South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 03450 450 500
f: 01954 713149
www.scambs.gov.uk

South Cambridgeshire
District Council

27 August 2019

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

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **COUNCIL CHAMBER - SOUTH CAMBRIDGESHIRE HALL** at South Cambridgeshire Hall on **WEDNESDAY, 4 SEPTEMBER 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 Deputy Leader (Statutory) to sign the Minutes of the meeting held on 1 July 2019 as a correct record.	**1 - 6**
4.	**Announcements**	
5.	**Public Questions**	
6.	**Issues arising from the Scrutiny and Overview Committee**	**7 - 10**
7.	**2019-20 Performance Reporting Arrangements and Quarter 1 Operational Key Performance Indicator Results**	**11 - 28**
8.	**Strategic Risk Register** Appendix A attached. Covering report to follow.	**29 - 38**
9.	**Draft Local Transport Plan - Consultation Response**	**39 - 66**

10.	**Motions referred from Council**	**67 - 76**
11.	**Value for Money Strategy**	**77 - 88**
12.	**Options around maternity, premature birth and neo-natal leave**	**89 - 102**
13.	**Date of next meeting** Wednesday 2 October 2019 starting at 9.30am	
14.	**Exclusion of Press and Public** The press and public are likely to be excluded from the meeting during consideration of the following item in accordance with the provisions of Section 100(a)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A (as amended) of the Act). Paragraph 3 relates to information relating to the financial or business affairs of any particular person (including the authority holding that information).	
15.	**Issues arising from the Scrutiny and Overview Committee (Housing Revenue Account - Purchase of Affordable Homes and Review of Executive Scheme of Delegation)**	**103 - 104**
16.	**Housing Revenue Account - Purchase of Affordable Homes and Review of Executive Scheme of Delegation (Key)**	**105 - 120**

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

We are committed to improving, for all members of the community, access to our agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you. All meeting rooms are accessible to wheelchair users. There are disabled toilet facilities on each floor of the building. Infra-red hearing assistance systems are available in the Council Chamber and viewing gallery. To use these, you must sit in sight of the infra-red transmitter and wear a 'neck loop', which can be used with a hearing aid switched to the 'T' position. If your hearing aid does not have the 'T' position facility then earphones are also available and can be used independently. You can get both neck loops and earphones from Reception.

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.

EXCLUSION OF PRESS AND PUBLIC

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

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

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

Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on
Monday, 1 July 2019 at 9.30 a.m.

PRESENT: Councillor Aidan Van de Weyer (Deputy Leader (Statutory) in the Chair)

Councillors:	Neil Gough	Deputy Leader
	Bill Handley	Lead Cabinet Member for Environmental Services and Licensing
	Dr. Tumi Hawkins	Lead Cabinet member for Planning
	Hazel Smith	Lead Cabinet member for Housing

Officers in attendance for all or part of the meeting:

Mike Hill	Director of Housing and Environmental Services
Stephen Kelly	Joint Director of Planning and Economic Development
Rory McKenna	Deputy Head of Legal Practice
Stuart Morris	Principal Planning Policy Officer
Trevor Roff	Interim Director of Finance
Ian Senior	Democratic Services Officer

Councillors Anna Bradnam, Grenville Chamberlain, Dr. Douglas de Lacey, Clare Delderfield, Sue Ellington, Jose Hales, Heather Williams and Nick Wright were in attendance, by invitation.

1. APOLOGIES FOR ABSENCE

Councillors Philippa Hart, Bridget Smith and John Williams sent Apologies for Absence. In the absence of Councillor Bridget Smith, Councillor Aidan Van de Weyer took the Chair as Deputy Leader (Statutory).

2. DECLARATIONS OF INTEREST

In respect of Minute 8 (Compulsory Purchase Order – The Tree, Stapleford):

- Councillor Heather Williams declared a non-pecuniary interest as the holder of a personal alcohol licence issued by South Cambridgeshire District Council

- Councillor Nick Wright declared a non-pecuniary interest as a Director of Conington Pub Co. (Not Remunerated).

3. MINUTES OF PREVIOUS MEETING

Cabinet authorised the Deputy Leader (Statutory) to sign, as a correct record, the Minutes of the meeting held on 5 June 2019.

4. ANNOUNCEMENTS

There were no announcements.

5. ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE

Cabinet **received and noted** a report on the discussion at the meeting of the Scrutiny and Overview Committee held on 13 June 2019, and recommendations made there,

which Cabinet might wish to take into account in its decision-making.

The report covered the following:

- Compulsory Purchase Order of The Tree (Confidential Item)
- Investment Strategy – Investment Partnerships (Confidential Item)
- Investment Strategy – Core Staffing Establishment (Confidential Item
- Renewal of Shared Service Agreement for the Cambridgeshire Home Improvement Agency (CHIA)
- Shared Services Annual Reports

Councillor Grenville Chamberlain (Chairman of the Scrutiny and Overview Committee) said that he would continue to explore the feasibility of the joint scrutiny of 3C ICT and other Shared Services.

6. PUBLIC QUESTIONS

Cabinet decided to consider the report on Compulsory Purchase Order – The Tree, Stapleford) towards the end of the meeting rather than as indicated in the agenda. Ahead of that however, the Deputy Leader (Statutory) invited questions to be asked, and statements to be made, in open session.

Archie Garden (representing the Tree Action Group) and Peter McKeown (agent for Mr. Bell, owner of The Tree Public House) addressed the meeting. Mr. Garden reminded Cabinet that The Tree was an Asset of Community Value. He outlined efforts made to date by local residents. He appealed for Cabinet's support in saving the public house. Mr. McKeown said that his client had recently submitted a planning application for development of the site. There would be no loss of community facility as the public house was part of that application. Mr. McKeown pointed out the The Tree was closed by the brewery not by his client.

7. STATEMENT OF COMMUNITY INVOLVEMENT

Cabinet considered a report asking that it adopt the Statement of Community Involvement (SCI) now that public consultation had concluded.

The Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017 stated that Local Planning Authorities in England must review their SCIs every five years to ensure those SCIs are up to date and reflect current legislation and best practice.

Following a brief discussion, Cabinet **agreed**

(a) to adopt the Statement of Community Involvement (2019) for Greater Cambridge, prepared jointly with Cambridge City Council; and

(b) that the Joint Director of Planning and Economic Development is granted delegated authority, in liaison with the Lead Cabinet Member for Planning, to make any editing changes identified prior to publication.

8. GREATER CAMBRIDGE SUSTAINABLE DESIGN AND CONSTRUCTION SUPPLEMENTARY PLANNING DOCUMENT

Cabinet considered a report on the draft Greater Cambridge Sustainable Design and Construction Supplementary Planning Document (SPD) for consultation purposes.

The SPD had been prepared to provide guidance on the implementation of policies related to climate change and sustainable design and construction within the adopted South Cambridgeshire and Cambridge Local Plans and to support the Greater Cambridge growth agenda and delivery of sustainable development.

Councillor Neil Gough emphasise the importance of not raising public expectation with regard to the consultation: the Council could not use the Supplementary Planning Document to make new policy.

Those present noted that Cambridge City Council had already agreed the SPD for public consultation.

Cabinet

a) **Agreed** the content of the Draft Greater Cambridge Sustainable Design and Construction SPD (Appendix A to the report from the Joint Director of Planning and Economic Development);

b) **Approved** the draft SPD for public consultation in accordance with Regulation 13 of the Town and Country Planning (Local Planning) (England) Regulation 2012 for the period between the 15th July to the 23rd September 2019;

c) **Approved** the consultation arrangements set out in paragraphs 12 and 13 of the report;

d) **Delegated** authority to the Joint Director of Planning and Economic Development in liaison with the Lead Cabinet Member for Planning, to agree the Statement of Consultation and draft Strategic Environmental Assessment (SEA) and draft Habitats Regulation Assessment (HRA) Screenings Reports for consultation alongside the draft SPD;

e) **Delegated** authority to the Joint Director of Planning and Economic Development in liaison with the Lead Cabinet Member for Planning to make editorial changes to the Draft Greater Cambridge Sustainable Design and Construction SPD and supporting documents prior to the commencement of the consultation period regarding minor amendments and factual updates.

9. ESTABLISHMENT OF JOINT PLANNING AND TRANSPORT ADVISORY GROUP

Cabinet considered a report seeking its agreement to the terms of reference for the proposed Joint Planning & Transport Advisory Group.

The Group would be a non-decision-making joint member body intended to facilitate the development of a shared policy understanding allowing effective preparation of the new Greater Cambridge Local Plan, coordinated with transport policy.

Councillor John Williams emphasised the importance of clarifying to the public the respective responsibilities within the District of Highways England, the Cambridgeshire and Peterborough Combined Authority, Cambridgeshire County Council and South Cambridgeshire District Council.

Those present recognised the importance of joint working, engaging with and involving a

wide range of stakeholders. The Terms of Reference should make it clear that the Full Councils at both South Cambridgeshire District Council and Cambridge City Council would be the ultimate decision makers.

Cabinet

(a) noted information regarding the inception of the Local Plan; and;

(b) **agreed** the terms of reference for the proposed Joint Planning & Transport Advisory Group; and

(c) **agreed** that South Cambridgeshire representation on the Joint Planning & Transport Advisory Group should comprise two nominations from the Liberal Democrat group and one from the Conservative group.

10. A428 PREFERRED ROUTE BLACK CAT TO CAXTON GIBBET CONSULTATION RESPONSE

Cabinet considered a report on South Cambridgeshire District Council's response to the A428 Black Cat to Caxton Gibbet Preferred Route consultation.

The Deputy Leader (Statutory) said that, even if the final response between Cambridge City Council and South Cambridgeshire District Council, the latter should still be at liberty to make comments unique to the District's own circumstances. Councillor Grenville Chamberlain asked that the response should highlight concerns about the possible adverse impact on the quality of life of those people living in South Cambridgeshire villages.

Councillor Dr. Tumi Hawkins said that the Girton Interchange needed to be reconfigured in the light of development along the A428 corridor, principally at Cambourne West and Bourn Airfield. The Joint Director of Planning and Economic Development replied that no modelling had yet taken place but that officers would investigate. He added that a formal comment on this aspect might have to take the form of a supplementary response from South Cambridgeshire District Council.

Cabinet

(a) **agreed** broad points to make in response to the A428 Black Cat to Caxton Gibbet Preferred Route consultation based on

- mitigating the potential adverse impact on South Cambridgeshire villages
- quality of life
- road capacity
- landscaping
- relationship with the Oxford-Cambridge Expressway
- a holding response relating to the possible need to remodel Girton Interchange

(b) **Agreed to delegate** the wording of the final joint response and any individual response to the consultation to the Strategy and Economy Manager, in consultation with the Deputy Leader (Statutory) of South Cambridgeshire District Council.

11. CAMBRIDGESHIRE HOME IMPROVEMENT AGENCY (CHIA) SHARED SERVICE AGREEMENT

Cabinet considered a report on the progress of the Cambridgeshire Home Improvement Agency (CHIA) and to agree to the renewal of the shared service agreement for a further three years up to 31 March 2022.

The Scrutiny and Overview Committee had expressed its satisfaction with the situation.

The Lead Cabinet Member for Housing confirmed that steps were being taken to employ an additional Occupational Therapist.

In response to a query from Councillor Douglas de Lacey, the Lead Cabinet Member for Housing said that responsibility for ICT security rested with Huntingdonshire District Council as lead Authority for 3C ICT.

Cabinet **approved** the renewal of the Cambridgeshire Home Improvement Agency shared service agreement for a further three years up to 31st March 2022 (Appendix A of the report from the Interim Assistant Director of Housing).

12. SHARED SERVICES ANNUAL REPORT

Cabinet considered a report on the Annual Reports of the services currently delivered in partnership with Cambridge City Council and Huntingdonshire District Council.

Following a debate focussing on governance and operational oversight by elected Members, Cabinet

(a) **Noted** the 3C Shared Services Annual Report attached at Appendix A;

(b) **Noted** the Greater Cambridge Shared Services Annual Report attached at Appendix B;

(c) **Agreed** that relevant Officers engage in discussions with Cambridge City Council and Huntingdonshire District Council regarding the potential extension of the original Shared Services Agreement for Legal, Building Control and ICT services beyond the expiry date of 30 September 2020;

(d) **Agreed**, as part of the discussions identified in 3(c) above, that prompt attention be given to the outstanding milestones and actions identified in the original Shared Services Partnership Agreement and to ensuring that the quality standards, performance levels and benefits from the integrated services are defined, understood, clearly documented and effectively monitored and measured; and

(e) **Agreed** to consider the establishment of a joint Scrutiny and Overview Committee with Cambridge City Council and Huntingdonshire District Council as part of ongoing negotiations.

13. EXCLUSION OF PRESS AND PUBLIC

Cabinet voted to exclude the press and public from the meeting during consideration of the following Minutes 14, 15 and 16 (Compulsory Purchase Order – The Tree,and Investment Strategy) in accordance with the provisions of Section 100(a)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A

(as amended) of the Act). Paragraph 3 relates to information about the financial or business affairs of any particular person (including the authority holding the information.

14. COMPULSORY PURCHASE ORDER OF THE TREE, STAPLEFORD

Cabinet received a confidential report asking it to reconsider its decision made on 7 February 2018, in light of additional information obtained by the Council, in response to the request by The Tree Community Limited to use compulsory purchase powers in relation to the acquisition of The Tree, 9 Bar Lane, Stapleford, CB22 5BJ.

Following a comprehensive debate, Cabinet **agreed** not to progress The Tree Community Limited's request for the Council to use compulsory purchase powers in relation to the acquisition of The Tree, 9 Bar Lane, Stapleford.

15. INVESTMENT STRATEGY STREAM 3 - INVESTMENT PARTNERSHIPS

Cabinet considered a confidential report seeking its approval to appoint, following procurement processes, Balfour Beatty Infrastructure Investments Limited and Hill Investment Partnerships as Framework Suppliers for the pursuance of carefully assessed development opportunities that would support key Council priorities and deliver positive financial returns.

After a comprehensive debate, Cabinet **agreed** the recommendations set out in the confidential report from the Interim Director of Finance.

16. INVESTMENT STRATEGY CORE STAFFING ESTABLISHMENT

Cabinet considered a confidential report seeking its approval to strengthen the structure of the Investment Team to provide additional resources to investigate potential investment opportunities consistent with the ambitions and principles of the adopted Investment Strategy.

Following a brief debate, Cabinet **agreed** the recommendations set out in the confidential report from the Interim Director of Finance.

The Meeting ended at 12.20 p.m.

South Cambridgeshire District Council

REPORT TO:	Cabinet	4 September 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

1. Purpose

1.1 This report is to inform Cabinet of the discussions of the Scrutiny and Overview Committee at its meeting of 20 August 2019, which Cabinet is asked to take into account in its decision making.

2. 2019-20 Performance Reporting Arrangements and Quarter 1 Operational Key Performance Indicator Results

2.1 The Committee considered the proposed performance reporting arrangements for the 2019-20 financial year and reviewed the Council's Quarter 1 position regarding its operational key performance indicators. Members also were advised of the revised approach to be adopted for performance reporting for the 2019/20 financial year.

Development Management

2.2 With respect to planning performance, the Committee had an in depth discussion on the decision of the Joint Director of Planning and Economic Development to bring in additional capacity to support the processing of minor household planning applications. The Joint Director reminded the Committee that insufficient people resources and skills had been identified as a risk within the Strategic Risk Register and referred to the challenges faced in recruiting appropriately qualified planning officers, drawing attention to the high level of vacancies in the service. He reported that it was also difficult to engage agency staff, noting that such an option was in any event more costly to the Council. The option of entering into a contract to provide additional capacity to assist in the validation stage for household applications, for subsequent review by the case officer, had therefore been pursued. The Joint Director commented that a similar option had been pursued in 2014 when external resources had been used to support a range of functions within the service. The Committee was advised of the following drivers for the proposal:-

2.1.1. A national shortage of qualified planning professionals was causing recruitment difficulties for all local authorities. A campaign was under way to recruit staff. Officers who were appointed into the new shared service structure would shortly move to new job descriptions and increased investment in ICT would promote more efficient working, but, at present, some officers were carrying workloads 50% above the national average.

2.1.2. Staff were having to engage in difficult and complex decision making which was exacerbated by the high case loads, with associated implications for staff well being.

2.1.3. Despite the service meeting its targets for determining applications (as indicated in the Q1 performance report before the Committee), complaints were being received concerning the performance of the service and communication with customers and residents. The Joint Director of Planning and Economic Development had sent an email to Members in the previous week outlining a series of measures designed to improve the customer/applicant experience and address growing workloads amongst staff.

2.2. The Joint Director of Planning and Economic Development confirmed that a formal tendering process had been followed and a contract with the successful service provider could be managed within existing budgets. The cost was competitive and cheaper than using the equivalent of agency staff. The contract would provide capacity for validation and assessment of simple applications, but the Committee was assured that decision making would remain with managers in the service. The contract was for four months and the Joint Director of Planning and Economic Development outlined the nature of the monitoring that would take place in respect of the contract. The decision to secure additional validation and application assessment capacity from a service provider fell within the remit of operational management under the Council's officer scheme of delegation.

2.3. A range of views were expressed by Members of the Committee. Some Members were concerned that the service would be delivered by an external service provider which did not have knowledge and understanding of the local area and might not be available to respond to customers' enquiries. Concerns were also expressed that the decision to place the work externally had been taken by the Director without prior consultation or discussion with Members, most notably members of the Planning Committee, and that it was unsatisfactory to be notified about the decision by email after the decision had been made. Other Members acknowledged that it was important to take action to address the challenges currently being faced by the Planning Service, to improve service delivery and to seek to try to achieve reasonable individual officer caseloads.

2.4. The Joint Director of Planning and Economic Development responded to a number of questions raised by Members and assured the Committee that:-

- Liaison would take place with the external service provider regarding the opportunity for engagement with customers in relation to their applications;
- The external provider would be appropriately briefed on relevant South Cambridgeshire and local issues, background and context;
- Consultation would take place with the Lead Cabinet member, and if appropriate, Cabinet, before any decision was taken to extend the four month contract.
- There was capacity and capability within the Planning Service to deliver an effective and efficient client monitoring function in respect of the contract.

2.5. Whilst recognising the drivers behind the Director's decision and having noted the assurances given to Members, the Scrutiny and Overview Committee nonetheless emphasised the importance of proper monitoring and management of the contract to ensure that service of an appropriate standard is delivered to the Council's customers. The Committee is due to receive a report on the Planning Service in November which will present Scrutiny and Overview Committee Members with the opportunity further to review this aspect of the service is operating.

Housing Advice

2.6. In respect of Performance Indicator AH215 - % of successful homeless preventions as a proportion of all homeless prevention/relief cases closed, the Scrutiny and Overview Committee was informed that the data initially used for the completion of the report presented in their agenda packs, was inaccurate. Members were advised that the data had been reviewed and an updated document, which explained the methodology for obtaining the data, was tabled at the meeting. The Committee was pleased to note that, based on the revised data, the performance against the indicator was now rated as “green”.

2.7. With reference to Performance Indicator AH212, the Chairman of the Committee questioned why the spending on bed and breakfast accommodate appeared to have risen so sharply in June. However no response was available at the meeting and Cabinet may therefore wish to consider further the reason for this apparent marked increase.

Corporate Services/Shared Waste Service

2.8. The Committee sought to establish further information on the data behind Performance Indicator FS125 – Staff sickness days per FTE excluding Shared Waste Services Staff and Performance Indicator SF786a – Staff sickness days per FTE – Shared Waste Service, noting, in particular, that in the latter case, the majority of the sickness figures were attributed to musculo skeletal causes. The Interim Corporate Services Director provided further details to the Committee on the actions being taken to support managers at the depot to manage sickness absence and referrals to occupational health. Scrutiny and Overview Committee members have again asked for variance data to be provided as part of the performance monitoring results reporting, noting, for example, that results on sickness absence could be skewed significantly by instances of long term sickness.

3. Strategic Risk Register

3.1. The Committee reviewed the Strategic Risk Register and a number of questions were raised by Members. Given the Committee’s recent focus on ICT resilience and governance, Members were particularly keen to review the risk control measures relating to Risk Ref. G – Infrastructure Failure and received an update from the Lead Cabinet Member for Finance. The Chairman noted that, at its previous meeting, the Committee had learned from the Head of 3C ICT that many of the recent ICT problems experienced at the Council had related to the telephony system that required replacing and sought an assurance that work to address this risk would be progressed expeditiously. The Committee was informed that officers were working with 3C ICT to commission a project to progress the replacement of the telephony. Members were also updated on progress with roll out of the Council Anywhere project and noted that a wi fi audit had recently been undertaken. In terms of governance of shared services (Risk Ref. H), the Committee has welcomed the proposal to consider establishing a shared Scrutiny Committee for shared services.

3.2. With reference to the risk relating to Housing delivery and maintaining a 5 year housing supply (Risk Ref. C1), following questioning on whether annual monitoring of delivery against the housing trajectory was sufficient, the Committee was informed of a proposal to move to quarterly monitoring once new IT systems are in place.

4. Value for Money Strategy

4.1. The Committee reviewed the draft Value for Money Strategy. Members acknowledged the value of the strategy in demonstrating how the Council would seek to ensure that it was achieving value for money through the use of its resources. This was recognised to be particularly important in the context of the increasing emphasis towards efficiency savings, invest to save initiatives, income generation opportunities and in determining key investment priorities.

