises Major incident plan Resources & partnerships Capabilities (potential) Financial planning Mutual aid Voluntary sector relationships Community leadership Comms strategy Good will Assets (Buildings & vehicles) Scenario planning Business Continuity Planning 	4	3	<ul style="list-style-type: none"> Improve awareness and understanding of officers’ duties and responsibilities Some practice for major incident is needed 		

Risk title	Risk Owner	Cause	Consequence	Risk Control	Residual Impact	Residual Likelihood	Further actions	Target Impact	Target Likelihood
Unsustainable financial position	Bob Palmer	Expenditure exceeds income	Leading to inability to delivery services and Corporate plan Resulting in Central Government intervention, reputational damage, negative impact on communities and places	<ul style="list-style-type: none"> • MTFS • FMS • Finance policies & procedures • Staff training • Budgeting cycle linked to Corporate Plan • Finance team • Financial reporting • Quarterly reports by / to Heads of Service • Audit (Internal / External) • Income generating activities 	4	3			
Insufficient people resources	Susan Gardner-Craig	Council unable to recruit in a high employment area, national skills shortages in certain skills areas, high cost of living (housing), transport infrastructure, reward package restriction	Leading to staff shortage, lack of suitable skills, not fulfilling aspirations of younger generation Resulting in inability to deliver services, negative impact on current staff	<ul style="list-style-type: none"> • Employment & HR • Management policies and practices (1:1s, PDR, etc) • Diversity of work • Employee package • Apprenticeship Workforce mobility • Focus on development strategy • Positive / enabling infrastructure • Geography / nice area • Shared Services 	4	4	Understand patterns of turnover to address loss of experience staff in relevant areas.		
Supporting members to be effective	Beverly Agass	Politicians and organisation are not effectively aligned	Leading to the organisation not maximising its effectiveness Resulting in poor delivery, inefficient use of resources, poor reputation & harm to people & place	<ul style="list-style-type: none"> • Portfolio holders • Officer-member protocol • 4 yearly elections • Democratic Service and Comms teams • Corporate plan & process • Member training programme • Political awareness training for staff • Constitutional & delegation • Business Plan 	3	4			

Appendix C – Notes from the CMT / EMT Risk Management Workshop

Risk title Information Governance

Risk owner Alex Colyer / Phil Bird

Cause Failure to effectively manage information and data handling and retention

Consequence: Leading to inappropriate use of data info, Resulting in harm to customers (individuals, organisations, staff, etc), financial penalties and reputational damage

Gross Risk rating: Impact 5 Likelihood 5

2

- Risk control

- Training	- Partnerships
- Staff resources	- Good practice
- Policies	- IGWS
- IT Systems	- Protocols & Sharing agreement
- Document Storage	- Guidance
- IT Security policies	- Member awareness

Net Risk rating: Impact 5 Likelihood 4

CMT feedback:

The risk also needs to refer to failure to use information or use of incorrect information, which can cause significant damage.

GDPR should be mentioned in the risk, also as a control.

Additional actions proposed in relation to this risk:

- Close down non-compliance issue on credit cards / payment processing
- Issue clear guidance to staff on data management issues
- Ensure compliance with data scanning requirements

Risk title Effective project and programme management

Risk owner Phil Bird

Cause Failure to identify and effectively manage projects to deliver corporate plan and corporate objectives

Consequence: Leading to resources deployed ineffectively
Resulting in failure to deliver benefits to community, financial loss, reputation loss.

Gross Risk rating: Impact 5 Likelihood 5

2

Risk control

<ul style="list-style-type: none">- Training- Prince 2 trained employees- Policies & procedures- Toolkit	<ul style="list-style-type: none">- Identified resources (Finance/People)- Clear objectives- Timescales
---	---

Net Risk rating: Impact 5 Likelihood 2

CMT feedback:

This risk is linked to risk 17 “Major Corporate and Strategic Projects are not delivered”.

Impact is overrated, should be 4 for both gross and net.

This is not a strategic risk, other than as part of Risk 17, or if worded as “Failure to deliver the Corporate Plan”.

Proposed further actions:

- Projects within teams don’t go through the Programme Hub. This needs to be captured to have proper visibility of projects in the organisation.
- 3C Projects are not captured in SCDC plans, while they make demands on resources.

Risk Title **Inadequate IT investment**

Risk owner **Alex Colyer / Susan Gardner-Craig**

Cause Failure to invest in appropriate IT infrastructure, team & equipment & train staff effectively

Consequence: Leading to inefficient use of assets & poor organisational resilience
Resulting in poor customer service, additional cost to the organisation and poor reputation and staff unable to do job and safeguarding

Gross Risk rating: Impact 4 Likelihood 4

2

Risk control

<ul style="list-style-type: none">- Resource Allocation- MTFS- Forward planning & identifying needs & building into budget- Recruitment- Training	<ul style="list-style-type: none">- Embedding “right” culture & values- Procuring system & hardware effectively- Ongoing support from both IT & other employees
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Net Risk rating: Impact 4 Likelihood 3

CMT feedback:

This risk should be merged with Risk 5 “Infrastructure failure”. This risk is a control for that risk.

This is not a strategic risk for SCDC, and is adequately controlled.

Net likelihood should be 2 as it is well controlled by 3C ICT

Risk Title **Inappropriate organisational culture**

Risk owner **Susan Gardner-Craig**

Cause **Failure to embed appropriate organisational culture**

Consequence: Leading to poor behaviour and poor working practices
Resulting in ineffective use of resources, reputational damage, failure to deliver, loss of partner engagement, retention and recruitment of excellent staff, disconnect across organisation.

Gross Risk rating: Impact 5 Likelihood 5

2

Risk control

<ul style="list-style-type: none"> - Leadership - Training - Recruitment - Appraisal process - HR + OD strategy - Inward/Outward balance (learning from others, peer reviews) 	<ul style="list-style-type: none"> - Celebrating success - Comms strategy & engagement - Inclusive & enabling organisational structure - Corporate briefings, team meetings (structure of engagement) - Commitment to staff
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Net Risk rating: Impact 4 Likelihood 2

CMT feedback:

We need to define what organisation we want to be.
What we need to put in place to achieve this?
These definitions should drive the risk.

Risk Title Procurement contracts failure (LINK TO 11?)

Risk owner Susan Gardner-Craig / Sean Missin

Cause Failure to equip staff with the right skills & resources to procure and manage contracts effectively

Consequence: Leading to inappropriate contracts and contracts difficult to manage, contract failure
Resulting in reputational damage, legal challenge, financial costs, loss of service, low value for money

Gross Risk rating: Impact 4 Likelihood 4

**2
Risk control**

- Training	- Planning / Contract register
- Recruitment	- Involving the right people
- Policies & procedures	- Legal support
- Project Management	- Partnership working
- Resources / External Specialists	- Shared costs & experience

Net Risk rating: Impact 4 Likelihood 2

CMT feedback:
This is not a strategic risk for SCDC.

Risk Title Failure of 4 year cycle

Risk owner Susan Gardner-Craig

Cause Fail to adopt 4 year Planning/Political cycle

Consequence: Leading to lack of direction, ambition and uncertainty of corporate goals
Resulting in loss of opportunities and service failures and increased costs

Gross Risk rating: Impact 3 Likelihood 4

2

Risk control

- Implementation of Member Task & Finish group findings

Net Risk rating: Impact Likelihood

CMT feedback:

This is not a strategic risk for SCDC.

Risk Title Failure to plan for growth

Risk owner Stephen Kelly

Cause Failure to plan for (population) growth / demographic change/climate change

Consequence: Leading to increased pressure on council resources, quality of place/life, impact on existing communities / community cohesion

Resulting in Service failure, reputational damage, financial costs

Gross Risk rating: Impact 4 Likelihood 4

2

Risk control

- Intelligence
- Local plan
- Partnership workings – GCP, GCGP CA, Parish Councils
- MTFS
- Corporate Plan
- Workforce plan
- Support to develop parish plans

Net Risk rating: Impact 2 Likelihood 2

CMT feedback:

This risk should be linked to Risk 9 “Ageing population” under title “Planning for Local Context” or “Changing demographic”.

Risk Title Future reform preparedness (LINK TO 14?)

Risk owner Beverly Agass

Cause Failure to position the Council for future local government / public service reform

Consequence: Leading to mismatch / dislocation of services to meet demand, uncertainty / conflicting priorities, loss of key skills
Resulting in inefficient / unrepresentative services, confusion or simplification of service delivery

Gross Risk rating: Impact 4 Likelihood 4

2
Risk control

- Relationships	- Innovation
- Intelligence	- Management of change,
- Insights	- Workforce planning
- Skills	- Comms
- Partnership	- Briefings
	- Corporate Plan

Net Risk rating: Impact 3 Likelihood 3

CMT feedback:
This is not a strategic risk for SCDC.

Risk Title Failure of contract management (LINK TO 6?)

Risk owner Sean Missin

Cause Failure to strategically manage contractual partners (eg failure of major national contractor)

Consequence: Leading to contractual failure, lack of key resources, legal/financial penalties
Resulting in service failure/reputational damage, increased costs

Gross Risk rating: Impact 4 Likelihood 4

2

Risk control

- Business intelligence	- Procurement processes, evaluation, award
- Partnership dialogue	- Insurance
- Regular meetings	- Central Government relationships
- Contract evaluation and monitoring	- Good governance
- MTFS	

Net Risk rating: Impact 3 Likelihood 3

CMT feedback:

Is Sean the right person to be the risk owner for this risk?
Is the risk referring to the risk of Not procuring in accordance with Legislation?
Or not managing the contract?
Could be reworded as “Failure of a strategically important contracts (AMEY)”
Risk needs to be more specific.

Risk Title Organisation is ill-equipped to deal with a major incident

Risk owner Mike Hill

Cause Failure to have in place appropriate & robust plans & skills / training / sufficient procedures / preparations / resources to address an emergency, provide response and recovery to any major incident / event

Consequence: Leading to failure to protect & support the public, failure of legal duty, inability to help community, return to normal, inability to deploy appropriate resources
Resulting in loss of life / damage to property / reputational reputational, legal and long term people and places damage / failure to meet basic needs of residents

Gross Risk rating: Impact 5 Likelihood 4

2 Risk control

<ul style="list-style-type: none"> - BCP - EP - CPLRF - Training - Exercises - Major incident plan - Resources & partnerships - Capabilities (potential) 	<ul style="list-style-type: none"> - Financial planning - Mutual aid - Voluntary sector relationships - Community leadership - Comms strategy - Good will - Assets (Buildings & vehicles) - Scenario planning
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Net Risk rating: Impact 4 Likelihood 3

CMT feedback:

Is this risk about Emergency Planning?
Controls need to refer to Business Continuity
Additional actions proposed:

- Improve awareness and understanding of officers' duties and responsibilities
- Some practice for major incident is needed

Risk Title Failure of strategic partnerships

Risk owner Beverly Agass

Cause Failure to maintain, and/or provide leadership for major strategic partnerships (CA, GCP, Shared Services, Police, Health)

Consequence: Leading to breakdown of / tension within the partnership. Inertia, fragmented decision making, duplication, missed opportunities

Resulting in service failure / reputational damage, financial impacts

Gross sRisk rating: Impact 4 Likelihood 4

2 Risk control

<ul style="list-style-type: none"> - Good Governance arrangements - Lead officer / member skills, - Active leadership within the Partnership 	<ul style="list-style-type: none"> - Continuous review of strategic partnerships (clear understanding of SCDC priorities / desired outcomes) - Support for and capacity of / with the partnership
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Net Risk rating: Impact 3 Likelihood 2

CMT feedback:
This is not a strategic risk for SCDC.