4.2. Noting the aim to reduce the cost of services without reducing the level of outcome or to increase the level of outcome for the same cost, as referred to in paragraph 4.6.1 of the strategy, Members felt it was important to be clear in advance about what monitoring mechanisms would be used to ensure that outcomes were not worse for customers and suggested that perhaps this should be clearer in the strategy. There was also a concern that the Council should not assume that capacity was available in the community or voluntary sector to pick up services the Council was no longer able to deliver. With reference to paragraph 4.9.1 of the strategy, Committee Members were mindful of the difficult judgments that would need to be made in balancing economic considerations with the need for environmental and social outcomes. The Interim Director of Finance advised the Committee that in any process of service change, a full review and risk analysis would need to be completed so that decisions could be made informed by an awareness of all relevant considerations. Additionally, as indicated in paragraph 4.5.1 of the strategy, monitoring mechanisms would need to be in place to ensure that desired outcomes were realised. The Chairman summarised that the aim should be to ensure that that reductions in the cost of services did not result in deterioration in the level of service received by customers and the Interim Director of Finance confirmed that the Value for Money Strategy should enable the Council to achieve that goal.

4.3. On a more general note, Committee members asked that a more considered analysis of the environmental implications of proposals be included in the relevant section of each committee report, noting that at present, very standardised responses tended to be included in this section.

5. Housing Revenue Account: Purchase of Affordable Homes and Review of Executive Scheme of Delegation

5.1. The Committee's feedback in respect of the above report has been circulated separately as the report to Cabinet contains exempt information by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Report Author: Kathrin John, Democratic Services Team Leader

Agenda Item 7

South Cambridgeshire District Council

REPORT TO:	Cabinet	4th September 2019
LEAD CABINET MEMBER:	Cllr Neil Gough	
LEAD OFFICER:	Director of Corporate Services	

2019-20 Performance Reporting Arrangements and Quarter One Operational Key Performance Indicator Results

Executive Summary

1. This report provides Cabinet with details of proposed performance reporting arrangements for the 2019-20 financial year. It also presents the Council's Q1 position regarding its Operational Key Performance Indicators.

2. These performance reporting arrangements have been designed in consultation with officers and members to allow effective performance monitoring and management to take place by providing opportunity to examine quality of service provision and progress towards Business Plan objectives, identify any areas of concern and decide on the appropriate action.

3. This is not a key decision.

Recommendations

4. Cabinet is invited to:

   a) Endorse the approach to reporting to be adopted for the 2019-20 financial year, as set out at paragraph 7 and **Appendix A**.

   b) Note the list of emerging Business Plan Indicators as set out and mapped against Business Plan focusses at **Appendix B** and currently being considered and shaped for reporting at end of quarter 2.

   c) Review the Operational Key Performance Indicator (OKPI) results and comments in this report at **Appendices C and Ci**, recommending, where appropriate, any actions, including redeployment of resources, required to address issues identified for consideration by Cabinet.

Reasons for Recommendations

5. These recommendations are required to enable senior management and members to understand the organisation's performance, both in terms of quality of service provision and progress towards Business Plan objectives. The information included within performance reports 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.

Details

2019-20 Performance Reporting Arrangements

6. Work has been ongoing to undertake a review of performance reporting arrangements to ensure that these provide an effective method of managing both business-as-usual performance as well as progress towards the recently adopted 2019-24 Business Plan.

7. This has resulted in the identification of a structure for the monitoring of performance as set out at **Appendix A**. The structure includes four documents that will underpin performance monitoring arrangements for the 2019-20 financial year, made up of the following components:

Operational Key Performance Indicator (OKPI) report

Reporting on Operational Key Performance Indicators (OKPIs) that are aligned to the high level, business-as-usual activities that underpin the successful delivery of the Council's service plans. Reported monthly to CEMT and quarterly to Cabinet (in-full rather than by exception, unless otherwise indicated by Cabinet).

Current status – Quarter 1 OKPI report attached at Appendix C. Appendix Ci provides details of updated results for the OKPI 'AH212 £s spent on Bed and Breakfast accommodation (year to date).' These results have been updated since the OKPI report was provided to Scrutiny and Overview committee on 20th August 2019, to account for additional spend that has since come to light.

Business Plan Indicator (BPI) report

Reporting on Business Plan Indicators (BPIs) identified to align as closely as possible to each of the focusses identified within the 2019-24 Business Plan. Reporting frequency to be confirmed.

Current status – the Business Plan Indicators listed at Appendix B are currently being considered and shaped by CEMT, to enable the Business Plan Indicator report to be submitted following the end of Quarter 2.

In-flight Project Tracker

Tracking and reporting on the progress of the various projects that are key to the delivery of the 2019-24 Business Plan, ensuring the delivery of specific actions by the deadlines outlined within the Business Plan.

Current status – the In-flight Project Tracker reports on the progress of projects being overseen by four new Cluster Boards. These have been set up and this method of reporting will become established during the course of Quarter 1, with this element of the report to be submitted to Scrutiny and Overview Committee and Cabinet following the end of Quarter 2.

Business Plan Action Tracker

Tracking and reporting on the delivery of the various actions by the timescales set out within the 2019-24 Business Plan. This will set out owners, cluster boards and timescales for individual Business Plan actions. Whilst actions are in the process of being delivered, they will appear on the In-flight Project Tracker. Once delivered, the Business Plan Action Tracker will be updated to indicate this.

Current status – CEMT are currently considering and shaping the contents of this report, however the format will be based on the in-flight project tracker, which was submitted to Cabinet in the second half of the previous financial year.

Options

1. Identify any action, including redeployment of resources, required to address issues identified within this report and its appendices.

2. Request clarification from performance indicator owners on any aspects relating to performance indicators, results and comments contained within this report and its appendices.

3. Commission more detailed performance reports from performance indicator owners that drill-down into specific areas relating to the one or more of the performance indicators, results and comments contained within this report and its appendices.

Implications

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

   There are no significant implications beyond those raised by performance indicator owners within the comments section of the Operational Key Performance Indicator report.

Consultation responses

9. Multiple stakeholder groups have been and continue to be engaged as part of the process to review performance monitoring arrangements, including discussion at CEMT, plus discussions with Cabinet and referral to Scrutiny and Overview Committee, plus further feedback from individual Cabinet members and discussions with several officers. These discussions have shaped the proposed performance monitoring arrangements detailed within the contents of this report.

10. All performance indicator results and commentaries are provided by or at the instruction of performance indicator owners.

Effect on Council Priority Areas

11. The proposed reporting structure has identified to provide an effective method of managing both business-as-usual performance as well as progress towards the recently adopted 2019-24 Business Plan, and the Council priority areas detailed within, including:

- Growing local businesses and economies
- Housing that is truly affordable for everyone to live in
- Being green to our core
- A modern and caring Council

Background Papers

SCDC Performance Management Framework – this document will be refreshed to account for revised performance reporting methods for the 2019-20 financial year and beyond.

Appendices

Appendix A: Proposed 2019/20 approach to Performance Reporting
Appendix B: Proposed Business Plan Indicators
Appendix C: Operational Key Performance Indicator Report
Appendix Ci: - Operational Key Performance Information (update since submission to Scrutiny and Overview Committee)

Report Author:

Kevin Ledger – Senior Policy and Performance Officer, Telephone: (01954) 713018
Phil Bird – Corporate Programme Manager, Telephone – (01954) 713309

Appendix A - Proposed 2019/20 approach to Performance Reporting

Operational KPI Report

- High level, business-as-usual activities underpinning the successful delivery of the Council's service plans.
- OKPIs are often those that the Council needs to monitor to ensure quality of service delivery.
- Reported monthly to CEMT and quarterly to Scrutiny and Overview Committee and Cabinet.

Business Plan Indicator Report

- Reports progress against each of the BP focusses.
- Business Plan Indicators (BPIs) are based on the headlines that we want to be able to promote in relation to each Business Plan focus.
- BPIs are simple and meaningful to the average person in the street and are largely within our control.

In-flight Project Tracker

- Tracks progress of projects that are key to the delivery of the Business Plan.
- Ensuring the monitoring and delivery of specific Business Plan actions by the deadlines outlined within BP.
- This will be presented initially to the transformation board before coming to CEMT monthly. Reported to Scrutiny and Overview Committee and Cabinet quarterly.

Business Plan Action Tracker

- Tracks delivery of business plan actions.
- Sets out owners, clusters boards, supporting officers and teams and timescales for individual Business Plan actions.
- Whilst in the process of being delivered actions will appear on the In-flight Project Tracker.
- Once delivered the Business Plan Action Tracker will be updated to indicate completion.
- Reported to CEMT monthly and S&O andCabinet quarterly.

This page is left blank intentionally.

Appendix B - Business Plan Indicators and Business Plan Focusses

Focus	Focus Owner	BPIs requiring minimal work to obtain	BPIs requiring work to obtain data	Future BPIs	Related/Contextual information
A1) We will make it easy to do business in South Cambridgeshire	Paul Frainer	BPI2 - % of district with full fibre coverage (confirmation required that Connecting Cambridgeshire able to provide)	BPI1 - % of surveyed Businesses who are satisfied with the quality of SCDC's business facing services		Contextual data available around the number, type and health of businesses in South Cambrdgeshire?
A2) We will help our village businesses thrive	Paul Frainer	BPI2 - % of district with full fibre coverage (confirmation required that Connecting Cambridgeshire able to provide)	BPI1 - % of surveyed Businesses who are satisfied with the quality of SCDC's business facing services		Contextual data available around the number, type and health of businesses in South Cambrdgeshire?
A3) We will help our businesses be green	Paul Frainer	None at present - work to help businesses be green to be investigated by March 2020.		Means of measurement to be identified as part of work to develop green business brokerage and advice service.	Carbon emissions estimates for South Cambs industry and commercial sectors (BEIS, County, University) In-flight project tracker detailing progress of project to develop green business brokerage and advice service.
A4) We will promote the area for visitors and investment	Paul Frainer	None at present - programme of activities to promote foreign direct investment into the local area is due to be developed by end March 2021. Means of measurement to be identified as part of work to develop programme. Promotion of district to visitors is through Visit Cambridge and Beyond website. Limited scope to monitor impact of this beyond number of page visits, much of this provides visitor information for locations outside of South Cambs and is this priority high enough profile to warrant action if numbers are lower than anticipated?		Means of measurement to be identified as part of work to develop programme to promote foreign direct investment.	South Cambs visitor numbers and average length of stay? In-flight project tracker detailing progress of project to develop programme to promote foreign direct investment.
A5) We will improve environmentally friendly transport links	Paul Frainer	None at present - thought required around whether its possible to quantify our input with a headline figure.			Carbon emissions estimates for South Cambs transport sector (BEIS, County, University)
A6) We will help people living here have the skills and housing they need to work locally	Paul Frainer	None at present - We are currently undertaking work to assess need for key essential worker homes, and areas within the district where this exists. This work needs to be completed prior to identification of suitable sites, at which point number of sites identified could be created as a BPI.		Number of sites identified as suitable for homes for key essential workers.	Travel time in minutes to nearest employment centre with at least 5000 jobs by public transport/walking (Dep of Transport) Travel time in minutes to nearest employment centre with at 500-4999 jobs by public transport/walking (Dep of Transport) County-wide travel to work survey results (if available). In-flight project tracker detailing progress of work to assess need for key worker housing.
B1) We will deliver a range of well-designed high-quality new homes across the district to meet need and provide real choice	Heather Wood	BPI3 - Number of energy efficient Council House completions (year to date) BPI4 - Number of energy efficient Council House active sites BPI6 - % of new homes permitted that are affordable homes (on developments requiring affordable housing)	BPI5 - Total number of new homes delivered in South Cambs (currently annual monitoring report only)		

Appendix B - Business Plan Indicators and Business Plan Focusses

Focus	Focus Owner	BPIs requiring minimal work to obtain	BPIs requiring work to obtain data	Future BPIs	Related/Contextual information
B2) We will create thriving communities where people can live, work and play	Paul Frainer	None at present - thought required around whether its possible to quantify our input with a headline figure.			In-flight project tracker detailing progress on projects such as the delivery of Northstowe community buildings
B3) We will raise the standards of new homes and communities to meet our green agenda pledge	Paul Frainer / Geoff Clark	BPI7 - Average SAP (EPC) rating (fuel-cost-based energy efficiency rating) of self-contained general needs council house dwellings	BPI8 - Number of Council homes where works have been undertaken to improve energy efficiency	Investigation of possible measure to monitor the impact of the Sustainable Design and Construction SPD and other efforts that we are making to improve environmental standards of South Cambs stock more generally? Any data available from the EPCs of new homes coming forward? Emma Davies, Jane Green.	Carbon emissions estimates for South Cambs residential sector (BEIS, County, University) In-flight project tracker detailing progress of Housing stock energy audit work.
B4) We will prevent homelessness and provide support for vulnerable people	Sue Carter	BPI9 - % of successful Homeless preventions as a proportion of all homelessness cases closed (year to date)			£s spent on B&B accommodation (year to date) (SCDC Operational KPI). Number of households in temporary accommodation and number of homeless preventions (SCDC Management info).
C1) We will become a Zero Carbon Council	Trevor Nicoll	BPI10 - SCDC Carbon emissions BPI12 - Kwh of grid electricity consumption avoided from SCDC Green Energy Investments BPI13 - Tonnes of Carbon emissions avoided from SCDC Green Energy Investments			South Cambs district carbon emissions estimates (BEIS, County, University) In-flight project tracker detailing progress of Zero Carbon Action plan and other Green to Our Core projects.
C2) We will increase green energy generation and promote environmentally friendly energy consumption	Trevor Nicoll	BPI11 - £s of Zero Carbon Communities grants awarded to help fund community run carbon reduction projects BPI12 - Kwh of grid electricity consumption avoided from SCDC Green Energy Investments			South Cambridgeshire carbon emissions estimates (BEIS, County, University)

Appendix B - Business Plan Indicators and Business Plan Focusses

Focus	Focus Owner	BPIs requiring minimal work to obtain	BPIs requiring work to obtain data	Future BPIs	Related/Contextual information
C3) We will maintain and improve air quality across the district	Trevor Nicoll	None at present - see future BPIs column.		Number of EV charging point installations that we have funded or delivered within the district - better to work to develop an agreed role and approach for SCDC in this area prior to implementing this measure. BPI showing AQ monitoring activities and standards of AQ (if possible).	Air Quality Annual Status Report
C4) We will protect and enhance the district's heritage and environment	Paul Frainer / Trevor Nicoll	BPI14 - Number of fly tips BPI15 - Number of fly tip actions taken (including fixed penalty noteices and prosecutions)			
C5) We will reduce the total amount of waste we generate as a community	Trevor Nicoll	BPI16 - Kgs of residual (black bin) waste per household BPI17 - Kgs of dry recycling (blue bin) waste per household			Other waste related KPIs and management info e.g. contamination rate and recycling rate.
D1) We will retain and develop our staff to achieve excellent results for local people	Susan Gardner-Craig	BPI18 - % staff turnover			SCDC staff satisfaction survey results.
D2) We will generate new and innovative sources of income to invest in services for local people	David Ousby	BPI19 - % of revenues generated from investments and other commercial activities			
D3) We will support and celebrate South Cambridgeshire communities	Gemma Barron	BPI20 - £s of funding provided to South Cambs community groups			
D4) We will reduce costs and improve customer service	Susan Gardner-Craig		BPI21 - % of surveyed customers who are satisfied with SCDC customer service		Operational KPIs making up regular Operational KPI report.

Appendix B - Business Plan Indicators and Business Plan Focusses

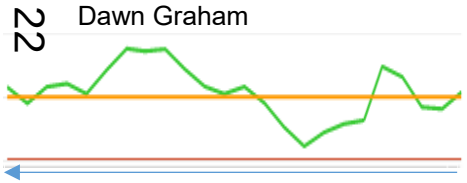
Focus	Focus Owner	BPIs requiring minimal work to obtain	BPIs requiring work to obtain data	Future BPIs	Related/Contextual information
D5) We will use technology to improve access to Council services for businesses and residents	Susan Gardner-Craig	BPI22 - Number of residents with an active OneView account		Something to show number of transactions being completed through portal.	

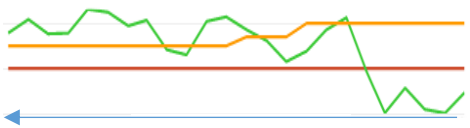
Appendix C - Operational Key Performance Information

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments
Housing Advice					
AH212 £s spent on Bed and Breakfast accommodation (year to date)					
Sue Carter					
Line chart not included due to year to date format of this PI - chart to be provided as year progresses.	Apr	527	1583	2000	
	May	914	3167	4000	
	Jun	1629	4750	6000	
AH215 % successful homeless preventions as a proportion of all homeless prevention/relief cases closed (year to date)					
Sue Carter					
Intervention / Target / Actual	Mar	55.9	50	45	This OKPI has been set up to provide a greater indication of team performance. The previous OKPI reporting the 'number of homeless preventions' will continue to be reported within this commentary (68 preventions during quarter 1). Target and Intervention are provisionally set based on 18/19 figures.
	Jun	59.1	50	45	The AH215 PI data initially used for the completion of this report was inaccurate. This has been reviewed and the methodology for obtaining this data agreed as:
Past 12 months (since data available under new reporting system)					Number of successful homeless prevention + number of successful relief / (Number of prevention cases closed - number who conitnue into the relief stage as homeless) + number of relief cases closed
					For the purposes of this PI, the overall number of 'cases closed' reflects the prevention and/or relief stage of the homeless application process. We will close the prevention/relief stage of the application when either homelessness is successfully prevented, the applicant refuses our assistance or no longer requires our assistance, or where 56 days have elapsed.
					Prevention = prevention work undertaken prior to homelessness, when threatened with homelessness within 56 days.
					Relief = further prevention work when homeless to find and secure alternative accommodation.
					In the majority of cases where we haven't been able to resolve a person or family's situation wihtin 56 days, the household will still continue to receive support from the Council. They will be assessed under our existing homelessness duties and provided with relevant temporary accommodation where we have a duty to do so.
Housing and Property Services					
AH204 % tenants satisfied with responsive repairs					
Geoff Clark					
Past 24 months	Mar	96.5	97	92	This measures is currently under review to ascertain whether it is the best means of monitoring quality of the responsive repairs service. 'SH327 % of repair job appointments kept' (below) has also promoted to provide an additional view of quality of the responsive repairs service.
	Jun	97.3	97	92	

Appendix C - Operational Key Performance Information

PI and PI owner and Month organised by Service Area	Actual	Target	Int.	Comments
Benefits				
FS112 Average number of days to process new HB/CTS claims				
Dawn Graham				
Apr	14	15	20	T and I altered to a consistent level throughout the year due to greater consistency in performance now being achieved throughout the year. New claims target set at 15 days and change events 10 days based on 18/19 results.
May	14	15	20	
Jun	14	15	20	
FS113 Average number of days to process HB/CTS change events				Please note that the % DHP spend measure has been categorised as a Service PI for this financial and as such no longer appears in this table, however will continue to be referred to as required within the commentary for AH215, as a method of preventing homelessness.
Dawn Graham				
Apr	7	10	15	
May	7	10	15	
Jun	9	10	15	
Contact Centre				
CC302 % calls to the Contact Centre resolved first time				
Dawn Graham				
Apr	78.4	80	70	This measure has been reinstated as an OKPI due to a drop in consistency in results during the 18/19 financial year.
May	78.1	80	70	
Jun	80.8	80	70	
CC303 % of calls to the Contact Centre that are handled (answered)				
Dawn Graham				The performance issues seen during recent months directly correspond to periods when the customer contact service has been experiencing staffing vacancies or absences or has a higher number of new staff members or more resource requirements due to issues with ICT.
Apr	70.9	90	80	
May	70.1	90	80	
Jun	74.6	90	80	
CC307 Average call answer time (seconds)				A number of initiatives are being undertaken to recruit and retain staff within the customer contact service and to ensure that the team has the appropriate number of staff . It is expected to see a gradual improvement in performance over a number of months as the team as becomes fully resourced with trained staff. The issues with ICT have now been resolved.
Dawn Graham				
Apr	362.9	100	180	A full report providing further details in relation to Customer Contact Service Performance was presented to Scrutiny on 16th July 2020.
May	345.5	100	180	
Jun	327.0	100	180	

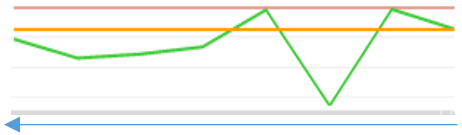




Appendix C - Operational Key Performance Information

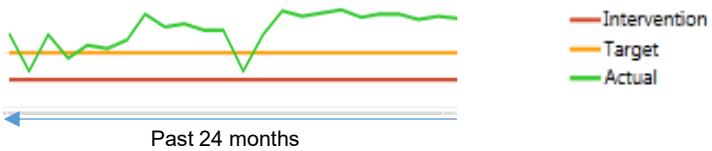
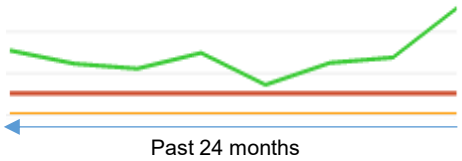
PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments
Corporate Services					
CC305 % of formal complaints resolved within timescale (all SCDC)					
EMT					
	Mar	63.04	80	70	This data is currently being collated. Results will be included as part of the regular complaints report to CEMT.
	Jun		80	70	
Finance					
FS109 % undisputed invoices paid in 30 days					
Peter Maddock					
	Apr	99.60	98.5	96.5	
	May	98.63	98.5	96.5	
	Jun	98.64	98.5	96.5	
Past 24 months					
Revenues					
FS102 % Housing Rent collected					
Katie Kelly					
Line chart not included as scale of chart means that actual is indistinguishable from target and intervention.	Apr	86.18	82.6	81.0	
	May	90.60	89.5	87.7	
	Jun	93.15	92.8	90.9	
FS104 % NNDR collected (cumulative)					
Katie Kelly					
Line chart not included as scale of chart means that actual is indistinguishable from target and intervention.	Apr	15.80	13.0	12.7	
	May	25.10	22.7	22.2	
	Jun	35.00	31.7	31.1	
FS105 % Council Tax collected (cumulative)					
Katie Kelly					
Line chart not included as scale of chart means that actual is indistinguishable from target and intervention.	Apr	15.50	11.0	10.8	
	May	25.10	21.0	20.6	
	Jun	34.30	30.7	30.1	

Appendix C - Operational Key Performance Information

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments
HR					
FS117 Staff turnover (non-cumulative)					
Susan Gardner Craig					The overall performance is within tolerance. Reasons for leaving include dissatisfaction with leadership and communication, benefits, frustration with ICT, and workloads. All of which are being addressed. It continues to be a very challenging job market with certain roles being difficult to recruit due to national skills shortages in specific professions.The Council has recently conducted a staff survey and a member task & finish group will be looking at what measures and actions the Council can consider to improve recruitment and retention.
	Mar	3.92	3.25	4	
	Jun	3.26	3.25	4	
Past 24 months					
FS125 Staff sickness days per FTE excluding SSWS (non-cumulative)					
Susan Gardner Craig					This is a new OKPI separating staff sickness absence between the Shared Waste Service (see SF786a on the following page) and the rest of the organisation due to the signifcant differences in the type of work being undertaken.
Line chart not included - historic data is being compiled for this PI.	Jun	1.96	1.75	2.5	There has been an increase in the number of sickness absences attributable to mental health causes. Additional HR support resources are being deployed to help team managers to manage absences including return to work and case reviews. Other measures are in place to support mental health in the workplace, including a confidential counselling service and Mental Health First Aid. Within Q1 we have trained an additional 5 Mental Health First Aiders (MHFA), in addition to the 27 who had already been trained. The MHFA team will be meeting regularly in order to discuss common problems within the Council, and to organise events and activities to promote good mental health.

Report continues on following page.

Appendix C - Operational Key Performance Information

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	
Shared Waste Service					
ES408 % of bins collected on schedule (SSWS)					
Trevor Nicoll					
	Apr	99.81	99.50	99.25	
	May	99.84	99.50	99.25	
	Jun	99.82	99.50	99.25	
ES418 % of household waste sent for reuse, recycling and composting (cumulative)					
Trevor Nicoll					
Line chart not included due to year to date format of this PI - charrt to be provided as year progresses.	Apr	54.3	50	48	
	May	55.1	50	48	
	Jun	55.1	50	48	
ES412 Kgs of residual waste per household					
Trevor Nicoll					
Line chart not included - historic data currently being obtained.	Apr	32.70	35	38	The Council's 2019-24 Business Plan sets the aim to reduce residual waste to 425kg per household (per annum) (compared with 450kg per household in 2017/18). ES412 has been set up as an OKPI in order to track progress towards this objective.
	May	67.95	71	74	
	Jun	101.75	106	112	
ES410 Kgs of dry recyclate per household					
Trevor Nicoll					The Council's 2019-24 Business Plan sets the aim to increase dry recycling to 205kg per household (per annum) (compared with 195kg per household 2017/18. ES410 has been set up as an OKPI in order to track progress towards this objective.
Line chart not included - historic data currently being obtained.	Apr	15.84	17	16	
	May	32.82	34	31	
	Jun	48.60	51	49	The service continues to raise awareness with residents on items that can be recycled and is working towards reducing contamination in recycling bins (contamination rates were at 5.84%, 6.08% and 5.98% in Apr, May and Jun respectively).
SF786a Staff sickness days per FTE - SSWS					
Trevor Nicoll					Shared Waste Service sickness figures have shown an increase in Q1. The majority of the increase is attributed to musculo skeletal causes and a number of staff being on long term sickness including 3 crew members who were involved in a serious RTA.
	Mar	4.37	3	3.5	
	Jun	5.56	3	3.5	Additional HR support resources are being deployed to help team managers across the organisation to manage absences, including return to work and case reviews

Appendix C - Operational Key Performance Information

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments
Dev. Management					
PN510 % of major applications determined within 13 weeks or agreed timeline (designation period cumulative)					
Sharon Brown					
Line chart not included - historic data prior to Dec 2018 based on alternative methodology.	Mar	63.19	65	60	PN510 results has been verified to ensure alignment with figures reported nationally under MHCLG's criteria for designation. The current designation assessment period runs until Sep 2019 and the designation threshold for speed of major application processing is set at 60%.
	Jun	62.66	65	60	
PN511 % of non-major applications determined within 8 weeks or agreed timeline (desig. period cumulative)					
Sharon Brown					
Line chart not included - historic data prior to Dec 2018 based on alternative methodology.	Mar	81.55	75	70	PN511 results have been verified to ensure alignment with figures reported nationally under MHCLG's criteria for designation. The current designation assessment period runs until Sep 2019 and the designation threshold for speed of non-major application processing is set at 70%.
	Jun	80.07	75	70	
PN512 % of appeals against major planning permissions refusal allowed (designation period cumulative)					
Sharon Brown					
	Mar		5	10	PN512 and PN513 results are currently undergoing verification to ensure alignment with figures reported nationally under MHCLG's criteria for designation. Once complete, this will ensure robust data in respect of appeals performance, and will be reported at the earliest possible opportunity. The current assessment period runs until Dec 2019 and the designation threshold for appeals is set at 10%.
	Jun		5	10	
PN513 % of appeals against non-major planning permission refusal allowed (designation period cumulative)					
Sharon Brown					
	Mar		5	10	See above.
	Jun		5	10	
PN518 % of new homes permitted that are affordable homes (on developments requiring affordable housing provision)					
	Mar		40	30	During Q1 planning permission was granted for 38 dwellings across 2 sites; New Road, Melbourn (22), and Capper Road, Waterbeach (16). The Melbourn site provided 40% affordable housing units, equivalent to 8 dwellings. The Waterbeach site provided 12.5% affordable units, equivalent to 2 units, on the basis that the site is also delivering a convernience store which had an impact on the viability of the proposal. During Q4 no developments were approved that required affordable housing provision.
	Jun	26	40	30	
Land Charges					
SX025 Average Land Charges search response days					
	Apr	6.39	8	10	
	May	4.21	8	10	
	Jun	5.43	8	10	

Appendix Ci- Operational Key Performance Information (update since submission to Scrutiny and Overview Committee)

PI and PI owner and Month organised by Service Area		Actual	Target	Int.	Comments
Housing Advice					
AH212 £s spent on Bed and Breakfast accommodation (year to date)					Based on 18-19 spend of £19,226, year end target for AH212 has been set at £19,000 and intervention at £24,000. April, May and June results have been updated to account for additional spend that has come to light since initially reporting to CEMT on 25/07 and Scrutiny on 20/08.
Sue Carter					
Line chart not included due to year to date format of this PI - chart to be provided as year progresses.	Apr	2513	1583	2000	Having reviewed B&B usage for the year to date, no more than three families have been housed in this type of accommodation at any one time. This has occurred where no other suitable accommodation has been available.
	May	3766	3167	4000	
	Jun	6086	4750	6000	Looking forward we seek to increase the amount of single person accommodation available through Shire Homes Lettings and will continue to monitor B&B spend closely.

This page is left blank intentionally.

Appendix A – Draft Strategic Risk Register Q1

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 and/or failure of contractors to deliver effective contract transition of public service network (from Virgin Media to MLL EastNet) **Consequence** **Leading to** complete loss of service and network connectivity in one or more Service areas across SCDC **Resulting in** potential to miss statutory obligations, damage to property, endangering life, unquantified financial costs, reputational damage	I = 5 L = 4 20	• 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 – completed and received July 2019. Recommendations being considered. SGC • SCDC active participation in and management of Virgin Media to MLL EastNet contract transfer risk via EastNet Board meetings. SGC	I = 5 L = 1 5	• Provide sufficient resources to support ICT Strategy • Complete Council Anywhere programme. Roll-out began April 2019 and complete in Shared Planning & Waste Services. • Undertake comprehensive fail-over tests for Servers. • Review LGA 5 day report and agree recommendations. • Quantify financial risk arising from network transfer from Virgin Media	31/03/20 Alex Young 31/03/20 Andrew Francis 31/03/20 Alex Young 30/09/19 Susan Gardner-Craig 31/12/19 Susan Gardner-Craig
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	• Good management and leadership (1:1s, PDR, etc) • Diversity of work and development opportunities • Employee package in place • Apprenticeships scheme in place; Management Apprenticeship scheme agreed (June 2019) • Adaptable and flexible workforce • Focus on personal and career development as part of PDRs • Positive and enabling culture – staff survey undertaken • Shared Services to improve resilience and reduce turnover. • Golden Hellos in place for hard-to-recruit / retain posts • Employee referral scheme operating • Developing a career progression scheme, particularly in Planning • Offering trainee HGV Driver places • Participation in national apprenticeship Trailblazer programmes • Branding and selling South Cambs as an employer – HGV publicity and Planning microsites • Disability Confidence scheme • Commitment to provision of Essential Worker affordable homes in corporate Business Plan	I = 4 L = 2 8	• Recruit to new posts once Planning structures agreed. Planning recruitment now underway (July 19) • Undertake review of recruitment • Set up Member task and finish groups to look at disability confidence scheme and Recruitment & Retention (set-up May 2019) • Promote Apprenticeships and work experience across all service areas	31/12/19 SGC & Stephen Kelly 31/12/20 SGC 31/12/20 SGC On-going 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	• 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 • Healthy pipeline of new build houses – July 19. £6m RTB spend agreed in August 19 for 144 units on 2 sites.	I = 4 L = 2 8	• 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	• 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. • Corporate Business Process Improvement Group set-up to coordinate business process improvement work. First meeting July19. • 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. Bids in for 3 further Business Analyst 18 month fixed term posts to be funded from ICT capital project funds. Bid in for Data Analyst 18 month fixed-term post. • Use of external consultants to support where necessary.	I = 3 L = 2 6	• Ensuring adequate governance arrangements for every programme and project • Provision of training • Ensuring sufficient people resources for each project	31/12/19 Phil Bird 31/12/20 Phil Bird 31/12/19 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	**Cause** 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 **Consequence** **Leading to** 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" **Resulting in** 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.	I = 4 L = 4 16	• 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. • Engagement and comms plan for colleagues, Members and Partners in place (April 2019) • Vision for organisation change set out to Members and colleagues (March & April 19 – Leader & CEx) • New CEx Liz Watts starts 23 September 2019.	I = 2 L = 3 6	• Recruit new senior management team of Directors (Employment Committee in July agreed to place process on-hold awaiting new CEx starting in September). • Appoint SCDC Programme Manager and Change Manager (JD & PS being developed July19); • Develop Work with Cabinet-appointed external consultants Castlerigg to deliver Phase 2 work by 30 September 2019; • Ensure Council Organisational Review is effectively aligned with Shared Planning Service change programme (Programme Managers)	30/10/19 Liz Watts 30/09/19 Mike Hill 30/09/19 Mike Hill 30/09/19 Susan Gardner-Craig
A	Information Governance **Head of Service:** Susan Gardner Craig **Risk Owner:** Valerie Gray	**Cause** Failure to effectively manage information and data handling and retention, use of incorrect information and legal non-compliance **Consequence** **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 **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).	I = 5 L = 3 15	• Training • Good practice • Staff resources. New Information Governance Manager started July 19. Dedicated support for SCDC identified July19. • Policies, guidance in place. • IT Systems • IT Security policies • Document Storage • GDPR and DPA compliance • Protocols & Sharing agreement Member awareness • PSN compliance achieved.	I = 5 L = 2 10	• 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 Valerie Gray

Risk Ref	Risk Title	Cause & Effect	Current Risk Score	Risk Control	Target Risk Score	Action Required	To be implemented by
H	Governance of Shared Services **Head of Service:** Mike Hill **Risk Owner:** Trevor Roff	**Cause** Ineffective and bureaucratic Shared Service decision-making processes are not open and transparent **Consequence** **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 **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.	I = 5 L = 3 15	• Shared Service Agreement signed by all Councils; • Governance structure has been in place for 3 years; • Annual Business Plans produced by each Shared Service; • Quarterly performance, finance and risk reviews undertaken by Shared Service Director Board with each Head of Shared Service. • Annual Report presented to Cabinet in July each year	I = 3 L = 2 6	• Shared Service Agreement Appendices to be completed with Recharge mechanisms, Exit Strategy etc; (July 19 – extra resource brought in to progress this work) • Governance arrangements to be reviewed and presented to CEx's in 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. • Learning is captured and shared via effective governance processes. • Shared Scrutiny Committee for Shared services to be explored. Possible paper to Cabinet in Oct 2019 • New ICT Member Board to be set-up	31/10/19 Mike Hill 30/09/19 Mike Hill 31/03/20 Mike Hill 31/03/20 Mike Hill 02/10/19 Mike Hill 30/09/19 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	**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; **Consequence** **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 **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.	I = 3 L = 4 12	• Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR) • Tracking of outline planning permissions through to implementation • Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff. • Neighbourhood Planning Toolkit to enable parishes to develop local housing and design polices reflecting local circumstances • 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	• 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 a quarterly basis from September 19	31/03/20 Paul Frainer 31/03/20 Heather Wood / Geoff Clark 06/11/19 Julie Fletcher
D	Flooding **Head of Service:** Trevor Nicoll **Risk Owner:** Michael Parsons	**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 **Consequence** **leading to** houses, businesses and infrastructure are flooded **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.	I = 4 L = 3 12	• 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	• Annual inspections of award drainage system. (In progress)	31/03/20 Trevor Nicoll

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	**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 **Consequence** **leading to** SCDC funding pressure in 2021 = £3.4m, of which £2.3m is covered from reserves leaving a gap of £1.1m **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.	I = 4 L = 3 12	• 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 and now in use • Finance policies & procedures • Staff training • Budgeting cycle linked to Business Plan • New s.151 Officer appointed • Quarterly reports by / to Heads of Service to track budget performance. • Audit (Internal / External) – External Auditors Ernst & Young postponed work; now on-site and work underway (August 2019) • Income generating activities underway across Council • Investment Strategy agreed at Full Council Feb 2019. First Investment property purchased providing new income stream. • Head of Commercial Development & Investment started Aug 19 (David Ousby) • Green Energy Investment Officer started July 19 (Alex Snelling-Day) • Financial principles and process agreed and underway with CEMT to identify financial pressures and savings to feed into November 19 MTFS report.	I = 4 L = 3 12	• Refresh Investment Strategy • Value-for-Money Strategy to Cabinet • Build investment portfolio to provide income streams and capital returns to deliver MTFS. • 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. • External Auditors to complete audits of 2017-18 and 2018-19 accounts • Recruit Commercial Development & Investment Officer • SCDC Financial Regulations to be refreshed as part of Organisation Review • Programme of Service Reviews to be agreed as part of Organisation Review	06/11/19 Trevor Roff 04/09/19 Trevor Roff 31/03/22 David Ousby 31/03/20 Peter Maddock 31/03/20 Suzy Brandes 18/10/19 Peter Maddocks 31/12/19 David Ousby 31/03/20 Peter Maddock 31/12/19 Mike Hill

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	**Cause** Councillors require training and development to be fully effective in their roles **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 **resulting in** Councillors experience difficulties taking informed decisions, developing and setting policy, supporting officers to deliver services, and resolving residents' local issues.	I = 3 L = 4 12	• 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 • New Scrutiny & Governance Advisor in post January 2019 (Victoria Wallace)	I = 3 L = 2 6	• Review and update Member Development Programme to respond to changing and emerging training and development needs of Members (Completed 31/07/19 – awaiting Lead Cabinet Member review) • Conclusion and implementation of Constitution review and briefing of all Members on outcomes (on track for November 19) • Review capacity, both staffing and budget, in place to support Member Development function (funding bid submitted – July 19) • Improve and update website with service information; • Update of Service Plans setting out what service is being delivered, to what quality and cost standards.	30/09/19 Kathrin John 31/12/19 Kathrin John 31/07/19 Kathrin John (Complete) 30/09/19 Gareth Bell 30/09/19 Phil Bird / CEMT
L	Organisational culture doesn't reflect organisational direction **Head of Service:** Susan Gardner-Craig **Risk Owner:** Susan Gardner-Craig	**Cause** Council is unable to access appropriate skills, behaviours and attitudes in Councillors, Managers and Staff **Consequence** **leading to** failure to embed appropriate organisational culture, poor behaviour and poor working practice **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.	I = 4 L = 3 12	• Established leadership programme • Training opportunities for all staff • Recruitment process addressing business needs • Appraisal and performance management processes in place • Organisational development strategy in place • Inward/Outward balance (learning from others, peer reviews) • Celebrating success in place • Commitment to staff • Comms strategy & engagement • Touchdown runs monthly led by CEx • Good recruitment practices • Staff Survey undertaken 2019 • Inclusive & enabling organisational structure Corporate briefings, team meetings (structure of engagement)	I = 2 L = 2 4	• Review of recruitment processes • Leadership and management development • Review of Staff award schemes • South Cambridgeshire branding refresh • Report results of Staff Survey and develop action plan	31/03/20 Susan Gardner-Craig 31/03/20 Gareth Bell 30/09/19 Susan Gardner-Craig

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	**Cause** UK exits from European Union (with or without a Deal) **Consequence** **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 **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.	I = 2 L=4 8	• 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	• 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	**Cause** Council does not effectively "join-up" its consultation and engagement with staff, public and Partners **Consequence** **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 **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.	I = 4 L = 2 8	• 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 • Senior Policy Officer appointed June 2019 (Kevin Ledger) to include oversight of consultations in SCDC and with Partners.	I = 3 L = 2 6	• 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	**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 **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 **Resulting in** service failure, increased chronic health conditions impact increase service demand, reputational damage, financial costs	I = 2 L=4 8	• 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. • SCDC fully active in Greater Cambridge Partnership to deliver new transport infrastructure and economic development.	I = 2 L=3 6	• Ensure Business Plan and MTFS aligned and actions delivered • Support CCG to lobby for improvements in underfunded Cambridgeshire & Peterborough health services.	31/03/20 Mike Hill

10

Agenda Item 9

South Cambridgeshire District Council

REPORT TO:	Cabinet	4 September 2019
Lead Cabinet Member:	Councillor Aidan Van de Weyer	
LEAD OFFICER:	Joint Director for Planning and Economic Development	

Draft Local Transport Plan - Consultation Response

Purpose

1. The purpose of this report is to inform South Cambridgeshire District Council's response to the Cambridgeshire & Peterborough Combined Authority Draft Local Transport Plan consultation.

2. Cambridgeshire & Peterborough Combined Authority is now the transport authority responsible for producing a Local Transport Plan. They are consulting on a draft Local Transport Plan between 17 June and 27 September 2019.

3. Discussion with Cambridge City Council suggests that there is potential to prepare a joint response on some or all issues. This report sets out key response points for discussion, to be refined following the meeting.

4. This is not a key decision and it was first published in the July 2019 Forward Plan.

Recommendations

5. Cabinet be recommended to:
   - Discuss and agree broad points to make in response to the Local Transport Plan consultation.
   - Agree to delegate the wording of the final joint response and any individual response to the consultation to the Joint Director of Planning and Economic Development, in consultation with the Deputy Leader of South Cambridgeshire District Council.

Reasons for Recommendations

6. The draft response addresses issues relevant to Greater Cambridge, identifying areas which should be supported, and areas that could be improved.

7. Discussion with Cambridge City Council suggests that there is potential to prepare a joint response on some or all issues with Cambridge City Council. It is likely that there will be many common response points, and, it is therefore currently recommended that a joint response be agreed.

Background

8. The Devolution Deal of 2017 gave the Cambridgeshire & Peterborough Combined Authority (CPCA) the role of the Local Transport Authority, taking over from Cambridgeshire County Council. One of the key responsibilities of the Local

Transport Authority is the development of a Local Transport Plan (LTP), to set out plans and strategies for maintaining and improving all aspects of the local transport system.

9. The new LTP will replace the Interim Local Transport Plan published in June 2017 which effectively adopted the previous County Council LTP as CPCA documents.

Draft LTP Content

10. The Draft LTP sets out four intended functions:

- To support the growth within the current Local Plans and inform the next round of local plan development;
- To provide a platform for the development of a transport network and policy framework that can support the level of growth identified in the Cambridge and Peterborough Independent Economic Review (CPIER) and Growth Ambition Statement;
- To provide the policy foundation for the Combined Authority's priority projects identified within the 2019/20 Cambridgeshire and Peterborough Combined Authority Business Plan;
- To provide the policy foundation for development of the Non-Statutory Spatial Framework Phase 2.

11. The main draft LTP document includes:

- Chapter 1 explains the role and purpose of a Local Transport Plan, reviews evidence and sets out the vision, goals and objectives for transport in Cambridgeshire and Peterborough;
- Chapter 2 provides the overarching strategy for the area;
- Chapter 3 includes area specific details of the strategy, including a specific section for Greater Cambridge;
- Chapter 4 sets out a summary of the draft policies that have been identified to support delivery of the Local Transport Plan;
- Appendix A provides a high-level delivery plan, describing each transport scheme, the local issues and strategic objectives it will address, the timescale, delivery partners, and status.