Risk Title **Legislative chage (LINK TO 10?)**

Risk owner **Alex Colyer**

Cause **Failure to manage impact of major Government policy / legislative change**

Consequence: Leading to reduction in funding, assets, increased resource commitments, change in corporate priorities, service pressures

Resulting in reduction in quality of life, reputational damage

Gross Risk rating: Impact 5 Likelihood 4

2
Risk control

<ul style="list-style-type: none"> - Local Intelligence / engagement with national agencies - Corporate / service planning - MTFS - Capacity to evaluate 	<ul style="list-style-type: none"> - OD Planning - Member/MP relationships - Effective partnerships, - Skills - Decision making timeliness
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Net Risk rating: Impact 4 Likelihood 3

CMT feedback:

This risk needs to be more specific: Homelessness Prevention, Universal Credit, Business Rate changes

Risk Title Local economy change

Risk owner Stephen Kelly

Cause Failure to plan for major change in local economy (AI, technological change)

Consequence: Leading to increased pressure on council services, demographic impacts (emigration etc)
Resulting in employment opportunities / challenges for the Council, increased costs, unmet demands, mismatch in local plan priorities (hsg / transport), impact on local taxation

Gross Risk rating: Impact 4 Likelihood 4

2 Risk control

<ul style="list-style-type: none"> - Economic forecasts - Local plan - MTFS - ED Strategy - Corporate / Service Plans - OD Planning 	<ul style="list-style-type: none"> - Business relationships - Strategic insight and intelligence - Active participation in GCP, CA, Oxford – MK-Cambridge corridor, LSC corridor
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Net Risk rating: Impact 3 Likelihood 3

CMT feedback:
This risk should be linked to the merged risks 8 and 9 as “Planning for local context”.
The other side of this risk is opportunities, which should be flagged.

Risk Title Major Corporate and Strategic projects are not delivered

Risk owner Phil Bird

Cause Delay or non delivery due to insufficient resources, skills and inadequate governance and programme management

Consequence: Leading to failure to generate income, increased costs, non-delivery of service, Resulting in reputational damage, financial constraints, legal challenge, impact on people and places

Gross Risk rating: Impact 5 Likelihood 5

2 Risk control

- Corporate plan
- Project methodology (roles & responsibilities)
- Training
- Governance
- Tool kit
- Corporate Programme office®
- Commissioning – partial process

Net Risk rating: Impact 4 Likelihood 3

CMT feedback:
This risk should be merged with Risk 2 “Effective project and programme management”

Appendix D – Notes from the Members Risk Management Workshop

Session 1

Risk themes

- Public funds – reduction
- Commercialisation – the ice rink investment
- Commercialisation – not having the skills in house
- Restructure / Financially supporting the upper tier County (like Northampton CC)
- Brexit - Supply chain
- IT – Single point of failure / lack of business continuity
- IT – Cyber risk and social engineering fraud
- Artificial Intelligence – not understanding how it could be used
- Brexit – Impact on logistics / traffic on the A14
- Legislation – not being prepared for change
- Partnership risk – impact on decision making / Combined Authority
- Own employment - Recruitment and retention
- District wide employment – driven by cost of living
- District wide employment – major employer (e.g. Astra Zenica) leaves area
- Environmental – Flooding / Air Quality
- Demographic change – increase in people has impact on housing need
- Demographic change – infrastructure may be insufficient
- House prices
- Homelessness
- Economic Growth – planned economic growth does not happen
- Financial – risk in borrowing

Other comments

- Leader: Too many high level risks currently. How do we choose what is important and how do we prioritise scarce resources.
- Risk appetite – this needs to be defined.

Session 2

Risk themes

- Failure to make decisions promptly – new decision making process with pre-scrutiny has risk of being perceived ineffective whilst it beds in
- Own employment - Recruitment and retention, caused by cost of living. Staff having to commute long distances – e.g. from Norwich
- Customer exclusion - Processes need to be automated, e.g. online forms, however risk that certain parts of community are excluded
- Housing delivery – failure to meet targets
- Potential unemployment from automation of tasks
- Lack of citizen engagement
- Welfare reform – leading to reduction in rent collection
- Recycling market decreases – reducing the income for the Council
- Change in Central Government Policy – impacting local decisions, by change or delay
- Own employment - Recruitment and retention
- District wide employment – major employer (e.g. Astra Zenica) leaves area

Other comments

- There was general concern that Council has inability to provide accurate records of new housing to demonstrate whether targets were being met. When reflecting that the Council held this data (e.g. Council Tax / Building control) there was concern that data was not being shared / processed efficiently within Council.
- Concern that there was no Memorandum of Understanding for shared services (Planning in particular).
- Question raised about whether we should continue to self-insure housing stock, and whether it was time to transfer the risk. Comments made, following feedback from Internal Drainage Board, over increasing risk of flooding and environmental damage after 20 years.
- General commentary was made that the Council does not effectively engage with the public, who do not understand the different tiers and roles of Local Government. One Councillor said that they engaged with the public using twitter, Facebook groups. Another Councillor recognised that they were not using social media as they did not know how to.

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REPORT TO: Cabinet

5 June 2019

LEAD CABINET MEMBER Leader of the Council

LEAD OFFICER: Executive Director

Re-appointment of Brexit Advisory Group

Purpose

1. This report invites Cabinet to re-appoint the Brexit Advisory Group in order that it may continue to advise the Cabinet on managing the impact of Brexit on the economy of South Cambridgeshire.
2. This is not a key decision.

Recommendations

3. It is recommended that
 - (a) The Brexit Advisory Group be re-appointed in order to continue to advise the Cabinet on managing the impact of Brexit on the economy of South Cambridgeshire.
 - (b) Cabinet note that the terms of reference of the Brexit Advisory Group currently provide for it to comprise 5 Liberal Democrats, 2 Conservative and 1 Labour or Independent Member, together with the Leader of the Council as an additional member and 3 co-opted Members of Cambridge City Council.
 - (c) Cabinet appoints Members to serve on the Brexit Advisory Group (Nominations from Group Leaders have been sought).

Reasons for Recommendations

4. To enable Cabinet to appoint Members to the Brexit Advisory Group

Background

5. At its meeting held on 26 July 2018, Cabinet agreed to set up an Advisory Group to review and report on the potential impacts of Brexit on South Cambridgeshire and to recommend actions to mitigate those impacts where relevant and appropriate.
6. Cabinet agreed that the Advisory Group should comprise 5 Liberal Democrats; 2 Conservative and 1 Labour or Independent Member, together with the Leader as an additional Member. Given the close relationship between the economies of South Cambridgeshire and Cambridge City, it was also agreed that 3 Cambridge City Council Members should become co-opted members of the Group.
7. The following Members were appointed to serve upon the Group:-

South Cambridgeshire District Council

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

Cambridge City Council

Councillors Rod Cantrill, Martin Smart and Anna Smith

Councillor Geoff Harvey was elected as Chairman of the Advisory Group.

8. Cabinet agreed the Terms of Reference of the Group at its meeting held on 3 October 2018 (attached at Appendix A).

Considerations

9. The Advisory Group submitted its report and recommended priorities for action to the meeting of the Cabinet on 6 March 2019.
10. The terms of reference of the Advisory Group provided that the group would be time limited with four planned meetings in 2018/19. However the terms of reference recognised that the continuation of the group and its remit 2018/19 would be subject to approval by Cabinet, on the recommendation of the Chairman of the Advisory Group.
11. At the Annual Council meeting on 16 May 2019, Councillor Geoff Harvey, the Chairman of the Brexit Advisory Group, asked the following question:-

“South Cambridgeshire District Council, Cambridgeshire County Council and the Citizens Advice Bureau all have resources which can be targeted to support EU nationals in achieving settled status.

However, can the Cabinet initiate coordination and pooling of these resources and signposting within these organisations to support our valued EU nationals?”
12. The Leader of the Council expressed the view that the Brexit Advisory Group should be reconvened to consider how the Council could support its EU nationals. She noted that the Council had received circa £17k funding from the Government to enhance capacity and capability in preparation for Brexit related activities and that the Brexit Advisory Group could play an important role in determining how this Government funding should be allocated. A similar level of funding is expected for 2019/20.
13. It is therefore recommended that Cabinet should re-appoint the Brexit Advisory Group in order to consider use of the Government allocated funding and to continue to monitor and advise on management of the impact of Brexit on the economy of South Cambridgeshire.
14. Group Leaders have been asked to confirm their nominations to the Group and these will be reported to the meeting. However, at the time of writing, the Labour and Independent Groups have each nominated a Member to serve upon the Advisory Group. As indicated at paragraph 6 above, the current terms of reference provide for 1 Labour or 1 Independent Member to sit on the Group. This seat was filled by the Labour Group (Councillor Nigel Cathcart) during 2018/29.

15. Cambridge City Council has indicated that it has appointed Councillors Anna Smith, Haf Davies and Rod Cantrill as its representatives on the Advisory Group.

Options

16. Cabinet could agree to re-establish the advisory group as recommended or decide not to do so, but re-establishing the group will enable a steer to be given to officers with regard to the allocation of the new Government funding.

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

As indicated above, in February 2019, South Cambridgeshire District Council received £17,484 of funding from Government. The Government's expectation is that "the funding will only be used to enhance capacity and capability within local authorities in preparation for EU Exit related activities". There will be a further £17,484 in 2019/20.

Effect on Corporate Priority Areas

Priority area – Growing local businesses and economies

18. The Brexit Advisory Group supports the above aim by reviewing how the Council can support local businesses and economies to survive and grow during the Brexit process.

Background papers

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

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

None

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Cambridge and South Cambridgeshire Brexit Advisory Group

Terms of Reference

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

Remit

The Group will seek to:

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

Membership

The Advisory Group will comprise:

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

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

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

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

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

Attendance at meetings

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

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

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

Timescale

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

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

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

Authority and Purpose

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

Administration

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

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

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Agenda Item 10



REPORT TO: Cabinet

5 June 2019

Lead Cabinet Member Deputy Leader (Statutory)

LEAD OFFICER: Joint Director for Planning and Economic Development

Bourn Airfield Draft Supplementary Planning Document (SPD)

Purpose

1. The purpose of this report is to seek agreement for the Draft Bourn Airfield Supplementary Planning Document (SPD) to be published for consultation.
2. This is key decision. It was first published in the April 2019 Forward Plan.

Recommendations

3. That Cabinet:
 - (a) Agree the content of the draft SPD in Appendix A subject to the recommended changes set out in Appendix B.
 - (b) Approve the draft SPD for public consultation in accordance with for public consultation in accordance with Regulation 13 of the Town and Country Planning (Local Planning) (England) Regulations 2012 for a period of six weeks;
 - (c) Approve the consultation arrangements set out in the Consultation Statement (Appendix C);
 - (d) Delegates authority to the Joint Director of Planning and Economic Development in liaison with the Deputy Leader, to agree the draft Strategic Environmental Assessment (SEA) and draft Habitats Regulation Assessment (HRA) Screenings Reports for consultation alongside the draft SPD, including with the three statutory bodies;
 - (e) Delegates authority to the Joint Director of Planning and Economic Development in liaison with the Deputy Leader, to make editorial changes to the draft Bourn Airfield SPD and supporting documents for consultation (to comprise minor amendments and factual updates and clarifications).

Reasons for Recommendations

4. Local Plan policy SS/7: allocates land for the development of a new Village at Bourn Airfield. Subject to the recommended changes to the SPD, it is now proposed that the draft SPD, with its supporting documents, is published for public consultation. The

draft SPD was considered by the 21st May Scrutiny and Overview Committee whose comments have been summarised and responded to as set out in the table at Appendix D.

Background

5. The South Cambridgeshire Local Plan was adopted in September 2018. Policy SS/7 allocates land for a new village at Bourn Airfield, and requires that a Supplementary Planning Document (SPD) is prepared to guide and support the delivery of the new village. The policy allocates land to the south of the A428 based on Bourn Airfield for the development of approximately 3,500 dwellings. The final number of dwellings will be determined through a design-led approach and spatial framework diagram included in the SPD. These new homes are to be supported by a range of infrastructure and community facilities and services.
6. The majority of the land allocated by Policy SS/7 is subject to an option agreement with Countryside Properties (UK). An outline planning application for the development of a new village at Bourn Airfield was submitted in September 2018, with all matters reserved except for the principal highways junctions from the St Neots Road roundabout and onto the Broadway. There are some differences between the site allocated in the Local Plan (and the Major Development Site it identifies) and for which guidance is provided in the draft SPD, and the submitted planning application. This will be a matter for separate consideration through the planning application process.
7. The existing employment area on the site is owned by Diageo Holdings (the former Thyssen Krupp site) and an outline planning application has recently been submitted for its development for B1 business uses. The DB Group (formerly David Ball group) have stated that at this stage they intend to remain in this location, and are currently considering their future prospects and plans.
8. On adoption the SPD will become a material planning consideration in the determination of planning applications for the development of the site. The adopted Local Plan 2018 requires the preparation of an SPD to add detail and guidance in support of Local Plan policy SS/7. The Council's position is that the determination by Planning Committee of planning applications covering the site cannot take place until there is considerable certainty as to the content of the SPD.