12. The plan is accompanied by a number of annexes. A draft evidence base annex provides details of the current and future transport, economic, social and environmental situation, to provide a context for plan making. The draft annex of transport policies provides principles for decision making, to guide the CPCA and partners towards achieving the identified transport goals. These policies are structured around the themes and objectives of the main transport plan.

13. The vision proposed in the draft LTP is: 'To deliver a world-class transport network for Cambridgeshire and Peterborough that supports sustainable growth and opportunity for all'.

14. The vision is intended to capture the aspirations for Cambridgeshire and Peterborough's transport network, reflecting future ambition to provide:

- ‘A world-class transport network’ – Cambridgeshire and Peterborough aspire toward a transport system of the highest quality on a global stage, which meets the needs of residents, businesses, and visitors;
- ‘Sustainable growth’ – the network will support the delivery of future economic and housing growth across the region that enhances overall quality of life and protects or enhances the environment;
- ‘Opportunity for all’ – the network should support access to jobs, services and education for all, irrespective of income, age, ability, location, or access to a car.

15. The vision is then reflected in 10 objectives, themed under environmental, social and economic issues.

16. The plan sets out an overarching strategy for the future of transport in the combined authority area. CPCA has a growth ambition statement, seeking to nearly double economic output over 25 years. To accommodate growth sustainably the transport strategy says this means improving journey times and reliability, enhancing the network to accommodate as many existing and new journeys as sustainably as possible, and investing in new transport technologies. It also means improving access for communities to jobs, services and facilities, and supporting mode shift away from the car. The draft LTP seeks to facilitate economic growth, connecting people to jobs, and connecting businesses. It seeks to ensure transport initiatives improve air quality across the region to exceed good practice standards, and to respond and climate change.

17. Objectives include to ‘Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change’, and to ‘Ensure transport initiatives improve air quality across the region to exceed good practice standards.’ The plan also proposes to apply biodiversity net gain principles to transport initiatives.

18. Transport schemes that have been included in the draft LTP have been selected from a number of sources: the priority schemes and studies of the Combined Authority, previous Local Transport Plans for Cambridgeshire and Peterborough, the Greater Cambridge Partnership’s work, and existing Local Plans. They have been subject to a scheme assessment process before being include in the draft LTP, and will be subject to further testing through the scheme development process.

19. A Transport Delivery Plan is proposed to be prepared, with details of how the transport improvements will be delivered, but it does not form part of the current draft documents. The Transport Delivery Plan will be developed in parallel to the public consultation on the draft LTP to identify the phasing of schemes and implementation of new policies, identify lead sponsors for delivery along with key delivery partners, and identify known and potential funding and financing sources/options. This will then be reviewed annually.

20. Funding of schemes will come from a range of sources. The City Deal is funding the Greater Cambridge Partnership (GCP) programme. Other potential sources of funding listed, both to start new transport schemes and continue with existing projects, include: Central Government funding, for example the Housing Infrastructure Fund, and the Growth Deal; direct contributions from private companies and/or developers; Mayoral Community Infrastructure Levy/Strategic Infrastructure Tariff; Business Rates Supplement and/or Increment Retention; Council Tax Precept and/or Increment Retention; Stamp Duty Increment Retention; and Land Value Capture mechanism.

21. The strategy for the Greater Cambridge area includes the following schemes:

- Cambridgeshire Autonomous Metro (CAM) central tunnelled infrastructure within Cambridge;
- First phase of the CAM through the GCP corridor schemes - to Cambourne, Granta Park, Cambridge East and Waterbeach (includes segregated high quality public transport, cycling, and new park & ride);
- Milton and Histon Road Cambridge Improvements to aid buses and cycling;
- Additional Park & Ride sites and capacity (West of Cambridge near Trumpington, Longstanton). Changing P&R's to act as travel hubs and interchanges between CAM and local buses / demand responsive transport;
- Rural Travel Hubs;
- A new station at Cambridge South, and relocation of Waterbeach Station;
- Additional rail services, including faster, more frequent services between Peterborough, Ipswich and Norwich to Cambridge and Stansted Airport, and, Newmarket to Cambridge doubletracking, and Ely Junction improvements, electrification of rural routes;
- Dutch-type segregated walking and cycling infrastructure including the Greater Cambridge Partnership's Greenways programme, Chisholm Trail, and Wider Cambridgeshire Cycling Interventions;
- Cycling improvements in Cambridge - Mill Road Railway Bridge Widening, Jesus Green Lock, Coldhams Lane Improvements, Riverside Improvements;
- City Access and Choices for Better Journey – public transport network improvements and road space demand management in Cambridge being considered by GCP; improvements to the A10(N) between Cambridge and Ely Multimodal study of the A505 corridor;
- Girton Interchange Study exploring the case for improvements to add additional links not served by the existing junction, subject to engineering feasibility and value for money;
- Pinch point schemes like Foxton Level crossing (testing feasibility of a bridge).

22. In addition East West Rail (East West Rail Company), Oxford Cambridge expressway and Caxton to A1 A428 improvement scheme, M11 Smart Motorway (Highways England) are also referenced and supported.

23. The Cambridgeshire Autonomous Metro (CAM) is a key part of the draft LTP. This will link key destinations in Cambridge, such as the Cambridge Biomedical Campus, City Centre and Northern Fringe, to each other and key corridors from the city, including to St Ives, Cambourne, Waterbeach, Trumpington, Haverhill (via Granta Park) and Mildenhall. It is envisaged to operate with bespoke electric vehicles, which can operate on existing busway corridors and future segregated public transport links without the need for steel rails. It will be largely segregated from traffic (achieved in the city centre through tunnelling) with dedicated stops and real-time information. The CPCA have committed funding to the Outline Business Case stage.

24. Whilst not listed as a scheme at this stage, the draft LTP includes that the CPCA may also explore the case for an extension to the M11, or a new dual-carriageway standard route, from Cambridge to Chatteris, March and Wisbech. This would aim to

encourage investment in north Cambridgeshire, and share the benefits of the success of the Greater Cambridge area.

25. Another key element is implementation of the Strategic Bus Review, including a review of bus operating models and provision for new rural travel hubs and optimised use of subsidies. Rail Capacity improvements will also be informed by the Cambridgeshire Rail Capacity Study. The plan also supports the role out of digital infrastructure, and the work of Smart Cambridge.

26. In addition to the major schemes, to help promote walking and cycling, Local Cycling and Walking Implementation Plans (LCWIPs) will provide evidence for prioritised investment in cycling and walking infrastructure.

27. Public consultation on the draft LTP will take place from 17 June, running for 15 weeks until September 27. A series of drop-in events are taking place during the consultation period. More information can be found on the CPCA website: https://cambridgeshirepeterborough-ca.gov.uk/about-us/programmes/transport/ltp/

28. Following consultation, the responses will be reviewed and the final LTP will be adopted in December.

Opportunity for a Joint Response with Cambridge City Council

29. Discussion with Cambridge City Council suggests that there is potential to prepare a joint response on some or all issues with Cambridge City Council. It is likely that there will be many common response points, and, it is therefore recommended that a joint response be agreed on some or all issues.

30. Cambridge Planning & Transport Scrutiny Committee considered a draft response on 16 July. The Executive Councillor for Transport and Community Safety delegated the wording of a final joint response and/or any individual response though an out of cycle decision, in consultation with Chair and Spokes. https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=475&MId=3740&Ver=4

31. The draft proposed response in Appendix 1 is an updated draft of the version considered at the Cambridge meeting, drawing in comments received from specialist officers, and liaison with the County Council and Greater Cambridge Partnership.

Proposed Council Response

32. In summary, as a direction of travel the plan offers very positive outcomes, and provides a solid basis to build on. However, future reviews will need to build on these policies with innovative transport schemes which push boundaries to deliver sustainable transport solutions if the objectives are to be fully achieved. The Draft LTP continues to provide a framework for the transport schemes listed include the Greater Cambridge Partnership transport programme. The inclusion of these schemes is supported as they are important to assist delivery of the current development strategy, and the growth identified in currently Local Plans, including delivery of growth sites on the fringes of Cambridge and at new settlements.

33. The LTP also aims to provide a platform for future growth, and development of a transport system and policy framework that could support the level of economic growth identified in the CPIER and CPCA's Growth Ambition Statement. It is

important to note that the levels and locations of future growth will be matters for the review of statutory Local Plans, in the case of Cambridge and South Cambridgeshire the new Greater Cambridge Local Plan. The plan making process will commence this year with an Issues and Options consultation. In due course the LTP will need to be updated to respond as necessary to the new Local Plan's development strategy. The draft LTP objectives, strategy and policies therefore provide the start of a journey, setting out some key transport principles that support the current local plans, and which can be further refined to respond to the future development strategy.

Options

34. Members may decide to:

- Agree the high-level response points without amendment or addition, delegating the wording of the final response to the consultation to the Joint Director of Planning and Economic Development, in consultation with the Deputy Leader of South Cambridgeshire District Council.
- Agree the high-level response points with amendments and/or additions, delegating the wording of the final response to the consultation to the Joint Director of Planning and Economic Development, in consultation with the Deputy Leader of South Cambridgeshire District Council.

Implications

35. 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: -

Equality and Diversity

36. The Draft LTP has been subject to a Community Impact Assessment. This concludes that 'The LTP has the potential to provide and improve equality and health of the communities in Cambridgeshire and Peterborough'

Climate Change

37. The Draft LTP has been subject to a Strategic Environmental Assessment. The summary of assessment results states, 'Overall the LTP is likely to have significant positive social effects from increased accessibility (both affordability and connectivity), increased choice and reliability of sustainable transport modes, economic growth, and health benefits. The LTP promotes sustainable transport modes including low and zero emission vehicles which will help reduce transport-related emissions providing benefits for air quality, GHG reduction and health. The LTP promotes new road and rail transport infrastructure which has the potential for positive or negative effects depending on the location of the projects and mitigation measures incorporated into the design. Negative effects could include habitat loss and fragmentation, death, injury or disturbance to species, visual impacts, damage to heritage assets and archaeology, effect on setting of heritage assets, landtake including loss of agricultural land, and water pollution. There is also opportunity to provide positive effects through design and coordination with partners and other organisations, including habitat creation and enhancement, incorporation of green infrastructure, increased access to the natural and historic environment (although increased pressure on these assets would need to be managed), increased accessibility and connectivity, and facilitating economic growth. The LTP also contains policies that aim to reduce negative effects associated with transport infrastructure and protect and enhance the natural and built environment including

requiring a Construction Environmental Management Plan (CEMP) and considering environmental protection and enhancement within project design. The SEA process has also resulted in mitigation and enhancement measures being identified for the LTP to strengthen environmental outcomes.'

38. Issues regarding the transition to net zero carbon are raised in the draft response.

Consultation responses

39. In preparing a suggested response to the current consultation, Greater Cambridge Planning Service officers have engaged with a range of officers, including from the Greater Cambridge Partnership.

Effect on Council Priority Areas

Priority 1 - Growing local businesses and economies

40. The draft LTP addresses the importance of the transport for supporting the economy and includes a number of policies and proposals to address the needs of businesses.

Priority 2 - Housing that is truly affordable for everyone to live in

41. Investment in transport infrastructure is important for enabling housing growth. The draft LTP includes schemes identified to support planned growth in the adopted local plan.

Priority 3 – Being green to our core

42. The draft LTP includes objectives to 'Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change' , and 'A commitment to environmental net gain through investment in transport'. It includes a range of schemes and polies to support shift towards sustainable transport modes. The draft response proposed in appendix 1 seeks objectives to be revised to fully reflect net zero carbon ambitions.

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.

The following documents are available to view on the Cambridgeshire & Peterborough Combined Authority Website: https://cambridgeshirepeterborough-ca.gov.uk/about-us/programmes/transport/ltp/

- Draft Local Transport Plan
- Draft Evidence Base Annex
- Draft Policies Annex
- Strategic Environmental Assessment
- Habitats Regulation Assessment

- Community Impact Assessment

Appendices

Appendix 1 Draft Response.

Report Author: **Jonathan Dixon - Principal Planning Policy Officer**
Telephone: (01223 713194)
Email: jonathan.dixon@scambs.gov.uk

Appendix 1

Draft Response to the Draft Local Transport Plan

Overall Approach

A.1 As a direction of travel the Draft LTP offers very positive outcomes and provides a solid basis to build on. However, future reviews will need to build on these policies with innovative transport schemes which push boundaries to deliver sustainable transport solutions if the objectives are to be fully achieved, and to support delivery of the net zero carbon target. Delivery of the plan will need effective engagement with partners, including Local Planning Authorities, in particular regarding approaches to funding.

Planning for Future Growth

A.2 One of the key functions of the LTP is to support the growth identified by the current local plans, which is reflected in Phase 1 of the CPCA Non-Statutory Spatial Framework. The Draft LTP responds to the current development strategy by including schemes which support the planned growth. This includes the transport schemes identified in the Greater Cambridge Partnership transport programme. The inclusion of these schemes is supported as they are important to assist delivery of the current development strategy, and the growth identified in currently Local Plans, including delivery of growth sites on the fringes of Cambridge and at new settlements.

A.3 The Draft LTP also aims to provide a platform for future growth, with development of a transport system and policy framework that could support the level of economic growth identified in the CPIER and CPCA's Growth Ambition Statement. Development of the LTP was intended to be in parallel with the Non-Statutory Spatial Framework Phase 2, which would look towards 2050. The Phase 2 discussion paper was deferred by the CPCA board at the same meeting the Draft LTP was approved for consultation. There are references to the Phase 2 NSSF that will need to be amended given that this process is still being reviewed.

A.4 It is important to note that the levels and locations of future growth will be matters for the review of statutory Local Plans, in the case of Cambridge and South Cambridgeshire through the new Greater Cambridge Local Plan.

A.5 In due course the LTP will need to be updated to respond as necessary to the new Local Plan's development strategy. Para 1.35 acknowledges that it may be necessary to refresh the Local Transport Plan. The Combined Authority says it will continue to work closely with its partners in spatial planning, delivery of transport priorities, and in identifying the most appropriate time to refresh the Local Transport Plan over the coming years. This statement is supported.

A.6 The Draft LTP objectives, strategy and policies therefore provide the start of a journey, setting out some key transport principles that support the current local plans, and which can be further refined to respond to the future development strategy.

Child Documents to the LTP

A.7 The previous LTP (Cambridgeshire LTP3) informed the policy direction of a number of 'child documents'. These include:

- Area specific strategies for Cambridge & South Cambridgeshire, East Cambridgeshire, Fenland and Huntingdonshire
- The Rights of Way Improvement Plan
- The HGV Routing Strategy (and map)
- Highways Policies
- Smart Transport Strategy
- Existing or new mode specific strategies such as for Public Transport, Active Travel (including the Local Cycling and Walking Infrastructure Plan

A.8 It is unclear from the current Draft LTP what status the current documents will have when the new plan is adopted, and who will be responsible for producing or updating them. This is a key point as these documents typically go into a level of detail that is not covered by an LTP, or they could follow the main LTP depending on timing in relation to development plan making. They therefore play a pivotal role in the formulation of evidence bases for Local Plans, for transport schemes and programmes, and for the negotiation of transport related planning obligations from development.

The Following sections follow the structure of the main document:

Exec Summary

A.9 The section on Transport and the Economy does not fully cover the benefits to the economy of cycling and walking in terms of health and accessibility to jobs, both for short journeys and for longer journeys when combined with public transport and suitable infrastructure. Cycling is a key mode for the Greater Cambridge area. This can be resolved by addressing cycling and walking more

clearly in this section, including to emphasise the importance of these transport modes in the Greater Cambridge area.

Aims and Objectives

A.10 The Draft LTP aims and objectives towards addressing economic, social and environmental transport issues are supported. The graphic regarding the objectives could more clearly show that objectives are linked, rather than appearing as separate goals.

A.11 Many of the key objectives stated in the Draft LTP align with those of the Councils, such as:

- ‘Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change’
- ‘Deliver a transport network that protects and enhances our natural, historic and built environment’
- ‘Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all’
- ‘A commitment to environmental net gain through investment in transport’.

A.12 Alignment of the objectives with those set out in key economic evidence base documents such as the CPIER and Local Industrial Strategy (LIS) are supported, along with the inclusion of key environment and societal objectives.

A.13 Cambridge City Council have declared a Climate Emergency. South Cambridgeshire District Council is targeting net zero carbon by 2050. The government have also amended the Climate Change Act (2008) to bring net zero carbon by 2050 into law. Interim targets are in place for a 51% reduction by 2025 and a 57% reduction by 2030 on a 1990 baseline. Transport is a major contributor to the carbon footprint of the UK and Cambridgeshire. References to national ambitions to significantly reduce greenhouse gas emissions by 2050 will therefore need to be updated. This should be addressed directly in the vision and objectives. It is suggested to amend the objective ‘Sustainable growth’ to by adding to the end, ‘and supports the transition to a net zero carbon society’, so that it reads, ‘the network will support the delivery of future economic and housing growth across the region that enhances overall quality of life and protects or enhances the environment and supports the transition to a net zero carbon society’.

A.14 The CPCA should consider how it brings the “net zero” policy position into the assessment of its transport programme and schemes, and the trajectory of emissions reduction from the transport sector that will be needed to meet the national objective. It should also consider in detail how the use of existing and planned new infrastructure may need to evolve over time to make the most efficient use of it, in terms of energy usage, emissions, capacity and

congestion. It should look to secure that the initial benefits of new infrastructure are not lost as suppressed demand or transfer of mode to car leads to unintended increases in private car travel with an attendant increase in emissions.

A.15 Paragraph 1.97 of the LTP details a proposed metric on transport emissions based on CO_2 emissions from travel along Cambridgeshire and Peterborough's road network. Tackling the operational carbon footprint of the vehicle fleet will come through the provision of clean energy to support electric vehicles but unless access to clean energy is carefully planned and EV charging infrastructure developed properly, the transition to EV's could be pushed into the future when this is needed now. It is worth highlighting that simply replacing one petrol/diesel car with an electric car will bring down operational carbon emissions but this does not address emissions associated with construction of transport infrastructure and the manufacture of the vehicle fleet, which will also need to be taken into account in the future. Even with an all-electric vehicle fleet, there will still be a requirement for "net zero" power generation for the manufacture and operation of that fleet if it is to meet the "net zero" objective.

A.16 Carbon footprint work is currently being carried out for Cambridgeshire County Council by the University of Cambridge Science and Policy Exchange (CUSPE). This will identify scenarios for getting to net zero by 2050 for all sectors including transport. We would strongly recommend that this work be included as part of the LTP evidence base to supplement section 2.41- 2.45 and inform future scheme prioritisation and delivery plans still under development. It's important to note, Figure 2.8 on transport CO_2 emissions per capita (Evidence Base Annex), show emissions reductions from 2005 to 2015 but this graph would benefit from updating with where these are today and more importantly on the graph show where they need to be by 2025, 2030 and 2050 in line with the 4th, 5th and 2050 government targets.

A.17 When considering the prioritisation of its programme in the context of climate change and emissions, Combined Authority should place a greater focus on the provision of mobility services (e.g. autonomous vehicles) and use of public transport, given the strength of the high technology sector in this area. The Grand Challenges theme set out in the Government's Industrial Strategy (BEIS 2018) is driving the UK's ambition for our 'Clean Growth' and for 'Future of Mobility Services' to be world leading. Emissions per passenger mile are generally far less than those associated with a private car, even if the vehicle is not 'green' and the emissions per vehicle are higher.

A.18 In addition to the climate emergency, Cambridge City Council has pledged to develop plans to secure further biodiversity net gain, in recognition of the global

biodiversity emergency and the local impact this could have on the communities and businesses. South Cambridgeshire District Council has resolved to aim to double the area of rich wildlife habitats, tree cover and accessible green space in order for nature and people to thrive, and businesses to prosper, recognising we are facing an ecological emergency.

A.19 The commitment to environmental net gain through investment in transport in the Draft LTP is supported. The main Draft LTP document does not reference the vison of the Local Nature Partnership, and this should be added. It should also reference the Oxford-Cambridge Arc Local Natural Capital Plan, and the importance of collaboration between projects within the area.

A.20 On a technical note the references to biodiversity net gain and environmental net gain should be checked, to ensure consistency within the document.

A.21 Improving air quality is identified as a key priority of the LTP throughout the document and the impact of emissions from transport is both evidenced and acknowledged. We welcome this. Cambridge City Council's Air Quality Action Plan (AQAP) and other supporting evidence including the nature and extent of the region's Air Quality Management Areas are acknowledged and referenced. Defra guidance under the 1995 Environment Act recommends that Air Quality Action Plans should be integrated into the current Local Transport Plan. Reference should be included in the main document as well as the annexes. It is crucial that all schemes proposed in the LTP are subject to air quality assessment, including consideration given to how air quality standards will be met.

A.22 Cambridgeshire also suffers with a disparity in accessibility by transport, with rural areas heavily reliant on private car, creating issues in terms of access for jobs, healthcare, services and leisure, subsequently creating inequality. When South Cambridgeshire District Council consulted on their Business Plan in early 2019, almost 50% of respondents said that the economic development priority should be transport. This is a vital issue for the LTP to address, so the inclusion of aims and objectives around this is welcomed.

Metrics

A.23 The draft LTP includes a number of metrics, which will be used to inform and test the transport delivery plan.

A.24 Paragraph 1.97 refers to further metrics being developed with partners. Metrics will need to consider embodied carbon in addition to emissions (from both construction and in operation), to understand the impact of transport towards the transition to net zero carbon. Other metrics should also consider role out of

electric vehicle infrastructure, and monitoring of mode share / take up of sustainable modes or travel, and healthy lifestyles/active travel.

Guiding Principles

A.25 The Councils generally support inclusion of the User Hierarchy; however, it is important to consider opportunities to create areas of enhanced 'Place', and how spaces within streets can be reallocated to create a high-quality public realm whilst supporting sustainable modes of travel. The Councils and GCP are developing a spaces and movement strategy titled 'Making Space for People' for Cambridge, which is exploring how to deliver an inclusive and walkable city centre. This work is being done in a parallel process to the GCP City Centre Access Programme. Reference to this should be added to the Draft LTP.

A.26 Other principles of supporting shift towards sustainable transport modes, the integration of the network to enable multimodal trips and uptake of future technologies are also important and are supported. It is vital that the LTP is adaptable so that it can reflect progress as technology changes and is positioned to support the implementation of technological solutions.

A.27 Whilst the major schemes listed in the plan improve transport opportunities on key corridors, it will be crucial to consider how villages and communities away from these corridor schemes can effectively link to these routes and transport hubs like the Park & Ride sites. Links to education facilities from the villages and communities they serve should also be a priority. This is a key issue for communities in South Cambridgeshire, where children are often required to travel between villages to access schools. This includes situations where local primary schools are full and pupils must travel to other villages. The issue is even more apparent for accessing further education. Similarly, not all villages have healthcare facilities, and higher order health services are provided centrally. A key element of implementing the LTP will be improving public transport, cycling and walking links so that people can access the transport routes and hubs proposed, and the delivery of an integrated transport system.

Transport schemes

Walking & Cycling

A.28 The Draft LTP aims to support investment in world-class walking and cycling facilities, including a network of segregated cycleways. The plan includes a number of multimodal corridor schemes which include cycling and walking provision, and the Greenways project. Whilst these high-quality schemes are supported, it will be important to improve the wider urban and rural network, so people can connect to these. Links to the corridor improvements must be

addressed in the LTP, and through the Local Cycling and Walking Infrastructure Plan.

Public Transport

A.29 Inclusion of the Greater Cambridge Partnership public transport schemes within the LTP is supported. The Councils also support the inclusion of the CAM and the desire to deliver high quality, high frequency, segregated public transport offerings to connect key housing and employment destinations. In particular the Councils support the Greater Cambridge Partnership corridor schemes, which are proposed as a first phase. CAM will need to be complemented by measures being explored by the Greater Cambridge Partnership through the Cambridge City Centre Access Project.

Rail

A.30 The inclusion of proposed rail enhancements in the LTP is supported. Rail is a key transport mode for the area. The Councils support the inclusions of new stations at Waterbeach and Cambridge South, as well as increased frequency of services across the network. The Councils are also pleased to see the inclusion and support for East-West Rail.

A.31 Potential for new stations at Fulbourn and at Cherry Hinton should be included within the long-term rail aspirations in the LTP. These proposals have previously featured in the Cambridgeshire Long Term Transport Strategy (a child document to the LTP) as part of a vison to increase the rail offering to the east if the county.

A.32 More emphasis on electrifying the entire rail network in the CPCA area would be welcomed, in the light of a need to tackle climate change and emissions.

Roads

A.33 The road improvements proposed in Greater Cambridge largely respond to planned growth in the area.

A.34 It is also recognised that in some cases road capacity improvements are necessary in order to respond to safety issues, and address congestion to support and enable economic and housing growth. However, it is important that for the benefit of the built and natural environment, that all options of viable alternatives to providing for the private car should be considered alongside road capacity increases. This includes by making schemes are multimodal.

A.35 Proposals to improve the A10 north of Cambridge seek to address a key corridor for existing travel which is already heavily congested, and for future housing and economic growth including at the new town north of Waterbeach. This must be delivered alongside investment and effective integration with infrastructure to support sustainable travel modes.

A.36 Inclusion of the A505 study as multimodal is also supported. As well as being a key route for an existing Biotech Cluster, there are also currently significant safety concerns on much of the route.

A.37 The Councils are responding to the consultation on the A428 Black Cat to Caxton Gibbet scheme, supporting in principle but seeking clarification in relation to in relation to the Government's and Councils' net zero carbon ambitions.

A.38 The project proposing a Girton Interchange study is also supported, as it is important to ensure the effectiveness of this junction.

Electric Vehicle Network

A.39 There is a need for specific plans to support low emission vehicle roll out and use, with a strategy for increasing chargepoint capacity across Cambridgeshire and Peterborough, and including rapid chargepoints at strategic points. The Combined Authority should seize the opportunity to state an aim for the Cambridgeshire and Peterborough region to have a world class network of electric and low emission vehicle charging vehicles and infrastructure.

A.40 The LTP currently states the current electricity grid prevents this, and that the CPCA will engage with the relevant bodies and stakeholders to improve the grid capacity. Cambridgeshire County Council has shared with the CPCA a project under development with UK Power Networks, businesses, Greater Cambridge Partnership and Local Authorities, to integrate land use, transport and energy planning. The aim of this project is to develop an energy infrastructure plan and funding strategies to deliver a 'whole energy system' that supports the decarbonisation of transport (heat and growth too) by 2050 at least cost. It will be helpful if the project is included in the LTP as supporting the delivery of the ambitions of the strategy and the decarbonisation of transport. Further details can be shared with the Combined Authority. This project will identify the EV infrastructure requirements across Greater Cambridge and East Cambridgeshire initially to support future projections and demand for electric and low emission vehicles and provide a clear plan of action.

LTP Policy Annex

Note: In this section we have provided a summary of the issues raised to assist members consideration of the response:

Policy Theme 1 Housing and Development

A.41 Summary: identifies that the Combined Authority will ensure that there are a wide range of high-quality public transport options between new and existing residential areas and major employment sites and other key services and amenities; drive the use of 'sustainable' transport modes, particularly the 'active' modes of walking and cycling through infrastructure provision, education and incentive schemes; encourage developers to place sustainable transport and its promotion at the heart of new developments; and carefully consider the location of new housing development and integrated land uses of development, looking to minimise the length of journeys between housing, key services, and amenities.

A.42 Response: The aims of the policies regarding enabling development in this theme are supported. They address reducing the need to travel, prioritising sustainable modes, and access to jobs, services and amenities.

Policy Theme 2 Improve Access to Jobs

A.43 Summary: This theme highlights that the CPCA will work with partners to: work closely with developers to ensure that transport planning is integrated into every stage of new housing development plans; widen the geographical scope of the transport network, providing better connectivity between major urban areas and the rest of the Combined Authority area; and, tackle congestion, by providing better 'sustainable' transport options such as public transport and cycling infrastructure and providing infrastructure interventions at key 'pinch points'.

A.44 Response: The policy principles are supported.

A.45 Policy 2.1.2 seeks to ensure that developers provide sufficient transport capacity and connectivity to support and meet the requirements arising from development. The policy is sound, reflecting national guidance in the National Planning Policy Framework that seek to ensure 'appropriate opportunities to promote sustainable transport modes can be – or have been – taken up, given the type of development and its location' and that 'any significant impacts from the development on the transport network can be cost effectively mitigated to an acceptable degree.'

A.46 There are sites in Greater Cambridge, such as North East Cambridge where an Area Action Plan is being prepared by the Councils, where there are genuine opportunities to significantly change transport behaviours. The encouragement developers and partners to work together to deliver shared ambitious solutions is supported in policy 2.1.1. However, further text should be added in the overview section to emphasise these opportunities.

A.47 Similarly, policy 2.1.3 regarding parking should addresses situations where it would be appropriate to reduce or control existing parking to support sustainable travel. This issue is picked up in policy 18.2, but should be referenced here for consistency.

A.48 Theme 2.2 seeks to expand labour markets by improving transport and making employment more accessible. This should include 'investment in our cycling and walking network to improve accessibility' not just 'investment in and improvement of public transport and the highway network'. Policy 2.2.1 includes measures to reduce peak demand on the highway network. These measures are supported. Policies 2.2.2 and 2.2.3 address public transport and highway improvements to improve accessibility. An additional policy should also address cycling and walking improvements which will also improve access to jobs.

Policy Theme 3 Enhance business connections

A.49 Summary: Accessing ports and airports addresses links to these key transport hubs, but also addresses the visitor economy, connection between key employment sites, and freight movement. Policy theme 3.2: Supporting the local visitor economy acknowledges the importance of the visitor economy to Cambridge and the surrounding rural areas. Policies propose working with partners to: improve connectivity to international gateways and large centres; deliver an integrated transport network navigable by passengers who are visiting the region for the first time; deliver sustainable transport connectivity to tourist destinations in rural areas, such as the Cambridgeshire Fens; and provide sufficient space and appropriate infrastructure for coach services to manage the impacts of day visitors on our highway and parking infrastructure. Policies in section 3.3 acknowledge the importance of help to ensure excellent connectivity between key employment sites to support employment clusters.

A.50 Response: Day visitors impact on Cambridge's transport infrastructure. Policies to address infrastructure and management of coach services, and to enable visitors to access and move around by sustainable modes are supported.

A.51 Linking employment clusters is a key issue for Greater Cambridge given that its clusters involve firms spread geographically across the subregion. Linkages

that enable firms to cooperate successfully are important to the success of the area, and the measures proposed in these policies are supported.

A.52 Given the net zero carbon ambitions of Cambridge City Council and South Cambridgeshire District Council, the measure proposed in section 3.4 to transfer freight from road to rail are also supported.

A.53 Policy 3.4.3 seeks to promote sustainable urban freight distribution. Deliveries cause congestion issues for the central area of Cambridge, so greater emphasis on 'Last Mile' deliveries by cycle as a solution would be welcomed. Promotion and support of consolidated deliveries by small electric vehicles and cycles should also be included in this section.

Policy Theme 4 Secure resilience and reliability

A.54 Summary: This section addresses the changes and measures required to adapt the transport network to climate change, identifying risks and responding when designing schemes and carrying out maintenance. It also considers maintenance issues and asset management, proposing to explore harmonisation of highway maintenance standards and encourage partnership working between agencies.

A.55 Response: There is a need to ensure that all new transport infrastructure is designed and constructed with climate change in mind. References to avoiding exacerbating flooding should also include the requirement for opportunities for flood risk mitigation to also be explored and taken to reduce risk to communities. Reference to the guidance provided by the Cambridgeshire Flood and Water Supplementary Planning Document would be beneficial.

A.56 Linear transport networks can have wider catchment impacts, therefore there may be opportunities to bring about a reduction in flood risk rather than just maintaining the status quo. Opportunities should be explored with flood management bodies including the Environment Agency and Cambridgeshire County Council / Peterborough City Council as lead local flood management authorities.

A.57 Reference should also be added to addressing overheating on public transport as well as addressing the impacts that heatwaves can have on physical transport infrastructure.

Policy Theme 5 Embed Safety

A.58 Summary: Includes measures to address safety and security. Proposing a multi-agency approach to improving road safety.

A.59 Response: The ‘Vision Zero’ – zero fatalities or serious injuries – and proposals for a ‘safe systems’ approach, across the Combined Authority area are supported.

Policy Theme 6 Deliver affordable and accessible transport networks.

A.60 Summary: Policies propose to work with transport operators to make public transport more affordable and flexible. Includes support for technological developments such as connected and autonomous vehicles (CAVs), and Mobility as a Service (MaaS) business models, and increasing accessibility to transport data (such as real time service information). The Plan sets out the CPCA approach to: promote and support work undertaken by Smart Cambridge; provide the infrastructure which will enable the uptake and optimisation of new transport technologies; and guiding the development of a regulatory framework under which new transport technology providers operate. The plan also supports working with partners to secure the introduction of electric vehicle charging points on the road network to facilitate use of electric vehicles, including taxis.

A.61 Response: New transport technologies have the potential to benefit many people, but there is also a need for active engagement with all community groups, including more vulnerable groups to ensure social inclusion. Recognition of this in the plan is supported. These is also continued recognition of the role of community transport.

Policy Theme 7 Promote healthy and active lifestyles

A.62 Summary: This theme addresses smarter choices and travel planning, as means of encouraging healthier transport choices and active travel. Policies on Rights of Way aim to maintain and enhance the network of routes.

A.63 Response: The Rights of Way network is important for connecting communities, and for connecting to the green infrastructure network. Policy aspirations to enhance the network are supported. Continued support for travel planning and promotion of sustainable travel choices, which are important elements of reducing reliance of private cars, are also welcomed.

A.64 This section should also address embedding walking and cycling infrastructure into new developments or retrofitting it to existing or be clearer that these issues are addressed under the modal policies of walking and cycling.

Policy Theme 8 Improve air quality

A.65 Summary: The section acknowledges the impacts of air quality on public health, and the challenges faced in the area, including the existing Air Quality Management Areas. Policies for improving air quality within the Combined Authority area are focused on harnessing improvements to vehicle technology and disincentivising travel by high polluting modes to reduce road traffic emissions.

A.66 Response: Policy goals regarding air quality improvements are supported, however, delivery of specific actions and schemes will be crucial to secure these goals, and which will enable Cambridge to meet its legal obligations on improving Air Quality in the short and medium term. The impact of these schemes will require careful monitoring to ensure the desired impacts are being achieved.

A.67 The Combined Authority has confirmed that it will work in partnership with the constituent Local Highway and Planning Authorities to maintain statutory duties under the Environment Act 1995, and develop new air quality / planning policies. This is supported.

A.68 We welcome the inclusion of air quality assessments as part of the scrutiny process for development of transport schemes. There is an 'aim to ensure transport initiatives improve air quality across the region, exceeding good practice standards' but no explanation of which standards are being referenced. These should be added.

A.69 Paragraph 8.13 in 'Our Policies' states clearly that minimum bus emission standards should be set but presents no details of how this might be delivered. We welcome that the need for minimum standards to be set (or reset) for buses is stated, but some detail is required to demonstrate how these might be realised. The Clean Air Zone Feasibility Study recommended that buses, coaches and LGV would have to be Zero Emission or Ultra Low Emission to reduce and maintain levels of nitrogen dioxide, whilst increasing the number of services.

Policy Theme 9 Protect and enhance the environment

A.70 Summary: This section acknowledges that the construction of new transport infrastructure has the potential to damage the local natural environment. Policies require all transport initiatives in to be developed in line with the mitigation hierarchy which avoids, minimises, remediates and as a last resort compensates for adverse impacts on biodiversity. It also includes the principle of biodiversity net gain and, as principles are developed, environmental net gain. Policies also seek to achieve improvements to the urban realm.

A.71 Response: Cambridgeshire is one of the fastest growing areas within England. It is important that, in planning for this growth, steps are taken to ensure the conservation and enhancement of the natural environment, which plays a pivotal role in our economy and well-being, providing wide-ranging benefits. Inclusion of environmental net gain principles in the LTP is therefore supported. Reference to work of the Local Nature Partnership, could be strengthened to require schemes to consider how their development can help deliver the Local Nature Partnership's strategy and goals, including the ambition to double the area of rich wildlife habitat and natural greenspaces by 2050. A joined-up approach is required along with other forms of growth planned in the CPCA area.

A.72 The plan should include a measurable target of 20% biodiversity net gain as a minimum, focussing on delivering and maintaining strategic opportunities for landscape scale enhancement and creation. A balance will need to be struck for providing publicly accessible natural green space and areas primarily for habitat creation. It should also recognise that transport linear scheme have the potential to damage and sever existing habitat sites and corridors should be made, along with an explicit commitment that route selection and scheme development will include ambitions to protect and link existing sites and create significant new areas of high quality habitat. The long-term management of biodiversity assets must also be addressed.

A.73 Reference to flood risk in paragraph 9.19 should also refer to taking opportunities for mitigation for areas at risk when developing transport infrastructure, rather than simply avoiding exacerbating risk.

A.74 Paragraph 9.16 refers to considering the impacts on a range of issues from transport schemes, including noise. This section needs to address noise impacts of existing transport infrastructure as well as planned schemes. The draft LTP does not adequately consider transport related noise and most importantly opportunities to reduce noise from local transport sources.

A.75 Recently published DEFRA Noise action plans (Round 3) for agglomerations (large urban areas), roads (including major roads) and railways (including major railways) 2 July 2019 state that while noise is a natural consequence of a mature and vibrant society, it can have serious implications for human health, quality of life, economic prosperity and the natural environment. For roads, the management of the roads covered by the Action Plan rests with the relevant highway authority through the implementation of the Highways Act 1980 (as amended). This includes Highways England which is responsible for England's strategic road network. The remaining roads are the responsibility of local highway authorities either as part of a County Council, a Unitary Authority. The

plans detail several possible approaches to control the impact of noise from road traffic, including ‘planning controls – through the operation of the national and local transport and land use planning system’.

A.76 Transport-related noise is an important quality of life issue for many communities. DfT Guidance on Local Transport Plans 2009 (now withdrawn), advise that local authorities in devising LTPs, should consider how LTP policies and proposals could reduce existing sources of problem noise and minimise any adverse noise impacts of new proposals. There are opportunities to reduce road noise using Local Transport Plans. This may, for example, be the design of roads or public transport services, the maintenance of highway surfaces, the design of traffic management and road safety infrastructure, or the use, siting and design of public transport infrastructure used by travellers at night. A similar approach to rail noise is recommended. When proposing the construction of a new railway, or additional lines to an existing rail corridor, a noise impact assessment must be carried out. Mitigation such as optimising the track construction and alignment and the use of noise barriers, either through landscaping or purpose-built walls or fences, should be considered in the design to minimise any adverse noise impact should be considered.

A.77 Appropriate policies should be added to this section. The Strategic Environmental Assessment (SEA) and Community Impact Assessment (CIA) should also be reviewed and updated to include a comprehensive consideration of the impacts of noise on health, and effective mitigation.

A.78 The Historic Environment section could be clearer that it includes a wide range of elements, from designated and undesignated buildings and assets, and historic landscapes. It should also reference potential use of the assets for the benefit of people rather than just something that needs to be protected. Heritage sites are places to visit, and promoting these as destinations should be part of any strategy supporting sustainable transport modes.

Policy Theme 10 reduce emissions

A.79 Summary: Policies support: using new technologies as they become available to minimise the environmental impacts of transport; managing and reducing transport emissions; and encouraging and enabling sustainable alternatives to the private car including reducing the need to travel.

A.80 Response: As addressed earlier in this response it is crucial that the LTP responds to issues regarding climate change and air quality.

A.81 Electrification of rail routes, referenced as a project, is important to supporting reduction of the environmental impact of travel, and should be given greater prominence in the main strategy document.

A.82 The plan references that the Greater Cambridge Partnership recently agreed to fund both an electric bus and hybrid bus in Cambridge to understand and examine their operation on the local network. Policies support 'greening' of public transport modes such as buses and trains by examining alternative fuels such as electricity and hydrogen. These measures are supported. Exclusion of reference to biofuels is also supported, due to their potential impact on emissions.

A.83 The objective to reduce emissions should include reference to air quality as well. For example, "Reduce emissions to as close to zero as possible to minimise the impact of transport and travel on climate change and air quality."

Policy Theme 11 and 12 address walking and cycling.

A.84 Summary: Cycling and walking policies are informed by the work of the Greater Cambridge Partnership. Policies include a range of measures to enhance the cycling network, improve cycle parking and ensure new developments support walking and cycling.

A.85 Response: The section on walking seeks to support walking trips, but it would benefit from an additional policy seeking walking infrastructure through new developments in a similar fashion to policy 12.4 for cycling.

A.86 Generally, the LTP could place stronger emphasis on the role cycling plays in commuter movements, particularly in the Greater Cambridge area. Cycling provides for over 1/3 of journey to work trips in the Greater Cambridge area and this needs to be reflected as strongly as possible within the LTP. It should also acknowledge that the arrival of affordable e-bikes is an opportunity to significantly lengthen the distances that people will cycle to work.

A.87 A wide range of measures are identified, and their inclusion is supported. There are references to 'Dutch-standard segregated walking and cycling infrastructure', however, the term is not defined in the plan, and a clearer definition should be provided, including examples.

A.88 Segregation for cycling in the draft LTP refers to segregation from traffic. There will also be circumstances where there should also be segregation from pedestrians. This should be stated in the LTP, and such circumstances should be described.

A.89 Maintenance of cycling and walking infrastructure is also important, such as maintaining the width of paths by controlling vegetation and keeping surfaces in good repair. The importance of maintaining cycling and walking infrastructure should be addressed in theme 18.

A.90 The plan will need to be updated to include reference to the soon to be published Local Transport Note 1/19, all cycling infrastructure should meet this standard which includes reference to the needs of all users including those with adaptive cycles and those carrying children.

A.91 An additional policy or detail within a policy is needed to ensure that cyclists needs are considered at the design stage of any highways and transport improvement schemes.

A.92 Under priorities within and around the Market Towns is the point 'ensuring new developments include cycle provision to a minimum standard' which is very unambitious. Developers should be providing cycling and walking infrastructure to a high standard throughout the region. A change should be made to clarify this.

A.93 Reference should be made to the National Cycle Network (NCN) in the region and that the Combined Authority and other Councils will work with Sustrans to promote and improve lengths of the NCN that run through the Combined Authority area.

A.94 Mention should be made of Bike sharing schemes – supporting and encouraging them as well as managing on-street dockless schemes so that they are not to the detriment of the public realm. They should accord with the agreed Code of Conduct for Cambridge which can be used as a basis for the rest of the region if dockless bike schemes are introduced outside Cambridge.