Considerations

Engagement during preparation of the Draft SPD for consultation

9. The draft SPD has been prepared jointly by consultants Arup and the Council, to provide a clear framework to assist decision making relevant to the delivery of the new village.
10. Two sets of engagement workshops were held during the preparation of the draft SPD. The first set of sessions were held in October/November 2018 and sought to re-introduce the SPD, the initial preparation of which had been paused whilst the Local Plan examination process was concluded and the Local Plan adopted. There was also an opportunity to share initial views on the key matters to be addressed. For each set of workshops a separate session was held for technical stakeholders, landowners/agents and community representatives. The second set of workshops, held in February 2019, discussed a draft Vision and set of Objectives, and raised a debate around spatial choices.

11. A summary of the issues raised and the way in which the draft SPD has responded to the workshops is included in the Consultation Statement (Appendix C).
12. A member briefing was held on 9 May 2019, to provide an opportunity for Members to understand the content of the SPD and steps leading towards its adoption.
13. Scrutiny and Overview Committee received the draft SPD on 21 May 2019 for comment. Committee did not feel it could endorse the draft SPD and raised concerns about:
 - Transport, including in regard to junction access to the A428, modal shift, the provision of new transport infrastructure and proposed public transport services;
 - Health care;
 - The location of the village centre and its nature;
 - Provision for young people and the aged; and
 - The green buffers between the new village and its neighbours Highfields/Caldecote and Cambourne
14. Officers have carefully reviewed the SPD in the light of the comments of Scrutiny and Overview Committee and in Appendix D provide a detailed summary of the comments made, together with a response to each comment and a number of consequential proposed changes to the draft SPD.
15. A particular issue raised by Scrutiny and Overview Committee was in relation to the road access to the new settlement, suggesting that there should be a new junction onto the A428 dual carriageway. This is not part of the Local Plan policy requirements on the new development and was not a requirement arising from the evidence supporting the Local Plan or through the examination process. Highways England has advised that there is no strategic case for a new junction onto the A428.
16. The draft SPD is consistent with the Local Plan policy and the evidence supporting the plan and tested through the examination process. The role of an SPD as set out in regulations is to provide guidance about environmental, social, design and economic objectives which are relevant to a Local Plan allocation. A new junction onto the A428 would be a substantial additional requirement beyond those included within the detailed Local Plan policy and its impacts on the overall delivery of the new settlement in terms of timing and costs would be so fundamental that it would reasonably have been expected to have been considered through the Local Plan process.
17. For these reasons and the additional response included in Appendix D, no changes are proposed on this issue and it is considered appropriate to bring this report to Cabinet for its consideration on the appropriate way forward for the draft SPD.

Structure and Content of the draft SPD

18. The draft SPD establishes a vision for the new settlement, and strategic development objectives. It includes an indicative spatial framework diagram to guide master planning of the site. It includes a detailed analysis of the existing site context including development constraints and opportunities from the assets already present on the site. It identifies guiding principles and key fixes that should be used to inform development.
19. In combination, these overarching design principles aim to deliver a settlement that will prioritise sustainable movement across the new village, creating walkable mixed

use neighbourhoods that are of the highest quality, permeable and centred around a convenient, attractive and flexible public transport network. A key principle underpinning the allocation of the site in the Local Plan is the connectivity of the new village by high quality public transport to jobs and services in and around Cambridge, including through connections with orbital routes to the north and south of Cambridge. The GCP Cambourne to Cambridge scheme will provide that connectivity and the scheme has developed alongside the preparation of the Local Plan and SPD. It remains the intention of GCP to open the scheme by 2024. By designing in a comprehensive walking, cycling and public transport network from the early stages of development, the aim is for the new village to have a positive impact on travel behaviour and in turn minimise the impact of the settlement on the surrounding highway network and nearby communities.

20. The draft SPD also sets out a framework for creating a mixed community where a wide range of housing typologies, forms and tenures should be delivered to meet the housing needs of the area. This includes affordable housing and specialist housing including for older people. These housing types would be supported by timely provision of social, recreational and cultural facilities.
21. In addition, the SPD outlines other vital infrastructure and facilities required to create a successful settlement. These include a multifunctional green network of amenity and natural spaces, a significant amount of play space for children and young people as well as more formal outdoor sports facilities.
22. The draft SPD details that new development would be expected to demonstrate excellence in sustainable design and exceed the Council's existing standards in the adopted Sustainable Design and Construction SPD. Buildings across the site will be expected to be designed and built to be energy efficient and use the latest technology and design methods to minimise the impact of the development on the local and wider environment.
23. The draft SPD incorporates an Infrastructure Delivery Plan (IDP) which sets out the infrastructure requirements to support the new settlement and how these infrastructure projects can be funded and secured as part of the development management process.
24. The SPD has been prepared to guide a comprehensive approach to development and infrastructure across the whole site.
25. A number of amendments are proposed to the draft SPD considered by Scrutiny and Overview Committee (Appendix A), as contained in Appendix B. These are for a number of reasons, including arising from comments of Scrutiny Committee, to reflect informal comments received from a number of stakeholders, and technical refinements and corrections. It is recommended that these changes are incorporated into the SPD for consultation.

Draft Strategic Environmental Assessment and Draft Habitats Regulation Assessment Screening

26. The draft SPD will be subject to a draft Strategic Environmental Assessment and draft Habitats Regulations Assessment Screening Report to be published for consultation alongside the draft SPD, consistent with this Council's normal practice. If the screenings identify no likely significant effects arising from the draft SPD then there would not be a need for full SEA and /or HRA Appropriate Assessment before consultation could be undertaken. Following the results of consultation, a final SEA

and HRA Screening Report, and if necessary any full SEA and /or HRA Appropriate Assessment, would need to be completed before the SPD is adopted. Delegated authority is sought for the Joint Director of Planning and Economic Development to agree the draft technical screening assessments for consultation, in liaison with the Deputy Leader.

Consultation Arrangements

27. The consultation statement for the Draft Bourn Airfield New Village SPD is set out in Appendix C. It includes a summary of the engagement undertaken to date. It is proposed that, if the draft SPD is agreed for consultation by Cabinet and subject to the SEA and HRA Screening Report identifying no likely significant effects, a public consultation takes place commencing on Monday 17th June for a period of 6 weeks to Monday 29th July. Three public exhibitions are proposed to be held during the consultation period in Highfields/Caldecote, Bourn and Cambourne. Venues, dates and times to be notified in the consultation documentation. The public consultation will be carried out in line with the Council's emerging Statement of Community Involvement (SCI), and in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012. Note that the SCI is proposed to be considered for adoption by Cabinet in July 2019.
28. The SPD will be accompanied by an Executive Summary and supporting contextual information which explains the relationship between the new Local Plan and the SPD, the role and status of the SPD, how it will contribute to the future of South Cambridgeshire, the provision of new homes (including affordable), what the wider planning and transport context is, how to comment and what we would particularly welcome comments upon.

Next Steps

29. If agreed for consultation, following the consultation period the representations received would be considered, and would be reported along with the SPD to Scrutiny and Overview Committee for consideration and Cabinet for decision, seeking agreement to adopt, subject to the results of consultation.

Options

30. Cabinet may decide to:
 - Approve the draft SPD and consultation statement for public consultation without amendments;
 - Approve the draft SPD and consultation statement for public consultation with amendments;
 - Not agree to publish the draft SPD for public consultation.

Implications

31. 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: -

There are no significant financial, legal or staffing implications for the Council.

Climate Change

32. The Draft SPD provides further guidance on how the policy for the new village in the Local Plan should be implemented. It includes guidance on issues including

sustainable design and construction, energy efficiency, renewable and low carbon energy, water stress, sustainable waste management, and air quality.

Equality and Diversity

33. The SPD has been subject to Equality Impact Assessment (appendix E). The SPD, once adopted, will have a positive impact by providing a mix of houses and infrastructure to help meet South Cambridgeshire's needs.

Consultation responses

34. The draft SPD has been prepared following a series of workshops with technical stakeholders, landowners/agents and community representatives. Details are included in the consultation statement.

Effect on Strategic Aims

A. LIVING WELL

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

35. Bourn Airfield and the other strategic developments form a key part of the sustainable development strategy contained in the adopted Local Plan. Preparation of the SPD will help ensure that the site is built in a way that supports healthy lifestyles and protects and brings overall benefits to the natural and built environment.

B. HOMES FOR OUR FUTURE

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

36. Bourn Airfield and the other strategic sites are a key part of the adopted Local Plan aim to support delivery of new homes to meet identified needs.

C. CONNECTED COMMUNITIES

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

37. Preparing an SPD for the site means transport and digital infrastructure can be appropriately planned to accommodate growth.

D. AN INNOVATIVE AND DYNAMIC ORGANISATION

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

38. The proposed approach to preparation of the SPD reflects this strategic aim.

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.

Adopted South Cambridgeshire Local Plan 2018

<https://www.scams.gov.uk/planning/local-plan-and-neighbourhood-planning/the-adopted-development-plan/south-cambridgeshire-local-plan-2018/>

Local Plan Inspectors Report 2018

<https://www.scams.gov.uk/media/12102/south-cambs-report-final.pdf>

Statement of Community Involvement

<https://www.scams.gov.uk/planning/local-plan-and-neighbourhood-planning/statement-of-community-involvement/>

21st May 2019 Scrutiny and Overview Committee Agenda item on the draft Bourn Airfield New Village SPD

<http://scams.moderngov.co.uk/ieListDocuments.aspx?CId=417&MId=7547&Ver=4>

Appendices:

Appendix A – Draft Bourn Airfield New Village Supplementary Planning Document

Appendix B – Recommended proposed changes to the SPD

Appendix C – Consultation Statement

Appendix D - Scrutiny and Overview Committee 21st May 2019 summary comments, officer response and consequential proposed changes

Appendix E – Equalities Impact Assessment

Report Author: David Roberts – Principal Planning Policy Officer
Telephone: (01954) 713348

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Appendix B – Recommended proposed changes to the draft Bourn Airfield SPD and Consultation Statement

Ref. No.	Page No.	Section of SPD	Proposed Change	Reason for Change
1		General point which occurs throughout SPD	References to “zero carbon” should be amended to refer to “Net zero carbon”	To reflect the Council’s priorities
2	v	Have Your Say	Add (before the last para): <u>“Any comments submitted may also be accompanied by a request to be notified of the adoption of the Bourn Airfield New Village SPD.”</u>	To allow people to ‘opt-in’ to future correspondence / updates on the SPD.
3	5	Key Issues	Reorder the Key Issues so that number 6 becomes number 2. (Also check font).	To better reflect Council’s priorities.
4	16	Landscape, ecology & water	Amend text of penultimate paragraph to read: “There are seven Sites of Special Scientific Interest within 5km of the site boundary, <u>one of which is also designated as a Special Area of Conservation (SAC).</u> ”	To reflect informal comments from Natural England
5	16	Landscape, ecology & water	Amend the first sentence of the last paragraph to read: “Any application for development must consider any the ecological direct and indirect-impacts on habitats within the site and beyond <u>including nearby designated sites,</u> for example in terms of lighting and the appropriate level of public access.”	To reflect informal comments from Natural England and to address nature conservation considerations.
6	17	Views and vistas	Amend reference to “Historic Parks and Gardens” to read “Registered Parks and Gardens”.	To reflect informal comments from Historic England
7	31	Spatial Framework	Amend treatment of the eastern boundary strategic landscaping to better accord with Local Plan policy SS/7 section 6b.	To ensure consistency with Policy SS/7. (consequential amendment to the Quantum of Development – see Ref. No. 34). Note: this amendment is shown on the revised Spatial Framework diagram in Annex 1

Ref. No.	Page No.	Section of SPD	Proposed Change	Reason for Change
8	31	Spatial Framework	Move the indicative Primary School location to the east to help create an improved sense of place towards the village centre.	To reflect informal comments from the Urban Design team Note: this amendment is shown on the revised Spatial Framework diagram in Annex 1
9	31	Spatial Framework	Amend built boundary of Cambourne to follow Local Plan Development Framework Boundary	Factual correction. Note: this amendment is shown on the revised Spatial Framework diagram in Annex 1
10	35	1B An environment that promotes walking and cycling	Amend third bullet to read: 'Generously-sized and high quality spaces for pedestrians, <u>including seating suitable for all age groups,</u> in key locations such as the local centre, at public transport stops, and close to community facilities, <u>and across the pedestrian and footpath network</u> '.	To reflect the aspirations of Scrutiny Committee.
11	38	Fix A Main Access Point sand Primary Street	Amend bullets 2 and 3 to read as follows: "2. Enhancement to the existing junction between St Neots Road and the Broadway, ensuring the HQPT route can travel through without hindrance by queuing traffic. 3. Enhancement to the existing roundabout on St Neots Road, <u>ensuring the HQPT route can travel through without hindrance by queuing traffic.</u> "	Formatting. The text was inserted in against the wrong bullet point.
12	41	2A Mixed Use Neighbourhoods	Amend the fifth bullet point to read: "A range of community facilities, <u>including spaces for teenagers,</u> schools and early years child care.	To reflect the aspirations of Scrutiny Committee.
13	43	2C Social Infrastructure and Neighbourhood Hub	Add a new paragraph as follows: <u>"Community development workers will have an important role in providing the necessary support to the new residents as they move into the new development, helping</u>	To reflect the aspirations of Scrutiny Committee.

Ref. No.	Page No.	Section of SPD	Proposed Change	Reason for Change
			<u>to foster community relations.”</u>	
14	45	Fix D Village Centre and Neighbourhood Hub	Add post box to the list of ‘Social and Community Facilities that should be provided at the Village Centre and Neighbourhood Hub	To reflect the wider range of facilities that should be provided
15	46	2D Inclusive Access	Add a new bullet point to read: “ <u>The incorporation of ‘dementia-friendly’ design principles designed to ease decision-making; reduce agitation and distress; encourage independence and social interaction; promote safety; and enabling activities of daily living.”</u> ”	To reflect the aspirations of Scrutiny Committee.
16	49	3C Scale, Height and massing	Remove reference to ‘urban character’ from the first bullet	To remove ambiguity that the character of the village will be urban.
17	51	3E Open Spaces and Landscape character	Amend the first sentence to read: “The new village will be integrated with its landscape, incorporating and enhancing existing features and creating an encompassing network of landscaped <u>green, natural and multi-functional</u> open spaces within and surrounding new development.”	To reflect informal comments from Natural England and to address nature conservation considerations.
18	52	3F Integrating inherited assets	Add new bullet point: “ <u>Woodland management must be carefully considered and implemented to ensure limited disturbance to potential roost features of Barbastelle bats.”</u> ”	To reflect informal comments from Natural England and to address nature conservation considerations.
19	54	Fix F Introductory section	Add text to the second paragraph as follows: “Green edges will be provided <u>in accordance with Policy SS/7</u> as follows:”	To provide additional clarity to the implementation of Policy SS/7.
20	54	Fix F, 3 Eastern Edge	Amend the text of Fix F, 3 Eastern Edge to read: “Eastern Edge - Provision of a buffer defined by the edge <u>including land within</u> the Major Development Site, to include new and enhanced woodland planting to create a continuous woodland buffer of at	To provide additional clarity and ensure consistency to the implementation with Policy SS/7 6b, and in relation to the delivery of the landscape treatment to the eastern boundary of the new village.

Ref. No.	Page No.	Section of SPD	Proposed Change	Reason for Change
			least 30m in width to fully screen views between the village and adjacent properties. Provision of an additional 15m buffer from the edge of the existing woodland and Bucket Hill Plantation County Wildlife Site. An additional strategic landscape area is to be created alongside the new and enhanced woodland, providing further landscape setting to the new village, and ensuring separation from Highfields Caldecote to the east.	Note: The last sentence is to be moved to Fix B on page 55 in an amended form, to aid the reader and make clear that this is in reference to the provision of an additional buffer is directly related to the Bucket Hill Plantation County Wildlife Site.
21	55	B Woodland and Bucket Hill Plantation	Add following text to the end of the description of 'B': <u>"Provision of an additional 15m buffer from the edge of the existing woodland and Bucket Hill Plantation County Wildlife Site."</u>	To add clarity Note: Relocated and amended text from '3 Eastern Edge'.
22	56	4A Recreational walking, cycling and riding	Amend first bullet point to read: "A network of bridleways and paths suitable for all non-motorised users through <u>and around</u> the village which allow recreational walking, <u>including space for walking dogs off lead, cycling and horse-riding...</u> "	To reflect informal comments from Natural England and to address nature conservation considerations.
23	61	4D Outdoor and indoor sports provision Fix G Recreational walking, cycling and riding	Add new bullet point: <u>"Circular routes within and around the edges of the village, incorporating routes and areas of walking dogs off of leads."</u>	To reflect informal comments from Natural England and to address nature conservation considerations.
24	61	4D Outdoor and indoor sports provision Fig 47 Recreational walking, cycling and riding	Addition of green route (Circular walking and cycling route including runway park) to the north of the strategic landscape area, leading across to the footpath network in Cambourne.	To correct omission on this map. Route already shown on Spatial Framework (page 31)
25	63	Responsive and sustainable	Add to the end of the last paragraph: <u>"The objectives and targets set out in the site-wide Sustainability Strategy will be reviewed for each key phase of the development to ensure that the proposals keep up to date with national policy and</u>	To ensure development is truly responsive to the latest policy and technology.

Ref. No.	Page No.	Section of SPD	Proposed Change	Reason for Change
			<u>changes in technology and sustainable building practices</u> ".	
26	64	5A Biodiversity and habitats	Amend the first bullet point to read: "Minimise and mitigate the impacts of noise, light and human disturbance on the environment and protected species by appropriate layout, lighting design and management of access to the most ecologically sensitive environments <u>within and beyond the site boundary.</u> "	To reflect informal comments from Historic England
27	64	5A Biodiversity and Habitats	Additional text in seventh bullet point to read: <u>"Incorporate bat and bird nesting/roosting facilities into the built fabric of the village, and ensure management of wooded areas and trees does not have a significant impact on bat roosting features."</u>	To reflect informal comments from Natural England and to address nature conservation considerations.
28	65	5C Integrating sustainable drainage	Amend the last sentence of the first paragraph to read: "SuDs can also improve the quality of water in the water table and local watercourses, <u>in particular Bourn Brook.</u> "	To reflect informal comments from Environment Agency
29	67	5E site wide energy strategy	Amend the second sentence to read: "The new village therefore aspires to be an exemplar development and developers should explore, on a site-wide basis, opportunities to incorporate on-site renewable and low-carbon energy generation <u>with a view to exceeding the baseline requirement for 10% onsite renewable energy as set out in Policy CC/3. Solutions could include solar photo voltaic arrays in suitable locations and solar panels above car parking and within Runway Park.</u> "	To clarify the need to exceed the policy requirement for 10% renewable energy.
30	68	5G Noise, Light and Air Quality	Amend third bullet point to read: "Where permanent lighting is required within the vicinity of sensitive habitats <u>such as those</u>	To reflect informal comments from Natural England and to address nature conservation considerations.

Ref. No.	Page No.	Section of SPD	Proposed Change	Reason for Change
			that may be used for foraging bats, including where paths pass through these areas, such lighting will be sensitively designed to minimise light spillage.”	
31	69	Fix I, second bullet point	Amend second bullet to read: “Existing woodland, significant areas of vegetation and the existing watercourse should be retained and enhanced, with appropriate buffers provided to minimise the impact of development on biodiversity <u>including buffers for Barbastelle bats.</u> ”	To reflect informal comments from Natural England and to address nature conservation considerations.
32	74	Infrastructure Delivery Plan	Various amendments to provide further updating and clarity. See Annex 2 for details.	Updating to add clarity.
33	78	Infrastructure Delivery Plan item 24 Gas	Insert the following text to the ‘description’: <u>“There is uncertainty whether new homes will need gas connection given the Government is proposing that new homes will not have gas boilers from 2025.”</u>	To reflect the Government’s proposals that new homes will not have gas boilers from 2025.
34	85	6.4 Development Quantum	Amend the second paragraph to read: “...for a development of approximately 3,500, based on a net residential area of <u>86.5</u> ha and an average net density of 40 dph (approximately <u>3,460 dwellings</u>).”	Consequential amendment to Ref. No. 7
35	86	Fig 57 Indicative land use budget	Amend residential from 87.5ha. to 86.5ha.	Consequential amendment to Ref. No. 7
36	95	New Appendix	Additional appendix required to include Policy SS/7 and its supporting text. This is referenced in Section 1.6 of the document and has been omitted. The appendix should also include the Policies Map. (Consequential amendment to Appendices references and numbering)	To rectify an omission.
37	95+	Appendix 1	All newly inserted text appears to be in a different font	Formatting
38	95	Appendix 1	Policy CC/9 Managing Flood Risk - missing text for summary of policy	Missing text

Ref. No.	Page No.	Section of SPD	Proposed Change	Reason for Change
39	96	Appendix 1	Policy H/9 Housing Mix – font of third issue is shown in italics	Formatting

Annex 1 – Revised Spatial Framework diagram

Bourn Spatial Framework

Amended Draft 24/05/2019

LAND USE

- Residential
- Employment
- Mixed-Use
- Village Centre
- Local Hubs
- Secondary School
- Primary School

MOVEMENT AND ACCESS

- Key walking and cycling corridors and connections
- Existing footpath network
- Existing cycle routes
- Primary street
- Secondary street
- High Quality Public Transport corridor
- High Quality Public Transport stops

GREEN AND BLUE INFRASTRUCTURE

- Strategic Landscape Area
- Green Corridors and open spaces
- School Playing fields
- Outdoor sports facilities
- Woodland blocks
- Watercourse
- Long views
- Viewpoints

HISTORICAL CONNECTIONS

- Retained farm and aviation buildings
- Runway park

NB. Unshaded areas within the SPD site retained in existing use, including Grange Farm and properties adjacent to Broadway.

Metres

0 100 200 400

Scale 1:10,000 @ A3 / 1:5,000 @ A1

Page 79

See draft
Bourn SPD
for key

Amended built boundary of Cambourne to follow Local Plan Development Framework boundary. (See Ref. No. 9)

Moved the indicative Primary School location to the east to help create an improved sense of place towards the village centre. (See Ref. No. 8)

Amended treatment of the eastern boundary strategic landscaping to better accord with Local Plan policy SS/7 section 6b. See Ref. No. 7)



Annex 2 – Revised Infrastructure Delivery Plan

INFRASTRUCTURE DELIVERY PLAN

No.	Infrastructure Scheme	Description	Provider/ Partner	Triggers	On/Of f site	Land Holding	Funding	Mechanism
TRANSPORT INFRASTRUCTURE								
Non-motorised user infrastructure								
1	Improved cycle and walking network	A comprehensive network of high quality pedestrian, cycle routes and riding within the site and to connect the new village to surrounding villages, including Caldecote, Bourn and Cambourne etc	Applicants / Cambridge County Council (CCC)	Triggers to be agreed via S106 discussions. To be identified through the Transport Assessment process.	Both	Taylor family / Countryside and offsite.	S106 / S278	Planning conditions / s106 where direct mitigation required.
2	Cycleway improvement	Along old A428 corridor, between A428 Madingley Mulch roundabout and Cambourne.	Applicants / CCC	Prior to occupation. To be identified through the Transport Assessment process.	Both	Taylor family / Countryside and offsite.	S106 / S278	Planning conditions / s106 where direct mitigation required.
3	Improvements to public rights of way network	Link on site routes to surrounding villages (walking, cycling, bridleways) and provide circular routes for dog-walking, health walks, running and horse riding.	Applicants	Prior to occupation. To be identified through the Transport Assessment process.	Both	Taylor family / Countryside	S106 / s278 <u>S106 / S278</u>	Planning conditions / s106 where direct mitigation required.
4	Cycle parking	Cycle parking to be provided at some of the bus stops to improve accessibility.	Applicant / CCC	Pre-occupation. To be determined through Transport Assessments.	Off	n/a <u>N/A</u>	s106/ S278 <u>S106</u>	Planning conditions / s106 where direct mitigation required.
Public Transport infrastructure								
5	Cambourne to Cambridge – Better Public Transport Project	New public transport link and Park and Ride facility between Cambourne and Cambridge. The developer is to provide the section within their site. Two stops are proposed at Bourn Airfield New Village. Public consultation has been carried out one route. Plans for the regional Cambridgeshire Autonomous Metro (CAM) network are at an early stage, but the proposed routes take into account the requirements of the CAM.	GCP Cambridgeshire and Peterborough Combined Authority	Prior to occupation.	Both	Taylor family / Countryside and offsite	S106	A contribution towards the GCP Cambourne to Cambridge scheme will be made by the developer. To be agreed with CCC.
6	Bus services	Improvement of sustainable transport links to Cambridge and Cambourne/St. Neots.	Applicant / CCC	TBC – dependant on modelling outcomes. <u>Triggers to be agreed through the S106 process.</u>	Off	n/a <u>N/A</u>	S106	Planning conditions / s106 where direct