A.95 The Local Cycling and Walking Infrastructure Plan (LCWIP) should be referenced with regard to assessment of schemes – this will be a key document when identifying walking and cycling schemes, including making linkages with the strategic schemes referenced in the main document, filling in the gaps and enabling easy active travel between and within towns and villages.

Policy theme 13 delivering a seamless public transport system

A.96 Summary: Policies aim to explore new methods of ticketing to improve ease and affordability of travel, improving journey information, and delivery of multimodal transport hubs, including new park & ride sites further out from Cambridge which link to the CAM. This includes encouraging new methods of mobility such as 'Mobility as Service'.

A.97 Response: These policy goals are supported. Significant rail improvements are planned, including new stations. It will be important that other sustainable transport modes are supported allow effective connections to railway stations to support onward journeys.

Policy theme 14: Rural transport services.

A.98 Summary: The CPCA will explore different mechanisms to help deliver a more integrated, coherent rural transport network, in collaboration with operators, local councils, communities and stakeholders. They will also support local community transport. A key element is how rural bus services are provided. The CPCA, in line with the recommendations of the Strategic Bus Review, is beginning engagement with local operators on how to improve service provision and integration through 'Enhanced Partnerships'. high-quality Enhanced Partnerships could not successfully be negotiated with operators, the Combined Authority will explore alternative franchising options for the bus network, allowing them to directly control routes, services and fares, in line with the requirements under the Bus Services Act 2017.

A.99 Response: Measures to support rural transport services are supported, particularly given pressure on transport subsidies in recent years. The interchange between different services and transport modes is crucial, to allow access to a range of destinations.

Policy theme 15: Improving public transport in our towns and cities

A.100 Summary: Policies aim to deliver transformational mass transit, in the form of the CAM, road space for buses, and respond to air quality issues, working with GCP and local councils. This includes specifically, through bus operating models, the requirement for ultra-low emission hybrid and zero emission electric vehicles, and delivery of the infrastructure needed to support them. It also supports establishment of a 'Clean Air Zone' within Cambridge and/or Peterborough City Centre, if pursued by local councils.

A.101 Response: Such measures are supported, and vital to maintain and improve the quality of the urban environment.

Policy Themes 16 and 17 address traveling by coach and rail.

A.102 Summary: Policies aim to support measures to deliver a more reliable, integrated, passenger-friendly rail network; facilitate improvements to stations; explore options to expand the rail network to link to new settlements, corridors and growth areas; and support frequency and journey time enhancements on our rural and intercity rail links to improve connectivity and capacity. Working

with operators to increase the frequency of trains on key routes, and deliver new infrastructure such as the relocated Waterbeach station, a station at the Cambridge Biomedical Campus, and rail capacity improvements.

A.103 Response: Proposals to expand and make greater use of the rail network are supported. As stated earlier in this response, potential for new stations at Fulbourn and at Cherry Hinton should be included within the long-term rail aspirations.

Policy theme 18: The local road network.

A.104 Summary: Promotes the efficient maintenance and use of the local road network. This relates also to reducing the need to travel and promoting the use of more sustainable modes of transport. It proposes to identify a key local road network, to identify parts of the network which should be prioritised for management and maintenance.

A.105 Response: Maintenance of transport networks is an important issue. Maintenance programmes need to be meaningful and measurable, and this should be added to 18.3. The focus of this chapter is on maintenance of the road network, but the cycling and pedestrian network also needs to be appropriately maintained, particularly if it to encourage use, and this should be addressed in the LTP.

Policy theme 19: Parking

A.106 Summary: explores the importance of appropriate parking levels. The importance of delivering enough parking in the right places, but also the costs it brings in terms of land use and potentially encouraging car travel. Policies support the use of maximum and minimum standards developed through local plans, demand management, use of technology, and encouragement of electric vehicles.

A.107 Response: Such measures will be important when addressing future transport issues and planning for new development, their inclusion is therefore supported.

Policy theme 20: Making long-distance journeys by car

A.108 Summary: States that it is still important to address pinch points in the strategic road network, to alleviate congestion, improve reliability and enhance the region’s accessibility. Support for Highways England schemes on A428, working with the Greater Cambridge Partnership to dual the A10 between the

Milton Interchange and Waterbeach New Town, and exploring the A505 corridor.

A.109 Response: The response to road schemes in Greater Cambridge is addressed earlier in this response.

Agenda Item 10

South Cambridgeshire District Council

REPORT TO:	Cabinet	4 September 2019
LEAD CABINET MEMBER:	Cllr Neil Gough	Deputy Leader and Lead Cabinet Member for Customer Services and Business Improvement
	Cllr Bill Handley	Lead Cabinet Member for Environmental Services and Licensing
	Cllr Hazel Smith	Lead Cabinet Member for Housing
LEAD OFFICER:	As indicated in respect of each motion below.	

Motions referred from Council

Executive Summary

1. To consider four motions referred to Cabinet from Council, at its meeting held on 18 July 2019.

2. This is not a key decision.

Recommendations

3. It is recommended that Cabinet reviews the motions referred from Council in the light of the information provided in this report and:-
   (a) determines whether to progress the proposals in the motions; and
   (b) provides guidance to officers on the level of priority to be given to any proposals which it wishes to progress.

Reasons for Recommendations

4. To enable Cabinet to determine the appropriate course of action to take in respect of each motion referred to it from Council, at its meeting on 18 July 2019, in the light of the information now presented by officers, and whether to request a full report on any of the proposals in the submitted motions.

Details

5. The Council, at its meeting held on 18 July 2019, received a number of notices of motion submitted by Members of the Council. Four of the motions were identified as the responsibility of the Cabinet and as having unquantified resource or policy implications. The motions were accordingly referred by Council to Cabinet for review and consideration in accordance with Council Standing Order 13(d).

6. This report seeks to briefly summarise the high-level implications of the motions and invites Cabinet to determine what further action it wishes to be taken, including any requests for a full report to be prepared in respect of any of the motions.

7. Four motions were referred to Cabinet as follows:-

(a) Motion from Councillor Sarah Cheung Johnson

"Council notes that domestic abuse against women is still too prevalent in our society. Men are also victims of domestic abuse, but the statistics show women are overwhelmingly the victims. 2015 figures show two women a week are killed by a current or former partner and 6 out of 7 victims of Domestic Violence are women. This council commits to providing support to ongoing efforts by staff and councillors to take a stand against violence and to take the pledge never to commit, condone or remain silent about men's violence against women.

This Council notes that the White Ribbon Campaign is part of a global movement to end men's violence against women, and the Council commits to becoming a White Ribbon Accredited Authority so that it can ensure it has the necessary policies and procedures in place to reduce male violence against women in workplaces and public interaction.

Council understands that raising awareness plays a huge part in changing the cultural and social norms which are recognised as being highly influential in shaping individual behaviour, including the use of violence and Council will continue to work closely with local agencies and organisations involved in tackling violence against women to extend knowledge and understanding of the issues amongst South Cambridgeshire's population."

Background and officer comments (Lead officer – Heather Wood):

The Council does not tolerate any abuse, regardless of whether it is committed against women, men or children. A Council wide Domestic Abuse policy is already in place which aims to support employees who are experiencing domestic abuse. In addition, frontline staff in particular roles have a high level of knowledge in relation to recognising abuse and supporting victims to understand their options and remain safe. These staff are often located within the Housing service and work with tenants and members of the public who require support in relation to their housing.

Despite the lack of tolerance towards abuse, the Council does not have any formal accreditation to recognise its position and provide a framework for improving services and raising awareness amongst staff and the wider community. The Housing Service have committed to the Chartered Institute of Housing (CIH) Make a Stand Pledge which commits the Council to undertaking 4 actions to end domestic violence. Although significant progress has been made towards the pledge, there is currently not the capacity within the existing staff team to complete the final actions or to work towards the Domestic Abuse Housing Alliance (DAHA) accreditation that some councils, including Cambridge City, have achieved, or are working towards.

In the event that the Council chooses to pursue a formal route of accreditation, White Ribbon is an accreditation process that covers the entire organisation rather than

simply focussing on a specific service area such as Housing. However, it should be noted that White Ribbon accreditation is focused primarily on ending male based violence towards women and it is important that other forms of abuse are not ignored. If a decision is taken to proceed with White Ribbon accreditation, it is also important that the level of ongoing and sustained commitment from the Council is recognised and appropriately resourced.

Advice has been sought from White Ribbon who have advised that the annual cost would be £300. However, there will be an additional and less visible cost in terms of staff time. White Ribbon are clear that an organisation cannot just pay lip service to accreditation and must work towards an agreed action plan over 3 years. As a comparator, Cambridge City Council were re-accredited in January 2019. Responsibility for accreditation rests with the Partnership Support Officer in the Community Safety Team, who has two days a week allocated specifically to domestic abuse work. This includes the White Ribbon Campaign, training and currently work towards Domestic Abuse Housing Alliance (DAHA) accreditation. In addition to ensuring policies and procedures are reviewed, specific pieces of work need to be identified actively to address abuse. At Cambridge City, this includes working with sports clubs and music venues and organising conferences. East Cambridgeshire have also recently been accredited and part of their commitment includes ongoing work with local businesses to raise awareness and help prevent abuse.

In addition, an organisation has to provide four ambassadors who are proactive in the work to end domestic abuse. The lead needs to be a senior manager committed to the cause. It is understood that both East Cambridgeshire and Cambridge City Councils have at least one councillor as an ambassador which includes male representation.

(b) Motion from Councillor Alex Malyon

"This Council has already noted with great concern the issues associated with single use plastics and the global problem of plastic pollution. Currently 320 million new items of plastic are made every year, with this set to double by 2034. Every day approximately 8 million pieces of plastic pollution find their way into our oceans. There may now be around 5.25 trillion macro and microplastic pieces floating in the open ocean, weighing up to 269,000 tonnes.

The Plastic Free Communities initiative provides a toolkit for communities to work to tackle this issue on a local level. Communities can work towards Plastic Free Community status by raising awareness of the need to reduce single use plastic use through community events. They work with local businesses and other community influencers such as churches or schools, to reduce dependence on single use plastics and encourage the use of alternatives. Nationally there are 561 communities who have achieved or are working towards this certification including a local community group in Cottenham.

A resolution passed by this Council in July 2018 committed to exploring ways in which we can significantly reduce the sale, provision and use of avoidable single-use plastics. In doing so we acknowledged the important role that this Council had to play in influencing others to do likewise.

This Council and its individual members therefore commit to supporting, encouraging and promoting the work of community groups and parishes who wish to join this growing network of UK Plastic Free Communities."

Background and officer comments (Lead officer: Rebecca Weymouth-Wood):

The Plastic Free Communities (PFC) initiative provides a toolkit for communities to work to tackle this issue on a local level. Communities can work towards Plastic Free Community status by raising awareness of the need to reduce the usage of single use plastic through community events. They work with local businesses and other community influencers, such as churches or schools, to reduce dependence on single use plastics and encourage the use of alternatives.

For a community wishing to sign up to the PFC scheme, securing support from the local council is essential. It is one of 5 objectives a group "leader" must meet.

A statement of support from South Cambridgeshire District Council would immediately meet this objective for anyone wishing to establish a plastic free community.

If the Council wishes actively to encourage more commitment to the scheme, officer resource would need to be allocated to communicate and promote the PFC scheme to parishes and groups within the district and encourage sign up.

The Council could:

- Explain what the scheme is about and how to sign up;
- Advise that a statement of support is available from the Council to those wishing to sign up; and
- Use "Sustainable Cottenham" as a leading example of how communities can get on board.

Further information about the Plastic Free Communities initiative can be found on the following website:-

https://www.sas.org.uk/

(c) Motion from Councillor Nick Wright

"In the last year councillors have been receiving inch thick planning agendas and cabinet agendas sometimes over 700 pages. This is not only damaging Councillors' backs carrying them, but trees for paper supply; and causes unnecessary postage expenditure. The Conservative group proposes that SCDC Councillors' documents become paperless unless individual members request otherwise."

Background and officer comments (Lead officer: Andy Francis and Kathrin John):

Overview:

The proposal to move to paperless meetings clearly aligns with the Council's "Being Green to our Core" objective by supporting a reduction of the Council's carbon footprint. Going paperless would also mirror the Council's aim to use technology to improve access to Council services for businesses and residents. Additional benefits could include enhancing access to data at any time; improving security and saving resources, both in time and financial. The cost of printing committee documentation in

2018/19 was in the region of £18,200, whilst postage costs were approximately £1,500.

Legislation:

The Local Government (Electronic Communications) (England) Order 2015 provides that Members shall only receive summonses electronically where they consent to it being transmitted by this method and may at any time withdraw their consent. This means that if the Council wishes to move towards a paperless option, Members will need to consent to being sent papers electronically and may decline to receive papers in this way.

Paperless access:

The Council presently uses the Modern.Gov software to co-ordinate the compilation of agendas, publication of papers and web pages. An app is available for automatically downloading, viewing and annotating meeting papers, if the user has an appropriate device, this means they can underline, highlight or add comments to documents much in the same way as they would on a paper document.

The Mod.Gov app also allows publication of restricted papers securely so that they are accessible only to members of the meeting who are entitled to view the documents. The app is available for Apple, Android or Windows. There is an additional annual charge to the Council for enabling access to restricted papers via the app.

Council Anywhere:

As Members will know, the Council Anywhere project is currently under way – providing officers with new mobile devices and transforming the way they work.The new hardware, which includes Lenovo laptops running Windows and Office 365, along with Apple Iphones with integrated email synchronisation, open up opportunities to enable officers to work both flexibly and remotely, resulting in efficiency and closer integration with residents and their needs. One of the anticipated benefits of the Council Anywhere project is to reduce the amount of paper used by Council officers, contributing to a number of priorities in the current Business Plan. This project is being delivered across Cambridge City and Huntingdonshire District Councils as well as in South Cambridgeshire District Council over the coming months. Members are not presently within the scope of the project.

The Council currently operates an IPad loan purchase scheme whereby the cost of the device is deducted from a Member's monthly allowance if they chose to take up this option. If Cabinet wishes to progress with implementation of paperless meetings, access to reliable and suitable devices will be essential and therefore the option of supplying Council devices will need to be considered, although this will obviously have implications in terms of cost of providing hardware; training and ICT support.

It will also be important to consider practical points – such as, depending on the devices used, Wi-Fi capacity in meeting rooms and availability of power points for charging devices.

There will be staffing resource implications in delivering the paperless meetings proposal and it is anticipated that a project team would be required to take forward the proposal.

Culture and Leadership:

Introducing paperless meetings will require a cultural change and, if it is to succeed, will need "buy in" from both Members and officers. Some authorities have sought to implement paperless meetings with an instant move to paperless on a set date. Others have opted for a gradual, phased approach. Members might therefore wish to consider running a pilot, possibly involving Cabinet, prior to moving to any wider rollout. A number of authorities have also appointed "digital champions" to encourage and support Member colleagues.

(d) Motion from Councillor Gavin Clayton

"This Council condemns the recent spike in hate crime and in particular that of homophobic hate crime.

This Council notes the need for proactive policy development and recruitment of a specialist officer due to increased levels of hate crime as reported (in Parliamentary Briefing Paper Number 08537, 28 March 2019, Hate Crime Statistics, By Grahame Allen, Yago Zayed). It shows Police Reported hate crimes by monitored strands in England have increased by 123% since 2011. In particular: Race 98% Religion 415% sexual orientation 415% Disability 313% and biggest increase of all for people who identify as transgender 427%

Now is not the time to be without a specialist Equality and Diversity Officer and with increasingly uncertain political and economic times ahead this council will work with neighbouring councils to build upon the Equality Pledge to construct and implement a Single Equality Scheme which is proactive in providing training across public, private and third sector partners and to join the Encompass Safer Spaces scheme so that there is a visible reassurance for LGBTQ+ residents of South Cambridgeshire."

Background and officer comments (Lead officer: Phil Bird and Susan Gardner-Craig)

Whilst the level of hate crime reported to the police, both locally and nationally, remains low, the increase over the last two years has been well documented[1]. Nationally in recent years the levels of racially or religiously aggravated assault with and without injury have risen significantly, with 2018 seeing the highest recorded figures on record for both. The impact of hate crime varies but can be quite substantial, particularly where it is ongoing.

The South Cambs Crime and Disorder Reduction Partnership invested time during 2018/19 in conducting focus groups and running an online survey to investigate the levels of hate crime in the District. Further information can be found by following the link below (section 3 of the linked document refers):

https://cambridgeshireinsight.org.uk/wp-content/uploads/2019/02/SCAMBS-strategic-assessment-201819-Final-1.pdf

1 https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/datasets/crimeinenglandandwalesappendixtables

Councillor Clayton's motion refers to the pilot work being undertaken on the "Safer Spaces" initiative by The Encompass Network, a network for lesbian, gay, bisexual, transgender and questioning people. This pilot project aims to provide LGBTQ people in Cambridge and surrounding areas with places where they can feel safe, welcome and supported.

Cambridge City Council agreed, as part of its Single Equalities Scheme, adopted following the Environment and Communities Scrutiny Committee on 4 October 2018, to sign up to the Safer Spaces project and to work with the Encompass Network to identify areas in which the Council can approve. The City Council is one of six organisations signed up to the pilot project.

South Cambridgeshire District Council has signed up to the Equality Pledge which reads:

"We believe in the dignity of all people and their right to respect and equality of opportunity. We value the strength that comes with difference and the positive contribution that diversity brings to our community. Our aspiration is for South Cambridgeshire and the wider region to be safe, welcoming and inclusive".

Cabinet will see that Councillor Clayton's motion is calling for this Council to work with neighbouring authorities to build on the Equality Pledge by implementing a Single Equality Scheme and to work with neighbouring authorities to support the Safer Spaces project.

The Council is at present working with neighbouring authorities, namely Cambridge City and Central Bedfordshire Councils, regarding its continued compliance with the current Equalities Scheme with a view to publishing a new scheme by April 2020. A Policy Officer has recently been recruited and her employment commences in October. The Council is also advertising for two Graduate Policy Officers on one-year fixed term contracts. These posts will provide extra capacity within the Policy team. There is a question as to whether a full-time equalities officer role could be utilised fully, and a preference would be a Policy Officer with a focus on equalities but capacity to assist with other policies and strategies. However, any proposal to add a dedicated equality and diversity officer or Policy Officer would require additional budget and would need to be considered alongside other priorities in the budget setting process.

The Council did previously employ a full time equalities officer, but, under a restructure the role changed to that of a generic Policy Officer, and the work undertaken has incorporated equalities into the culture of the organisation, for example all strategies, policies and projects undertake a minimum equalities screening process followed by a full Impact Assessment if required.

Options

8. Cabinet could support the proposals in the motions or amend them as it sees fit; call for a full report on one or more of them or decide to take no further action on one or all of them.

Implications

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

Financial

10. As set out under each motion above. If Members wish to pursue some of the proposals outlined in the motion, for which no existing budget exists, for example, paperless meetings implementation, it will be necessary to bring forward the full financial implications in further reports to Cabinet.

Legal

11. The legislative position in relation to paperless meetings is set out in paragraph 7(c) above.

Staffing

12. All motions contain proposals which will require a level of staffing resource to deliver as indicated above.

Risks/Opportunities

13. There is a risk if all proposals are supported that other work will need to be re-prioritised in order to release the officer capacity required. The paperless meetings motion presents an opportunity to support the Council's aim to achieve carbon free status and to also secure cost and time savings in relation to printing and postage as indicated in paragraph 7 (c) above.

Equality and Diversity

14. The Council does not tolerate any abuse, regardless of whether it is committed against women, men or children. Adopting the White Ribbon accreditation will indicate the Council's commitment to ending male based violence towards women but it is important that other forms of abuse are not ignored.

    In terms of paperless meetings the Council is working with its software suppliers to ensure that committee papers displayed on the Council's website meet new accessibility requirements.

    The proposed review of the Single Equalities Policy will set out the Council's proposed objectives related to equality and diversity work.

Climate Change

15. The proposals in both the Plastic Free Communities and paperless meetings motions align with the Council's "Being Green to our Core" priority and contribute towards the proposal to deliver a zero-carbon future for South Cambridgeshire.

Consultation responses

16. None

Effect on Council Priority Areas

Being green to our core

17. See under “Climate Change” above.

A modern and caring Council

18. The paperless meeting proposals align with the Council’s aim to increase the use of technology to improve access to Council services for businesses and residents.

Background Papers

None

Appendices

None

Report Author:

Kathrin John – Democratic Services Team Leader
Telephone: (01954) 713030

This page is left blank intentionally.

Agenda Item 11

South Cambridgeshire District Council

Report To:	Cabinet	4 September 2019
Lead Cabinet Member:	Councillor John Williams, Lead Cabinet Member for Finance	
Lead Officer:	Trevor Roff, Interim Director of Finance	

SUBJECT: VALUE FOR MONEY STRATEGY

PURPOSE

1. To consider the adoption of a Value for Money Strategy by the Council.

2. This is not a key decision as the report seeks to establish a strategy that is designed to target economy, efficiency and effectiveness in the use of resources.

RECOMMENDATION

3. **That Cabinet is requested to consider the report and, if satisfied, approve the adoption of the Value for Money Strategy attached at Appendix A to the report.**

REASON FOR RECOMMENDATION

4. To establish a Value for Money Strategy as a key part of the Council's corporate governance and financial management arrangements.

BACKGROUND INFORMATION

5. The Council has a general duty to deliver best value in the provision of its functions and services. Councils must, therefore, aim to continually improve the economy, efficiency and effectiveness of service delivery. By doing so the Council's stakeholders can be assured that Value for Money (VFM) is being achieved through the use of resources at the disposal of the Council. Applying the principles of VFM will be an integral part of ensuring that Council taxpayers receive the best possible services as cost efficiently as possible.