No.	Infrastructure Scheme	Description	Provider/ Partner	Triggers	On/Of f site	Land Holding	Funding	Mechanism
7	A428 Madingley Road Bus priority	Mitigation would be required along A428 corridor by enhancing off site bus routes.	Applicant / CCC	TBC dependant on modelling outcomes. <u>Triggers to be agreed through the S106 process.</u>	Off	n/a <u>N/A</u>	S106	Planning conditions / s106 where direct mitigation required.
8	Public Transport	Improved services to destinations such as St Neots to be investigated and provide by developer as necessary.	Applicant / CCC	On occupation. To be determined through Transport Assessments.	On and off	n/a <u>N/A</u>	£106 <u>S106</u>	Planning conditions / s106 where direct mitigation required.
Highway infrastructure								
9	Highway improvements	Primary road network within the proposed new village.	Applicant / CCC	To be determined through Transport Assessments.	On site.	Taylor family / Country-side	Developer to deliver.	Planning conditions / s106 where direct mitigation required.
10	Highway improvements	New access junction on the eastern side of the development. Junction with Highfields Road/ St Neots Road.	Applicant / CCC	To be determined through Transport Assessments.	On and off site	Taylor family / Country-side and off site.	Developer to deliver.	Planning conditions / s106 where direct mitigation required.
11	Highway improvements	New access junction on the western side of the development. Junction with The Broadway. Junction must be designed to effectively ban left turns out of the New Village and right turn in so as to minimise rat running through the village of Bourn.	Applicant / CCC	To be determined through Transport Assessments.	On and off site	Taylor family / Country-side and off site.	Developer to deliver.	Planning conditions / s106 where direct mitigation required.
12	Highway Improvements	Capacity enhancements at other local junctions which are impacted by the development as required.	Applicant / CCC	Prior to occupation - to be identified through the Transport Assessment process.	Off site	Taylor family / Country-side and off site.	S106 / S278	Planning conditions / s106 where direct mitigation required.
13	Highway Mitigation	Applicant to monitor traffic impacts on village routes on an ongoing basis.	Applicant / CCC	Prior to occupation and ongoing - to be identified through the Transport Assessment process.	Off site	Taylor family / Country-side and off site.	S106	Planning conditions / s106 where direct mitigation required.
14	Highway Mitigation	Traffic calming and other measures to be implemented in surrounding villages if required. Monitoring strategy will reflect this need.	Applicant / CCC	Triggers to be agreed through S106 process. To be identified through the Transport Assessment process.	Off site	Taylor family / Country-side and off site.	S106	Planning conditions / s106 where direct mitigation required.

No.	Infrastructure Scheme	Description	Provider/ Partner	Triggers	On/Of f site	Land Holding	Funding	Mechanism
15	Off-site mitigation works	If traffic is above model flows monitoring and fund required for traffic calming.	Applicant	TBC dependant on modelling outcomes. Triggers to be agreed through the S106 process.	Off	n/a N/A	S106	TBC Planning conditions / s106 where direct mitigation required.
16	Electric car and cycle charging points	Provision of charging points for electric cars and bicycles to facilitate greener travel options.	Applicant	Amount should be in line with housing and village centre phasing.	On	Taylor family / Country-side	Direct	TBC Planning conditions / s106 where direct mitigation required.
UTILITIES INFRASTRUCTURE								
Waste								
17	Waste and recycling containers	Provision of waste storage containers for storage and collection of household general waste, recyclables and organic waste.	Waste Collection Authority & Developer	Prior to occupation and then phased delivery.	On	Taylor family / Country-side	€106 S106	Developer to provide bins and pay s106 contribution towards provision of collection vehicles.
18	Bring sites	Provision of Bring Sites for the collection of recyclable materials, to be situated at sites easily accessible to the public.	SCDC?	Prior to occupation and then phased delivery.	On	Taylor family / Country-side	S106	Planning conditions / s106 where direct mitigation required.
19	Household Waste Recycling Centre	Contribution to St Neot's Household Waste Recycling Centre (HWRC). This depends upon whether 5 s106 agreements have already been pooled towards this facility. If only 4 s106 agreements have been signed to date then a financial contribution would be sought.	Waste Collection Authority	Prior to occupation and then phased delivery.	Off	n/a N/A	S106	Planning conditions / s106 where direct mitigation required.
20	Household waste receptacles	Provision of household waste receptacles for users.	Applicant	Details of housing mix required to calculate cost.	On	Taylor family / Country-side	TBC S106	Alongside delivery of reserved matters applications.
21	Litter bins	Adequate facilities for residents and visitors to dispose of litter in public places.	Applicant	Details of housing mix required to calculate cost.	On	Taylor family / Country-side	S106	TBC Planning conditions / S106 where direct mitigation required.

No.	Infrastructure Scheme	Description	Provider/ Partner	Triggers	On/Of f site	Land Holding	Funding	Mechanism
Water								
22	Potable water supply	<p>The existing main has no spare capacity and substantial reinforcements will need to be carried out by Cambridge Water.</p> <p>The site is expected to be served from the water main located near the junction of Broadway and the A428. An additional 300m of water main will be required to get to the site.</p>	Cambridge Water	Prior to occupation	Both	n/a N/A	Direct agreement between developer and infrastructure provider.	Direct agreement between developer and infrastructure provider who is obliged to provide capacity for planned development.
23	Foul water network	<p>The proposed development is in the catchment of Bourn WRC. The existing WRC has limited capacity but could take a portion of foul flows from the new site. Alternative WRCs in the vicinity are Papworth Everard and Utton's Drove, and each may be able to accommodate some or all of the foul water flows from the development. Work is ongoing to assess the foul drainage options in conjunction with other development sites at Cambourne West and Northstowe. Initial assessment indicates that capacity could be made available at Papworth Everard within environmental parameters. Utton's Drove is less favourable at this time as the expansion of Cambourne and Northstowe would likely take precedence.</p> <p>Whichever option is taken, upgrades to the foul network will be required to convey the flows to the serving WRC.</p>	Anglian Water	Prior to occupation	Both	n/a N/A	Direct agreement between developer and infrastructure provider.	Direct agreement between developer and infrastructure provider based upon the number of dwellings and commercial units connected. Service provider is obliged to provide capacity for planned development.
Energy and Telecoms								
24	Gas	<p>The capacity in the local area is limited and Cadent Gas will complete network studies and reinforcement to provide the capacity to the site.</p> <p>Connections are likely to be from an existing medium pressure main in the North West corner of the site.</p> <p><u>There is uncertainty whether new homes will need gas connection given the Government is proposing that new homes will not have gas boilers from 2025.</u></p>	National Grid	Prior to occupation.	Both	n/a N/A	Direct agreement between developer and infrastructure provider.	Direct agreement between developer and infrastructure provider based upon the number of dwellings and commercial units connected. Service provider is obliged to provide capacity for planned development.

No.	Infrastructure Scheme	Description	Provider/ Partner	Triggers	On/Of f site	Land Holding	Funding	Mechanism
25	Electricity	Lack of available capacity in the network, and therefore there needs to be reinforcement to provide capacity to the site. Capacity must be sufficient to enable charging of electric and low emission vehicles. Connections are likely to be from 'Bourn Primary' approximately 2.9km from the SW corner of the site.	UK Power Networks	Prior to occupation.	Both	n/a N/A	Direct agreement between developer and infrastructure provider.	Direct agreement between developer and infrastructure provider based upon the number of dwellings and commercial units connected. Service provider is obliged to provide capacity for planned development.
26	Telecoms / Broadband	There are multiple options for serving the site with ultrafast fibre broadband to each dwelling and commercial unit (Full Fibre to the Premises (FTTP)).	Broadband/ Telecoms provider	Prior to occupation	Both	Taylor family / Country-side	Commercial arrangement directly with broadband/ telecoms provider.	Direct agreement between developer and infrastructure provider.
27	Renewable energy infrastructure	Policy CC/3 of the Local Plan sets out the targets for new development. Various types of renewable energy generation may be suitable on the site and should be investigated further. Policy SS/7 (9) states that the new village will incorporate and deliver opportunities to exceed sustainable design and construction standards in the Local Plan and that these measures could include combined heat and power.	Developer	At various stage throughout the development.	On	Taylor family / Country-side	S106	Outline planning applications must clearly demonstrate that renewable energy opportunities have been investigated and incorporated.
SOCIAL INFRASTRUCTURE								
Affordable Housing								
28	Affordable housing	40% of the homes on the site will be affordable in line with Policy H/10 of the South Cambridgeshire Local Plan.	Applicant	Phased throughout development.	On	Taylor family / Country-side	£406 S106	£106 contributions. S106 contributions
Community Facilities								
29	Community centre	Provision of multi-purpose community building. This could include services such as library (see below), information and advice services, health services, adult learning services and children's centre.	SCDC	Ready for first occupations and easily accessible to first occupations.	On	Taylor family / Country-side	£406 S106	To be delivered by the developer.

No.	Infrastructure Scheme	Description	Provider/ Partner	Triggers	On/Of f site	Land Holding	Funding	Mechanism
30	Library	Satellite library based within a shared multi-purpose community building, to complement the library in Cambourne.	CCC	Triggers to be agreed through the s106 process.	On	Taylor family / Country-side	€406 <u>S106</u>	s106 contributions.
31	Indoor sports facilities	Contributions to sports hall, swimming pool and indoor bowls in line with the Playing Pitch Strategy (2016) and Indoor Sports Facility Strategy (2016). Provision of the swimming pool is likely to be in Cambourne. Sports hall could be co-located with the community building or at a larger facility in Cambourne.	SCDC / Parish Council body	TBC <u>Triggers to be agreed through the S106 process.</u>	Both	Taylor family / Country-side	S106	TBC
32	Faith spaces	Requirement of Policy SC/4 of the South Cambridgeshire District Plan (2018). There has been interest from faith groups to build their own places of worship	Parish Council body / various depending on occupier	TBC <u>Triggers to be agreed through the S106 process.</u>	On	Taylor family / Country-side	S106. Held in trust by Parish Council until suitable purchasers.	Spaces to be provided as opportunity sites. Minimum of two in sensibly located areas.
33	Burial Grounds	Requirement of Policy SC/4 of the South Cambridgeshire District Plan (2018) Approximately 300 m2 of land is likely to be required.	Parish Council body	TBC <u>Triggers to be agreed through the S106 process.</u>	On	Taylor family / Country-side	0.83ha to be provided within the site.	TBC <u>To b provided by developer on site.</u>
34		Public Art	Requirement of Policy HQ/2 of the South Cambridgeshire Local Plan (2018). This should be community led and reflect the distinctiveness of the site.	SCDC / Parish Council body	To be determined <u>Triggers to be agreed through the S106 process.</u>	On	Taylor family / Country-side	TBC <u>S106</u>
35	Community development workers and Children and Families and Adults service requests.	TBC <u>Support worker to meet the needs of the new population generated through the early phases of development (Policy SC/4).</u>	Applicant/ CCC (?) <u>Applicant/ CCC / SCDC</u>	TBC <u>From first occupation for set period.</u>	n/a <u>N/A</u>	TBC <u>N/A</u>	Phased financial contribution.	TBC <u>S106 contributions</u>

No.	Infrastructure Scheme	Description	Provider/ Partner	Triggers	On/Of f site	Land Holding	Funding	Mechanism
Education								
36	Primary schools	Two primary schools are required, a 3FE primary school with Early Years provision requiring 3ha of land. In addition, a 4FE primary school with Early Years provision requiring 4ha of land.	CCC CCC Academy	TBC First school by first occupation. Second school to reflect pace of housing delivery.	On	Taylor family / Country-side	£106 S106	£106 contributions. S106 contributions
37	Secondary school	A 6FE secondary school requiring 7ha of land.	CCC Academy	TBC Triggers to be agreed through the S106 process to ensure the provision of sufficient capacity.	On	Taylor family / Country-side	£106 S106	£106 contributions. S106 contributions
38	Special Education Needs (SEN)	Contribution to proposed Northstowe Area Special School.	CCC	TBC Required to be monitored.	Off	n/a N/A	£106 S106	£106 contributions. S106 contributions
39	Children's Centre	An office and access to a room is required which could be at a school or other suitable community building. There is no requirement for a financial contribution to build additional dedicated space.	CCC	TBC School or community centre opening.	On	Taylor family / Country-side	£106 N/A	£106 contributions. S106 contributions
40	Nursery	Unit to be provided for commercial rent within the development for full day-care provision of pre-school accommodation.	Applicant – space requirement	TBC Aligned to primary school provision plus site(s) and / or accommodation for private providers.	On	Taylor family / Country-side	£106 contributions S106 contributions	s106 contributions
Health								
41	Community health facility and space	Community health facility for provision of a range of primary and community services. Approximately 1000 sqm, plus parking and access. Potential extension of Sackville House, Cambourne.	Cambridgeshire & Peterborough Clinical Commissioning Group (CCG) / NHS	TBC Subject to NHS requirements. Triggers to be agreed through the S106 process.	On	Taylor family / Country-side	£106 S106	£106 contributions. S106 contributions

No.	Infrastructure Scheme	Description	Provider/ Partner	Triggers	On/Of f site	Land Holding	Funding	Mechanism
Retail and Employment								
42	Retail and services	Retail and service space in local centre and potentially neighbourhood hub.	Third party	Delivered through each phase. <u>Village centre in first phase.</u>	On	Taylor family / Country-side	Direct.	Ensure land is safeguarded in local centre.
43	Small business/retail units	The delivery of speculative small business units. Strategy needed for the delivery and management of the units.	Applicant (TBC) <u>Applicant / other developers</u>	Delivered through each phase. <u>Village centre in first phase.</u>	On	Taylor family / Country-side	Direct.	Employment developers to put forward their proposals through planning applications.
44	Employment space	Existing employment area on site to be reconfigured / expanded. Co-working business space in local centre to support small scale business development.	DB Group Aitchison Developments Third party	Delivered through each phase.	On	DB Group Aitchison Developments Taylor family / Country-side	Direct.	Employment developers to put forward their proposals through planning applications. Ensure land is safeguarded in local centre.
Open Space								
45	Outdoor sports pitches	South Cambridgeshire Local Plan (2018) requires 1.6ha of outdoor sport space per 1,000 people. Therefore, assuming a population of 9,800 residents (3,500 dwellings x 2.8 people per household) there is a requirement for 15.68ha. There will also be a contribution for artificial grass pitches.	SCDC / Parish Council body.	Delivered through each phase.	On	Taylor family / Country-side	£106 <u>£106</u>	Developers to provide. Also, contribution for on-going maintenance and governance.
46	Open space and play areas	South Cambridgeshire Local Plan (2018) requires 1.2ha of open space per 1,000 people. Therefore, assuming a population of 9,800 residents there is a requirement for 11.76ha. Subject to the needs of the development the open space requirement will consist of: formal children's play space (3.92ha), informal children's play space (3.92ha) and informal open space (3.92ha).	SCDC	Delivered through each phase.	On	Taylor family / Country-side	£106 <u>£106</u>	Developers to provide. Also, contribution for on-going maintenance and governance.

No.	Infrastructure Scheme	Description	Provider/ Partner	Triggers	On/Of f site	Land Holding	Funding	Mechanism
47	Allotments and community orchards	South Cambridgeshire Local Plan (2018) requires 0.4ha of allotments and community orchards per 1,000 people. Therefore, assuming a population of 9,800 residents there is a requirement for 3.92ha.	SCDC	Delivered through each phase.	On	Taylor family / Country-side	€406 <u>S106</u>	Developers to provide. Also, contribution for on-going maintenance and governance.
48	Maintenance of public open space, play areas, sports pitches and water attenuation features.	Will be in accordance with agreed phasing of transfer spaces.	SCDC / CCC / Developer	TBC <u>Delivered through each phase.</u>	On	Taylor family / Country-side	S106	S106 contributions
Drainage								
49	Surface water drainage	Appropriate sustainable drainage systems (SuDs) must be incorporated into the development. These should be integrated to create amenity, enhance biodiversity and contribute to a network of green and blue open space.	CCC Environment Agency	Delivered through each phase.	On	Taylor family / Country-side DB Group Aitchison Developments	s106	Developers to provide. Also, contribution for on-going maintenance and governance.
Monitoring								
50	S106 monitoring	Funding towards officer time.	Developer	TBC <u>Throughout the development.</u>	N/A	<u>N/A</u>	TBC <u>S106</u>	TBC <u>S106 contributions</u>
51	Travel plan monitoring and coordinator	TBC <u>Funding towards officer time.</u>	TBC <u>Developer / CCC</u>	<u>Prior to first occupation.</u>	N/A	N/A	S106	TBC <u>S106 contributions</u>
52	Travel plan measures	Package of measures such as bus passes, cycle discounts, etc., to be agreed. Breakdown of costs of individual measures needed as part of the travel plan(s).	<u>Developer / CCC</u>	In accordance with agreed travel plan.	N/A	N/A	S106	TBC <u>S106 contributions</u>

Proposed amendment to the Consultation Statement

Page No.	Section of Consultation Statement	Proposed Change	Reason for Change
2	Preparation of the draft SPD	<p>Amend the sixth paragraph on the second page to read as follows:</p> <p>Additional discussions were held with stakeholders, including Highways England, Greater Cambridge Partnership, and Cambridgeshire County Council, <u>Natural England, Historic England and the Environment Agency.</u></p>	To reflect the additional consultation undertaken with technical stakeholders

Appendix D Scrutiny and Overview Committee 21 May 2019 summary comments, officer response and consequential proposed changes

Ref	Comment	Officer response	Proposed change to the SPD / for inclusion in SPD consultation document
1	<p>Vehicular accesses:</p> <ul style="list-style-type: none"> • There should be direct access onto A428 and/or eastbound only access • Capacity issues at the Cambourne & Dry Drayton A428 junctions, including with any Greater Cambridge Partnership (GCP) Cambourne to Cambridge scheme option(s) to locate a Park and Ride served by the Dry Drayton junction • Policy refers to there being “at least 2 access points” • Childerley roundabout safety concerns 	<p>There is no policy requirement in the Local Plan 2018 for a new junction directly onto the A428. Transport modelling was prepared as part of the evidence underpinning the Local Plan and no need was identified for a new junction. Transport was given extensive consideration through the Local Plan process, in general terms and specifically in relation to the Bourn Airfield site. The highway authorities (Highways England and Cambridgeshire County Council) were consulted. The Inspector found the plan sound without the need for a new junction.</p> <p>Highways England has advised that there is no strategic need for a new junction and that with the Cambridge to Oxford Expressway elevating the status of the road there will be a presumption against such a new junction.</p> <p>To demonstrate a strategic need for a new junction it would be necessary to meet all of the following tests (in accordance with Circular 02/2013):</p> <ul style="list-style-type: none"> (i) there is a demonstrable benefit to the national economy; (ii) the junction is essential for the delivery of the development; (iii) there is not be a significant impact on safety or network capacity, and (iv) why a new access could not be formed off the local road network where this is feasible. <p>With the ongoing A14 improvement works, there is currently a significant amount of displaced traffic using the A428 and other local routes to avoid</p>	No change

		<p>the roadworks. Once these improvement works are substantially completed traffic should revert back to the A14 alleviating localised congestion and rat running. This factor was identified during the Local Plan process.</p> <p>The developers of Bourn Airfield will be required to submit a Transport Assessment as part of the planning application to demonstrate and mitigate the transport impacts of the development. If highway capacity were identified as an issue through that process, the developers would be expected to provide financial contributions towards any highway improvements necessary for their proposal to be acceptable in transport terms.</p> <p>The separate process being undertaken by GCP to bring forward the high quality public transport route between Cambourne and Cambridge will also have to go through a detailed process that will include consideration of transport impacts.</p> <p>It is also worth noting that the forthcoming A428 Black Cat to Caxton Gibbet improvement scheme will also deliver improvements to the strategic road network, including the Caxton Gibbet junction, during the build-out of Bourn Airfield. Highways England anticipate construction will commence in 2021/22 and be completed by 2025. An improved Caxton Gibbet junction is likely to draw back displaced traffic currently using the Cambourne junction to avoid queueing traffic.</p> <p>Notwithstanding the matter of wider highway impacts, a new junction would have direct implications to the new village at Bourn Airfield:</p> <ul style="list-style-type: none">• A minimum distance of 2km is necessary between junctions to remove the effect of weaving traffic and ensure traffic flow and road safety. The existing Cambourne and Dry Drayton junctions are approximately 4km apart. Therefore any new junction would have to	
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		<p>be located at the midway point. This would mean a location slightly west of centre along the Bourn Airfield site's frontage with the A428, closer to the Broadway than Highfields Road.</p> <ul style="list-style-type: none">• Without consideration of a potential design for the junction it is not possible to quantify the impacts in detail, or the likely timescales to obtain the necessary powers to deliver such a proposal. However a grade separated junction similar to Cambourne would require significant land and may generate additional noise, air quality and visual impacts. These factors would therefore most likely impact the quantum of development and potentially development viability, given that a new junction could cost in the order of £10 million to deliver. New / reconfigured access roads through the new village to the junction would significantly compromise the Vision for Bourn Airfield (in particular giving priority to non-car modes), impact on the alignment of the HQPT route, the juxtaposition of land uses and place making, and the Council's corporate objectives of being green to the core and providing housing which is truly affordable.• The SPD accords with Local Plan Policy SS/7 by providing two accesses into the site, as shown on the Spatial Framework diagram (page 31) and described in Guiding Principle 1 A well connected place, including Spatial Fix A Main Points of Access and Primary Street (see pages 34-38).• It has been suggested that a new junction onto the A428 would be consistent with Local Plan Policy SS/7, which requires at least two accesses into the site. The policy requirement for at least two accesses is reflecting the principle that a strategic site of this scale should not have a single point of access onto the highway network.• Fix A, bullet 2 outlines that there will be enhancement of the existing	
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		<p>junction between St Neots Road and the planning application will need to address the detailed operational requirements of the two accesses, which may require alterations to the Childerley roundabout.</p> <p>The draft SPD is consistent with the Local Plan policy and the evidence supporting the plan and tested through the examination process. The role of an SPD as set out in regulations is to provide guidance about environmental, social, design and economic objectives which are relevant to a Local Plan allocation. A new junction onto the A428 would be a substantial additional requirement beyond those included within the detailed Local Plan policy and its impacts on the overall delivery of the new settlement in terms of timing and costs would be so fundamental that it would reasonably have been expected to have been considered through the Local Plan process.</p>	
2	<p>Vehicular traffic movements:</p> <ul style="list-style-type: none"> • Rattrunning through Caldecote & other villages • Queuing traffic into Cambridge • Car generation / modelling • Some traffic headed in the St Neots direction • Net zero carbon / whole picture / solutions 	<p>As outlined in the following section (HQPT / C2C), with the provision of new and improved public transport, cycling and walking infrastructure, the expectation is that there will be a real choice for how to travel in future which will result in some modal shift, including compared with experience at Cambourne.</p> <p>Coupled with the current situation with traffic queuing along certain routes, this may help 'push' some people onto other modes, for example if buses are able to bypass the queues with regular and reliable journeys.</p> <p>Notwithstanding, it is accepted the car is, and will continue to be, the mode of choice for some people and/or for some trips.</p> <p>Once the A14 works are complete, traffic will be drawn back onto the A14 from the surrounding local road network, helping to improve traffic flow particularly around junctions.</p>	