6. VFM can be achieved in different ways including:

   - Reducing costs (for example, labour costs, better procurement and commissioning) for the same outputs;
   - Reducing inputs (for example, people, property assets, natural resources, materials) for the same outputs;
   - Getting greater outputs with improved quality (for example, extra service or productivity) for the same inputs;
   - Getting proportionally more outputs or improved quality in return for an increase in resources.

7. VFM accords fully with the Council's fiduciary duty to its ratepayers and taxpayers and should underpin all the Council's actions.

8. It is not a new concept but gained emphasis initially as a result of the Local Government Act 1999, with the introduction of the general duty to secure best value and then the framework for the Comprehensive Area Assessment (CAA) which prevailed from April 2009. Whilst the CAA regime no longer applies, the requirement for making proper arrangements for securing economy, efficiency and effectiveness in the use of resources remains as part of the statutory audit of financial statements.

9. External Auditors will, therefore, consider the arrangements for securing economy, efficiency and effectiveness with particular regard to the following criteria:

   (a) Securing financial resilience – focusing on whether the audited body is managing its financial risks to secure a stable financial position for the foreseeable future; and

   (b) Challenging how it secures economy, efficiency and effectiveness – focusing on whether the audited body is prioritising resources within tighter budgets and improving productivity and efficiency.

10. The delivery of local government services is the subject of significant scrutiny, with demands for the achievement of increased efficiencies and cost effectiveness in the delivery of critical public services.

11. This, coupled with the significant funding pressures that local government has faced and that it continues to face, requires a continued commitment to ensure that efficiency and value for money are firmly at the forefront of all public sector planning and an organisational culture that enables the Council to redefine and focus on its key priority service areas in order to meet the needs of local communities.

12. There is, accordingly, an increased emphasis towards efficiency savings, invest to save initiatives, income generation opportunities and in determining key investment priorities. This is critical if the Council is to respond to the challenges of the future and the value for money agenda.

13. The report proposes the adoption of a VFM Strategy to set out how the Council seeks to ensure that it is being efficient, effective and accessible in the use of available resources and to ensure that VFM is embedded throughout the culture of the organisation. The VFM Strategy also seeks to reflect the following key commitments:

   (a) The corporate commitments in the Business Plan 2019 – 2024 to achieving value for money in service delivery and, in particular, to reduce costs, spend every pound as efficiently as possible and generate income;

   (b) The continued commitment to review and improve local services, recognising the need to embrace communities to help shape services that are more responsive to local needs, offer additional social value outcomes, or that deliver better value for money.

14. The proposed Strategy is reproduced at **Appendix A** to the report.

OPTIONS

15. The option of not adopting the VFM Strategy is not considered to be appropriate. Local authorities are accountable to their communities for how they spend their money and for ensuring that this spending represents value for money. Local politicians and officers operate within local governance frameworks of checks and balances to ensure that decision-making is lawful, informed by objective advice, transparent and consultative. Good governance means that proper arrangements are in place to ensure that an authority's intended objectives are achieved and achieving value for money must be a key commitment to ensure that authorities remain financially sustainable and respond efficiently and effectively to service needs.

16. The key message in the Budget Setting Report, considered by Cabinet at its meeting on 6 February 2019, was that a programme of transformation and service review would be developed to ensure that the Council is "fit for the 21st century". The Council, in considering the budget and medium-term forecasts has already tasked the Executive Management Team to identify additional cumulative savings of £3 million for the 5 years from 2019-2024. Ensuring value for money will be essential in the pursuance of economy, efficiency and effectiveness in the use of resources.

IMPLICATIONS

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

Financial

18. There are no direct resource implications arising from the report. The VFM strategy is, however, designed to target economy, efficiency and effectiveness in the use of limited available resources.

19. VFM is a key element in the Council's corporate governance arrangements and, to deal with this, it is proposed that the Council adopts and regularly reviews a VFM Strategy. With unprecedented budget cuts across the sector, it is more important than ever that the Council understands where efficiencies can be made, to free up much-needed funds to respond to the financial challenges and to direct resources to key priorities in the adopted Business Plan.

Legal

20. It has long been a fundamental maxim of local government law that local authorities have a fiduciary duty to their ratepayers and taxpayers. As a guiding principle services should be run in accordance with ordinary business principles; this includes the requirement that an efficient service should be provided at reasonable cost.

21. This legal background developed into the "best value" duty introduced by Local Government Act 1999 which remains in force. Under this general Duty of Best Value local authorities must "make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness".

22. Best Value Statutory Guidance, issued in September 2011, reaffirmed the Duty of Best Value, emphasising that Best Value Authorities (including Local Authorities) should consider overall value, including economic, environmental and social value, when reviewing service provision. As a concept, social value is about seeking to maximise the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves. Communities rightly have high expectations of local services that offer excellent value for money and there is a continuing need to ensure that innovative ideas about how services can be reformed and improved are embraced, thus making services more responsive to local needs, offering additional social value outcomes, and delivering better value for money.

23. The Local Audit and Accountability Act 2014 set out the framework for audit of local authorities and replaced the provisions of the Audit Commission Act 1998 following the closure of the Audit Commission. In auditing the accounts of the local authority, a local auditor must, by examination of the accounts and otherwise, be satisfied (i) that the accounts comply with the requirements of the enactments that apply to them, (ii) that proper practices have been observed in the preparation of the statement of accounts, and that the statement presents a true and fair view, and (iii) that the authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

Risk

24. Focussing on VFM reduces the risk of public money not being used to best effect. The Strategy would be applied in line with Council Policies to ensure that the impacts of change are fully considered and appraised.

Environmental

25. There are no environmental implications arising directly from the report.

Equality Analysis

26. The VFM Strategy sets out the overarching approach the Council will take in achieving value for money. Adoption of this Strategy does not directly impact upon the Council's duty to promote equality of opportunity, promote good relations, promote positive attitudes and eliminate unlawful discrimination.

27. Implementation of the VFM Strategy may, however, lead to future proposals to change policies or service delivery that are relevant to the Council's equalities duties. If such changes are proposed consideration will need to be given to the equality impact of the proposals at that time.

Effect on Council Priority Areas

28. The implementation of the VFM Strategy is designed to target economy, efficiency and effectiveness in the use of resource and this should, therefore, contribute to the overriding commitment to protect front line services, maximise income sources and create resilient, efficient and cost effective services that make best use of the limited resources available to the Council.

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.

The following documents are relevant to this report:

- General Fund Medium Term Financial Strategy – Report to Cabinet: 7 November 2018
- Budget Report – Report to Cabinet: 6 February 2019
- Business Plan 2019 - 2014 – Report to Council: 21 February 2019
- Medium Term Financial Strategy and General Fund Budget – Report to Council: 21 February 2019
- An Organisation for a Sustainable Future – Report to Cabinet: 1 May 2019

APPENDICES

A Value for Money Strategy

REPORT AUTHOR: Trevor Roff – Interim Director of Finance
e-mail: trevor.roff@scambs.gov.uk

APPENDIX A

South Cambridgeshire District Council

VALUE FOR MONEY STRATEGY

1. INTRODUCTION

1.1 The Council has a general duty to deliver best value in the provision of its functions and services. Best Value means that local Councils must aim to continually improve the economy, efficiency and effectiveness of service delivery. By doing so the Council's stakeholders can be assured that value for money is being achieved through the use of resources at the disposal of the Council.

1.2 This Value for Money (VFM) Strategy sets out how South Cambridgeshire District Council will ensure that it is being efficient, effective and accessible in the use of available resources and supports the commitment in the adopted Business Plan 2019 – 2024 to provide customers with high quality services, to reduce costs and to generate income, essentially to build a first class organisation capable of delivering excellent services and improving local quality of life.

2. STATUTORY CONTEXT

2.1 It has long been a fundamental maxim of local government law that local authorities have a fiduciary duty to their ratepayers and taxpayers. As a guiding principle services should be run in accordance with ordinary business principles; this includes the requirement that an efficient service should be provided at a reasonable cost.

2.2 This legal background developed into the "best value" duty introduced by the Local Government Act 1999 which remains in force. Under this general duty local authorities must secure "Best Value" through continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness of service delivery.

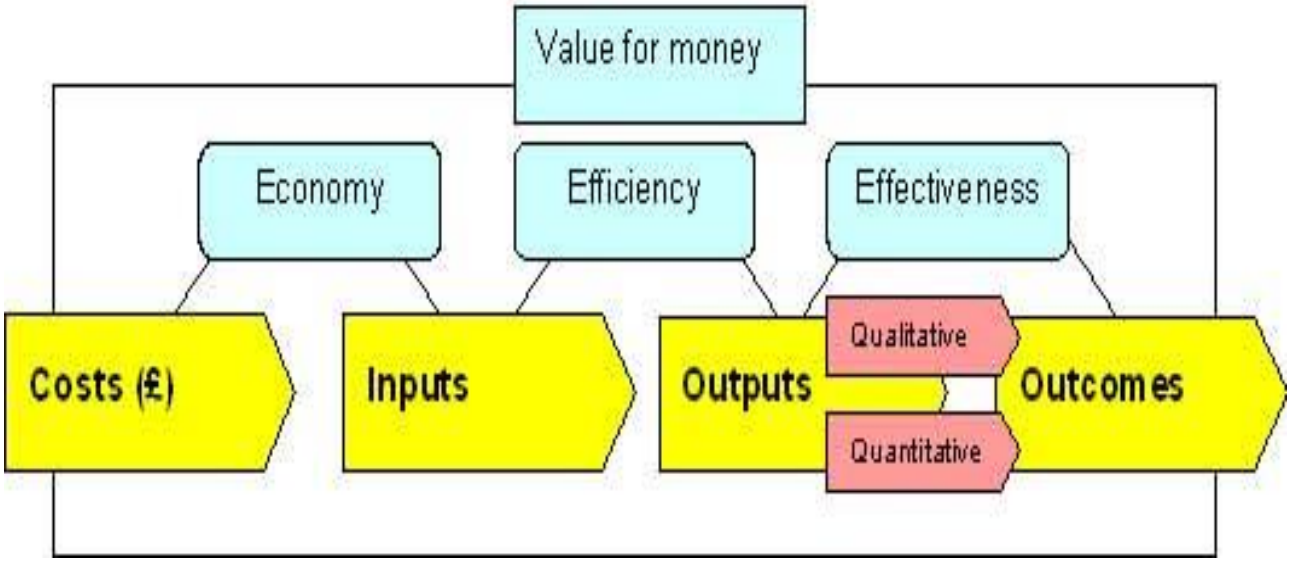
2.3 Best Value Statutory Guidance, issued in September 2011, reaffirmed the Duty of Best Value, emphasising that Best Value Authorities (including Local Authorities) should consider overall value, including economic, environmental and social value, when reviewing service provision. As a concept, social value is about seeking to maximise the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves. Communities rightly have high expectations of local services that offer excellent value for money and there is a continuing need to ensure that innovative ideas about how services can be reformed and improved are embraced, thus making services more responsive to local needs, offering additional social value outcomes, and delivering better value for money.

2.4 The Local Audit and Accountability Act 2014 set out the framework for audit of local authorities and replaced the provisions of the Audit Commission Act 1998 following the closure of the Audit Commission. In auditing the accounts of the local authority, a local auditor must, by examination of the accounts and otherwise, be satisfied (i) that the accounts comply with the requirements of the enactments that apply to them, (ii) that proper practices have been observed in the preparation of the statement of accounts, and that the statement presents a true and fair view, and (iii) that the authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

3. WHAT EXACTLY IS VALUE FOR MONEY (VFM)?

3.1 VFM is about obtaining the maximum benefit with the resources available. Decisions about VFM are a daily reality, with the organisation constantly choosing which items or services to buy, and judging the right balance between quality and cost. It is not, therefore, solely about cost reduction.

3.2 For South Cambridgeshire District Council, this is no different. VFM is about achieving the right local balance between economy, efficiency and effectiveness (the '3Es'), spending less, spending well and spending wisely. This means that VFM not only measures the cost of goods and services but also takes account of the mix of cost with quality, resource use, fitness for purpose and timeliness to judge whether or not, together, they constitute good value for the benefit of taxpayers.



3.3 It is relevant, therefore, that in the context of VFM:

Economy is what goes into providing a service, such as the cost per hour of care workers, or the rent per square metre of accommodation.

Efficiency is a measure of productivity, in other words how much you get out in relation to what is put in. For example, the number of applications processed per benefit assessor per week or the amount of refuse collected per refuse lorry.

Effectiveness is a measure of the impact that has been achieved, which can be either quantitative or qualitative. Examples include how many people were prevented from needing residential care through using prevention services (quantitative), and feedback from different sections of the community with arrangements for tenant participation (qualitative). Outcomes should be equitable across communities, so effectiveness measures should include aspects of equity, as well as quality. Sustainability is also an increasingly important aspect of effectiveness.

3.4 VFM is high when there is an optimum balance between all three elements – when costs are relatively low, productivity is high and successful outcomes have been achieved.

3.5 VFM can be achieved in different ways including:

- Reducing costs (for example, labour costs, better procurement and commissioning) for the same outputs.
- Reducing inputs (for example, people, property assets, natural resources, materials) for the same outputs.
- Getting greater outputs with improved quality (for example, extra service or productivity) for the same inputs.
- Getting proportionally more outputs or improved quality in return for an increase in resources.
- Getting improved outcomes which can be achieved through more focused or targeted use of resources.

3.6 VFM is not an optional add-on, nor something that can be achieved as a one-off. It is a way of doing things that needs to underpin everything the organisation does, from performance management to procurement, from business planning to consultation.

3.7 Each service is encouraged to adopt and develop practices to achieve VFM that are suitable for the differing needs and specialisms involved.

4. HOW VALUE FOR MONEY WILL BE ACHIEVED BY THE COUNCIL

4.1 Corporate Commitment

4.1.1 The Council and its staff will demonstrate commitment to achieving value for money in service delivery through the following commitments outlined in the Business Plan:

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

The Council must spend every pound as efficiently as possible. This may mean providing services in different ways and certainly means the Council must respond to service needs as quickly and effectively as possible.

4.1.2 Applying the principles of VFM will be an integral part of achieving this aim to ensure Council tax payers receive the best possible services as cost efficiently as possible.

4.1.3 This will be achieved by putting into place the plans and strategies that support the Council's corporate aims, including Service Plans, that will provide each service areas detailed proposals for providing cost effective services.

4.2 Internal Control

4.2.1 The Council will maintain effective systems of internal control including financial management, performance management, risk management and internal audit arrangements. The Council recognises that, without these, achievement of VFM would not be possible.

4.3 Decision Making Protocol

4.3.1 Compliance with a decision making protocol will require that the legal, policy, risk, environmental, equality and resource implications are taken into account before any decision is made. Additionally, the Cabinet and Lead Cabinet Members will ensure that each decision having resource implications has taken into account any opportunities for improving economy, efficiency or effectiveness.

4.4 Effective Procurement

4.4.1 The Procurement Strategy provides the framework that enables the Council's procurement of goods and services to contribute to the achievement of its strategic objectives. The Council wishes to see high performing services that provide efficient, sustainable and high quality customer service whilst demonstrating value for money.

4.4.2 Procurement is the process of acquiring goods and services that incorporates a 'lifetime' view: from recognised requirement, through options appraisal, selection of procurement route, procurement brief, tender/quotation, bid evaluation and acceptance, contract management through to correct delivery.

4.4.3 It is expected that organisations in receipt of grants from the Council would adopt VFM principles and be able to demonstrate this to the Council.

4.5 Performance Management

4.5.1 The Council will continue to monitor performance in service delivery as a major contributor to achieving the tests of efficiency (i.e. unit cost performance indicators) and effectiveness (i.e. service satisfaction indicators).

4.5.2 The Council will develop benchmarking data with comparable authorities with a view to continuously comparing costs and performance with those authorities after allowing for local circumstances and policy choices.

4.5.3 The Council will actively invoke best practice where benchmarking or other comparative methodology demonstrates that there are improved practices the Council can readily adopt to provide better value for money.

4.5.4 The Council will develop methods of engagement to enable interim intelligence to take place that ensure information used is as up to date as possible.

4.6 Budget Process

4.6.1 The Cabinet, when considering each service or function budget, will take into account:

- Information available on comparative performance and cost;
- Any opportunities to reduce the cost of these services without reducing the level of outcome required OR alternatively opportunities to increase the level of outcome required for the same cost;
- Any opportunities to release resource from low priority discretionary services to help ensure the sustainability of high priority discretionary services;
- The needs of local communities and compliance with established priorities in order to ensure that resources are targeted in the most effective way.

4.7 Capital Investment

4.7.1 The Council's Investment Strategy seeks to achieve value for money as follows:

- The assessment of each potential new property investment opportunity will include the preparation of a detailed business case and compliance with minimum investment criteria and established governance arrangements.

- The assessment of each potential new capital scheme will have regard to value for money by assessing needs against estimated costs in the criteria assessment and by recognising the importance of 'invest to save' schemes.

- Major capital schemes or other major partnership schemes having material ongoing revenue consequences will be subject to a "whole life" costing assessment to assist informed decision making.

- New investment will be undertaken in line with the Councils approved Procurement Strategy, which is based on achieving best value in regard to cost and quality.

4.8 Asset Management

4.8.1 The Councils asset management arrangements and supporting Asset Management Plan seeks to ensure VFM by adopting the approach outlined below:

(i) to hold such land and property as is appropriate to ensure that the Council's statutory and key priority services can be delivered effectively in a manner that is sustainable;

(ii) to support economic development objectives by maintaining and creating employment opportunities and offering a quality service to business through the provision of a significant commercial estate;

(iii) to sustain and fund a planned maintenance programme of Council property to ensure that it remains fit for purpose and meets statutory requirements;

(iv) to continuously review the optimisation of Council property and to identify opportunities for better utilisation and/or potential disposal of surplus assets;

(v) to continuously review current and future needs and to identify new property investment needs for capital investment bids (in line with the approved Investment Strategy);

(vi) to maximise the annual net income to the Council from its commercial property;

(vii) to identify and plan for the Council's future property services requirements and to make best use of the resources and opportunities available to meet with future needs;

(viii) to develop sound and effective corporate asset management planning;

(ix) to identify surplus land assets available for development so that disposal prices (Capital Receipts) can provide direct funding for the Council's capital investment programme.

4.8.2 The Council understands clearly the extent to which the effective management of its corporate assets (whether day to day or strategic) has a direct impact on achieving its corporate goals and objectives and consequently value for money.

4.9 Needs Analysis

4.9.1 The Council recognises the need to develop effective community intelligence to ensure that, where relevant, resource is targeted toward meeting the needs expressed by the local community. This will enable the Council to ensure that its financial resource is expended intelligently, i.e. that the services procured or provided are not only worth having but are clear expressions of community need and have a measurable impact on the lives of the community. Economic considerations will be appropriately balanced with the need for environmental and social outcomes.

4.9.2 Sourcing and selecting the right providers is an integral part of the VFM Strategy. All providers, throughout the tendering process, must be able to demonstrate value for money, effective use of resources and opportunities for efficiencies.

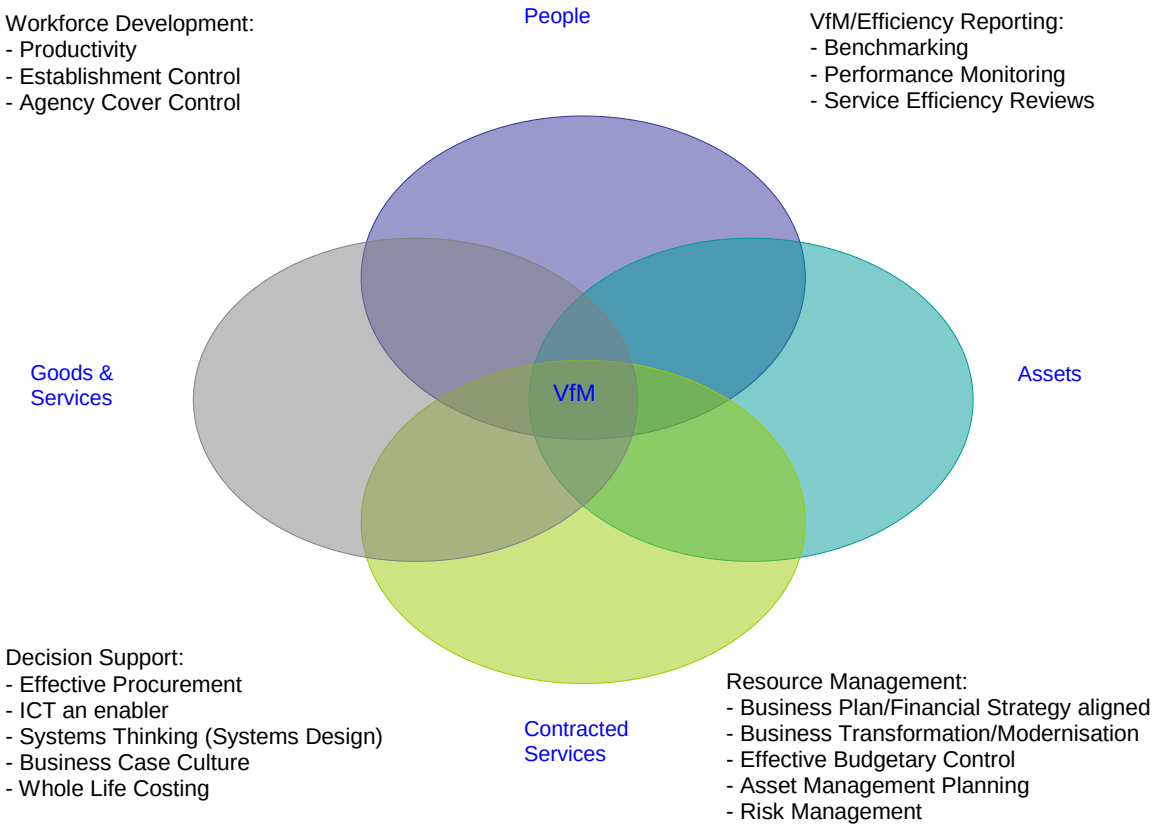
4.9.3 The Council is committed to building a diverse and competitive market that can supply the Council and its service user's requirements and ensure maximum value is achieved throughout the life of the contract.

4.9.4 VFM must embrace "outcomes" to ensure that communities are provided with the levels of service that will improve their quality of life whilst living, working or visiting the District. Reviewing service delivery and constantly seeking service improvement is a critical role for the Council.

5. VFM – AN INTEGRATED APPROACH

5.1 VFM is an ongoing activity for the Council and is present in all financial activities. Business transformation will be an on-going feature for the Council and all services will be required to constantly review and evaluate their effectiveness, efficiency and economic benefits.

5.2 The diagram below encompasses the Council's view on how the various components of delivering VFM tie together – including the deployment of staff, procurement of goods and services, the contracting (commissioning of service provision) and the use of assets. These inputs are brought together in the most economic and efficient manner to deliver the most effective service in pursuance of the Council's objectives:



5.3 This approach supports the Council's philosophy that VFM should be an integral part of all that the Council does and is reflected in the Council's policies and strategies.

This page is left blank intentionally.

REPORT TO:	Informal Cabinet	29 July 2019
LEAD CABINET MEMBER:	Councillor John Williams	
LEAD OFFICER:	Susan Gardner-Craig	

Options around maternity, premature birth and neo-natal leave

Purpose

1. The purpose of this report is to recommend the introduction of a premature birth and neo-natal policy. This would be applied to all employees, and would support them if they have a child born prematurely which requires an extended stay in hospital.

2. This is a key decision because it will result in the council incurring additional expenditure.

Recommendations

3. It is recommended that:
   (a) EMT considers the content of this report and support the introduction of a premature birth and neo-natal policy.
   (b) EMT note the paid leave options for employees on premature or neo-natal leave

Reason for recommendations

4. This matter was referred to Employment and Staffing Committee following the Motion from Councillor Williams at the Council meeting on 29 November 2018. Employment and Staffing Committee has considered the introduction of a policy and has indicated a preference for Option 4. It has requested that Cabinet consider two options for the additional paid leave, either 90% or 100% of normal salary.

Background

5. Every year in the UK more than 95,000 babies are either born prematurely (before 37 weeks of pregnancy), or are unwell when they are born. This equates to approximately 1 out of every 13 babies born. These babies are then cared for in neo-natal units, and in some cases parents can be faced with weeks or months waiting to take their children home. This can be a very difficult time for those parents, as on top of the worry and stress they will often be incurring additional costs; on average £2,000 in travel costs, parking, meals out, unpaid leave from work, and childcare costs for siblings.

6. Due to the way maternity leave currently works, the mothers' maternity leave will automatically start the day after the baby is born if she is not already on leave. This means that when a baby is born early, the maternity leave also starts early. However, the baby may remain in hospital for several weeks or months, meaning that by the

time the baby is allowed home the mother may not be able to spend as much time at home with it as she had planned.

7. Likewise for partners, paternity leave entitlement is currently either one week at full pay, or two weeks, the second of which is at statutory paternity pay rate. If the partner takes both weeks they must be taken at the same time, so could not be split. Paternity leave can be taken up to 56 days after the due date, so can be saved until the baby is released from hospital, but can also be taken before then. This means the partner may either spend that time at the hospital, or with the baby when it comes home, but not both. This can also be difficult to schedule, as the baby's release date from hospital may fluctuate depending on its readiness to be released from the hospital.

8. Recently several Councils have introduced measures to support their employees when they have premature or sick babies (see table below). These mostly include offering additional maternity/paternity leave, additional maternity/paternity pay, or both. The amounts of additional leave and pay on offer vary, however three of the Councils have joined The Smallest Things; a charity which supports parents of babies born prematurely.

9. The Smallest Things have introduced their own charter, and employees who join this are awarded the Employer with Heart badge. By signing the charter employers are promising to:

   (a) Extend maternity leave for mothers who give birth prematurely, at full pay, by the number of weeks the baby was born before the due date and has to remain in hospital.
   (b) Pay partners at least two weeks fully paid compassionate leave, in addition to their paternity leave
   (c) Support parents returning to work following the birth of their premature baby

10. This charter is aimed only at supporting parents of premature babies, but many organisations have also extended these additional rights to parents of babies who are unwell when they are born, and need to be treated in neo-natal units.

11. In October 2018 Sadiq Khan introduced premature and neo-natal baby leave at City Hall, and called on other employers to offer the same. This was done in conjunction with The Smallest Things Employer with Heart charter. The table below shows which other Council's have also introduced similar measures:

Council	Date introduced	Policy
London City Hall	October 2018	Employer with Heart – plus additional entitlement for parents of unwell babies
Waltham Forest Council	January 2018	Employer with Heart
Southwark Council	October 2018	Employer with Heart
South Ayrshire Council	August 2018	Extended paid leave for parents of premature babies

12. At the Council meeting on 29 November 2018, Councillor Heather Williams put forward a motion to adopt a premature and neo-natal baby leave policy that extends maternity leave and provides additional paternity leave for SCDC employees, in the

event of having a premature or neo-natal baby. It was agreed that Employment and Staffing Committee should explore the introduction of a policy.

Options

13. The options available to the Council are as follows:

14. Option One
The Council does not extend the leave or pay entitlements for employees who have premature babies (born before 37 weeks) or babies that are unwell when born. Employees whose babies are born sick or prematurely continue to be entitled to the maternity and paternity pay and leave that they are currently able to claim.
The Council already has a Compassionate Leave policy which managers can use to support employees.

15. Option Two
The Council introduces additional unpaid maternity and paternity leave for parents of babies born prematurely (before 37 weeks). This would extend the maternity and paternity leave by the number of weeks the baby was born before its original due date, allowing parents the time necessary to bond with their baby.

16. Option Three
The Council introduces additional maternity and paternity pay and leave for parents of babies born prematurely (before 37 weeks). This additional pay and leave would be paid until the baby's original due date. After the due date the parents would be entitled to their normal maternity and paternity entitlement.

17. Option Four
The Council introduces additional maternity and paternity pay and leave for parents of babies born prematurely (before 37 weeks). This additional pay and leave would be paid until the baby is released from hospital, or until 28 days after their expected due date (whichever is earliest)[1]. At that point the parents would be entitled to their normal maternity and paternity entitlement.

Both option three, and four would mean the Council would be awarded the Employer with Heart badge.

Implications

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

Financial

19. The financial implications are difficult to predict, as we have no way of knowing exactly how many employees are going to have babies in any year, and how many of those will be born either premature or unwell. This paper sets out a number of costed scenarios for consideration.

Maternity Leave

[1] A baby is no longer classed as a neonate after 28 days after its original due date. After this date they are classed as infants.

20. As of the 21st January 2019 the Council has 75 female employees between the ages of 20 and 39 (the majority of maternity cases fall within this age range). It is predicted that 88% of those employees will have children at some point, however it is harder to estimate how many of them will go on maternity leave each year.

21. However, looking at the number of employees who have taken maternity leave over the last three years, and comparing these to the number of female employees the Council has, we can estimate what percentage of female employees go on maternity leave each year.

22. Using this information it is possible to estimate the number of employees who will take maternity leave in 2019:

Year	No. maternity leaves	Total no. female employees	Percentage female employees who took maternity leave
2016	7	225	3.1%
2017	5	230	2.2%
2018	7	246	2.8%
2019	8	279	2.7%

23. Statistically 1 out of every 13 babies will be born prematurely, and the vast majority of these are born between 34 and 37 weeks. This would mean that the Council could expect to see fewer than one premature maternity case every year. However for the purposes of this report we have assumed that the Council could see one premature maternity case per year, and that the premature baby would be born at 34 weeks. This number could easily increase or decrease based on unpredictable factors.

24. Using the average salary for female employees aged 20-39 in January 2019 (£26,647 before on-costs, £34,854.28 with on-costs), we can estimate the costs of a maternity leave for a female employee, based on several different pay models.

25. Scenario 1 Normal maternity leave – the employee starts their maternity leave on their expected due date:

Normal maternity leave	
Maternity start date	Due date
Total SMP	£ 7,558.14
Total OMP	£ 3,074.66
Total (before on-costs)	£ 10,632.80
Total (with on-costs)	£ 13,907.70

26. Scenario 2 Premature maternity leave – the employee starts their maternity leave 6 weeks early due to a premature birth. The employee receives 90% of their weekly earnings until the expected due date, and then normal maternity leave and pay commence:

6 weeks premature - 90% additional pay	
Maternity start date	6 weeks early
Total SMP	£7,558.14

Normal OMP	£3,074.66
Additional OMP (90% weekly earnings until due date)	£2,767.19
Total (before on-costs)	£13,399.99
Total (with on-costs)	£17,527.18

27. Scenario 3 Premature maternity leave – the employee starts their maternity leave 6 weeks early due to a premature birth. The employee receives full pay until the expected due date, and then normal maternity leave and pay commence.

6 weeks premature - full pay additional	
Maternity start date	6 weeks early
Total SMP	£ 7,558.14
Normal OMP	£ 3,074.66
Additional OMP (full pay until due date)	£ 3,074.66
Total (before on-costs)	£13,707.45
Total (with on-costs)	£ 17,929.35

28. As you can see both scenario 2 and scenario 3 would incur additional expenditure to the Council:

Scenario	Total cost per case (with on-costs)	Additional cost to current model per year (assuming one case per year)
Scenario 1	£13,907.70	£0
Scenario 2	£17,527.18	£3,619.49
Scenario 3	£ 17,929.35	£4,021.65

29. There are also other additional costs caused by employees going onto maternity leave early, such as the cost of covering them earlier than expected. Using the average salary of female employees aged 20-39 (£26,647), we can calculate an example of the weekly cost of covering an employee:

No. additional weeks covered	Total additional cost	Total additional costs (including on-costs)
1	£ 512.44	£ 670.28
2	£ 1,024.89	£1,340.55
3	£ 1,537.33	£2,010.83
4	£ 2,049.77	£2,681.10
5	£ 2,562.21	£3,351.38
6	£ 3,074.66	£4,021.65

30. Due to the short notice of employees going on maternity leave early, in some cases we may have to rely on agency workers to cover the immediate absence period. This would mean that in addition to the above amounts, we would also have to pay the introduction fee for the agency. Some examples of agency introduction fees can be seen in the table below.

Remuneration Package	Introduction Fee
£0 - £19,999	18%
£20,000 - £29,999	20%
£30,000 - £39,999	25%
£40,000+	30%

31. Continuing to use the same example salary of £26,647, we could therefore expect to pay an additional £5,329.40 introduction fee. If the employee did go on maternity leave 6 weeks early we would then be looking at a total cost of £9,351.05 (including on-costs).

32. The table below shows the total costs for each of the scenario's, with on-costs:

Scenario	Additional cost to current model	Cost of covering 6 weeks of work	Agencies fees	Total additional cost
Scenario 1	£0	£4,021.65	£5,329.40	£ 9,351.05
Scenario 2	£ 3,619.49	£4,021.65	£5,329.40	£ 12,970.54
Scenario 3	£ 4,021.65	£4,021.65	£5,329.40	£ 13,372.70

Paternity Leave

33. As with maternity leave, we can predict the number of employees who will take paternity leave in 2019 by working out what percentage of our employees have taken paternity leave over the last three years:

Year	No. paternity leaves	No. male employees	Percentage of male employees who took paternity leave
2016	3	180	1.7%
2017	4	190	2.1%
2018	4	267	1.5%
2019	5	281	1.8%

34. As only 1 out of every 13 babies is predicted to be born prematurely, we can estimate that the Council could expect to see fewer than one premature paternity case every year. However for the purposes of this report we have assumed that the Council could see one premature paternity case per year, and that the premature baby would be born at 34 weeks. This number could easily increase or decrease based on unpredictable factors.

35. Using the average salary for male employees aged 20-39 in January 2019 (£25,278.75 before on-costs, £33,064.61 with on-costs), we can estimate the costs of a paternity leave for a male employee, based on several different pay models. For each of the scenario's below we have assumed that the employee would have taken two weeks paternity pay as a minimum. For the premature scenarios we have assumed the baby was born at 34 weeks, as the vast majority of premature babies are born between 34-37 weeks.

36. Scenario 1 Normal paternity leave – the employee starts their paternity leave on the expected due date:

Normal paternity leave	
Paternity start date	Due date
1 week full pay	£ 486.13
1 week SPP	£ 145.18
Total (before on-costs)	£ 631.31
Total (after on-costs)	£ 825.75

37. Scenario 2 Premature maternity leave – the employee starts their paternity leave 6 weeks early due to a premature birth. The employee receives 90% of their weekly earnings until the expected due date, and then normal paternity leave and pay commence:

6 weeks premature - 90% additional pay	
Paternity start date	6 weeks early
6 weeks pay at 90%	£2,625.10
1 week full pay	£486.13
1 week SPP	£145.18
Total (before on-costs)	£3,256.41
Total (after on-costs)	£4,259.39

38. Scenario 3 Premature paternity leave – the employee starts their paternity leave 6 weeks early due to a premature birth. The employee receives full pay until the expected due date, and then normal paternity leave and pay commence.

Premature paternity leave	
Paternity start date	6 weeks early
6 weeks full pay	£2,916.78
1 week full pay	£486.13
1 week SPP	£145.18
Total (before on-costs)	£3,548.09
Total (after on-costs)	£4,640.90

39. As you can see both scenario 2 and scenario 3 would incur additional expenditure to the Council:

Scenario	Total cost per case (with on-costs)	Additional cost to current model per year (assuming one case per year)
Scenario 1	£ 825.75	£0
Scenario 2	£ 4,259.39	£ 3,433.63
Scenario 3	£ 4,640.90	£ 3,815.15

40. As with maternity leave, there are also other additional costs caused by employees going onto paternity leave early, such as the cost of covering them earlier than expected. Using the average salary of male employees aged 20-39 (£25,278.75), we can calculate an example of the weekly cost of covering an employee:

No. additional weeks covered	Total additional cost	Total additional costs (including on-costs)
1	£486.13	£635.86
2	£972.26	£1,271.72
3	£1,458.39	£1,907.57

4	£1,944.52	£2,543.43
5	£2,430.65	£3,179.29
6	£2,916.78	£3,815.15

41. Due to the short notice of employees going on paternity leave early, in some cases we may have to rely on agency workers to cover the immediate absence period. This would mean that in addition to the above amounts, we would also have to pay the introduction fee for the agency. Some examples of agency introduction fees can be seen in the table below.

Remuneration Package	Introduction Fee
£0 - £19,999	18%
£20,000 - £29,999	20%
£30,000 - £39,999	25%
£40,000+	30%

42. Continuing to use the same example salary of £25,278.75, we could therefore expect to pay an additional £5,055.75 introduction fee. If the employee did go on paternity leave 6 weeks early we would then be looking at a total cost of £8,870.90.

43. The table below shows the total costs for each of the scenario's, with on-costs:

Scenario	Additional cost to current model	Cost of covering 6 weeks of work	Agencies fees	Total additional cost
Scenario 1	£0	£3,815.15	£5,055.75	£8,870.90
Scenario 2	£3,433.63	£3,815.15	£5,055.75	£12,304.53
Scenario 3	£3,815.15	£3,815.15	£5,055.75	£12,686.04

44. It is worth noting that premature babies can be born before 34 weeks, however we have not done any calculations for premature babies born before then as fewer that 3.5% of babies are born before 34 weeks.

Staffing

45. Due to the fact that the parents' leave entitlement would be extended, the department would need to provide additional cover for the length of the extended leave. This could be difficult for some departments to cover, and may cause issues with work schedules; especially for partners who may not have been expected to take more than two weeks initially.

46. However, the benefits to the individuals involved are numerous; if parents do not have to worry about financial issues they will be able to focus more on their baby or babies. It will also provide them with more job security; 60% of mothers say that their maternity leave was too short following a premature baby, and this can cause mothers to resign from roles in order to stay with their children for longer. By allowing them additional time off, mothers may feel more able to return to work following maternity leave.

47. Likewise, more than 50% of mothers who have had children in neo-natal units suffer from anxiety and display signs of post-traumatic stress disorder as a result. This can also affect partners and other family members. By giving families more time to bond, and removing some financial stresses, the Council would be supporting their employees' mental and financial wellbeing.

48. **Sources**

https://thesmallestthings.org/take-action/employers-with-heart-the-smallest-things-best-practice-charter/

https://www.bbc.co.uk/news/uk-england-london-42608962

https://www.london.gov.uk/press-releases/mayoral/mayor-aims-to-increase-support-for-working-parents

https://www.employeebenefits.co.uk/southwark-council-premature-baby-leave/

https://www.bliss.org.uk/news/bliss-welcomes-councils-decision-to-offer-additional-leave-after-premature-birth

https://www.bliss.org.uk/research-campaigns/research/neonatal-care-statistics/prematurity-statistics-in-the-uk

Report Author: Chloe Smith – HR Advisor
Telephone: (01954) 712903

This page is left blank intentionally.

Premature Birth and Neo-Natal Policy

Document Control	
Date of Last version	
Latest review	April 2019
Name of Reviewer	C Smith
Consultation	EMT, Employment and Staffing Committee
Approved by	

1. Introduction

South Cambridgeshire District Council is committed to equality of opportunity in employment for all its staff, and to developing work practices that support work-life balance. This document is a guide to the rights of employees who have premature babies, or babies who are unwell when they are born. Further advice is available from the Human Resources Team.

SCDC reserves the right to make amendments to this policy to reflect the changes in the statutory provision of relevant legislation.

2. Maternity and Paternity Provisions

All employees are entitled to maternity and paternity leave. For further details of entitlements please see the **Maternity Policy** and the **Paternity Leave Policy.**

Employees are also entitled to take shared parental leave with a partner. For more details please see the **Shared Parental Leave Policy.**

3. Stillbirth, Miscarriage, or Live Birth

Stillbirth or miscarriage
If you have a stillbirth on or after the 25th week of your pregnancy you will still be eligible for maternity leave and SMP in the usual way, and Occupational Pay if you qualify for this.

If you miscarry earlier than the 25th week of your pregnancy you will not qualify for SMP and any time off will count as sickness absence. The Councils Sickness Absence Policy will be followed and the Council will endeavour to support you throughout this difficult time.

Live birth before the 25th week of pregnancy onwards
If, at any point in your pregnancy, you give birth to a live child you will be entitled to SMP in the usual way and Occupational Pay if you qualify for this, even if the child later dies.

4. Additional Leave and Pay Entitlement

Premature Leave
A premature birth is defined as any birth before the 37th week of pregnancy (including multiple births, e.g. twins).

If an employee, or their partner, gives birth prematurely the employee will be entitled to additional maternity/paternity leave. This leave will be equal to the number of weeks before the Expected Due Date that the birth took place.

For example, if the birth took place in the 35th week of pregnancy, that would be 5 weeks before the expected due date, so the employee would be entitled to an additional 5 weeks maternity/paternity leave.

Neo-Natal Leave
Neo-natal leave would apply to employees whose baby/babies are unwell when born, and must remain in a neo-natal unit following their birth for 1 week or longer. The employee would be entitled

to additional maternity/paternity leave equal to the number of weeks the child/children must remain in the neo-natal unit, or until the 28th day after the Expected Due Date (whichever is earliest).

For example, if a baby was born on their Expected Due Date but remained in the neo-natal unit for a further two weeks, the employee would be entitled to an additional two weeks leave.

Pay
Both types of leave would be paid at full pay, and they can be taken consecutively.

The additional pay would be paid at the beginning of the maternity/paternity leave, and would not be required to be repaid under any circumstances.

5. Notification

The Council understands that it may not always be possible to notify us immediately of a premature birth, or a neo-natal care situation. However, we ask that the parent or a family member informs us as soon as possible so that we can ensure the correct maternity/paternity pay is received. We also ask that the employees then keep us informed of any changes.

The Council would require evidence of the premature birth/neo-natal care when possible. This could be in the form of a birth certificate or a copy of a discharge letter.

6. Additional Support Available

The Council has a range of support available for all staff, and would encourage employees to access these when necessary.

Counselling
The Council has a confidential counselling service available. Employees on maternity/paternity leave are welcome to access this service. Please contact HR for details of how to do this.

Returning to work
On an employee's return to work we would recommend they meet with their line manager to discuss if any further support is required. This might include temporary adjustments to duties or working hours. Employees are also welcome to meet with HR.

All employees with at least 26 weeks' continuous service also have a legal entitlement to make flexible working requests. For more details please see our **Flexible Working Policy**.

7. Terminology

Premature birth	A premature birth is defined as any birth which takes place before the 37th week of pregnancy.
Neo-natal	The definition of neo-natal is "relating to new-born children". A child is classed as a neonate from their birth until the 28th day after their Expected Due Date.

This page is left blank intentionally.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is left blank intentionally.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is left blank intentionally.