		<p>A lot of focus has been put on movements to Cambridge, but trips are more dispersed. For example, St Neots and Royston are two destinations for people to interconnect to rail. Other major highway schemes, such as the A428 improvement works should help traffic flows to St Neots.</p> <p>The planning application process will be accompanied by a detailed Transport Assessment and is the appropriate place for necessary mitigation and improvement measures to be identified and required, to address both highway issues as well as providing for non-car modes.</p> <p>The SPD also addresses the Council's net zero carbon pledge. In addition to prioritising non-car modes to provide real travel choice, it requires the provision of electric vehicle charging points to enable those that want or need a car to choose electric.</p>	
3	<p>HQPT / Cambourne to Cambridge (C2C)</p> <ul style="list-style-type: none"> • Accessibility within the development to the bus stops • Whether there was realistic potential for modal shift • Delivery & timing of the C2C scheme • Limited destinations served by public transport • Wider bus services 	<p>The alignment of the route through the new village has been given careful consideration by officers, taking into account advice from the Greater Cambridge Partnership (GCP) on the operational requirements of the scheme (and future proofing for the Mayor's CAM proposals), feedback received during the stakeholder, landowner and community workshops and colleagues, including from the Consultancy Team and environmental health.</p> <p>One of the objectives of GCP scheme (and Cambridge Autonomous Metro - CAM) is for the rapid transit of people between Cambridge and Cambourne, and ultimately St Neots in the longer term. To achieve this, GCP has identified an off-road segregated route as best delivering project objectives and aligning with future CAM proposals. This will enable the vehicles to travel at a reasonable speed, unhindered by traffic and thus ensure journey time reliability. Were the route to be located more centrally within the new village, in areas where people are moving around freely (as is the Vision for the new village), this could mean incorporating fencing or hedging to keep people off the route and ensure public safety. Therefore, to avoid the route</p>	No change

		<p>becoming a 'barrier' to wider movement within the new village it is proposed that the route largely follow the northern edge of the site.</p> <p>The proposed northern alignment is also close to the A428 where there are likely to be noise and air quality impacts. A public transport corridor is not as sensitive to these impacts as buildings such as residential or schools. Therefore, the northern alignment makes the best use of the available land within the site, avoiding land take from less sensitive areas better suited to residential and other development.</p> <p>A key consideration for people wanting to use the service is where the stops are located. Two stops are proposed to serve the village centre and the business park / mixed use area in the north east of the site. The latter will also be accessible to residents in Highfields Caldecote, some of whom currently use the bus stop on St Neots Road. Whilst the stops will not be within 800m walking distance to serve the whole development area these two locations are where there will be a higher concentration of footfall, due to the mix of land uses and higher density of development (around the village centre). With an extensive network of walking and cycling routes planned throughout the new village, the stops will be accessible to most residents and, with a better quality public transport service, people are usually prepared to travel further than 800m (10 minutes walk) to access it. It is also worth noting that there are expected to be additional local bus services operating within the wider site.</p> <p>Infrastructure will be provided at the stops, including waiting facilities, cycle parking, real time information, similar to stops on the Guided Busway. There is already evidence people are prepared to cycle and interchange with buses, with cycles being parked at the bus stop on St Neots Road. The stops will be located in mixed-use areas allowing people to undertake multi-purpose trips, for example, stopping at the shops or for something to eat on their way through or to pick up on their way home.</p>	
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		<p>Progress is continuing with the C2C scheme. Following public consultation in spring 2019 on phase 2 (on the link west of Madingley Mulch roundabout to Cambourne, and a new Park & Ride facility) a paper will be presented to the Board in the Autumn 2019 for final decision and to apply for powers to build the scheme. Subject the approvals process, it is anticipated that the scheme will be completed by 2024.</p> <p>In addition, the Combined Authority (CA) is preparing a new Local Transport Plan, which includes a range of transport proposals in the A428 corridor. (A report is being presented to the Board on 29 May for approval to consult.) The C2C scheme will be a first phase of the new CAM proposal.</p> <p>There are a number of other GCP and CA projects considering public transport (and cycling routes) along other radial corridors into Cambridge, orbital routes around the City, measures to manage traffic in the City, and the wider bus services across she county. As a package these should significantly improve the non-car mode offer.</p> <p>The new village is being planned comprehensively to provide for the day to day needs of residents without the need to travel longer distances. Priority is being given to non-car modes within the village and beyond to encourage a healthier lifestyle and more social interaction. With the right environment and changing lifestyles it can encourage less car use.</p> <p>A significant improvement in public transport services together with infrastructure for cycling and walking should provide people in the new village and wider area with a real choice for how travel, and lead to some modal shift.</p>	
4	<p>Rail</p> <ul style="list-style-type: none"> • E-W rail proposes 	<p>Cabinet received a report in March to agree the Council's response to the East West Rail Bedford to Cambridge consultation, which can be viewed:</p>	No change

	<p>new stations, which could include Cambourne</p> <ul style="list-style-type: none"> • Potential link to Addenbrookes / Cambridge Biomedical Campus (new station) • Timing & delivery 	<p>http://modern.gov/ielistdocuments.aspx?Cid=293&MID=7364#AI76599</p> <p>The report provides further information on the options consultation and timescales. In broad terms, there will be further consideration and consultation relating to the detailed alignment ahead of a formal Development Consent Order process intended for completion in 2023. EWR Co. aims to open the line by the mid-2020s.</p> <p>Some of the route options included a new station at Cambourne and all options included a connection to the West Anglia Main Line to the south of Cambridge, in order to connect to the proposed Cambridge South station serving Addenbrookes and the Cambridge Biomedical campus.</p> <p>The SPD would not prejudice any future connectivity to the new village.</p>	
5	<p>Inspectors Report / 5 year supply issues</p> <ul style="list-style-type: none"> • Gives opportunity to review proposals in relation to infrastructure – para 90 • Requires early review of Local Plan • 5 year housing land supply / housing delivery test issues 	<p>The Local Plan was found sound on the basis of providing substantial new housing in new settlements, served by new HQPT. After considerable discussion around whether the necessary infrastructure can be provided in a timely manner to serve the new development and on the basis of the evidence, the Inspector concluded there is a reasonable prospect that the new settlements will deliver sustainable development to meet identified needs during the plan period. However, recognising that there was still uncertainty around infrastructure delivery, the Inspector (at paragraph 90) states the early Local Plan review will offer the opportunity to consider progress towards ensuring the requirements of policies can be met, particularly in relation to sustainable transport measures. As outlined above, progress is being made on the C2C and other projects to improve the sustainable transport offer consistent with the timings considered at the Local Plan examination. Planning applications have also been received for both Bourn Airfield and Waterbeach new settlements, with resolution to grant permission for the first phase of Waterbeach new town being secured in May 2019, and transport considerations a key consideration for those</p>	No change

		<p>planning applications.</p> <p>Notwithstanding, work on a new Greater Cambridge Local Plan is at the very early stages, and will take several years to complete (anticipate Submission to Secretary of State for independent Examination (Reg 22) in Summer 2022 and adoption in Summer 2023 (subject to the Examination process)). Until the new Greater Cambridge Local Plan is adopted the current plan is the Development Plan for the district.</p> <p>The Local Plan (together with Cambridge Local Plan in view of the joint housing trajectory endorsed by the Inspector) forms the basis for the Council to demonstrate that it has a five year housing land supply. The Council must also be able to demonstrate that it accords with the new housing delivery test (now being phased in through national planning policy). It is important that the Council delivers housing sites allocated within the plan to meet these requirements. Failure to do so would open the Council to speculative planning applications for development in the villages.</p>	
6	<p>Separation:</p> <ul style="list-style-type: none"> • Eastern boundary with Highfield /Caldecote • Eastern boundary should all be woodland and exclude private gardens to accord with Local Plan Policy SS/7 6b • Western boundary with Cambourne 	<p>Officers advised Scrutiny and Overview Committee, that following a query by a local Member, they had reviewed the draft SPD to ensure it accords with Local Plan Policy SS/7 6b with regards to the landscape buffer provided to the eastern edge of the site and consider amendments to the text and spatial framework diagram are required to provide clarity and ensure consistency.</p> <p>It is proposed to amend the introductory text to Fix F to refer to green edges being provided in accordance with Policy SS/7 6b.</p> <p>Amendments are also proposed to Fix F section 3 relating to the eastern boundary to include the same wording as in Policy SS/7 6b to ensure no ambiguity. Additional text is also proposed to be clear that an extended strategic landscape area is to be created alongside the new and enhanced</p>	<p>Add text to Fix F Introductory section as follows:</p> <p>“Green edges will be provided in accordance with <u>Policy SS/7</u> as follows:”</p> <p>Amend the text of Fix F, 3 Eastern Edge to read:</p> <p>“Eastern Edge - Provision of a buffer defined by the edge including land within the</p>

		<p>woodland, providing further landscape setting to the new village, and ensuring separation from Highfields Caldecote to the east.</p> <p>The last sentence of Fix F section 3 is to be moved to Fix B on page 55, to aid the reader and make clear that this is in reference to the provision of an additional buffer is directly related to the Bucket Hill Plantation County Wildlife Site.</p> <p>The Spatial Framework Diagram shows an extension to the woodland belt along the entire length of the eastern boundary from the edge of the employment site to the Bucket Hill plantation, which is approximately 30m in depth. The local member interpreted Policy SS/7 6b to mean that the strategic landscaping on the eastern boundary would all comprise woodland. However, that was not intended and not necessary to provide effective separation. The Policy says “The strategic landscaping along the eastern boundary of the Strategic Site south of the existing employment area will include a substantial and continuous woodland belt, including land within the Major Development Site”. Officers interpret the policy to refer to the strategic landscaping including land within the Major Development Site, and that the strategic landscaping will include a continuous woodland belt. To avoid any confusion, additional text is proposed to be added to the end of the paragraph to make it clear that the eastern boundary includes strategic landscaping alongside the enhanced woodland belt providing further landscape setting to the new village, and ensuring separation from Highfields Caldecote to the east. An amendment to the Spatial Framework Diagram is also proposed to show strategic landscaping within the Major Development Site area for consistency with the policy.</p> <p>The use of gardens as part of the separation between the new village and Highfields/Caldecote is reasonable given that the gardens lie outside the village framework of Highfields/Caldecote and their length outside the village framework boundary to the Parish boundary is usually between 240 and 270</p>	<p>Major Development Site, to include new and enhanced woodland planting to create a continuous woodland buffer of at least 30m in width to fully screen views between the village and adjacent properties.</p> <p>Provision of an additional 15m buffer from the edge of the existing woodland and Bucket Hill Plantation County Wildlife Site. An additional strategic landscape area is to be created alongside the new and enhanced woodland, providing further landscape setting to the new village, and ensuring separation from Highfields Caldecote to the east.”</p> <p>Relocate existing final sentence to ‘B’ Woodland and Bucket Hill Plantation (page 55). <u>“Provision of an additional 15m buffer from the edge of the existing woodland and Bucket Hill Plantation County Wildlife Site.”</u></p>
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		<p>metres. The width of the strategic landscaping within the Bourn Airfield site beyond the Parish boundary which includes the 30 metre woodland belt being usually another 90 metres in width. These considerations were all placed before the Local Plan Inspectors at the examination hearing into the Bourn Airfield development both by local residents concerned about reliance on local gardens as part of the separation and by officers defending the provisions of the Local Plan. The Inspectors Report which found the plan to be sound with an allocation at Bourn Airfield, including a Modification to the eastern boundary, did not require any further changes to Policy SS/7 in regard to this issue.</p> <p>Members raised concern about the western boundary and the apparent coming together of the built up areas of Cambourne and Bourn Airfield based upon the Spatial Framework Diagram. In this regard it should be noted that the Spatial Framework Diagram (page 31) incorrectly shows the built up area of Cambourne. It includes an area where there is open land, a farm and a single house on the Broadway, which should not be included as they are not part of Cambourne or within its development framework boundary. The map on the SPD front cover shows the correct extent of Cambourne. The Spatial Framework diagram is proposed to be amended accordingly.</p>	<p>Amend treatment of the eastern boundary strategic landscaping to better accord with Local Plan policy SS/7 section 6b.</p> <p>Amend built boundary of Cambourne to follow Local Plan Development Framework Boundary</p>
7	<p>Health –</p> <ul style="list-style-type: none"> • Capacity issues within existing GP surgeries / proposed super surgery? • Social prescribing & CCG proposals • Should refer to Dementia friendly design 	<p>The NHS, as part of their long term plan have encouraged all GP practices to join together to form 'primary care networks' (PCNs) - groups of GP practices, typically covering populations of 30-50,000 providing services together.</p> <p>These Networks will be expected to take a proactive approach to managing population health, assessing the needs of their local population to identify people who would benefit from targeted pro-active support. With a strong emphasis on developing digital services so that within the next five years all patients will have the opportunity to access GP consultations via telephone or online. This will appeal to patients who are generally healthy and require</p>	<p>Amend the SPD to include reference to dementia friendly design, as follows:</p> <p>Add a new bullet point in section 2D inclusive access to read:</p> <p><u>“The incorporation of ‘dementia-friendly’ design principles designed to ease</u></p>

		<p>"one-off" or short term interventions, or who work and don't want to take time off to attend their practice for a routine appointment. Face to face appointments will still be available to people with long term chronic or complex health conditions or people who simply prefer to see a GP.</p> <p>Alongside the PCN, multidisciplinary teams including GPs, pharmacists, district nurses and other allied health professionals will provide "wrap-around" care to patients within their network. The NHS have provided funding for a "Social Prescriber" for each network, to work with people who would benefit from non-medical interventions e.g. physical activity, bereavement counselling or community clubs to address issues such as isolation and loneliness.</p> <p>The deadline for GP practices to confirm which Primary Care Network they will form, and which GP partners they will work was 15 May. These must be agreed by the Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) at the end of May.</p> <p>The Monkfield Medical practice, whose boundary would include Bourn Airfield population (subject to confirmation by the CCG), may be joining a group of St Neots practices which will cover a population group from St Neots along the south side of the A428. However, this is yet to be confirmed.</p> <p>The County Council are in the process of writing their next 5 year Health and Wellbeing Strategy, to be published in August 2019. This is being written in partnership with the NHS Sustainability and Transformation Plan (STP); which means that public health will determine "what" the health issues are and the STP will determine "how" they will be addressed.</p> <p>Going forwards we foresee that we will work in a similar way but in a more local place-based way with each local PCN. We would determine the</p>	<p><u>decision-making; reduce agitation and distress; encourage independence and social interaction; promote safety; and enabling activities of daily living."</u></p>
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		<p>population health from the local Joint Strategic Needs Assessment (JSNA) and other data sources and work to determine the "what" and the Primary Care Network would determine the "how".</p> <p>The District Council's Health and Wellbeing Strategy will align itself to the County's Strategy whilst highlighting its local priorities; this will not be published until the Autumn 2019. However, headlines will include dementia, isolation and loneliness, digital inclusion, active travel, community transport schemes and homes which meet Life Time standards. In addition, the Health and Wellbeing Strategy will state the Council's vision to apply the Healthy New Town Principles to all new developments.</p> <p>Given the current uncertainties relating to health, the Infrastructure Delivery Plan (item 42, page 81) provides flexibility for how health services may be provided, included through a potential expansion of Sackville House in Cambourne. The NHS and CCG will be consulted on the draft SPD and may further clarity may be provided prior to adoption of the SPD.</p> <p>The SPD is predicated on being a Healthy, active and resilient (Strategic Objective 3, page 27). Therefore, it broadly accords with the emerging Health and Wellbeing Strategies. However, it is noted that there is no specific reference to dementia friendly design, although the SPD is clear that it will need to address the needs of people of all ages and abilities (chapter 2, starting on page 41). This can be incorporated.</p> <p>Whilst not an issue for the SPD, 'Countryside Properties are not signed up to the Healthy New Towns Network, it is something the Council could encourage.</p>	
8	<p>Village centre:</p> <ul style="list-style-type: none"> Location should be more central within 	<p>The Spatial Framework plan in the SPD (page 31) provides an indicative layout for the new village, and shows the village centre towards the north west of the site. The accompanying text (Fix D Village centre and</p>	<p>No change in relation to the location of the village centre.</p>

	<p>the site</p> <ul style="list-style-type: none"> • Triggers for the timely delivery of uses early in the development • The range of shops & uses – including the potential for displacement / competing services 	<p>neighbourhood centre, page 44) outlines that the location should be as close to the centre of the site as possible, ideally within 800m walking distance of most of the site. It also explains the juxtaposition of land uses in relation to the village centre, runway park, HQPT stop and primary access road in order to create a vibrant community heart to the new village. Given that certain elements are in a fixed location, i.e. the runway park and the existing bus gate into Cambourne, this has led to a location which is not central to the whole site. Nonetheless, the majority of development is within 800m, and the highest footfall will be closer to the village centre where development will be to a higher density than the edges of the site. Many villages in South Cambridgeshire do not have village centre in the spatial centre of the village such as Sawston, Histon and Impington, Cambourne and Bar Hill. A second, smaller, neighbourhood centre is proposed in the south west of the site to provide additional services and facilities to remoter parts of the site.</p> <p>Section 6.5 Development Phasing and Infrastructure Delivery (page 87) includes delivery of the village centre and other facilities to support the community at each stage of its development including provision of temporary facilities serving initial phases. This is also reflected in the IDP, items 44 and 45 (page 81). Fig 58 Potential early phases plan (page 87) includes the village centre, and potentially the mixed use area to the north west, in the initial / early phase. Further clarity could be added to the IDP to include specific reference to the village centre being in the first phase.</p> <p>The introductory text to section 2.8 community facilities and services (page 20) makes it clear that the new village should provide contemporary facilities to serve its residents rather than competing and should help support the wider existing offer.</p> <p>Whilst the SPD plans for a mix of uses including retail and small businesses the detail will be worked through in the planning application. The take up of</p>	<p>Amend the Infrastructure Delivery Plan Village centre trigger wording as follows:</p> <p>Add to the triggers for items 44 and 45 the following text: <u>“Village centre within first phase.”</u></p>
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		units is dependent on third parties. The market is changing, moving away from the traditional 'high street retail' approach and the SPD recognises this with its emphasis on social and community facilities and links to public transport and open spaces as reasons for residents to use the village centre as well as for its shopping. The Council's Economic Development officer / team can provide guidance on the types of units that should be provided and consider what other measures can be used to incentivise businesses to the new village.	
9	<p>Open space</p> <ul style="list-style-type: none"> • Dual use pitches – can school pitches be required to be shared use? • SUDS – should not be included within open space calculations. 	<p>The SPD Spatial Framework diagram (page 31) identifies enough sports pitches to meet the full policy requirement. However, it is acknowledged there may be scope for the school sports pitches to be shared use with the community, consistent with existing village colleges. (See section 4D Outdoor and indoor sports provision, page 59). Whilst the Local Education Authority are supportive of shared use provision, it cannot be required without the agreement of the school provider. Were shared use of pitches to be accepted moving forwards, the SPD outlines (in Section 6.4 Development Quantum, page 85) that this would reduce the requirement for sports provision by 4-8ha. providing flexibility in the land use budget for increased areas of other open / green space / landscaping or to increase the net developable area.</p> <p>The SPD provides a quantum of open space and SUDS to ensure the development will accord with policy (Policies SC/7 Outdoor Play Space, Informal Open Space and New Developments and CC/8 Sustainable Drainage Systems). It is common for the two be provided in tandem. For example Cambourne includes SUDS within areas of informal open space which can be used for recreation. Figure 57 Indicative land use budget (page 86) demonstrates there is considerable land provided to meet the formal and informal open space requirements.</p>	No change
10	Density / building heights	The SPD is predicated on a design-led approach. The use of the term 'urban character' in relation to the village centre is to differentiate it from the	Remove reference to 'urban character' from the first

	A member questioned whether there was a mismatch with an 'urban' character within a village.	wider development. The village centre will be the focal point of the development, focussed around a village square. In order to provide the right building proportions to provide a sense of enclosure the building heights will be slightly higher than surrounding development. This sense of enclosure could be adequately described in the first bullet of Section 3C Scale, Height, Massing without referring to urban character.	bullet in section 3C Scale, Height, Massing (page 49).
11	Community development workers	<p>A contribution is required towards community development workers and children and families adult service requests – see Infrastructure Delivery Plan item 36, page 80. (Note – further amendments are proposed to include a description and trigger. See Appendix B – Recommended proposed changes to the draft Bourn Airfield SPD and Consultation Statement, ref no 32.</p> <p>The SPD could be more explicit about their role within the text in section 2C Social Infrastructure and Neighbourhood Hub, on page 43.</p>	<p>Add reference to community development workers in section 2C Social Infrastructure and Neighbourhood Hub in a new paragraph as follows:</p> <p><u>“Community development workers will have an important role in providing the necessary support to the new residents as they move into the new development, helping to foster community relations.”</u></p>
12	Foul water treatment & potable water supply	<p>Considered through LP preparation and examination. No objections from Anglian Water or Cambridge Water. Matter for planning application.</p> <p>The Environment Agency did not raise issues about the supply of potable water to the new town in relation to the Local Plan. They will be consulted on the SPD and will submit appropriate comments in relation to the provisions of the SPD.</p> <p>Cambridge Water are responsible for the provision of potable water and are</p>	No change.

		obligated to meet demand arising from the development with the developers meeting the cost.	
13	Other points: Post box Heights of seating	<p>The SPD does not make reference to post boxes, but could list post box in the list of 'Social and Community Facilities that should be provided at the Village Centre and Neighbourhood Hub (page 45) in Fix D.</p> <p>Section 2 in the SPD (page 41) seeks to create a community which provides for residents' changing needs throughout their lives and for residents of different abilities and needs. However it does not refer to the provision of seating, which could be provided throughout the development, including in areas of public realm, at HQPT stops, along green corridors.</p>	<p>Add post box to the list of 'Social and Community Facilities that should be provided at the Village Centre and Neighbourhood Hub (page 45) in Fix D.</p> <p>Add seating to section 1B environment that promotes walking & cycling – third bullet, page 35 to read: “<u>Generously-sized and high quality spaces for pedestrians, including seating suitable for all age groups, in key locations such as the local centre, at public transport stops, and close to community facilities, and across the pedestrian and footpath network.</u>”</p>
14	Governance	<p>The future governance of the new village is not a matter to be determined through the SPD. A separate democratic process exists to address these matters.</p> <p>Section 6C Management and Governance of community assets (page 70) makes it clear that this is beyond the scope of the SPD, but includes a range of measures.</p>	No change.

		Section 6.7 Delivery options (page 89) also refers to the need for a site wide strategy for future community management and governance.	
15	There is a need for space for teenagers / ensure all ages are accommodated.	<p>Agree important. Section 2 in the SPD (page 41) seeks to create a community which provides for residents' changing needs throughout their lives (lifetime neighbourhoods), and for residents of different incomes, abilities and needs.</p> <p>Section 2A lists the types of facilities which should be provided to achieve this principle. There is no specific reference to the needs of teenagers.</p>	<p>Section 2A, amend the fifth bullet point to read:</p> <p>“A range of community facilities, including <u>spaces for teenagers</u>, schools and early years child care.”</p>
16	Broadband should be provided prior to occupation	<p>Agree important. The SPD includes reference to the need for Digital connectivity including high-speed broadband and 5G data connectivity (see section 2A Mixed use neighbourhoods on page 41)</p> <p>The Infrastructure Delivery Plan Item 26 Telecoms/Broadband requires ultrafast fibre broadband to each dwelling and commercial unit. The trigger is prior to occupation. (page 78)</p>	No change.